



MEETING TITLE Trust Board Meeting in Public		MEETING DATE 24/11/2015	
TITLE of PAPER	YAS Emergency Preparedness, Response and Recovery (EPRR) and Special Services Half Year Update	PAPER REF	5.8
STRATEGIC OBJECTIVE	Be at the forefront of healthcare resilience and public health improvements		
PURPOSE OF THE PAPER	The purpose of this paper is to update the Trust board on Emergency Preparedness Response and Recovery activities for the first six months of the NHS year.		
For Approval	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input type="checkbox"/>
AUTHOR / LEAD	Associate Director of R&SS	ACCOUNTABLE DIRECTOR	Director of Operations
DISCUSSED AT / INFORMED BY – include date(s) as appropriate (free text – i.e. please provide an audit trail of the development(s)/proposal(s) subject of this paper): Head of EPRR, YAS, Business Continuity Manager, Head of Special Operations and CBRN specialists have reviewed the their respective areas of business and provided a report covering the first half of 2015-16. This report has been reviewed by the Associate Director of Resilience and Special Services.			
PREVIOUSLY AGREED AT:	Committee/Group:	Date:	
RECOMMENDATION	The Board is assured that YAS is meeting the requirements as laid down by CCA Act 2014 and the requirements for NHS England.		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
Equality and Diversity Implications <i>If 'Yes' – please attach to the back of this paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN	All		
Monitor Quality Governance Framework Choose a DOMAIN	1: Ensuring required standards are achieved 3: Planning and driving continuous improvement		

1. PURPOSE

- 1.1 The purpose of this paper is to update the Trust board on Emergency Preparedness Response and Recovery activities for the first six months of the NHS year.

2. BACKGROUND

- 2.1 YAS has a statutory obligation as a category One responder under the Civil Contingencies Act 2004 to:-

- Undertake appropriate risk assessments with partners formulating local community risks registers (Role of Local Resilience Fora)
- Have a coordinated approach to managing risks assessment
- Plan for emergencies
- Plan for Business Continuity events
- Have plans in place for warning and informing the public
- Conduct and take part in training and exercising

- 2.2 NHS England also requires providers of NHS funded care to work towards meeting the requirements for EPRR as set out in the NHS England Core Standards Matrix, the NHS England planning framework, Everyone Counts: Planning for Patients 2013/14, and the 2013/14 NHS standard contract (Service Condition 30, page 25).

- 2.3 The CCA Act 2004 defines an emergency as:-

“ An event of situation which threatens serious damage to human welfare in a place in the UK, the environment in a place in the UK, or war or terrorism which threatens serious damage to the security of the UK”

- 2.4 The report at Appendix One provides details on EPRR activities from April to October 2015 all aimed at ensuring progress against the above requirements are delivered and that the Trust can respond to adverse events of all kinds.

3. RISK ASSESSMENT

- 3.1 A number of risks to delivery have been prevalent in the past six months these are:-

- Release of staff for the EPRR training programmes due to operational performance pressures meant that some disruption to course delivery.
- The attrition rate for paramedics in the operational A&E service also impacts on our special operations capabilities. Our Armed Intervention Team requires a cohort of 63 members as defined by NARU. All members have to be paramedics and as paramedics leave the service who were part of the cohort and those who are promoted to other roles and or those not wishing to volunteer anymore are constantly reducing the cohort requirement.
- CBRN SORT Training whilst minimally affected by attrition reduction in course attendees and postponement of a small number of training courses has put us behind schedule. The course requires 16 staff ideally to attend due to the heavy lifting of CBRN equipment and its erection etc. To facilitate operational pressures we have reduced numbers on some course.

4. NEXT STEPS

4.1 In relation to the above risks:-

- Manage attrition for special operations and recruit as appropriate to maintain numbers.
- Complete all resilience training courses planned for the last quarter of the year.
- The risks of having specialist capabilities built on volunteering cannot be guaranteed we have asked for this to be placed on the National/NARU EP risk register via the national EP leads group. We may have to consider a recruitment and retention premium for these staff if we cannot sustain numbers through volunteering.

5. RECOMMENDATIONS

5.1 It is recommended that the Board:-

1. Note the report for assurance, seek clarity as appropriate.

6. APPENDICES

Appendix 1 EPRR 6 Monthly Update Report.

YAS EPRR and Special Services Half Year Update

Introduction

This update has been prepared by the Resilience and Special Services Department. It covers the resilience elements of that department which are namely that for Emergency Preparedness, Response and Recovery and Special Operations (Hazardous Area Response Team and Yorkshire Air Ambulance) function. It does not cover activities related to the Community Resilience Team or Private and Events.

