

Appendix 2

LLR ICB EPRR work plan

Programme Lead		Amita Chudasama		Programme Support	Sara Watson	Programme Oversight		Rachna Vyas		
Project	Ref	Priority	Deliverable	Key Driver*	Description of continuing activity	Target Date	Status	Current Status notes	Responsible for delivery	Contribution/ Information
1. Incident response arrangements										
1	1.1	A	Incident Response Plan - Review, republish, consult and exercise - updated ICB model and action cards	CCA		24-Jun-23	on track		Amita Chudasama	
	1.2	B	Adverse Weather (Cold and Heatwave) response and reporting arrangements, cross check with on call manuals	CCA		01-Jul-23	on track	Current plan needs to be updated with severe weather information including flooding etc. Discussion required with LRF	Sara Watson	
	1.3	A	Infectious diseases response (including mass vaccination, mass treatment)	NRR	HCID Action cards to be developed	24-Jun-23				
2. Management and maintenance of the Incident Coordination Centres										
2	2.1	A	ICC Maintenance checks - review, republish, consult and exercise	CCA/Framework		30-Apr-23		Plan to be updated with OOH access and testing required	Amita Chudasama	
	2.2	B	ICC resilience planning	CCA	Confirm alternative ICC location	30-Apr-23			Amita Chudasama	
3. Management of on call arrangements										
3	3.1	A	Maintenance of the On call Pack (Handbook (6 month updates) on MS Teams)	CCA			on track		Sara Watson	
	3.2	A	Handbook update April	CCA		30-Apr-23	on track		Sara Watson	
	3.3	A	Handbook update October	CCA		31-Oct-23	Not started		Sara Watson	
	3.4	A	Local contact directory updates to NHSE	CCA			on track		Sara Watson	
	3.5	A	Local contact directory update 1 - March	CCA		01-Mar-23	Completed		Sara Watson	
	3.6	A	Local Contact directory update 2 - October	CCA		31-Jan-23	Not started			
	3.7	A	On call rota	Governance						
	3.8	A	Jan - May	Governance		01-Mar-23	Completed		Sara Watson	
	3.9	A	June - December	Governance		30-Apr-23	on track		Sara Watson	
4. Assurance										
4	4.1	A	Core Standards Assurance Process	HSCA		TBC	Not started	Further clarification in this years process required	Amita Chudasama	
	4.2	A	Send out Core Standards letters to system in co-ordination with NHSE	HSCA			Not started	Further clarification in this years process required	Amita Chudasama	
	4.3	A	Ensure LHRPs consider findings	HSCA			Not started	Further clarification in this years process required	Amita Chudasama	
	4.4	A	On site visits and peer reviews	HSCA			Not started	Further clarification in this years process required	Amita Chudasama	
	4.5	A	Complete ICB assurance returns	HSCA			Not started	Further clarification in this years process required	Amita Chudasama	
	4.6	A	Sign off ICS/ICB return and submit	HSCA			Not started	Further clarification in this years process required	Amita Chudasama	
	4.7	A	Local action plan to be developed	HSCA			Not started	Further clarification in this years process required	Amita Chudasama	
5. Communications										
5	5.1	B	ICB Communications Plan review, publish, consult, exercise	CCA		01-Jun-23	on track	Plan update to be completed by 31.3.23	Dave Rowson	
	5.2	B	EPRR communications regular updates to be started (webinar or newsletter type item)	Governance		02-Feb-23	on track	Commenced as part of Industrial Action updates.	Amita Chudasama/Dave Rowson	
	5.3	B	ICB Communications Staff "Comms in Incident" Training	CCA		01-Jun-23	Not started		Amita Chudasama	
6. Governance										
6	6.1	A	LHRP Management, including agendas, attendance and action monitoring, work programmes, develop escalation routes	Governance		01-Feb-23	on track		Sara Watson	
	6.2	A	Terms of reference review	Governance		01-Mar-23	Completed		Amita Chudasama	
	6.2	A	LHRP action reviews	Governance		Ongoing	on track		Amita Chudasama	
