



Llywodraeth Cymru  
Welsh Government

## HEALTH EMERGENCY PLANNING ANNUAL REPORT FOR 2021

Name of NHS  
Organisation

Public Health Wales

Date

8/02/22

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.

Dr 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.

4.

Andrew Jones – Deputy Director of Health Protection and Screening Services  
Daniel Rixon – Interim Senior Emergency Planning Officer

5. Do you have an organisational chart showing how civil contingencies/emergency preparedness responsibilities are allocated in your organisation?

YES  NO

**If yes, please attach it**

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

Rhiannon Beaumont-Wood – Executive Director of Quality, Nursing and Allied Health Professionals

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

A revised Business Continuity Strategy, Business Continuity Plan Template and Business Impact Assessment template was approved by the Emergency Planning and Business Continuity Group on the 18th of May 2021.

An update to the Quality, Safety and Improvement Committee on Emergency Planning and Business Continuity was provided in March 2021 to provide assurance on the activities undertaken by the organisation to discharge its duties under the Civil Contingencies Act [2004] and to update the committee on the emergency planning and business continuity training and exercise activity undertaken during 2020.

An annual report will further be presented to the Quality, Safety and Improvement Committee in 2022.

**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
	Following the development of draft written procedures for the Public Health Wales response to a change in threat level (informed by identified learning), revised lock down arrangements will be developed in 2022 /2023

**Major Incident/Emergency Plan(s)**

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

The Emergency Response plan was approved by the Public Health Wales Board in September 2018. An update to the Quality, Safety and Improvement Committee on Emergency Planning and Business Continuity was provided in March 2021 to provide assurance on the activities undertaken by the organisation to discharge its duties under the Civil Contingencies Act [2004] and to update the committee on the emergency planning training and exercise activity undertaken during 2020. An annual report will further be presented to the Quality, Safety and Improvement Committee in 2022.

Throughout the response to COVID-19 changes to the organisations Command and Control structures in the management of the Emergency have been presented and subsequently formally adopted by the Public Health Wales Business Executive Team. The current emergency plan has been updated to reference these amendments.

A number of structured debrief/ learning exercises have been undertaken during the pandemic response, with learning adopted as appropriate.

Following the response to COVID-19 (and informed by organisational learning) the Emergency Response Plan is to undergo a full review (including reference to the above learning) and will be presented to Executive and Board for formal adoption.

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

A working INTERIM DRAFT of The Public Health Wales Emergency Response Plan was updated in February 2022 to incorporate decision controls as detailed in joint doctrine to assist decision makers.

In 2022 a comprehensive review of the Emergency Response Plan will be undertaken. Developments will include review of Command and Control arrangements (including the role of the Incident Director), Recovery coordination and staff mobilisation (including Health Protection surge arrangements). The review of the Emergency Response Plan will give further focus to identified learning from the organisations response to COVID-19.

The Public Health Wales Emergency Response Telephone Directory was last updated on the 1<sup>st</sup> of February 2022

**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
06/05/21	<b>Welsh Ambulance Service Communications Test</b> – NHS Wales notification exercise delivered by the Welsh Ambulance Service
25/05/21	<b>Welsh Ambulance Service Communications Test</b> – NHS Wales notification exercise delivered by the Welsh Ambulance Service
04/09/21	<b>4 Nations Communications</b> – Confirmation of communication arrangements between the 4 Nation Public Health Agencies
22/09/21	<b>Welsh Ambulance Service Communications Test</b> – NHS Wales notification exercise delivered by the Welsh Ambulance Service
27/10/21	<b>Exercise Wales Connect</b> – Multi-agency SCG activation test in Dyfed Powys LRF
27/10/21	<b>Exercise Wales Connect</b> – Multi-agency SCG activation test in Gwent LRF
11/11/21	<b>Multi-agency Communications Exercise</b>