The update has been produced primarily for internal organisational purposes to update the Trust Board, managers and staff. However, the security designation allows for external audiences, NHS partners and other agencies to have copy and therefore any activities e.g. special operations/tactics that would otherwise appear under the security marking of 'Official Sensitive' will not be covered in this report.

Together with the annual report (April 2015) this mid-year update, will provide the Trust Board with assurance that their continued commitment to developing and maintaining prepared and resilient services by taking a proactive approach to Emergency Preparedness, Resilience and Response (EPRR) and the on-going programme to increase the resilience of the Trust so that it is able to respond to major incidents and business disruptions, regardless of source, whilst continuing to deliver the critical services that its stakeholders and communities rely upon.

As part of this programme, the Trust continues to maintain its statutory duties as a Category 1 responder under the Civil Contingencies Act (2004).

The Civil Contingencies Act (2004) identifies a wide range of public sector organisations as 'Category 1' responders. The category includes all acute and ambulance NHS Trusts, Public Health England and NHS England. Community providers, mental health trusts and other NHS organisations (NHS Blood and Transplant, NHS Logistics and NHS Protect) are not listed in the Civil Contingencies Act 2004.

Furthermore, the NHS England 'Core Standards for Emergency Preparedness, Resilience and Response (EPRR)' January 2013 states that NHS organisations and providers of NHS-funded care must have suitable, up-to-date plans which set out how they plan for, respond to and recover from major incidents and emergencies as identified in local and community risk registers. This is a contractual requirement.

Risk Assessment

The EPRR Team supports its partners in both Local Resilience Forum (LRF) and Local Health Resilience Partnerships across the region in its continued assessment of the Community Risk Registers (CRRs), national Risk Register (public facing and secret) and is also cognisant of the DCLGs Resilience and Emergencies Departments (RED) forward look at horizon scanning. The Resilience and Special Services Directorate ensure that these risks are understood and mitigated where practicable and where applicable recorded on the Trusts Corporate Risk Register.

One of the emerging risks of this year is Space Weather disruption; this has the potential to cause disruption electronic communications including satellite navigation. This is now monitored by the MET Office as part of their Hazard manager system and YAS has developed guidance for a space weather event that underpins the Trusts Business Continuity Plans.

2015 National Capabilities Survey

YAS completed the 2014 National Capabilities Survey. The 2015 survey and its anticipated areas of interest have yet to be released, however as/when it is, the EPRR is ready to complete and return.

YAS Emergency Preparedness Resilience and Response (EPRR) Assurance Framework 2015-16

The Resilience and Special Services Department has completed this year's iteration of the self-assessment assurance process. It has recommended to the YAS Emergency Accountable Officer and the YAS Board that YAS assesses itself as Substantially Prepared. To support this assessment is an update on progress made last year and an action plan for areas where further, continued developments are required.

YAS EPRR AND SPECIAL OPERATIONS STRUCTURE

There have been no significant changes to the EPRR structure and/or personnel.

Operation Blitz

As part of a continuous planning cycle EPRR and Special Operations carry out revisions of plans and guidance following risk assessments as described above,

lessons identified at exercises and incidents and changes to national requirements. Operation Blitz this year was spread over weekly meetings between Q4 2014/15 to Q2 2015/16 to update and ensure the YAS remains compliant in terms of guidance. This was reinforced when the department was reassessed against ISO22301 and successfully retained its accreditation.

Going forward EPRR team will revise and evaluate its guidance on a two year cycle (half one year, half the next on a rolling programme) as is the accepted as a common standard across the resilience genre. However this is with the caveat that if anything significantly changes and/or lessons have been identified, then the guidance will be updated at that time.

Multi-agency Working

The department continues to work closely with its partners in adherence to the CCA 2004 and national best practise. The specific areas of note are as follows:

- **Joint Emergency Services Interoperability Principals (formerly Programme)**

The Trust has continued to work with its emergency service partners to ensure that JESIP is maintained across the region. YAS has been engaged in follow up sessions for newly qualified/in post Operational and Tactical Commanders. All three services across the region have also undertaken evaluation exercises by the national JESIP team and taken part in the national JESIP audit undertaken by HMIC. Going forward all three services are strengthening the principals in relation to Emergency Operations Centres and Control Rooms as well as working to the new Joint Organisation Learning doctrine.

- **Local Resilience Forums (LRF)**

YAS continues to be represented at Strategic level at all four LRFs as well as the Resilience teams supporting the array of supporting subgroup mechanisms. YAS is also supporting the various Gold Symposiums and LRF sponsored exercises to demonstrate assurance in the delivery of the civil duties named in the CCA 2004.