	6.3	A	HEPOG Management and oversight	Governance		01-Feb-23	Completed		Amita Chudasama	
	6.4	A	Terms of reference review	Governance		01-Feb-23	Completed		Amita Chudasama	
	6.5	A	Risk Management processes oversight	Governance		31-Mar-23	on track		Amita Chudasama	
	6.6	A	Terms of reference review	Governance		31-Mar-23	on track		Amita Chudasama	
	6.7	A	EPRR business continuity (BIA, development of BCP, exercise 2023)	CCA		30-Apr-23	Not started		Caroline Gregory / Amita Chudasama	
	6.8	B	Local flood risk overview	Governance		TBC	Not started	To be done in conjunction with LRF	Amita Chudasama/LRF	
	6.9	A	EPRR Training and exercise strategy	Governance		01-Jun-23	on track	Developing training needs analysis	Amita Chudasama	
6.1	A	LRF action management (specific actions for ICB and ICS)	Governance		01-Apr-23	on track	Ongoing action via LRF Exec	Amita Chudasama/LRF		
7. Exercising										
7	7.1	A	Communications Exercises (x2 In hours x2 out of hours)	CCA/Framework						
	7.2	A	In hours comms exercise	CCA/Framework		01-May-23	Not started		Sara Watson	
	7.3	A	out of hours comms exercise	CCA/Framework		01-May-23	Not started		Sara Watson	
	7.4	A	In hours comms exercise	CCA/Framework		01-Nov-23	Not started		Sara Watson	
	7.5	A	out of hours comms exercise	CCA/Framework		01-Nov-23	Not started		Sara Watson	
	7.8	A	Exercise FloodEx 2022	CCA/Framework		15-Nov-22	Completed	Awaiting Exercise Report	Amita Chudasama/Mo Patel/Mike Ryan	
		A	Exercise Lemur	CCA/Framework		29-Nov-22	Completed	Awaiting Exercise Report	Amita Chudasama/Primary Care	
		A	Exercise Arctic Willow	CCA/Framework		06-Dec-22	Completed	Debrief Report completed and sent to NHSE	Amita Chudasama	
	7.9	A	Exercise Mighty Oak 2023	CCA/Framework		30-Mar-23	on track		Amita Chudasama with LRF	
	7.1	A	Exercise Volturus	CCA/Framework		01-Apr-23	on track	ICB attendees identified for all exercises throughout 2023	Amita Chudasama	
	7.11	A	Internal BCP Exercise	CCA/Framework		30-Apr-23	Not started		As above	
	7.12	A	Lessons learnt and monitoring of actions	CCA/Framework		01-Mar-23	on track	Ongoing updates	Amita Chudasama	
8. Training										
8	8.1	A	Training Needs Analysis for EPRR Team, On-call, Incident Management Team and loggists.	CCA/Framework		01-Jun-23	on track		Amita Chudasama	
	8.2	A	Loggist Training	CCA/Framework		01-May-23	Not started		Amita Chudasama	
	8.3	A	On call training course	CCA/Framework		01-Mar-23	on track	Ongoing	Amita Chudasama	
	8.4	A	Health commanders course in conjunction with LRF	CCA/Framework		01-Mar-23	on track	2 x DOCs Trained, awaiting further dates	Amita Chudasama	
	8.5	A	Undertake training further on call training (4 sessions per year)	CCA/Framework						
	8.6	A	Session 1 - Incident declaration	CCA/Framework		01-May-23	on track		Amita Chudasama	
	8.7	A	Session 2 - Subject TBC	CCA/Framework		01-Sep-23	Not started		Amita Chudasama	
	8.8	A	Session 3 - Subject TBC	CCA/Framework		01-Jan-23	Not started		Amita Chudasama	
	8.9	A	Session 4 - Subject TBC	CCA/Framework		01-May-24	Not started		Amita Chudasama	
	8.10	B	EPRR staff development and PDR	Internal					Amita Chudasama	
	8.11	B	PDR development	Internal		01-Mar-23	on track		Amita Chudasama	
	8.12	A	Training effectiveness reviews, action monitoring	CCA		01-Jul-23	Not started		Amita Chudasama	
9. Business Continuity management (internal)										
10	10.1	A	Support in completing Business Impact Analysis	BCMS		01-Mar-23	on track		Amita Chudasama	
	10.2	A	Support BCP development for directorates and Primary Care	BCMS		01-May-23	Not started		Amita Chudasama	
*Explanatory Notes:										
		CCA	Civil Contingencies Act, 2004				Completed			
		HSCA	Health and Social Care Act, 2012				on track			
		A	Must do				slippage			
							Delayed			

