NHS

Oxford University Hospitals
NHS Foundation Trust

Cover Sheet

Public Trust Board Meeting: Wednesday 09 July 2025

TB2025.67

Title:	**Emergency Preparedness, Resilience and Response Annual Report**

Status:	**For Information**
History:	**Regular Report**

Board Lead:	**Chief Operating Officer**
Author:	**David Smith, Emergency Planning Officer**
Confidential:	**No**
Key Purpose:	**Assurance, Policy, and Performance**

Executive Summary

1. This paper provides a report on the Trust's preparedness for emergencies from June 2024 to May 2025.

2. The report discusses the planning progress over the past year, looks at the training and exercise programme, and gives a summary of instances in which the Trust has had to respond to extraordinary circumstances.

Recommendations

3. The Trust Board is asked to note the report.

Contents

Emergency Preparedness, Resilience and Response Annual Report

1. Purpose

1.1. This paper provides a report on the Trust's emergency preparedness to meet the requirements of the Civil Contingencies Act (2004) and the NHS England Emergency Preparedness, Resilience and Response Framework (EPRR) 2022.

1.2. The Trust has a mature suite of plans to deal with Incidents and Business Continuity issues. These conform to the Civil Contingencies Act (2004) and current NHS-wide guidance. All plans have been developed in consultation with regional stakeholders to ensure cohesion with their plans.

1.3. The paper reports on the EPRR audit cycle, the training and exercising programme, and the development of emergency planning arrangements and plans.

1.4. The report gives a summary of instances in which the Trust has had to respond to extraordinary circumstances.

2. Background

2.1. The Civil Contingencies Act (2004) outlines a single framework for civil protection in the United Kingdom. The Act establishes a clear set of roles and responsibilities for those involved in emergency preparedness and response at the local level. As a category one responder, the Trust is subject to the following civil protection duties:

- 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 coordination.

- cooperate with other local responders to enhance coordination and efficiency.

3. Risk Assessment

3.1. The Civil Contingencies Act (2004) places a legal duty on responders to undertake risk assessments and publish risks in a Local Resilience Forum Community Risk Register. The purpose of the Community Risk Register is to assure the community that the risk of potential hazards has been assessed, and that preparation arrangements are undertaken, and that response plans exist. The Trust's EPRR risk register mirrors the risks identified on the Community Risk Register that could impact human health and the acute sector.

4. Assurance

4.1. Appendix 1 details the EPRR assurance logs for 2024/25 and 2025/26 YTD. These logs detail the publication dates of key EPRR documents and activities and the dates that they are due for release or review.

5. Audits

5.1. In October 2024, Buckinghamshire, Oxfordshire, and Berkshire West (BOB), Integrated Care System (ICS) and NHS England undertook an audit of the Trust's EPRR arrangements, which took the form of a self-assessment audit and peer review meeting. The audit noted that the Trust was fully compliant with all standards except one:

5.2. "The Board / Governing Body is satisfied that the organisation has sufficient and appropriate resource to ensure it can fully discharge its EPRR duties." A business case will be submitted post-review of 2025/26 budgets to increase the establishment in the EPRR team from 1.5 wte to 2.0.

5.3. The self-assessment audit showed an overall rating of "Substantially Compliant". The report of this review was submitted to TME in December 2024 and Trust Board in January 2025.

5.4. SCAS undertook a review of our preparedness to receive contaminated casualties in March 2024. The report rated the Trust as green in every line of enquiry.

6. Partnership Working

6.1. The Trust works in collaboration with a range of partner agencies through formal standing meetings and ad hoc arrangements. Formal committees of which the Trust is a member include several subgroups of the Thames Valley Local Resilience Forum most notably the Thames Valley Local Health Resilience Partnership (Executive and Business Groups). The Trust is also represented at the Oxfordshire Resilience Group. The purpose of these groups is to ensure that effective and coordinated arrangements are in place for NHS emergency preparedness and response in accordance with national policy and direction from NHS England.