- **Local Health Resilience Partnerships (LHRP)**

YAS is represented at all three LHRPs within the region and meets its obligations placed upon it within the terms of reference for these groups. Including the development of a regionally accepted Mass Casualties Plan and the review of LRF sponsored, health related plans such as Pandemic Disease.

- **National**

The department also represents the Trust in national work groups looking at nationally recognised commander education standards and the next version of the National Ambulance command and Control Guidance, soon to be published.

The Special Operations team are also engaged with their national colleagues in shaping the next generation of HART vehicles and technical specifications for their equipment.

- **COMAH**

New process revised COMAH (Control of Major Accidents and Hazards) regulations 2015 came into being in June 2015. As a designated authority we have to plan, exercise and debrief the offsite plans for COMAH sites with the local authority.

A costing methodology has been developed and meeting have taken place to inform the relevant partners of our intention to charge going forward, this has all been accepted by the COMAH companies and fellow responders.

A commitment is required from both A&E Operations and Resilience teams to meet the statutory and now contractual obligations, however full cost recovery negates any financial impact on the Trust.

Events

Several EDL/Britain First type protests related to findings around Child Sexual Exploitation Report (Jay, 2014) have taken place over the summer, although minimal casualties are generated, these have a considerable financial and operational footprint for all partners.

There may be legal challenges to future demos going forward, though traditionally these demos reduce during the winter period. However due to high profile CSE cases going through the courts no reduction in the number of protests has been seen this autumn and their locations are widening to other parts of the YAS region.

Early in the financial year saw the inaugural Tour de Yorkshire three day road international road races. This event although on a smaller scale and different format in terms of its management still required a significant commitment for the Resilience, A&E Operations and supporting departments to deliver. The event has heralded as a success and was well received both internally and externally.

Although there was no major occurrences during this event YAS held its own debrief as well as participating in the wider multi-agency debrief.

Tour de Yorkshire planning team has formulated a strategy to deliver our requirements for the next event, incorporating the lessons learned and best practise from the successful event this year.

A comprehensive record of all events either simply known to YAS and/or where we are engaged can be seen on the YAS ResWeb© Event Calendar. This includes a wide array of sporting and cultural events across the whole region ranging from attendances measured in the terms of thousands to smaller less commercial occasions.

Where required YAS will engage with the organisations and relevant authorities to ensure that we offer appropriate advice and guidance on medial cover that promotes as safe event and doesn't overburden the local health economy provision.

Where the above warrant the needs for a Safety Advisory Group, these are established by Local Authorities to assist them in exercising their functions under the Safety of Sports Ground Legislation. With the increase, number, variety and complexity of public events, many local authorities now convene advisory groups for other types of activities that fall outside the legal framework for certified sports grounds. See Appendix B for SAGS attended and during performance inspections.

The YAS Resilience Team is engaged in all levels of SAGS, including the preparation and monitoring of the events through During Performance Inspections and Annual Inspections. Our role on the SAG is to provide advice on medical provision and impact on the local health community where the events with associated risks are taking place.

The EPRR team have reviewed their approach to supporting SAGs in all forms and have introduced a structured approach to highlighting to the SAG chairs and Local Authorities where we feel the medical cover and/or planning falls below minimum guidance.

Exercise and Testing

Exercises conducted this year can be seen on the YAS ResWeb© Exercise Calendar and at Appendix B. YAS Resilience and Special Operations managers are actively involved in all exercises either as part of the planning groups, umpires and/or players supporting commanders in their role as National Inter-Agency Liaison Officers (NILOs). These range from table-top format up to full live exercises. YAS will be involved in a major live CBRN related exercise held in the region towards the end of Q4.

EPRR Focused Training and Education

Each year the EPRR and Special Operations Team contributes to the development of the EPRR Training Programme. The Resilience Learning and Education Coordinator oversees the delivery of the training programme. A summary of all training carried out in relation to EPRR and Special Operations for 2014/15 can be found on the YAS ResWeb© Training Calendar. Specific training events include:

- JESIP including
 - Operational and Tactical Commander Courses
 - HMIC Audit
 - Joint Organisational Learning Programme
- YAS Bronze Commander Refresher Course (3 day)
- YAS Full Bronze (5 day)
- Support to new Military Commanders
- Support to Leeds and Sheffield Hallam Universities.

General incident and resilience education for frontline staff is planned in to the Annual Training Programme; however some slippage has taken place due to workforce pressures across A&E operations.