**b. Carrying out a table top training exercise within the last year. Please provide details below**

Dates	Details of table top training exercise
09/01/21	<b>Business Continuity Table Top</b> - Training and familiarisation exercise for Business Continuity Tactical Leads
19/01/21	<b>Exercise Draid Coch</b> – Public Health Wales representation at a multi-agency table top exercise exploring the response to a significant pan-Wales cyber incident
11/02/21	<b>Exercise Morlais</b> – Public Health Wales attendance at a multi-agency tabletop exercise exploring the multi-agency response to a landslide
22/7/21	<b>Exercise Sirius 5.</b> A virtual table top style exercise; this was the fifth exercise in a series delivered by the UKHSA to explore COVID-19 outbreak management at the local level and inform the development of local arrangements for outbreak control.
30/09/21	<b>Improvement Cymru Business Continuity Tabletop</b> - Facilitated tabletop to inform the development of Improvement Cymru Business Continuity Plan  <i>n.b Public Health Wales throughout the response to COVID-19 have undertaken debriefs (including Public Health Wales Board, Public Health Wales Business Executive Team, Public Health Wales Gold Group, Public Health Wales Silver Group) with recommendations incorporated into the lessons management database with progress of action reported through the Emergency Planning and Business Continuity Group.</i>

**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	<b>Exercise Seren City.</b>  The scenario posed a request to a Strategic Coordinating Group (SCG) to enact

lockdown measures, within 12 hours, in a fictional urban location – Seren City - due to a significant increase in confirmed cases of COVID-19. For the purpose of the exercise, lockdown was understood to be preventing non-essential movement of people, cancelling crowded gatherings and events and maintaining only life-saving services within a defined cordon.

A fictional demographic overview of Seren City and a map of key resources and infrastructure was provided. Prior to the first meeting of the SCG, a briefing was given on the handover of an NHS-led response to COVID-19, to an SCG response.

The aim of the exercise was: To explore the multi-agency response to a request to put an urban setting in lockdown in response to COVID-19

Objectives included:

- To explore the multi-agency capability to investigate, contain and respond to COVID-19
- To seek areas of the response to COVID-19 where further clarification is required
- To identify learning to enhance the Wales response to COVID-19

In total 115 attendees at the Exercise with representation from multiagency partners across Wales including the Welsh Government.

**26/06/20**

### **Exercise Barod**

The exercise was delivered using Microsoft Teams. A briefing on a generic scenario was provided by the Chair of the Public Health Strategic Coordinating Support Group and questions posed to LRF regions. LRFs held their own separate SCG/RCG meetings to discuss responses to questions and periodically reported back to the main meeting of the exercise.

The aim of the exercise 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.

Objectives included:

- To evaluate The Communicable Disease Outbreak Plan for Wales in managing the multi-agency response to outbreaks of COVID-19
- To examine how The Communicable Disease Outbreak Plan for Wales interacts with and informs Civil Contingencies arrangements within Local Resilience Forums for COVID-19 outbreaks
- To explore roles and responsibilities of the Incident Management Team, Outbreak Control Team, Strategic Coordinating Groups, Recovery Coordinating Groups and Welsh Government on issues such as communications, localised lockdowns and Test, Trace, Protect (TTP) work.
- To test channels of communication between agencies in hosting virtual Outbreak Control Teams, Strategic Coordinating Groups and Recovery Coordinating Groups.

*n.b Public Health Wales throughout the response to COVID-19 have undertaken debriefs (including Public Health Wales Board, Public Health Wales Business Executive Team, Public Health Wales Gold Group, Public Health Wales Silver Group) with recommendations incorporated into the lessons management database with progress of action reported through the Emergency Planning and Business Continuity Group.*

16. Apart from COVID-19, have you implemented any of your emergency plans in response to any other incident in 2021?

YES  NO

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

n/a

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 part of the response to COVID-19, the organisation has undertaken a number of debriefs to capture identified learning, recommendations and observations. Recommendations are monitored on the Emergency Planning and Business Continuity Database and progress reported through the Emergency Planning and Business Continuity 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 agreed Governance arrangements of the NHS Wales Lessons identified database.