LLR ICS work programme

Programme Lead		Amita Chudasama/Mo Patel/Mike Ryan			Programme Support		Sara Watson		Programme Oversight		LHRP	
Project	Ref	Priority	Deliverable	Key Driver*		Target Date	Status	Status information		Project Delivery	Contribution/ support	
1. EPRR guidance												
1	1.1	A	System notification processes and procedures updated in the on call guidance	EPRR Framework								
	1.2	A	Support development of the ICS arrangements for EPRR	Long Term Plan								
	1.3	B	Management of VIPs guidance	Operational requirement								
	1.4	B	Op Carbon Steeple/Consort guidance (development of exercise programme)	Operational requirement								
	1.5	B	Op Bridges guidance incl Operation Spring Break	Operational requirement								
	1.6	B	Op Golden Orb - King's Coronation	Operational requirement								
	1.7	B	Incident reporting guidance	EPRR Framework								
2. Major Incident and mass casualty response												
2	2.1	B	Mass casualty arrangements	EPRR Framework								
	2.2	A	Severe Weather Planning with LRF	EPRR Framework								
3. CBRNe/HAZMAT												

3	3.1	A	Mass Countermeasures Plan Testing and Exercising	EPRR Framework				
4. Infectious Disease								
4	4.1	A	HCID management	HCID framework				
	4.2	A	confirm localised arrangements for HCID management (isolation room etc)	HCID framework				
5. Evacuation and Shelter								
5	5.1	A	Hospital evacuation plans	Shelter and Evacuation guidance				
	5.2	A	Interoperability plans - evacuation	Shelter and Evacuation guidance				
	5.3	A	Lockdown	Lockdown guidance				
	5.4	A	Identify lockdown plans and review, identifying gaps and risks	Lockdown guidance				
	5.5	B	Community evacuation plans	Shelter and Evacuation guidance				
6. Business Continuity - External								
6	6.1	A	Supplier auditing across organisations	BC Guidance				
	6.2	A	Identify key lines to enquire about	BC Guidance				
	6.3	A	Electricity Supply Restoration (ESR - was black start) and power disruption planning	BC Guidance				
	6.4	A	Identify initial steps for organisations in catastrophic power loss where communication is not possible	BC Guidance				
	6.5	A	Communication deployment schedule for emergency communications	BC Guidance				
	6.6	A	Fuel monitoring measures for generation and potential situation reporting	BC Guidance				

7. Assurance Process 2023/24									
7	7.1	A	System notification of assurance	Governance					
	7.2	A	Support to LHRPs in delivering key aspects of assurance such as reporting	Governance					
	7.3	A	Peer reviews and trust support in completion of assurance	Governance					
	7.4	A	Site visits to confirm assurance levels	Governance					
	7.5	A	Local assessment and standardisation	HSCA					
	7.6	A	Action plan	HSCA					
8. Lesson Learned									
8	8.1	C	Quarterly update against lessons learned	Governance					
9. EPRR Exercising (NHS)									
9	9.1	A	Mighty Oak	EPRR Framework					
	9.2	A	LLR Communications Exercise - system notification	CCA					
	9.3	A	Exercise Voltturnus - multi-agency TCG and SCG Immersive Exercise	EPRR Framework					
10. EPRR Training for the NHS in LLR									
10	10.1	B	Operational Training	Governance					
11. Strategic plan for 2024-2027									
11	11.1	B	Set out plan for the system for 2024 - 2027	Governance					
	11.2	A	Internal priorities for period	Governance					
	11.3	C	Key events	Governance					
13. COVID-19 management and review									
13	13.1	B	COVID-19 review	Governance					
	13.2	B	Inquiry preparations	Governance					
	13.3	B	LLR debrief	Governance					
	13.4	A	Vaccination programme oversight	Governance					
	13.5	A	Service recovery and restoration planning	Governance					

