

Resilience Team Annual Report

Incorporating Emergency Preparedness, Resilience & Response (EPRR)
and Business Continuity Management (BCM)

2023 – 2024

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1. Executive Summary

The content of this report discusses the activity of the Cambridgeshire Community Services NHS Trust (CCS) Resilience Team, during the period **1st April 2023 to 31st March 2024**, inclusive. CCS is a **Category 1 Responder** and as such is required to adhere to the six requirements of the Civil Contingencies Act 2004 of Risk assessment, Emergency Planning, Business Continuity Management, Warn & Inform, Co-operation, and Information sharing.

The Resilience team is responsible three professional workstreams, which are:

- ✓ **Emergency Preparedness, Resilience and Response (EPRR)**, incorporating:
 - Executive (Strategic) On- call,
 - Planning including plan writing and exercising of arrangements,
 - Training of key roles including Loggists, Strategic (leadership), Tactical (management) and Operational (co-ordination) commanders, and
 - Trust Incident Control Centre(s).
- ✓ **Business Continuity Management (BCM)**, incorporating:
 - Business Impact Analysis (BIA) and
 - Business Continuity Planning (BCP).
- ✓ **Resilience Risk Management.**

2. Governance & Resource

2.1. Audit & Compliance

During 2023/24 all Resilience workstreams were audited via the NHS England EPRR Core Standards, in total CCS was **assessed against 60 (+ 4 from 2022) standards**, 52 (+8 from 2022) of which were rated as ‘fully compliant’ maintaining the assurance rating at **partial compliance**. No standards were assessed as non- compliant. A full report was presented to the Board of Directors in September 2023.

In November 2023 an **Internal Audit** of Business Continuity Management (BCM) arrangements was conducted by RSM. They awarded a rating of ‘Reasonable Assurance’, highlighting good areas of practice as policies and plans, and ownership and oversight. Areas for improvement were incorporated into a pre- planned Trust Wide project on BCM, and at 31st March 2024 one of three recommendations had been fully implemented.

2.2. Personnel

Organisational responsibility for EPRR is the collective responsibility of the Board of Directors. Accountability for the remit has been delegated by the Chief Executive Officer (CEO) to the Director of Corporate Affairs and **Accountable Emergency Officer (AEO)**, Rachel Hawkins. Despite amendments made to the Civil Contingencies Act 2004 CCS has retained the role of **Non- Executive Director for EPRR**, and this post is held by Dr Richard Iles.

Operational management and individual responsible for supporting the AEO in the discharge of their duties was **EPRR Lead**, Alexandra Perry (current post holder recruited in 03 2022). They are supported by **EPRR Officer** (current post holder recruited in 12 2022) and **EPRR Coordinator** (current post holder recruited in 09 2022).

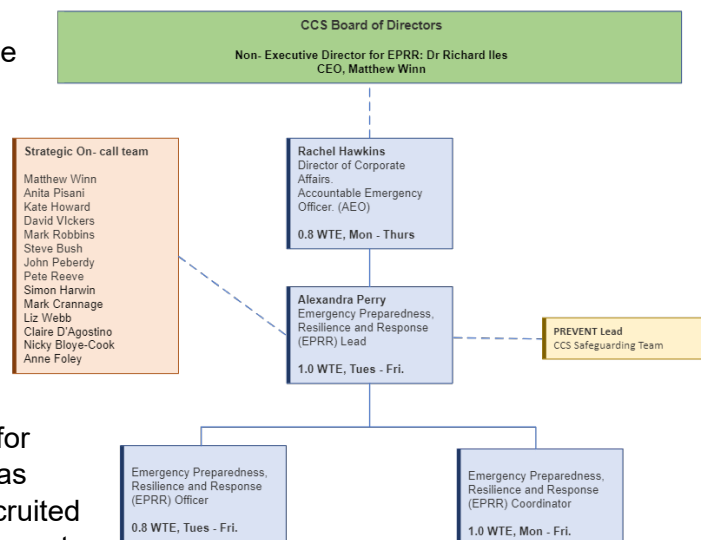


Fig 1: Team structure 2023/24

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In November 2023 EPRR Coordinator assumed responsibility for a stand- alone project which reduced the core team capacity. Consequently, the Headquarters Reception Team have supported with the Administration of the Resilience mailbox during periods of high pressure or unavoidable team leave.