6.2. The Trust is also represented at the Shelford EPRR Group and the National Performance Advisory Group for EPRR.

7. Debriefing from Live Events and Exercises

7.1. Following live events and exercises, debriefs are undertaken to capture learning points. Reports are produced for Major and Critical Incidents. Lessons identified from live events and exercises are subsequently incorporated into major incident and business continuity plans and are shared with partner organisations.
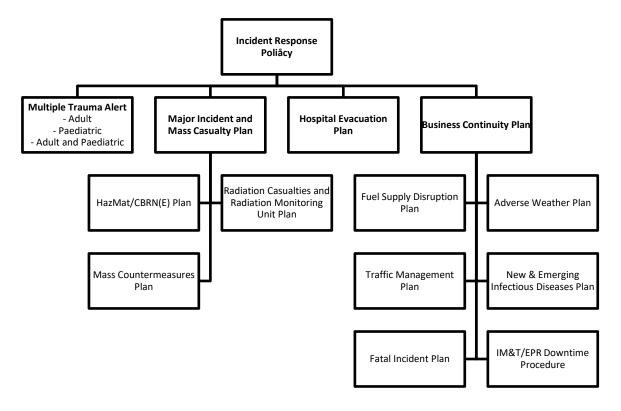
8. Communications

8.1. Communication is critical in dealing with any incident. Several communications exercises have been held over the past 12 months with the

last completed exercise being held on 19 February 2025. The ICB were assured that the Trust was contactable during a major incident and able respond to any communications or voicemails left. A further exercise was held on 12 May 2025. The report to this exercise is currently being produced.

9. Incident Response Plans

9.1. The Incident Response Policy outlines the structure and processes for Command and Control that will be used during a significant, business continuity, critical or major incident.

9.2. Version 1.4 of the Policy was released in July 2024 and is due for review in July 2027.

9.3. The Incident Response Policy is supported by a suite of emergency preparedness plans to support the Trust in the management of untoward events. The following schematic details these plans:

9.4. This suite of plans is in turn, supported by service level continuity plans. A rolling programme to maintain compliance to the Trust's standards in place. Appendix 2 shows the Divisions progress on their Service Continuity Plans. Currently, 2 services are rated as red in their compliance to the Trust's standard for Service Continuity Plans. The Chief Operating Officer and Director of Clinical Services are supporting the services to update these plans.

10.   Cyber Security

10.1.   As a Trust, we maintain a strong and proactive stance on IT resilience and cyber security, recognising these as critical enablers of safe and

continuous patient care. Our infrastructure is underpinned by robust contingency arrangements, including a comprehensive IM&T/EPR Downtime Plan and a Cyber Incident Response Plan, ensuring operational continuity during digital service interruptions. Over the past year, we have significantly strengthened our cyber security posture in response to the evolving threat landscape, including targeted attacks on NHS systems. This has included investment in advanced threat detection tools and some legacy system replacements. Our commitment to high standards of data protection and cyber resilience was recently reaffirmed through our timely submission of the Data Security and Protection Toolkit (DSPT), with a declaration of 'standards met' for 2024–25. These measures collectively ensure that the Trust is well-positioned to respond to digital threats and maintain service continuity in line with national EPRR expectations.

11.   Training, Exercising and Testing

11.1.   The Trust has a rolling training programme along with a programme of live, table-top, command post and communications exercises. The exercises are designed to test and develop our plans. The Trust is required to hold the following:

- Communications exercise – minimum frequency – every six months

- Table-top exercise – minimum frequency – every 12 months

- Live play exercise – minimum frequency – every three years

- Command post exercise – minimum frequency – every three years

11.2.   If an organisation activates their Incident Coordination Centre in response to a live incident, this replaces the need to run an exercise, providing lessons are identified and logged and an action plan developed. The live events detailed in Section 11.

11.3.   Appendix 3 details when OUH has trained, exercised, or enacted EPRR plans from June 2024 to May 2025.

11.4.   To ensure that the Trust has appropriate leadership during incidents, the Trust audits the numbers of Duty Directors and Duty Managers that have received incident management training. This training is delivered through a range of methods from lectures, workshops, through to scenario-based exercises. As of 27 May 2025, 100% of Duty Directors and Duty Managers had received incident management training.

11.5.   Whenever possible, the Trust strives to ensure that our testing is held in a multi-agency context. This is to provide familiarisation with other organisations and to assist with benchmarking our response with our partners. Exercises provide invaluable insight into the operationalisation of our plans and important information regarding the areas of the plans that require further development.