New Developments

- **Staff Responder Scheme;** Derived from the Bright Ideas initiative where several similar submissions were made. The Head of EPRR brought together the interested parties as part of a working group to produce a feasibility study. This was presented to the Executive Director of Operations and the decision was made to work up a proposal for a trial of such a scheme. The development of the proposal is being worked up with a view to a second workshop and then the intention is to roll out a small, limited six month trial starting early in the new year.
- **YAS Rank Markings Policy;** this policy is in the process of being introduced to provide clarity both internally and externally in terms of day to day role within the Trust, authorised command capability and clinical skillset. It is also designed to remove rank where it is not applicable to any of the above criteria. It is also operated in conjunction with the YAS Commander Framework and YAS dress code. As a policy it will be mandatory to adhere to it once it has been passed by the board and the roll out programme has been completed.
- **YAS Commander Framework;** this framework is in place to clarify the Trusts approach to command and control and identify together with the Rank Markings policy inform both wearers and others of what is required to be a YAS authorised commander at any level.

It is underpinned by the individual commanders access to the YAS ResWeb© library of research and command support materials, the advance notice of events, exercises and education as well as the electronic commander CPD portal, where each commander can record and store their learning and development against the set, nationally recognised, national occupational standards (NOS) criteria for their particular level of command.

The E-CPD is a rolling programme that not only requires the commander to evidence their competencies against the NOS it also requires that they keep them current as each standard is time limited.

Debriefs and Lessons Identified (DATIX)

The Trust has carries out debriefs for various incidents and exercises most significant the Tour de Yorkshire during this half year, however it still remains challenging to attract the commitment to the debrief process from departments as/when incidents occur mainly due to the demands of front end service delivery.

YAS is expected to participate in two national programmes related to identify and sharing lessons and any associated learning processes. These are:

- **Joint Organisation Learning (JOL) programme;** for the emergency services as part of the JESIP legacy. YAS and its partners will be expected to partake in the debriefing and learning processes where the need has been highlighted for multi-agency incidents, events and exercise. This will be scrutinised by the relevant LRF sub-group and uploaded to a national database.
- **Proculus LiD;** endorsed by AACE and managed by NARU, any Ambulance/Health specific learning similar to the JOL process should be uploaded to the Proculus LiD system to be shared across the Ambulance Trusts. Thus far this process has not been embraced by Ambulance Trusts nationally and YAS has its concerns around the protection of the data being submitted and where it is likely to be utilised and shared. No resolution to this issue has been made at this time.

Business Continuity Management System

Policies & Guidance

A number of Policies have been reviewed in 2015, these are

- Debrief Policy
- Debrief Guidance
- Exercise Policy
- Exercise Guidance
- Recovery Guidance
- BC Policy
- BC Guidance

Business Continuity Plans

Business Plans have been reviewed this year can be seen at Appendix A which shows the BCMS dashboard

A number of new plans have been brought into scope and been developed this year to date:-

- Community Resilience published
- Resource – currently in draft
- Hub and Spoke – currently in draft

The Trust has a policy to exercise all level 1 BC plans on an annual basis, the status of exercises carried out can be seen at appendix A BCMS dashboard.

Exercise Estrela

Is a national exercise developed by the Scottish Ambulance Service and the Counter Terrorism Unit. All ambulance Trusts have signed up to running this exercise with their departments during 2015/2016.

YAS ran exercise Estrela on the 25th June, all but 2 level 1 departments participated in the exercise which focussed on an insider threat leading to a loss of ICT and a loss of Accommodation.

Pre- planned events and incidents

On the 13th August 2015 the Estates team planned electrical works, a risk assessment was carried out and some additional BC plans were put in place

specifically to protect ICT and the EOC for potential impacts if the electrical works were unsuccessful or delayed. The BC team supported in the development of these plans and associated documentation. The electrical works were successful and at the same time the Estates team carried out a half hour on load generator test. It is anticipated that this will become a regular monthly test carried out by the estates team

Debriefs

The BC Manager conducted a debrief on 1st September of the rail incident attended by YAS. Nine recommendations have been made, these sit with Air Ambulance, Resilience, HART, EOC and A&E Ops.

Meetings Attended By YAS

National Ambulance Service Group
Regional BC Managers Meeting – YAS BC Manager is the chair of this group
South Yorkshire BC Leads Meeting
YAS BC Leads Meeting

ISO 22301

The NHS111, PTS, ICT, and EOC departments all obtained certification to ISO22301 in April 2015.

For 2015-16 the Procurement, Fleet, and Corporate Communications departments have been selected to work towards certification in early 2016.

For 2016 -17 A&E Ops (including HART, YAA and Community Resilience will be included) as well as Estates which should have been in 2015.

Training

The BC Team has continued to deliver training both internally and externally.

