



AGENDA ITEM

3.2.5

CTM BOARD

**CIVIL CONTINGENCIES AND BUSINESS CONTINUITY REPORT
2021**

Date of meeting	31/03/2022
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Andrew Francis, Emergency Preparedness, Response and Recovery Manager
Presented by	Linda Prosser, Director of Strategy and Transformation
Approving Executive Sponsor	Executive Director of Strategy and Transformation
Report purpose	FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

ACRONYMS

EPRR	Emergency Preparedness, Response and Recovery
ILG	Integrated Locality Group
PPE	Personal, Protective Equipment
PHW	Public Health Wales
SWLRF	South Wales Local Resilience Forum
WG	Welsh Government

1. SITUATION/BACKGROUND

1.1 Cwm Taf Morgannwg University Health Board (CTMUHB) is a Category 1 Responder under the Civil Contingencies Act 2004 and therefore has the following duties placed upon it under this act and must:

- Assess the risk of emergencies occurring and use this to inform contingency planning;
- Put in place emergency plans;
- Put in place Business Continuity Management arrangements;
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- Share information with other local responders to enhance co-ordination;
- Co-operate with other local responders to enhance co-ordination and efficiency; and
- Provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only).

1.2 This report covers the work and actions of CTMUHB in relation to Emergency Preparedness, Response and Recovery (EPRR) during 2021, aligning with the Annual Return that the Health Board is mandated to submit to Welsh Government.

1.3 Appendix A of this report provides additional detail in relation to the work completed by the EPRR Manager, Assistant Director of Transformation and the Executive Director of Strategy and Transformation to support the organisation's duties as a Category 1 responder.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

2.1 The Annual report provides an oversight of how CTMUHB is performing against its duties under the Civil Contingencies Act 2004. Specific areas of compliance to note are:

2.2 **Assessing the risk of emergencies occurring and using this to inform contingency planning:**

CTMUHB has demonstrated a reasonable compliance with the need to assess risks through its existing risk assessments and plans and the HB's response to new risks. This includes:

- a. The continued development and realignment of the Strategic and Tactical COVID19 risk assessments and information through analysis of information from the World Health Organisation (WHO), Welsh Government (WG), Public Health Wales (PHW) and local data.
- b. Mass Fatalities Plans and the collaborative provision of a mass fatalities mortuary facility.
- c. Development of plans to address a global shortage of blood tubes.
- d. Response to the notification of adverse weather events, and the subsequent risk assessed activation of HB severe Weather plans.
- e. Response to fuel shortage events through activation of the Facilities Departments Fuel and Transportation plans.
- f. Contributing to the South Wales Local Resilience Forum's new community Risk Register has been developed through engaging in the evaluation and analysis of risk that has the potential to impact on our services. Work is ongoing with partners to align existing plans and develop additional plans where needed.

2.3 Putting in place emergency plans:

2.3.1 CTMUHB has demonstrated reasonable compliance with this requirement through publication of a number of plans ready to form the basis of a range of emergency responses. Existing plans have been reviewed and built upon to develop the following:

- a. Health Board Strategic, Tactical and Task/Operational plans COVID Plans, including Hospital Patient Reception and Treatment Pathways, Personal Protective Equipment (PPE) distribution plans, Financial Plans and other supporting plans have been developed.
- b. Surge Capacity Planning and provision of additional temporary Hospital accommodation plans and Standard operating procedures (SOP's).
- c. A mass COVID 19 Test, Trace and Protect Plan.
- d. A mass Immunisation plan and delivery programme.
- e. Staff resource planning.

2.3.2 Work commenced to review plans and ensure that they align with the Integrated Locality Group (ILG) structures within CTMUHB.

2.4 Put in place Business Continuity Management arrangements:

2.4.1 Notable actions during 2021 have revolved around COVID19.

2.4.2 CTMUHB has demonstrated compliance through ILG and individual corporate services plans developed in response to COVID 19. Examples include:

- a. Patient treatment pathways
- b. Surge Capacity Plans
- c. Elective and Emergency surgery plans
- d. Staffing plans

2.4.3 Amongst the range of operational plans that exist within CTMUHB the following have been activated in 2021:

Lockdown Plans:

- 28/03/2021: Royal Glamorgan Hospital (RGH) – in response to police information of an inbound stab victim and the assailant being at large with the potential to visit the hospital to cause further harm to the casualty.
- 20/05/2021: Prince Charles Hospital - in response to the potential threat of a person armed with a knife attending to hospital to kill or injure a known person.
- 03/07/2021: Mass vaccination site: Activation of Security and Management of Violence procedures and Lockdown of site due to protesters attempting to enter the premises and close down the vaccination centre.