11.6.   In addition to these, a rolling programme of service-level major incident and business continuity exercises have taken place. The need for improvement in the level of service-level training and exercising is recognised, and a programme to achieve this is in place.

11.7.   A rolling programme of Major Incident and Decontamination Training for ED staff is in place.

11.8.   Six monthly loggist training sessions are held, and another session is due to be scheduled for Autumn 2025.

11.9.   The Managing the Health Response to Incidents course and Incident Management course have continued to be held regularly for On-Call Duty Directors, Duty Managers, General Managers, Operational Services Managers, Matrons, Divisional Silvers, Service Managers and Ward Coordinators.

11.10.   As required by the EPRR Core Standards, all corporate-level training and exercising is based on and referenced to the National Occupation Standards for Civil Contingencies.

12.   Live Events

12.1.   Appendix 3 details the live events that the Trust has had to respond to from June 2024 to May 2025. Links to the debrief reports from these incidents are included in the table.

12.2.   A summary of the live events experienced is given below:

- The Trust responded to a period of industrial action between 27 July and 2 August 2024. This was the last period of industrial action by doctors in their recent dispute over pay and conditions. The debrief report can be found in Appendix 4.
- The Trust responded to loss of power to the Headington area caused by a bird strike. The power cut lasted about 10 minutes. This triggered fire alarms and systems to shut down and restart in several departments, including Radiology and Biochemistry. The outage affected multiple areas including the MRI chiller, which lead to cancellations. Coordination between G4S, Operations, and other departments was delayed, highlighting the need for improved communication during incidents. The debrief report can be found in Appendix 5.

13.   Conclusion

13.1.   Since July 2024 the Trust has seen good developments in the Trust's resilience arrangements; however, more work is required at the service level to achieve full resilience. This is being monitored and supported through the divisional and Trust Health and Safety Committees.

13.2.   The Trust should be undertaking a more detailed and comprehensive training and exercising programme; however, this requires resourcing.

14.   Recommendations

14.1.   The Trust Board is asked to note the report.

Appendix 1 – Emergency Preparedness, Resilience and Response Assurance Log – 2024/2025 and 2024/26 YTD

Information as at 2/7/2025.

2024/25

	Group	Valid	Valid Period (Months)	Review Date	2023/24	2024 Apr	2024 May	2024 Jun	2024 Jul	2024 Aug	2024 Sep	2024 Oct	2024 Nov	2024 Dec	2025 Jan	2025 Feb	2025 Mar
1 POLICIES																	
Incident Response Policy	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
Major Incident and Mass Casualty Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
HazMat and CBRNe Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
MassCountermeasures Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
Radiation Casualties and Radiation Monitoring Unit Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
Business Continuity Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
Pandemic Influenza Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
Fuel Supply Disruption Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
Traffic Management Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
Adverse Weather Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
Fatal Incident Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
Hospital Evacuation Plan	TME/Trust Board	✓	36	07/2027	12/12/23				10/07/24								
RAMP Plan	COO	✓	48	08/2028	04/08/22				10/07/24								
HCID Plan	TME/OXMID	✓	36	07/2027	20/10/22				10/07/24								
2 RISK REGISTER																	
Risk Register Review		✓	12	03/2026	15/09/23				10/07/24								20/03/25
3 REPORTING																	
Annual TME Report	TME	✓	12	06/2025	13/12/23			10/06/24									
Annual Trust Board Report	Trust Board	✓	12	07/2025	17/01/24				10/07/24								
Monthly Divisional Teams Report	Divisional Teams	✓	1	04/2025	01/03/24	02/04/24	03/05/24	04/06/24	04/07/24	01/08/24	03/09/24	02/10/24	11/11/24	09/12/24	02/01/25	04/02/25	03/03/25
Health & Safety Committee Report		✓	2	05/2025	23/02/24	26/04/24		28/06/24			23/09/24	02/10/24		09/12/24	02/01/25	04/02/25	03/03/25
4 AUDITS																	
EPRR Core Standards Self-Assessment Audit	TME and ICS	✓	12	10/2025	27/09/23							16/10/24					
SCAS CBRN Audit	SCAS	✓	12	05/2025	05/03/24		03/05/24										
CBRN Equipment Audit	EPRR Group	✓	3	07/2025	05/03/24			07/06/24			04/09/24	24/10/24		13/12/24			01/04/25
5 TRAINING																	
Communications Exercise	EPRR Group	✓	6	08/2025	19/02/24		13/05/24			21/08/24						19/02/25	
Table Top Exercise	EPRR Group	✓	12	09/2025	29/06/23		24/05/24				18/09/24						
Live Exercise	EPRR Group	✓	36	03/2028	24/02/24								29/11/24				04/03/25
Biannual Business Continuity Scenario Training	EPRR Group	✓	6	09/2025	22/03/24						13/09/24						27/03/25