Internal BC Training

BCMS and ISO22301 training
Debrief training

External BC Training

A YAS Suppliers Workshop was held in September 2015, with attendance by G4S, Ferno, and Vehicle Bodycare (all significant suppliers to YAS). The BC Manager presentation to these on the YAS BCMS, the importance of suppliers to YAS and the requirement for them to have adequate BC arrangements in place, and the benefits of ISO22301 certification. Positive

feedback was received from the attendees, and further sessions are planned over the next 6 months with other suppliers.

E -Learning

A new eLearning package was designed by the BC Team during April 2015 and rolled out across the Trust via the YAS247 portal. This training has proved very popular with c 700 staff members having completed the course and assessment. It is anticipated that BC will become part of Statutory and Mandatory training very soon.

Other Work

In April the process for logging BC incidents on Datix was defined and rolled out to the BC leads. This enables specific actions to be allocated to individuals following incidents based on lessons identified from the incident.

In May the YAS-7 prioritised activities were process mapped by the BC team, as part of an audit of our BCMS to ensure that there were no gaps in the system. As a result, it was identified that the Resource Planning and Hub & Spoke departments required BC Plans.

In June a new method of scoring risk for departmental prioritised activities was agreed with the Risk department and rolled out to YAS BC leads.

In July, evaluations were carried out by the Assistant BC Manager for the ESMCP Programme, reviewing and scoring the BAFO submissions by bidders for the contract.

ESMCP is the Emergency Services Mobile Communications Programme, who are managing the process for securing the replacement system for Airwave whose contract is up in 2017. The replacement for Airwave will be used by all emergency services, and so representatives from Fire Police and Ambulance have been used to evaluate the bids for the contract.

Different parts of the bid were evaluated by different specialists in the relevant area. The BC & DR sections were evaluated by YAS, EMAS, and West Midlands Amb. Most ambulance services across the UK have had representatives evaluating different parts of the bid at different stages.

The BAFO was the final piece of evaluation, when the bidders had been whittled down to the best few; their Best and Final Offer was submitted for evaluation once again

Consultancy/ Support and Advice

Since 2015 YAS has been delivering Training courses and BCMS consultancy to various organisations as well as providing help and advice to partner organisations

- Sheffield University Debrief

- Bespoke debrief training for Wakefield Council on Debriefing
- Consultancy with Calderdale and Huddersfield Foundation Trust, already completed 12 months of Training and Consultancy, recently committed to a further 6 months
- Hull and East Yorkshire Trust BCMS training course completed
- Hull and East Yorkshire BCMS consultancy (20 days) ongoing
- South Yorkshire Fire Service attending YAS BC training in December
- Wakefield Council attending BC training in December
- South and West Yorkshire Foundation Trust (Mental Health) committed to 3 days consultancy to design, deliver and debrief an exercise in November 2015, requested 30 days consultancy next year to assist with training their Management team and BC leads on Incident management and BCMS consultancy
- Review of Wakefield CCG BCMS, advice provided with a view to them purchasing 2 half day workshops to advise on BCMS (it is thought this will extend to other CCG's once word spreads)
- YAS Assistant BC manager supported (5 days) the Emergency Services Mobile Communications Programme (ESMCP), who are managing the process for securing the replacement system for Airwave
- East Midlands Ambulance Service attended YAS training course on BCM and ISO22301, request for some future support and copies of YAS templates and guidance on methodology for BCMS
- Presentation to Humber LRF on certification to ISO22301
- Network rail requested help and advice on ISO22301
- London Ambulance Service requested help and support for their BCMS with a new member of staff
- Jersey Ambulance Service requested YAS templates and advice and support
- Welsh Ambulance Service received a quote to go for a week to audit the Health Group BCMS.

HART - Special Operations

Following the CQC visit in January this year a number of actions have been instigated to redress the findings of the review throughout this reporting period. Specifically:

- The daily and monthly monitoring of vehicle equipment and readiness continues. During recent weeks, all the HART vehicles, including the Resilience vehicles at Manor Mill, have been allocated to teams. This has been done to bring accountability for the vehicles. Whilst the monthly checks were being done, it was evident that where equipment was missing or needed replacement, it was being noted on the inventory sheets, but not followed up. The process in place now requires the Team Leader responsible for the vehicle to ensure any equipment shortfalls are followed up to completion.
- In addition, following discussions with Martyn Johnson, (Make Ready Consultant), the Make Ready team at Manor Mill will incorporate the HART vehicles into their programme of work from November 2015. This will exclude

HART specific safety critical equipment, which will continue to be managed by the HART staff.