2.3. Finance

The Resilience team budget sits as part of the Governance & Resilience team budget. Finance allocated in 2023/24 was **sufficient to meet established requirements**.

2.4. Meetings & Oversight

During the year 2023/24 the activities of the Resilience Team were overseen by the:

- ✓ **Resilience Steering Group (RSG).**
 - Meeting dates: 15 06 2023, 23 08 2023, 29 11 2023, and 28 02 2024.
- ✓ **Resilience Operations Group (ROG).**
 - Meeting dates: 31 05 2023, 15 08 2023, and 11 10 2023. The Q3 meeting was cancelled.
- ✓ **Resilience Oversight Huddle (ROH).**
 - Meeting dates: 19 10 2023, 02 11 2023, 16 11 2023, 21 12 2023, 28 12 2023, 04 01 2024, 11 01 2024, 18 01 2024, and 25 01 2024.
 - This group convenes during times of exceptional operational pressure only.

All groups reported to the **Quality, Improvement & Safety Committee (QIS Comm)** meeting which has delegated responsibility to EPRR from the Board of Directors.

Externally to CCS the AEO is a member of the Cambridgeshire & Peterborough, Bedford, Luton & Milton Keynes, Suffolk and North East Essex and Norfolk & Waveney **Local Health Resilience Partnership (LHRP)** meetings, and the EPRR Lead a member of the associated **Working Groups**. In 2023/24 CCS attended 9 of 10 LHRP Executive meetings and 16 of 24 LHRP Working Group meetings meaning that **obligations were met in regard to attendance**.