Appendix 2 – Service Continuity Plan Status

Information as at 1/7/25.

Division	Service	SCP Release Date	SCP Plan Notes	Date of SCP Test	SCP Test Notes	Overall Status
Corporate	Assurance and Risk	10 Mar 2025		07 Apr 2025		Green
Corporate	Bereavement Services	07 Aug 2024		06 Aug 2024		Green
Corporate	Digital Services	07 May 2025		15 Apr 2025		Green
Corporate	Estates	07 Jun 2023	Update Urgently Required	03 Jul 2024		Red
Corporate	Finance	01 Jun 2025		25 Jan 2024	Test Review Due	Amber
Corporate	Health & Safety	11 Apr 2025		01 Apr 2025		Green
Corporate	HR	31 May 2024	Plan Review Due	08 Jun 2024	Test Review Due	Amber
Corporate	Infection Prevention and Control	18 May 2025		31 Jan 2024	Test Review Due	Amber
Corporate	Integrated Quality Improvement Programme Team	18 Mar 2025		11 Nov 2023	Test Review Due	Amber
Corporate	Media and Communications	08 Oct 2024		23 Jan 2024	Test Review Due	Amber
Corporate	Occupational Health & Wellbeing	Plan in development	0	00 Jan 1900	0	0
Corporate	Oxford Medical Illustration	Plan in development	0	00 Jan 1900	0	0
Corporate	Procurement and Supply Chain	31 May 2025		24 Jan 2024	Test Review Due	Amber
Corporate	Safe Staffing	Plan in development	0	00 Jan 1900	0	0
CSS	Anaesthetics	05 Feb 2025		18 Sep 2023	Test Review Due	Amber
CSS	Cellular Pathology	18 Sep 2024		24 Apr 2025		Green
CSS	Clinical Biochemistry	29 May 2024	Plan Review Due	13 May 2024	Test Review Due	Amber
CSS	Genetics Laboratories	04 Dec 2024		27 Aug 2024		Green
CSS	Here for Health	06 Jan 2025		31 Oct 2024		Green

CSS	Laboratory Haematology	02 Nov 2023	Plan Review Due	11 Feb 2025		Amber
CSS	Laboratory Immunology	05 Jun 2025		23 May 2025		Green
CSS	Microbiology	16 Sep 2024		13 Jul 2024		Green
CSS	Outpatients	16 Jan 2025		31 Oct 2024		Green
CSS	Oxford Critical Care/CICU	19 Jun 2025		21 Dec 2024		Green
CSS	Pain Management Centre	31 Jul 2024		31 Oct 2024		Green
CSS	Pharmacy	30 Sep 2023	Plan Review Due	24 May 2024	Test Review Due	Amber
CSS	Pre-operative Assessment Service	30 May 2025		07 Mar 2025		Green
CSS	Psychological Medicine	10 Jul 2024		31 Oct 2024		Green
CSS	Radiology	31 May 2024	Plan Review Due	30 Jun 2024	Test Review Due	Amber
CSS	Resus Department	31 Jan 2025		08 Oct 2025		Green
CSS	TSSU	26 Feb 2025		04 Dec 2024		Green
MRC	AMR - HG	25 Nov 2024		24 Nov 2024		Green
MRC	AMR AAU - JR	30 Nov 2024		30 Jun 2024	Test Review Due	Amber
MRC	AMR AGM - JR	06 Feb 2025		30 Jun 2024	Test Review Due	Amber
MRC	Cardiothoracic	30 Aug 2023	Plan Review Due	02 Jun 2025		Amber
MRC	Clinical Genetics	04 Mar 2025		04 Mar 2025		Green
MRC	Clinical Immunology	18 Jul 2024		07 May 2024	Test Review Due	Amber
MRC	Dermatology	30 Nov 2023	Plan Review Due	30 Nov 2023	Test Review Due	Amber
MRC	Diabetes and Endocrinology (OCDEM)	31 Jul 2024		26 Jul 2024		Green
MRC	Horton ED	25 Nov 2024		24 Nov 2024		Green
MRC	Infectious Diseases	07 May 2025		17 Apr 2025		Green
MRC	JR ED	30 Nov 2024		17 Jul 2024		Green
MRC	OCE Neurorehabilitation	07 Jun 2024	Plan Review Due	22 May 2024	Test Review Due	Amber
MRC	OCE SDS	07 Jun 2024	Plan Review Due	22 May 2024	Test Review Due	Amber
MRC	Respiratory Medicine	30 Oct 2023	Plan Review Due	03 Jan 2024	Test Review Due	Amber