- On the 25th August a no-notice inspection was carried out by Jim Richardson, Head of Resilience, which identified that the systems put in place post CQC visit, continue to be managed.
- The main station medical consumable has been racked out with the appropriate storage systems in readiness for the Gildersome staff move to Manor Mill. Now that the Gildersome have relocated to Manor Mill, the stock management has been taken over by the Make Ready teams, who will also implement appropriate stock rotation systems. The HART Medical consumable store will remain with HART staff to manage. It is envisaged the systems the Make Ready team implements for the main store can be adopted for the HART store.
- The Estates team are reviewing the Medical Gas storage room for compliance, which was highlighted by the CQC and our internal Health and Safety Inspection audit of 29th June. As an interim measure, temporary cages have been placed in the Medical Gases storage room, labelled as either empty, full, Oxygen or Entonox. Appropriate signage is now on the entrance to the door.
- Monthly monitoring of the HART for compliance with the Trusts Mandatory Training and PDR compliance dashboard remains ongoing. Currently the main areas of non-compliance are the Adult BLS, Adult ILS, Conflict Resolution, 3 Yearly Fire Safety Lecture and Moving and Handling. All these courses are encompassed in the one day course run by Training school. However, currently these courses have been suspended, so we are unable to progress at this time. We are in discussion with the Training team to see if there is an alternate solution to achieve compliance.
- To aid logistical support of the vehicles and equipment and to support the Make Ready teams, the Logistics Support, previously based at Magna, has now moved to Manor Mill. It is envisaged this position can be utilised across departments to support where appropriate.
- The Clinical Supervisors (CS) have reverted back to the previous model of Team Leader, or Team Educator. The Team Leaders report to the Head of Special Operations and the Team Educators report to the Training Manager. On a quarterly basis both groups are brought together to ensure consistency in delivery and coordination remains across the teams.
- A review of the competence base for the CS cohort is underway in conjunction with the ongoing Trust wide Training Needs Analysis. It is envisaged a development programme to support their managerial responsibilities will be implemented in the coming months. This will also be used as a benchmark and development programme for new CS appointments.

- The Zeal Solutions led Resilience and Capability survey is completed each year as part of the national evidence gathering of HART preparedness. The 2014-15 survey identified areas for improvement. A development programme, working with staff, to address the areas in need of improvement is ongoing. The key area in need of improvement is in the Team and Unit Cohesion, which links back to the CS development programme.
- In April 2015, a revised Service Specification for HART nationally was introduced, developed by the National Ambulance Resilience Unit (NARU) and approved by NHS England and the NACN and is the standard by which HART services are commissioned.
- A full review of HART service provision is being undertaken to provide assurance of our ability to deliver the service defined within the Service Specification and provide evidence against the NARU Service Specification Architecture. This will take some time to work through as there are national reviews of the Training competences and Risk Registers ongoing, which are likely to affect the outcome of the YAS review.
- As part of that review, an assessment of the AMPDS codes has been undertaken in relation to HART specific incidents. These incident codes have been sub-divided into the four incident types, as defined in the HART Capability Matrix (HART Service Specification 2015-16) (Incident Response Unit, Urban Search and Rescue, Inland Water Operations and Tactical Medicine Operations). Working with Business Intelligence, the activity against each type is reported to the Commissioners on a monthly basis, along with the performance standards specific to HART (defined within the HART Service Specification for 2015-16).
- These codes have been shared with EOC and work is ongoing to ensure a consistent process is in place to activate HART to those incidents they are commissioned to respond to.
- The Service Specification requires a minimum of six staff to be on duty at any one time to deliver a “safe system of work” where required. Part of the review of the team numbers and team sizes is ongoing. Specifically there are seven teams of six staff. An evaluation as to whether it would be more beneficial to reduce the teams to six and increase the staff to seven per team, to ensure a safe system of work can be delivered consistently. A review of the HART team configuration is also encompassed within point 12 aforementioned. This is taking longer than anticipated as there are multiple facets to consider and each is interdependent. It is envisaged the review will take the rest of this financial year to complete. It is worth noting that the ongoing discussions regarding the changes may well impact on the results of the Team and Unit cohesion results of the Resilience and Capability survey for 2015-16, due to the uncertainty associated with the changes.

- Over the course of the remainder of the financial year, four staff members will convert from Ambulance Technician grade to Ambulance Paramedic, as stipulated in the Service Specification. This will reduce the number of staff available to provide six persons consistently, coupled with annual leave and absence levels. Whilst all are being managed, there remains a risk to shift coverage until quarter two of 2016-17., which also has an impact on the overtime expenditure.
- Four of the original HART vehicles are due for replacement in 2015-16. Two USAR vehicles were due for replacement in 2014-15, however their replacement was deferred to 2015-16, in favour of the national fleet replacement tender being completed. The two USAR vehicles will be replaced with three VW Transporter vans. In addition the Reconnaissance vehicle and the Heavy Equipment vehicle are being replaced later this year with two Mercedes long wheel based sprinter vans. Within the Service Specification it is a requirement that each Trust builds resilience within their HART fleet, as the national spare vehicles are not being replaced. The cost of the vehicles is cheaper than the original cost and therefore the depreciated funds will enable more vehicles to be purchased within the allocation.