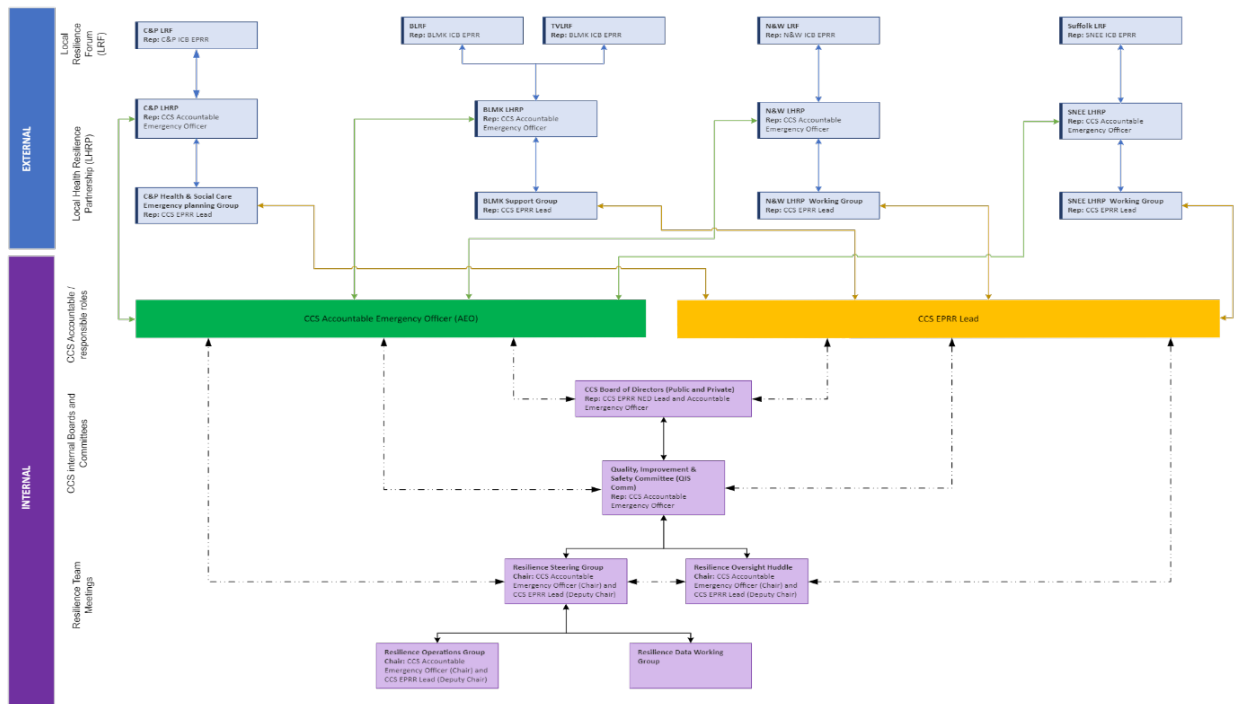


Fig 2: Meeting structure 2023/24

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2.5. Data

2023/24 saw the launch of a new **Resilience Mapping tool**. The application enables the team to overlay Trust assets with risk or incident areas which has proved beneficial when responding to possible or actual incidents and events, as well as for use when planning.

In November 2023 the team began work to **review and refine all data** held, with the objective of working into Power BI. The benefits were hoped to include empowering the team to efficiently generate, customise, and update reports; to allow a 'real-time' access to triangulated data, and to support overarching team objectives of taking an intelligent and data-led approach to planning for and responding to incidents and events.

3. Planning & Preparedness

3.1. Risk Management

Risk remained as a **standing agenda item** at all meetings convened and included as a mandatory section to all reports drafted by the Resilience Team.

In August 2023 a **Resilience Risk Register** was launched following assessment of National, Local and Trust risk. As part of this, the Trust's Datix system was updated to include an option for staff to log if their risk, issue or incident would or had triggered them to enact their Business Continuity Plans (BCPs).

The following risks were core to the register:

- ✓ Concurrent and protracted Incidents, and operational capacity (ref: 3582)
- ✓ Environmental and natural hazards (ref: 3571)
 - High Temperatures and Heatwave (ref: 3572)
 - Low Temperatures and Snow (ref: 3574)
 - Flooding (Ref: 3573)
- ✓ Human, animal, and plant health hazards (ref: 3575)
 - High Consequence Infectious Disease (Ref: 3576)
 - New and Emerging Pandemic (Ref: 3577)
- ✓ Societal Hazards (ref: 3578)
- ✓ Major Accidents, Infrastructure and Systems hazards (ref: 3579)
 - Power Loss (Ref: 3527)
- ✓ Malicious attacks & threats (ref: 3580)

The following risks were added to the register in response to new or emerging risks:

- ✓ Risk of Industrial Action and impact on ability to deliver services (Ref: 3502)
- ✓ RAAC North Cambridgeshire Hospital (Ref: 3559)
- ✓ Cyber Security (Ref: 3514)

3.2. Documentation development & approvals

The following plans and policies were **reviewed and published in 2023/24**:

- ✓ Emergency Preparedness Resilience & Response (EPRR) Policy (NEW)
- ✓ Business Continuity Management Policy (NEW)
- ✓ Resilience Training & Exercising Policy (NEW)
- ✓ Resilience Training & Exercising SOP (NEW)
- ✓ Debriefing & Lessons Identified SOP and associated documentation (NEW)
- ✓ Incident Response Plan (IRP) (NEW)
- ✓ CCS Resilience Incident Action Cards (NEW)
- ✓ Incident Coordination Centre (ICC) Plan (NEW)
- ✓ Protocol And Guide to Staff, Media, And Public Communications (UPDATE)

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- ✓ Hazardous Materials (HazMat) And Chemical, Biological, Radiological, Nuclear, & Explosive (CBRNe) Plan (NEW)
- ✓ Operations Bridges Plan (UPDATED),
- ✓ Surge & Escalation Plan (UPDATED),
- ✓ Various other operational resources and templates,
- ✓ All Business Continuity Plans (BCP) and Business Impact Assessments (BIA).