MRC	Sexual Health	30 Apr 2025		31 Jan 2024	Test Review Due	Amber
MRC	Therapies	30 Apr 2024	Plan Review Due	07 Mar 2024	Test Review Due	Amber
NOTSSCaN	Community Neurology	30 Sep 2023	Plan Review Due	08 Nov 2023	Test Review Due	Amber
NOTSSCaN	Horton Paediatrics	12 Nov 2023	Plan Review Due	16 Apr 2025		Amber
NOTSSCaN	JR Paediatrics	12 Nov 2023	Plan Review Due	16 Apr 2025		Amber
NOTSSCaN	Neuropathology	13 Nov 2024		13 Nov 2024		Green
NOTSSCaN	Neurosciences	13 Jan 2025		02 Oct 2023	Test Review Due	Amber
NOTSSCaN	Newborn Care Unit	12 Nov 2023	Plan Review Due	22 Sep 2023	Test Review Due	Amber
NOTSSCaN	NOC Site - Inpatient Wards	11 Feb 2025		06 Jun 2025		Green
NOTSSCaN	NOC Site - Orthopaedic Directorate Management Team	30 Aug 2023	Plan Review Due	06 Jun 2025		Amber
NOTSSCaN	NOTSSCaN Theatres	11 Feb 2025		10 Dec 2024		Green
NOTSSCaN	Ophthalmology	15 Nov 2023	Plan Review Due	27 Jan 2025		Amber
NOTSSCaN	Orthopaedic Therapy - Hydrotherapy	31 Aug 2023	Plan Review Due	10 Oct 2023	Test Review Due	Amber
NOTSSCaN	Orthopaedic Therapy - Occupational Therapy	30 Oct 2023	Plan Review Due	10 Oct 2023	Test Review Due	Amber
NOTSSCaN	Orthopaedic Therapy - Physiotherapy	31 Aug 2023	Plan Review Due	10 Oct 2023	Test Review Due	Amber
NOTSSCaN	Orthotics	01 Jul 2025		23 Jun 2025		Green
NOTSSCaN	Outpatients/POAC	11 Feb 2025		06 Jun 2025		Green
NOTSSCaN	Prosthetics	28 Feb 2025		14 Feb 2025		Green
NOTSSCaN	Specialist Surgery	27 Jan 2025		28 Jan 2025		Green
NOTSSCaN	Theatres - Orthopaedics	11 Feb 2025		06 Jun 2025		Green
NOTSSCaN	Trauma	03 Mar 2025		12 May 2023		Red
Operations	18 Week Office	25 Feb 2025		25 Feb 2025		Green
Operations	Blood Safety and Conservation	31 May 2025		11 Feb 2025		Green
Operations	E-Referral Service	02 May 2025		18 Mar 2025		Green