Fire Evacuation and Business Continuity Plans

- 07/03/2021: Ysbyty Cwm Cynon Community Hospital

Chemical Spillage & Decontamination Procedures

- 08/03/2021: Chemical Spill RGH

A chemical spill within the Sterile Services Department at RGH caused a full evacuation of the department and necessitated the attendance of South Wales Fire and Rescue Service and Welsh Ambulance Service Trust.

Activation of Business Continuity Plan

- 30/03/2021 Loss of Radiology Equipment due to total ICT Failure
- Aug 2021 – February 2022: Blood Tube Global Supply Issue

There have been a number of supply issues affecting Health Boards (HB)/other Health Organisations. CTMUHB Pathology Leads activated business continuity arrangements to limit use and preserve stocks. It required central HB control to manage stocks and to report on usage and address areas of concern. CTMUHB Pathology Leads participated

in a tri-regional evaluation of American brand blood tubes and alternative global suppliers.

Transport Business Continuity and Fuel Plan:

- Autumn 2021: The Fuel issues required the Health Board to activate this plan leading to a full scale stand up of support vehicles and fuel management. This required acquisition of alternatively fuelled vehicles i.e. electrical vehicles and has focused future procurement of vehicles. The work was supported in CTMUHB by the internal communication arrangements of the Operational/Bronze, Tactical/Silver, and Strategic/Gold Communication system employed in the HB during 2021.

2.5 Collaborative Working

2.5.1 As a Category 1 responder under the Civil Contingencies Act 2004, to ensure that CTMUHB engages and shares information with relevant partners, CTMUHB have active membership on the SWLRF, the Welsh Health Emergency Planning Advisory Groups, the Welsh Health and Social Services Group, Local Authority Planning Groups and a number of other strategic and Tactical groups.

2.5.2 Participation in such groups has resulted in the ability of CTMUHB to adopt and take assurance from National plans, such as the National Supply Disruption Plan that is managed by the NHS Wales Shared Services Partnership (NWSSP), future National Health Surveillance plans and processes through Public Health England/PH. It also ensures that CTMUHB are linked into the development and amendment of Strategic and Tactical regional and national planning, and are updated on emerging risks.

2.5.3 CTMUHB now has its own internal Strategic Emergency Preparedness, Response and Recovery Group formed in 2021, chaired by the Executive Director of Strategy and Transformation. This group brings together representatives of each Integrated Locality Group with the aim of providing Strategic focus on emergency preparedness response and recovery.

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

3.1 There is a need to ensure that the Health Board's ILGs continue to develop, review and update plans for their areas and to ensure that risks are evaluated and adequate measures put in place to mitigate the impact of such risks.



- 3.2 There is a requirement that all Health Board and ILG plans and guidance align to the relevant standards, ISO 22301 and statutory guidance from WG and NHS Wales. This requires continued significant engagement with internal and external stakeholders.
- 3.3 The Health Board and its nominated responsible person for EPRR must maintain adequate resourcing for EPRR.
- 3.4 There is a need to consider mandating areas of EPRR training i.e. Major Incident Training for those on the on call rota, in order that all relevant persons receive training as required under the Civil Contingencies Act 2004, and that training and development meets the required standards under the National Occupational Standards and other statutory guidance from WG and NHS Wales.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
Related Health and Care standard(s)	Governance, Leadership and Accountability If more than one Healthcare Standard applies please list below:
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below) If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below. If no, please provide reasons why an EIA was not considered to be required in the box below.
Legal implications / impact	Yes (Include further detail below) The Civil Contingencies Act 2004 places legal requirements on Organisations. These powers have been conferred on WG who now have the power to inspect and examine and Organisation's emergency preparedness.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report. This report references that assurance of full compliance with the Civil Contingencies Act requires enhanced levels of audit and support to the Integrated Locality Groups and their Clinical Service Groups. There is also evidence of the need to provide more detailed



	business continuity planning on a more local level. In line with our neighbouring HBs, this would require additional resources.
Link to Strategic Goals	Sustaining Our Future

5. RECOMMENDATION

- 5.1 To **note** the Civil Contingencies and Business Continuity annual report.

Appendix A: Civil Contingencies and Business Continuity Annual Report

Major incident and business continuity plans

The Emergency Planning Response and Recovery Manager (EPRRM) role has reviewed key policies and procedures in line with the expectations of the Civil Contingencies Act and Welsh Government expectations, namely:

- The Business Continuity Policy
- Business Continuity Guidance
- Major Incident and Critical Incident Procedural Guidance
- Lockdown procedural guidance
- Helicopter Landing Procedures (Prince Charles and Royal Glamorgan Hospitals).
- Bomb Threat and Suspicious Packages.
- Severe Weather –Ice and Snow
- Severe Weather - Heatwave
- VIP visit/attendance
- Continued further discussion and work on the Emergency Pressures escalation Policy

The EPRRM supports Local Authority (LA) planning groups such as the Event Safety Advisory Groups for each LA within CTMUHB, providing advice and ensuring that HB requirements are factored in to the planning of major events.