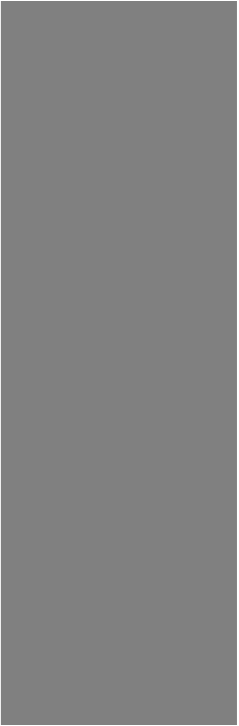
***Explanatory Notes:**

CCA Civil Contingencies Act, 2004
HSCA Health and Social Care Act, 2012

A	Must do
B	Should do
C	Nice to do. Can be held

Completed	Work has been delivered
on track	Will deliver to schedule
slippage	Up to 2 months later than planned
Delayed	More than 2 months later than planned
Not started	work not started

Name 1	0
Name 2	0
Name 3	0
Name 4	0
Name 5	0
Name 6	0
Name 7	0
Name 8	0
Name 9	0
Name 10	0
Name 11	0
Name 12	0
Name 13	0
Name 14	0



Appendix 3

EMERGENCY PREPAREDNESS, RESILIENCE & RESPONSE (EPRR) MIDLANDS LESSONS LEARNED

Assessed	No. of learning points	No. addressed	No. to be addressed	No. with no plan to address
Applicable to CCG/ICB	51	24	27	0
Clarity Req. from NHSEI	0			
Not applicable to CCG/ICB	344			

FROM NHSEI		CCG/ICB ASSESSMENT						
Learning or Concern Identified	Recommended Action	Applicable to CCG/ICB	Relevant Plan	Action Required	Action Owner	Action Due By	Progress Update	RAG Status
Lessons and Learning from Incidents: Major Incidents								
MI1	Presence of CCG at Incident Coordination Centre provided additional support –additional GP to A & E, arrangement for Cat. 3 patients to Primary care Walk-in Centre and offer to arrange for GP Centre to take P3's for duration of incident	Yes	Incident Response Plan	Identify how this can be actioned if required	Amita Chudasama	Dec-22	As part of system escalation calls or via SCC	Completed
MI2	Training and exercise are life blood of maintaining resilience. Some staff members are plainly conversant in their role but spread of knowledge is required to prevent over reliance on individuals.	Yes	EPRR Training	EPRR Team to review the EPRR Exercise schedule for the forthcoming year to ensure all staff in incident roles have an opportunity to exercise respective emergency plans.	Amita Chudasama	Ongoing	All DoC staff have either attended or been booked to attend PoHC training, JESIP online training and ICB on call training	Completed
MI3	Annual review of Major Incident Plan is due and needs to consider: a) consequences of receiving large number of children b) roles and responsibilities in organisation that currently including Clinical Site Team c) review detail of how and where patient next of kin is achieved d) increased interest in plan and its practical implementation offers ripe opportunity to review	Yes	Major Incident & Mass Casualty Plan	Consider as part of Incident Plan review	Amita Chudasama	Dec-23	Will be considered as part of next review of Major Incident Plan	Not started
MI6	Control room space was not ideal for incident management as access to information and room became uncomfortable	Yes	Incident Response Plan	EPRR Team to review the facilities available within the Incident Coordination Centres (ICCs).	Amita Chudasama	Dec-22	ICC Room at County Hall identified with adjacent area for breakout spaces	Completed
Lesson and Learning from Incidents: CBRN / HAZMAT								
C1	Multi agency communications cells not formed fully	Yes	Incident Response Plan	Applicable but no action required as LRF comms cell already in place and meet weekly with the ability to step up as required.	N/A	N/A	N/A	Completed
C2	Messaging issued impacting on other agencies without consultation	Yes	Incident Response Plan	Applicable but no action required as LRF comms cell already in place and meet weekly with the ability to step up as required.	N/A	N/A	N/A	Completed
Lessons and Learning from Incidents: Infectious Diseases								
ID11	Lead agency was health but the organisation to lead was unclear	Yes	Incident Response Plan	Applicable but no action required as this is done as part of HETCG	N/A	N/A	N/A	Completed
ID12	Establishment triggers for communications cells need to be clear, as incident proceeded with no group authorising communications	Yes	Incident Response Plan	Applicable but no action required as process clear via LRF Comms Cell	N/A	N/A	N/A	Completed
Lessons and Learning from Incidents: Business Continuity								
BC1	Building used is owned by third party CCG would be notified by them, however CCG contact route was not 24/7	Yes	Business Continuity Plan	Applicable but no action required as have 24/7 contact number in place	N/A	N/A	N/A	Completed
BC4	Organisation uses third party to host telephony system but is not clear if there is an out of hours number for support if required	Yes	Business Continuity Plan	Applicable but no action required as 24/7 support available	N/A	N/A	N/A	Completed
BC6	On call manager did not have access to full list of partner agencies they were meant to contact to communicate updates with	Yes	Incident Response Plan	Applicable but no action required - part of on call handover process ensures full list of numbers are communicated daily.	N/A	N/A	N/A	Completed
BC7	Electronic diaries were not accessible to identify key deadlines and mitigating actions would be required	Yes	Business Continuity Plan	Applicable but no action required as diary is via IMT inbox which all on call and SCC staff have access to	N/A	N/A	N/A	Completed