Operations	EASS	11 Feb 2025		10 Feb 2025		Green
Operations	EPRR	04 Jun 2025		04 Jun 2025		Green
Operations	Operational Management	30 Jun 2025		29 Feb 2024	Test Review Due	Amber
Operations	PCC and USC	18 Feb 2025		01 Feb 2025		Green
Operations	Switchboard	27 Jun 2025		25 Jul 2024		Green
SUWON	Churchill Theatres	24 Apr 2025		31 Jul 2025		Green
SUWON	Endoscopy	31 May 2024	Plan Review Due	12 Jun 2024	Test Review Due	Amber
SUWON	Gynaecology	21 Oct 2024		18 Oct 2024		Green
SUWON	Haemodialysis	25 Jun 2024	Plan Review Due	16 May 2024	Test Review Due	Amber
SUWON	Maternity and Obstetrics	09 Sep 2024		07 Sep 2024		Green
SUWON	Oncology & Haematology Directorate	24 Jun 2024	Plan Review Due	15 Oct 2024		Amber
SUWON	Oncology & Haematology Katherine House Hospice	14 Apr 2025		15 Oct 2024		Green
SUWON	Oncology & Haematology Medical Physics & Clinical Engineering	09 Aug 2024		27 Jan 2025		Green
SUWON	Oncology & Haematology Oxford Haemophilia and Thrombosis Centre	30 Oct 2024		01 Oct 2024		Green
SUWON	Oncology & Haematology Radiotherapy	31 Jan 2024	Plan Review Due	14 Aug 2024		Amber
SUWON	Oncology & Haematology Sobell House	31 Jan 2025		15 Oct 2024		Green
SUWON	Renal, Transplant and Urology	10 Mar 2025		16 May 2024	Test Review Due	Amber
SUWON	Surgery	11 Dec 2024		11 Dec 2024		Green

Text in red indicates plan or test overdue.

- Plan review or test date over 2 years old or no plan/plan not tested = Red
- Plan not reviewed in past 12 months or plan not tested in past 12 months = Amber
- Plan ratified, tested, and reviewed in past 12 months = Green
- Unrated services are plans that are in development

Appendix 3 – Responding, Training and Exercising June 2024 to March 2025 and 2025/26 YTD

Year	Month	Exercise/Incident Name/Details	Type	Description	Led by	Completed with	OUH Attendees National Occupational Standards	Debrief Notes/Debrief Report Link
2024	03/06/2024	Cyber Crime Tabletop Exercise	Tabletop	Cyber Crime Planning	NHS England	BOB ICS	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	13/06/2024	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	14/06/2024	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	21/06/2024	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2,	N/A

	Date							
							SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	
2024	24/06/2024	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	27/06/2024	BMA Consultants Industrial Action	Live Incident	Business Continuity Incident	OUH	OUH//BOB	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	[20240727 - 08 02 BMA IA Debrief Report.pdf](#)
2024	30/06/2024	Loss of Power to Headington Area	Live Incident	Loss of Power to Headington Area	OUH	OUH	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	[20240630 Headington Loss of Power Debrief Report.pdf](#)
2024	02/07/2024	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A

Year	Date	Title	Type	Topic	Lead	Participants	Standards	Outcome
2024	05/07/2024	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	12/07/2024	Pharmacy Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	18/07/2024	HCID Simulation Exercise	Tabletop	HCID Response	EPRR Team	PCC, CHOX	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	05/08/2024	HCID Simulation Exercise	Tabletop	HCID Response	EPRR Team	HCID Group clinical Teams	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	13/08/2024	Pharmacy Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2,	N/A

Year	Date	Title	Type	Category	Lead	Audience	Standards Tested	Action Log
							SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	
2024	15/08/2024	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	21/08/2024	Exercise Holler	Communications Cascade	Communications Cascade	National Team	All health agencies	**Operational:** SFJCCAG3, SFJCCAA1 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2	N/A
2024	12/09/2024	Loggist Training	Workshop	Loggist Training	EPRR Team	OUH Staff	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	13/09/2024	DD/DM Incident Management Training	Workshop	DD/DM Incident Management Training	EPRR Team	OUH DDs DMs and Ops	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	17/09/2024	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A