In addition to the documents listed above, planning **workstreams that remained in progress** at 31st March 2024 include:

- ✓ Adverse Weather,
- ✓ Mass Countermeasures,
- ✓ Infectious Disease,
- ✓ Lockdown,
- ✓ Reinforced Autoclaved Aerated Concrete (RAAC), and
- ✓ Power Loss.

4. Training

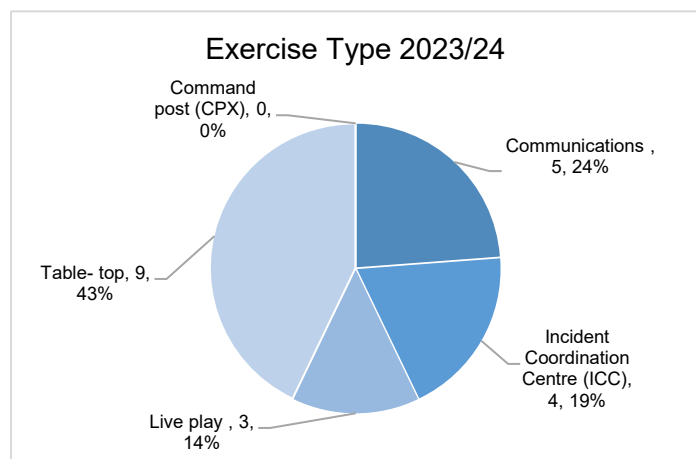
Following the publication of the **Minimum Occupational Standards (MOS) for EPRR** in 2022, and agreement of training specific actions, a focus of 2023/24 was training development.

Of note the EPRR Lead and EPRR Officer obtained Level 3 Award in Training & Education in June 2023. This enabled the development and delivery of in- house training packages, which satisfy the requirements of the professional remit, whilst remaining proportionate and relevant to CCS teams. A **summary of training** completed by CCS staff is below:

Name of training	Number of Delegates	CCS / External Training
Level 3 Award in Education and Training	3	External
Resilience at CCS: Board of Directors Introduction	7	CCS
Principles of Health Command (PoHC)	8	External
Introduction to EPRR (Operational Command)	19	CCS
JESIP Command Awareness	3	External
EPRR Communications	15	CCS
Loggist Practitioner	3	External
ACT Awareness	1	External
TOTAL	59	

5. Exercising

In 2023/24 the Resilience team maintained a **central record and forward schedule** of all exercises that CCS staff facilitated and/ or took part in. During the period **43 exercises** are recorded, of these **seven** were **facilitated by CCS** and **14 attended** by CCS representatives. Of the remaining **22**, **10** were **cancelled or postponed** and **12** were **declined** by CCS. In addition, the following **plans were live activated** during this period:



- ✓ Critical & Major Incident Plan / Incident Response Plan (IRP),
- ✓ Communications Protocol,

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- ✓ Severe Weather SOP,
- ✓ Pandemic Influenza Plan,
- ✓ Operations Bridges Plan,
- ✓ Surge & Escalation Plan (Formally 'Winter Plan'), and
- ✓ Various Service Business Continuity Plans.