BC10	Staff were not aware of their role in the BC plan	Training for all staff in their role during business disruption	Yes	Business Continuity Plan	Training to be provided to all staff	Corporate Team	TBC	Will be addressed as part of BC update and exercise	Not started
BC12	Lack of deputy identified for key role in BCP	Business continuity leads should have clear nominated deputies and supporting materials for staff stepping into roles during an emergency	Yes	Business Continuity Plan	All Directorate BCP plans to include nominated deputies	Corporate Team	TBC	Will be addressed as part of BC update and exercise	BC updates underway
BC16	Organisations to consider early actions to take during a black start event	Organisations to develop list of actions when mains supply is lost, including checking if wider area issue	Yes	Business Continuity Plan	BCP to be updated with action cards	Corporate Team	TBC	Will be addressed as part of BC update and exercise	BC updates underway
BC18	Ability to identify vulnerable persons would be more difficult without power, also the type of person vulnerable will significantly increase during the incident	Organisations should consider how they would access vulnerable persons list during power outages - and lack of IT resulting from an outage	Yes	Incident Response Plan	Work with Primary Care Team to provide advice to GP practices	Amita Chudasama/ Dane Bull	Ongoing	GP practices engagement has started and links to useful information and considerations as part of their BCP sent.	Ongoing planning (Exercise Lemur / Mighty Oak)
BC19	Ability to communicate would be significantly reduced especially to General Practice and other Primary Care Services	CCGs should consider how they will communicate to Primary Care in a regional power loss, including how organisations will assess what is operating	Yes	Incident Response Plan	Work with Primary Care Team to provide advice to GP practices	Amita Chudasama/ Dane Bull	Ongoing	GP practices engagement has started and links to useful information and considerations as part of their BCP sent.	Ongoing planning (Exercise Lemur / Mighty Oak)
BC20	Move to paper light presents a risk where long term power loss continues	Organisations should have arrangements to work without power where safe to do so. Paper workarounds should be available and understood by staff	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
BC25	Identification of supplier's key to multiple organisations presenting a risk to services and supplies	NHS England and NHS Improvement intends to undertake a key supplier's audit. Organisations are asked to identify suppliers for this audit	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
BC26	Expectations of primary care in H41 scenario not understood	NHS England and NHS Improvement to provide guidance for Primary Care in H41	Yes	Business Continuity Plan	Work with Primary Care Team to provide advice to GP practices	Amita Chudasama/ Dane Bull	Ongoing	GP practices engagement has started and links to useful information and considerations as part of their BCP sent.	Ongoing planning (Exercise Lemur / Mighty Oak)
BC27	Joint planning with local authorities and social care providers to ensure patient flow maintained	Arrangements for discharge should be reviewed for operation in an H41 scenario - organisations to make sure arrangements are in place for patient transfer during power loss	Yes	Business Continuity Plan	Amita Chudasama / System Discharge Team	TBC	To be addressed as part of Mighty Oak		Ongoing planning (Exercise Lemur / Mighty Oak)
BC34	Staff were not always aware of how to establish the ICC and guidance documented didn't match equipment.	Organisations to ensure clear instructions available for establishing ICCs these should be reviewed regularly	Yes	Incident Response Plan	EPRR Team to ensure clear instructions are available for establishing Incident Coordination Centres (ICCs) as part of its next review into the Incident Response Plan.	Amita Chudasama	Apr 23	ICC Plan updated - training required	Ongoing
BC36	Plan stated to send representative to NHSE ICC but unclear on role	Plans should have clear instructions for staff expected to undertake Liaison roles. Confirm liaison roles duplicated in partner plans	No	Incident Response Plan	Applicable but no action required as Doc and SCC Leads clear on roles and responsibilities	N/A	N/A	N/A	Completed
BC37	Business continuity plans were not aligned across the organisation	Organisations as part of Business Continuity Management Systems should align plans across organisation	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway

BC41	Concern of lack of identified support for establishing ICC out of hours	ICC processes to be reviewed to ensure adequate resource is available to open out of hours including supporting staff	Yes	Incident Response Plan	EPRR Team to ensure clear instructions are available for establishing Incident Coordination Centres (ICCs) as part of its next review into the Incident Response Plan.	Amita Chudasama	Apr 23	ICC Plan updated - training required	Ongoing
BC44	Loggists have no rota for out of hours	Organisations to consider how they will ensure access to Loggists out of hours and need for rotas/access lists	Yes	Incident Response Plan	EPRR Team to review availability of loggists out of hours as part of its next review	Amita Chudasama	TBC	Need for additional loggists and training identified following which rota will be established	Ongoing
BC51	Lack of clarity on when to trigger Business Continuity arrangements	Clear triggers for activating business continuity arrangements to be documented	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
BC54	Staff unaware of the location of the BCP	Organisations should ensure BC where the BCP can be found is part of general awareness of business continuity	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
BC59	Identified the need to develop business continuity plans further	Business continuity plans should be under constant review with constructive challenge and user reviews scheduled alongside exercises	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
BC63	Teams aren't always aware of where to locate BC documentation	Organisations need to encourage staff in local services responsible for BC speak regularly about the document and where to locate it	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
BC64	Telephone numbers out of date	Process to update contact information every few months should be in place	Yes	Business Continuity Plan	Applicable but no action required as process for regular updates in place	N/A	N/A	N/A	Completed
BC66	Third party contact information was not always available in plans	BC templates should include sections for third party contacts to be listed	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
Lesson and Learning from Exercises: Communication Exercises									
CO4	Exercising of external contacts identified wrong information	Organisations to ensure they regularly exercise external agency contact information	Yes	Business Continuity Plan	Applicable - no action required as done regularly	N/A	N/A	N/A	Completed
Lessons and Learning from Exercises: Cyber									
CY2	Concerns raised over lack of IT support for cyber out of hours	Ensure Out of hours procedures include how to escalate to IT Services during cyber incidents	Yes	Business Continuity Plan	Applicable - no action required as LHIS have OOH support in place	N/A	N/A	N/A	Completed
CY7	Not all BCPs were available due to being only stored electronically	All areas to ensure that they can access non electronic version of their essential plans	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
CY33	Concerns raised over how to maintain home working access in the event of a cyber attack	Organisations with home workers to identify if any cyber protection measures may result in home workers being unable to access networks and how this will be communicated	Yes	Business Continuity Plan	Work with Corporate Team to develop plans	Amita Chudasama/ Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
CY36	Triggers for declaring a Major Incident relating to cyber are not always clear	Alignment of IT Cyber arrangements into the organisations command and control structures allows clear triggers to be identified	Yes	Incident Response Plan	EPRR Team to assess as part of next review of IRP	Amita Chudasama	Dec 23	N/A	Not started
CY37	No clear process to report cyber-attacks out of hours	Clear out of hours processes to be developed and available to staff	Yes	Business Continuity Plan	EPRR Team to work with with Corporate to update Business Continuity Plan.	Amita Chudasama / Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
CY38	No formal staff alerting method to a cyber threat occurring	Development of clear alerting for all incident types to staff groups to be considered	Yes	Business Continuity Plan	EPRR Team to work with with Corporate to update Business Continuity Plan.	Amita Chudasama / Corporate	TBC	Will be addressed as part of BC update and exercise	BC updates underway
Lessons and Learning from Exercises: Major Incident									
MI23	Action cards did not always contain enough information on the role or responsibilities	Action cards to be clearly structured and developed with users of the card	Yes	Incident Response Plan	Update of IRP action cards	Amita Chudasama	Dec-22	Action cards were updated as part of the IRP review	Completed