CBRN and MTFA Capabilities

CBRN: The national Initial Operational Response Programme (IORP) led by the Home Office, continues to be disseminated across the Trust. All Clinical Supervisors and operational managers have completed the online e-learning package. However there remains a shortfall in the number of front line A&E staff to complete the package. This is due to their ability to have sufficient time to stand down and complete the package. Over 40 percent of staff have completed the e-learning package and this has been supplemented by additional information which includes a CD covering the key aspects of the e-learning package.

The CBRN assets held by the Trust have been fully mapped and continue to be managed accordingly. We are required to have a 150 staff trained (reduced through risk assessment from 250 and agreed with NHS England) as decontamination providers. Currently we have 98 staff that have been successful in their expression of interest and Physical Competence Assessment (PCA). Of the 98, 54 of these have attended a 1 week initial course. Of the 54, 30 are due a re-qualification by the end of November 2015. A further 44 are awaiting attendance of an initial course (98). Delays in achieving the 150 staff have been due to the postponement of the decontamination courses, both for new staff and annual update courses in recent months, to maximise staffing in operations which impact our capacity for a prolonged CBRN incident.

MTFA: We are required to have 63 staff trained and able to respond to an MTFA type attack, with a minimum of ten staff on duty at any one time. This is in addition to the 6 HART staff on duty. Currently we have 53 staff trained, of which 27 are due to attend their annual refresh training, (20 are due now and 7 by the end of November 2015). This has lapsed because of the postponement of one course and one refresher course. These course are multi agency based and have to include police

and fire services. There are 4 new recruits waiting to be trained, but due to operational pressures, we are unable to release them until February at the earliest.

Air Ambulance

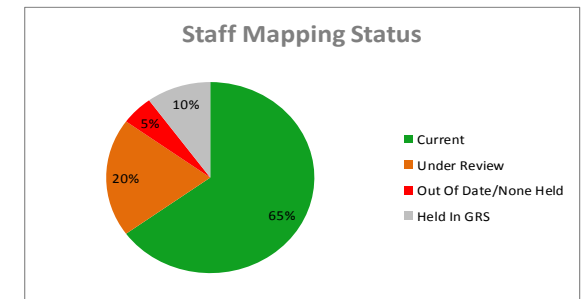
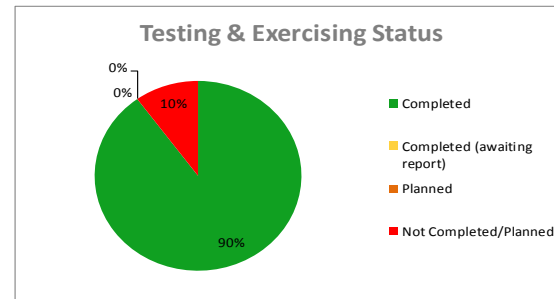
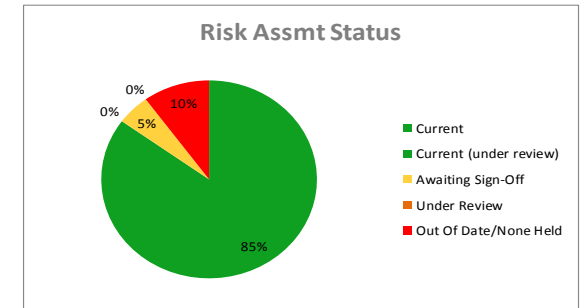
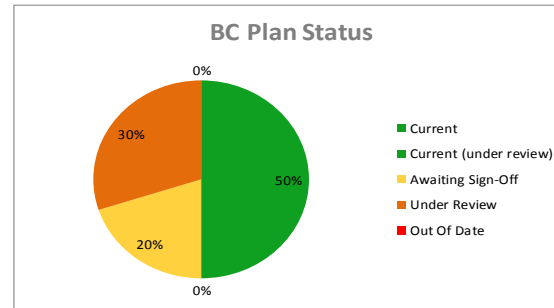
The partnership between the YAA and the YAS continues to go from strength to strength. The Charity have recently procured a new aircraft to replace an existing one and is due for delivery in October 2016. As part of the process YAS air crew have been involved in the design of the medical fit for the rear of the aircraft. In addition from April 2016, the Nostell aircraft will have a a Consultant level doctor on board seven days a week. The recruitment process is underway which should be completed before Christmas, with the training programme commencing in April 2016 and operational thereafter