Year	Date	Title	Type	Focus	Lead	Participants	Standards	Outcome
2024	18/09/2024	Exercise Alder	Command Post Exercise	HCID Response	NHSE	NHSE, ICBs, Providers	**Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2	Awaited
2024	20/09/2024	Managing the Health Response to Incidents	Workshop	Managing the Health Response to Incidents	EPO	OUH On Call DEs and DMs and Ops Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	24/09/2024	Psychological Medicine Leadership Course	Workshop	Leadership Training	EPRR Team, Psychological Medicine	Psychological Medicine	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	07/10/2024	Cardiac BC Workshop	Workshop	Business Continuity Exercise	EPRR Team	Cardiac Band 6	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	08/10/2024	Oqema Chemicals Off Site Plan Exercise	Tabletop	COMAH Off Site Plan Exercise	TVLRF	TVLRF	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	08/10/2024	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:**	N/A

							SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	
2024	11/10/2024	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	18/10/2024	PCC BC Workshop	Workshop	Business Continuity Exercise	EPRR Team	PCC	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	21/10/2024	CHOX Nurses Incident Management Workshop	Workshop	Business Continuity Exercise	EPRR Team	CHOX Nurses	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	01/11/2024	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A

Year	Date	Title	Type	Category	Lead	Audience	Objectives	Link
2024	18/11/2024	CHOX Nurses Incident Management Workshop	Workshop	Business Continuity Exercise	EPRR Team	CHOX Nurses	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	21/11/2024	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	22/11/2024	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2024	29/11/2024	HCID Simulation Exercise - ED/OCCU	Live Exercise	HCID Response	EPRR Team	HCID Group Clinical Teams	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	https://ouhnhsuk.sharepoint.com/:p:/s/HCIDGroup/EYtlkQ2PQWBKk62uLJlOnccBGMxw341DQFoCa0KnkbFZYA?e=rsh8MM
2024	12/12/2024	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2,	N/A

						SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	
2025	09/01/2025	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	15/01/2025	PCC BC Workshop	Workshop	Business Continuity Exercise	EPRR Team	PCC	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	16/01/2025	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	24/01/2025	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	07/02/2025	Managing the Health Response to Incidents	Workshop	Managing the Health Response to Incidents	EPO	OUH On Call DEs and DMs and Ops Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2	N/A

Year	Date	Title	Type	Scenario	Lead	Participants	Competencies	Debrief
							Strategic: SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	
2025	10/02/2025	HCID Exercise	Live Exercise	c-HICD Exercise - RVI, Newcastle	Newcastle HLIU	Newcastle HLIU	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	19/02/2025	Exercise Holler	Communications Cascade	Communications Cascade	National Team	All health agencies	**Operational:** SFJCCAG3, SFJCCAA1 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2	N/A
2025	20/02/2025	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	26/02/2025	JR Loss of Power	Live Incident	Loss of Power (Internal)	OUH	OUH	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	26/02/2025	OUH Telephony Issue	Live Incident	Interruption to External Landline Communications	OUH	OUH	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2,	N/A

							SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	
2025	27/02/2025	HCID Simulation Exercise - JWW/PCC/CHOX	Live Exercise	HCID Response	EPRR Team	HCID Group Clinical Teams	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	https://ouhnhsuk.sharepoint.com/:w:/s/HCIDGroup/Ea6Wh462O3dJhf84R1UDsvIBLRNeSclcwhQ18zHeu-M2HA?e=6jzLWn
2025	04/03/2025	Asbestos Contamination Incident	Live Incident	HazMat Incident	OUH	OUH	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	04/03/2025	OCCU MI Workshop	Workshop	Business Continuity Exercise	EPRR Team	OCCU	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	06/03/2025	Loggist Training	Workshop	Loggist Training	EPRR Team	OUH Staff	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	20/03/2025	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2	N/A

Year	Date	Title	Type	Theme	Lead	Audience	Standards	Notes
							Strategic: SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	
2025	23/03/2025	JR Loss of Power	Live Incident	Loss of Power (Internal)	OUH	OUH	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	Short interruptions x 2 - No impact on clinical services.
2025	25/03/2025	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	11/04/2025	Incident Management Course	Workshop	Incident Management Course	EPRR Team	Unit Managers	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A
2025	17/04/2025	Major Incidents and Decontamination for ED Staff	Workshop	Major Incident	EPRR	ED	**Operational:** SFJCCAG3, SFJCCAA1, SFJCCAF2, SFJCCAG4 **Tactical:** SFJCCAG2, SFJCCAA1, SFJCCAA2, SFJCCAF2 **Strategic:** SFJCCAG1, SFJCCAA1, SFJCCAA2, SFJCCAF2, SFJCCAH1, SFJCCAH2, PPLHSL30	N/A