*(N.B. The Wales NHS Lessons Identified Register was created by Daniel Rixon, Public Health Wales, and reflects the Public Health Wales process of identifying and learning lessons through our Emergency Planning and Business Continuity Group)*

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 developed an Emergency Planning and Business Continuity Learning and Development Prospectus which further details the training requirements of staff to undertake identified roles detailed in the Emergency Response Plan. Identified roles within the Emergency Response Plan are further mapped against the National Occupational Standards for Civil Contingencies.

Following a full review of the Public Health Wales Emergency Response Plan in 2022 (incorporating identified learning from the response to COVID-19), the Learning and Development Prospectus is to be reviewed.

In September 2021 Daniel Rixon, Interim Senior Emergency Planning Officer, completed a Masters of Research in Risk and Disaster Reduction.

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

YES  NO

**If YES, please provide further details eg number of staff trained in Gold, Silver and Bronze roles; emergency planning on line training package.**

The following figures represent numbers of staff who have undertaken training for identified roles within the past 3 years (1<sup>st</sup> January 2019 to 28<sup>th</sup> January 2022). Where stated numbers of current staff trained within roles identified in the Public Health Wales Emergency Response Plan are referenced.

- Gold /Strategic – 33 current staff have attended Exercise Wales Gold and Exercise Wales Gold LTE within the past 3 years
- Silver / Tactical – 12 current staff are have attended multi-agency training delivered by Local Resilience Fora in the past 3 years. 188 attendees at Public Health Wales Silver Training (including staff who have left the organisation). 9 current staff have been trained within the past 3 years as Tactical Incident Managers
- Business Continuity Silver –10 current staff are trained as Tactical Incident Managers within the past 3 yers.
- Loggist – 25 current staff have been trained within the past 3 years as Loggists.
- Watchkeeper- 19 current staff have been trained within the past 3 years as Watchkeepers
- Introduction to Emergencies – 217 staff have attended Introduction to emergencies delivered by Public Health Wales within the past 3 years (including staff who have left the organisation)

*N.B. The Wales NHS ELearning package is being developed by Daniel Rixon, Public Health Wales on behalf of the NHS Wales Emergency Planning Advisory Group to be released in 2022.*

## **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

**21. 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.**

In 2018 a combined Emergency Planning and Business Continuity group was established.

The group works to an agreed action plan based on planning, training and exercises to address risks and lessons identified.

The Terms of Reference of the Emergency Planning and Business Continuity group were last agreed by members on 15.05.21

The Group provides assurance and reports through the Executive Director to the Executive Team and Board.

The Group further provides approval and oversight of the delivery of the Emergency Planning and Business Continuity Work Plan

**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.**

Public Health Wales has representation on all 4 LRFs within Wales. The organisation also has representation on other relevant working groups within LRFs, Wales Resilience Forum and NHS Wales structures.

A 4 Nations Emergency Planning Group (for Public Health) provides further opportunity to maintain strategic oversight of arrangements relating to the planning for and response to emergencies across the 4 Nations. This is to be achieved through promoting good communication and enhancement of emergency planning across public health agencies by providing a forum for strategic issues of emergency preparedness.

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

Representation at LRF groups and sub-groups is provided by Consultants in Communicable Disease Control / Consultation in Health Protection as well as the Emergency Planning and Business Continuity Team

**Assessment**

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

In 2022 a business case is to be developed seeking to strengthen the capacity and resource of the Emergency Planning and Business Continuity Function.

A full review of the Public Health Wales Emergency Response plan will be undertaken. The review will consult partners in their roles and responsibilities as detailed within the plan and will further more incorporate learning identified through structured debriefs undertaken throughout the response to COVID-19. The development of the emergency response plan will be supported by a revised training and exercise prospectus for newly identified role in the plans development.

**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		
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25. Please include an electronic copy(ies) of your current Major Incident /Emergency Plan(s) when submitting this completed Report

**Completed and signed Report forms with any attachments to be returned by  
10<sup>th</sup> February 2022**

By email to: [UCAI.HEPU@gov.wales](mailto:UCAI.HEPU@gov.wales)

Copied to: [Matthew.Evans027@gov.wales](mailto:Matthew.Evans027@gov.wales)