Yorkshire Ambulance Service Business Continuity Dashboard

Produced by the Business Continuity Team 2015

16/11/2015

Department	BC Plan & BIA	Testing & Exercising	Risk Assmnt	Staff Mapping
EOC (Emergency Operations Centre)	Green	Green	Green	Grey
ICT (Information, Communication & Technology)	Green	Green	Green	Green
Resilience	Green	Green	Green	Green
A&E Operations	Orange	Green	Green	Grey
PTS (Patient Transport Service)	Orange	Green	Green	Green
Fleet	Green	Green	Green	Green
Estates	Yellow	Green	Yellow	Green
Procurement	Orange	Red	Green	Green
Standards & Compliance	Green	Green	Green	Orange
Clinical	Orange	Green	Green	Green
Corporate Communications	Orange	Green	Green	Orange
Private & Events	Green	Green	Green	Green
NHS 111	Green	Green	Green	Green
Business Intelligence & Management Information	Orange	Green	Green	Green
Air Ambulance	Yellow	Green	Red	Orange
Community Resilience	Green	Green	Green	Orange
Finance	Green	Green	Green	Green
HR (Human Resources)	Green	Green	Green	Green
OEE (Org Effectiveness & Education)	Yellow	Red	Red	Red
HART Team	Yellow	Green	Green	Green



KEY:

BC Plan Status
 Current
 Awaiting Sign-Off
 Under Review
 Out Of Date

Testing & Exercising Status
 Completed
 Completed (awaiting report)
 Planned
 Not Completed/Planned

Risk Assmt Status
 Current
 Awaiting Sign-Off
 Under Review
 Out Of Date/None Held

Staff Mapping Status
 Current
 Under Review
 Out Of Date/None Held
 Held In GRS

Appendix B

Attendance at Safety Advisory Groups, Exercises and During performance Inspections

DATE	SAG	DATE	EXERCISES	DATE	DPI.
9.4.2015	Emergency SAG (Leeds Utd).	15.4.2015	COMAH Guardian Industries (South)	18.4.2015	Huddersfield Town
15.4.2015	York Events SAG	21.4.2015	Exercise Albeiro (South)	14.6.2015	Odsal Stadium
16.4.2015	Doncaster SAG	13.5.2015	COMAH Vivergo Fuels (East)	31.7.2015	Allerton Park Steam Fair DPI
21.4.2015	Calderdale ESAG	19.5.2015	CBRN Exercise Catterick	28.8.2015	Leeds Festival DPI
22.4.2015	Scarborough SAG	21.5.2015	Satan Force (Catterick)	9.9.2015	DPI St Leger- Doncaster
27.4.2015	York Sports SAG	21.5.2015	DHL COMAH		
6.5.2015	Harewood Game Fair SAG	3.6.2015	Exercise Interoperable Response Scarborough		
12.5.2015	Shay Stadium SAG	9.6.2015	Exercise Black Swan Multi Agency Gold Silver, Bronze exercise testing WYFRS Plan.		
13.5.2015	Craven SAG	24.6.2015	Exercise LBIA		
27.5.2015	GYS SAG	29.6.2015	Op Decagon EDL Sheffield		
4.6.2015	Owlerton(Sheffield)SAG	1.7..2015	Exercise Medley (Fracking)		
9.6.2015	Kirklees SAG	29.7.2015	Exercise fade to Grey (WYP).		
10.6.2015	York Event SAG	9.8.2015	Exercise Black Spirit (Barnsley Hospital)		
16.6.2015	Rotherham SAG	11.8.2015	Exercise Quickfire (Rotherham United).		
30.6.2015	Scarborough Fair SAG	12.8.2015	Exercise Blackstart (Royal hallamshire Hospital,Sheffield).		
2.7.2015	River Ouse SAG	20.8.2015	Leeds Festival table Top		
6.7.2015	York Event SAG	9.9.2015	COMAH Tata Steel		
9.7.2015	ESAG	19.9.2015	Exercise Molly Decontamination St James Hospital Leeds).		
13.7.2015	York Sports SAG	19.9.2015	Exercise Molly Decontamination St James Hospital Leeds).		
15.7.2015	Sheffield Wednesday SAG				
22.7.2015	Scarborough SAG				
30.7.2015	Leeds SSAG				
17.8.2015	Leeds West Indian Carnival SAG				
19.8.2015	Secret Festival SAG				
2.9.2015	Yorkshire Airshow SAG				
4.9.2015	River Ouse SAG				
9.9.2015	Selby SAG (GYAS)				
10.9.2015	Harrogate SAG				
10.9.2015	ESAG				
11.9.2015	York Events SAG				
16.9.2015	Sheffield United SAG				
21.9.2015	Leeds SSAG				
30.9.2015	York Event SAG				