The EPRRM is also part of other LA's Emergency Planning forums and has been involved in areas of planning such as:

- Control of Major Accidental Hazard (COMAH) Registered site emergency response planning – Royal Mint
- Landslide (Tips) Response planning
- Prevention of Terrorism through active participation on the LA's Protective Security Preparedness Group

Operational Support

The Executive Director of Strategy and Transformation, deputised by the Assistant Director of Transformation are active participants on the SWLRF Strategic Co-ordination Group. The Assistant Director of Transformation and the EPRRM actively attend the SWLRF Tactical Co-ordination Group meetings. These forums deal with Strategic and Tactical preparedness, response and recovery for the range of issues that can be found on the SWLRF risk register.

In 2021, the EPRRM role supported by the Executive and Assistant Director roles have collaborated with the SWLRF in areas of planning and response including:

- Continued COVID pressures and Multi Agency Staff Resource planning issues

- National Fuel Issues
- Ongoing Brexit (D20 reporting and Planning)
- Severe Weather response planning
- Global supply chain issues
- The EPRRM also sits on a number of SWLRF sub groups such as the:
 - Training and Development group
 - Humanitarian Assistance Group
 - Severe Weather Group
 - Mass Casualties Group

The Executive Director and Assistant Director also sit on other Strategic Groups such as the WG Health and Social Services (Planning and Response) Group. This group provides health surveillance and global and national health information, advice and shares issues and best practice for health and social care partners.

The EPRRM sits on the Welsh Ambulance Service Pre Hospital Group. This group plans the pre hospital response to mass casualty events and the training of HB staff for their duties as Major Emergency Response Team members, along with multi-agency procedures and protocols during such events.

The EPRRM role has supported the CTMUHB Emergency Pressures Escalation procedure. The purpose of this Escalation procedure is to provide an operational approach to the effective management of capacity and escalation across all areas within CTMUHB. This includes all acute and community sites, mental health and CAMHS (Child and Adolescent Mental Health Services) and primary care including the GP out of hours service.

In addition to the operational support the EPRRM has provided the Chief Operating Officer with an evaluation of proposals from the National Collaborative Commissioning Unit for improvement to the existing emergency pressures and demand management for urgent and Emergency Care.

The EPRRM has liaised with Infection, Prevention Control Leads on the PPE issues and guidance from WG and PH. The EPRRM is currently liaising with PHW to review the PPE and procedures for dealing with Highly Infectious diseases including Viral Haemorrhagic Fever type diseases, Ebola and SARs.

The role has also supported the Pathology staff in relation to global supply issues of blood collection equipment and maintained liaison with other Health Boards and Welsh Blood Service in a bid to maintain a shared situational awareness and cohesions across services.

The EPRRM provides evaluation of meteorological data in relation to the potential impact to the HB operations, impact on HB premises and

infrastructure and the impact on staff travel etc. This includes liaison with Facilities, Estates and construction contractors to ensure that weather warnings and response plans are in place.

Mass Testing and Vaccination Centres

Following the work of the EPRRM during 2020/21 in the setting up of the Testing and vaccination centres the EPRRM has provided:

- Assistance in business continuity planning in the case of urgent site relocation
- Advice on the development of security/lockdown procedures in collaboration with the CTMUHB Security advisor
- Provided support and liaison during protests at vaccination centres.

Training and Development

The EPRRM role has delivered training and development in the following areas:

- Tactical Hospital Major Medical Incident Management and Support Courses
- Major Incident Loggist Courses
- Strategic/Gold level Multi Agency Major Incident protocol and procedural training
- On Call Familiarisation sessions with new Senior Managers on Call.
- Business Continuity for managers.

The EPRRM also co-ordinates multi agency training for senior and executive managers in conjunction with the SWLRF Co-ordinator.

The EPRRM has managed the All Wales Powered Respirator Protective Suit training for all HB's across Wales. This involved the EPRRM submitting a bid for funding to the WG Emergency Planning Unit, the compliance with procurement requirements and co-ordination of delivery of the Pan Wales courses with the Supplier.

Exercises:

The Tactical Hospital Major Medical Incident Management and Support Courses have a table top exercise as part of the course. This a mass casualty incident based on a bombing of a shopping mall. Despite the demands and impact of COVID, seven of these table top exercises were run in 2021.

The EPRRM has collaboratively delivered a Helicopter Landing and patient transfer exercise with the Facilities department.

The EPRRM has developed an abduction exercise with the maternity department which was postponed and now due to be run in 2022.