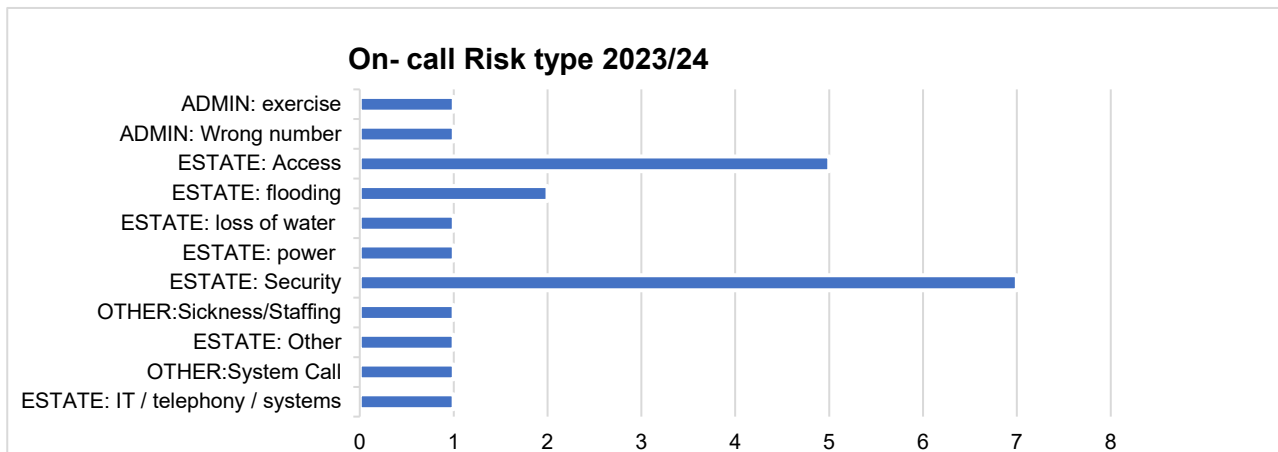
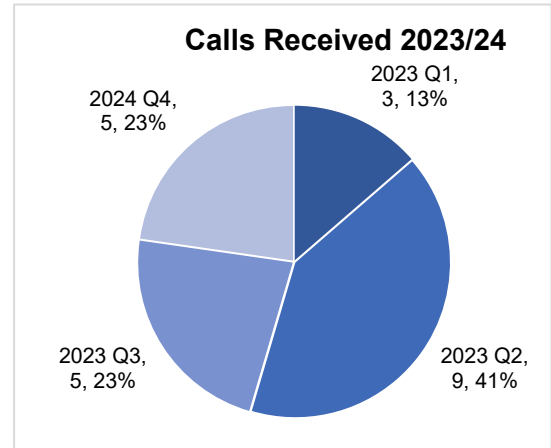
6. Responsiveness

6.1. Executive (Strategic) On-call

CCS maintained a **24/7 on-call function** throughout 2023/24. During that period **22 calls** were received, the majority of which were logged in **Q2 (9, 41%)**.

3 calls (13.6%) were not responded to within 15-minutes. Affective actions have been implemented to reduce the response time.

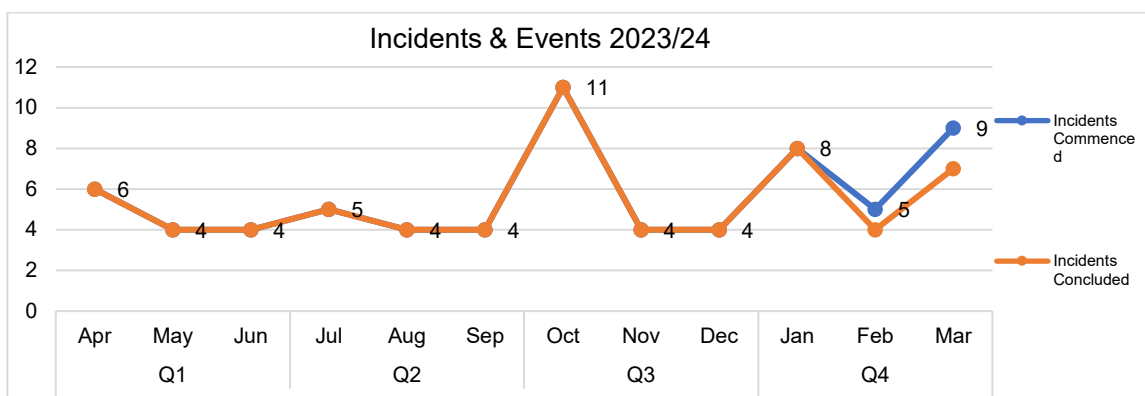
Of the calls received the associated risk type was most often around **Estates & Facilities (18, 82%)**, including **Data Services** and **Telephony**.