MI39	Interagency communication was lacking, or was hampered by language used in agencies	Response staff training to include the use of JESIP, also staff to be reminded not to use acronyms in communications with other agencies, plans to be shared with partners in advance of incidents	Yes	Incident Response Plan	Applicable but no further action required. JESIP training for all DoC Staff in place and list of acronyms is part of the on call handbook	N/A	N/A	N/A	Completed
MI40	JESIP principles were not always utilised to full effect to aid information flows	Response staff training to include the use of JESIP principles	Yes	EPRR Exercising	Applicable but no further action required. JESIP training for all DoC Staff in place and list of acronyms is part of the on call handbook	N/A	N/A	N/A	Completed
MI43	Interagency communication was lacking	Response staff training to include the use of JESIP principles	No	Incident Response Plan	Applicable but no further action required. JESIP training for all DoC Staff in place and list of acronyms is part of the on call handbook	N/A	N/A	N/A	Completed
MI46	No specific training is available for those attending TCGs and SCGs	1. Midlands region to chase national regarding training for health 2. Organisations to include TCG and SCG operation into local training	Yes	EPRR Exercising	Applicable but no further action required as LLR has joint LRF training specifically on TCG and SCG - Exercise VANYA	N/A	N/A	N/A	Completed
MI48	Regular briefings of the whole system helped with situational awareness of the incident scene and overall health response	Organisations should put in place methods to provide updates (to CCGs and partners) and disseminate updates (to staff) to ensure all are briefed on the incident	Yes	Incident Response Plan	Applicable but no action required - process already in place for briefings and debriefs following any incident/industrial action	N/A	N/A	N/A	Completed
MI55	Organisations identified the difficulty in establishing ICC and managing staff out of hours, and this was rarely practiced	Organisations to consider the running of an incident exercise out of hours to ensure the ability to coordinate incident response or establish ICCs	Yes	EPRR Exercising	ICC exercise to be carried out	Amita Chudasama	Apr-23	ICC plan written to be tested	Not started
MI56	Action cards were not always utilised to their full potential, situation reporting was not included against a role	Organisations to include action cards in training/awareness sessions for all command staff/action card holders Review of action cards to be undertaken with persons undertaking the role to ensure they are comprehensive Ensure organisation has situation reporting clearly identified on action cards for relevant roles	Yes	Incident Response Plan	Applicable but no action required. IRP was tested in June 2022	N/A	N/A	N/A	Completed
MI57	Organisations were able to make use of Loggists to record decisions and practice log handover	Organisations to ensure Loggists are exercised as regularly as possible to maintain skills and practice handover	Yes	Incident Response Plan	Loggists to be retrained	Amita Chudasama	TBC	Looking for suitable loggist training	Ongoing
Lessons and Learning from Exercises: Mass Casualty									
MC20	Not all equipment in ICC ready to use	ICC equipment should be regularly maintained and issued logged	No	Incident Response Plan	ICC exercise to be carried out	Amita Chudasama	Apr-23	ICC plan written to be tested	Not started
Lessons and Learning from Exercises: Surge & Escalation									
SE1	OPEL 4 critical incident understanding for partners and partners role in plan to be understood	Organisations to ensure plans are shared with partners and identify expectations placed upon them at different levels	Yes	Capacity, Flow & Escalation Plan	LLR Surge & Escalation Plan updated Dec 2022	N/A	N/A	N/A	Completed
SE2	Training required for staff expected to deal with escalation and the steps expected	Staff to be trained in the requirements of any surge and escalation arrangements to ensure common understanding of pressures across the organisation	Yes	Capacity, Flow & Escalation Plan	On call training includes surge & escalation. Also offer DoCs lunch and learn lessons on specifics - no further action required	N/A	N/A	N/A	Completed