6.2. Incidents & Events

The Resilience Team continued to manage a central database of all **incident and event notifications**. In total **68 incidents and events** were recorded, which is **16% decrease on 2022/23**.

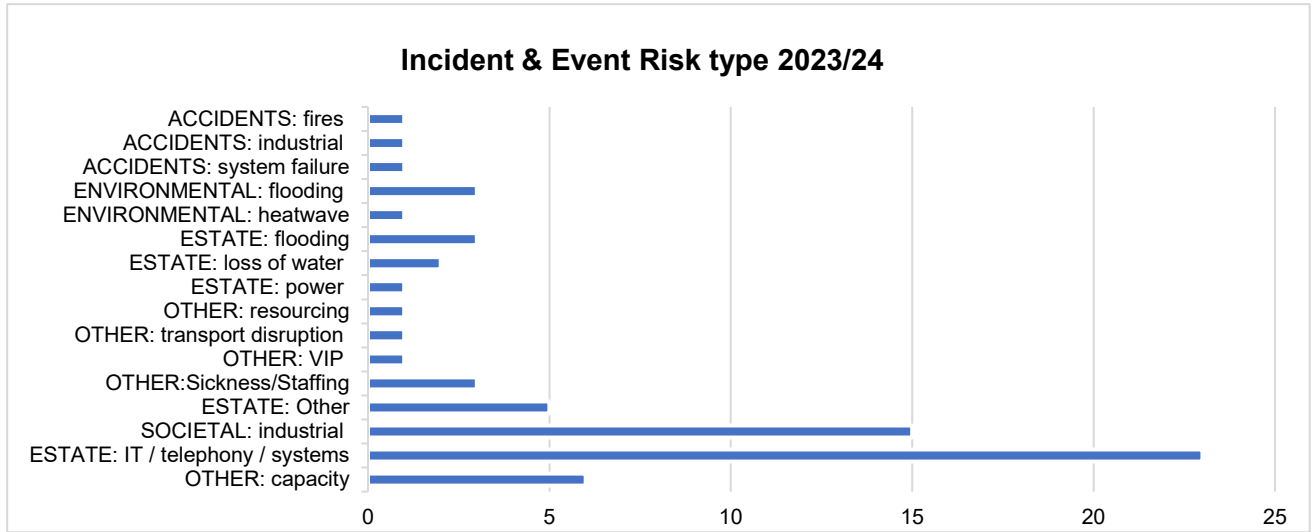
The **highest numbers (19)** of recorded incidents and events were recorded in **Q3 and Q4**.



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CCS enacted its own **Business Continuity Plans (BCPs)** 17 times, and provided **Mutual Aid** on **4 occasions**.

Of note **11** periods of **Industrial Action** occurred throughout the year.



6.3. Learning Lessons

During 2023/24 the previously implemented debrief and lessons learned process was **embedded**, an operational procedure drafted and agreed, and reports refined.

In total there were **59 actions identified**, which were attributable to **22 incidents, events or exercises**. In that same period, **27** were agreed as **completed**.

7. Conclusion

2023/24 saw a significant volume of foundational work completed by the Resilience team in addition to work with the aim of embedding new practice. Moving into 2024/25 key areas of focus will include:

- ✓ Incident **response**,
- ✓ **Training** development and delivery,
- ✓ **Exercise** development and delivery,
- ✓ **Planning** and **plan writing**, and
- ✓ **Business Continuity Management (BCM)**.

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