2025	02/05/2025	PCC BC Workshop	Workshop	Strategic: - // Tactical: SFJ CCA A1, SFJ CCA A2 , SFJ CCA A3 , SFJ CCA B1 , SFJ CCA E3 , SFJ CCA G2 , SFJ CCA G4 , SFJ CCA H1 // Operational: SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA E3, SFJ CCA G3 // EPRR: -	N/A
2025	02/05/2025	Maternity Baby Abduction Exercise	Live Exercise	Strategic: - // Tactical: SFJ CCA A1, SFJ CCA A2 , SFJ CCA A3 , SFJ CCA B1 , SFJ CCA E3 , SFJ CCA G2 , SFJ CCA G4 , SFJ CCA H1 // Operational: SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA E3, SFJ CCA G3 // EPRR: -	Local actions being progressed.
2025	06/05/2025	Maternity Baby Abduction Exercise	Live Exercise	Strategic: - // Tactical: SFJ CCA A1, SFJ CCA A2 , SFJ CCA A3 , SFJ CCA B1 , SFJ CCA E3 , SFJ CCA G2 , SFJ CCA G4 , SFJ CCA H1 // Operational: SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA E3, SFJ CCA G3 // EPRR: -	Local actions being progressed.
2025	08/05/2025	Contamination Exercise (Radiation)	Table Top	Strategic: SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA E3, SFJ CCA F2, SFJ CCA G1, SFJ CCA H1, SFJ CCA H2 // Tactical: SFJ CCA A1, SFJ CCA A2 , SFJ CCA A3 , SFJ CCA B1 , SFJ CCA E3 , SFJ CCA G2 , SFJ CCA G4 , SFJ CCA H1 // Operational: SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA E3, SFJ CCA G3 // EPRR: SFJ CCA A1, SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA D1, SFJ CCA D2, SFJ CCA E1, SFJ CCA E2, SFJ CCA E3, SFJ CCA F1, SFJ CCA F2, SFJ CCA G1, SFJ CCA G2 , SFJ CCA G3, SFJ CCA G4 , SFJ CCA H1, SFJ CCA H2	NRS to ensure ambulance control has direct number to first aid response team. OUH to update action cards to use HCID PPE.
2025	09/05/2025	Incident Management Course	Workshop	Strategic: SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA E3, SFJ CCA F2, SFJ CCA G1, SFJ CCA H1, SFJ CCA H2 // Tactical: SFJ CCA A1, SFJ CCA A2 , SFJ CCA A3 , SFJ CCA B1 , SFJ CCA E3 , SFJ CCA G2 , SFJ CCA G4 , SFJ CCA H1 // Operational: SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA E3, SFJ CCA G3 // EPRR: -	N/A

2025	12/05/2025	Exercise Toucan	Communications Cascade	Communications Cascade	National Team	All health agencies	Strategic: SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA E3, SFJ CCA F2, SFJ CCA G1, SFJ CCA H1, SFJ CCA H2 // Tactical: SFJ CCA A1, SFJ CCA A2 , SFJ CCA A3 , SFJ CCA B1 , SFJ CCA E3 , SFJ CCA G2 , SFJ CCA G4 , SFJ CCA H1 // Operational: - // EPRR: -	Report awaited.
2025	22/05/2025	Major Incidents and Decontamination for ED Staff	Workshop				Strategic: - // Tactical: SFJ CCA A1, SFJ CCA A2 , SFJ CCA A3 , SFJ CCA B1 , SFJ CCA E3 , SFJ CCA G2 , SFJ CCA G4 , SFJ CCA H1 // Operational: SFJ CCA A1, SFJ CCA A2, SFJ CCA A3, SFJ CCA B1, SFJ CCA E3, SFJ CCA G3 // EPRR: -	N/A

![NHS Oxford University Hospitals NHS Foundation Trust]

Appendix 4 – BMA Industrial Action Debrief Report – 27 July to 2 August 2024

Introduction

This report has been compiled from the MS Teams debrief session that was held on 20 August 2024. This report covers the BMA Industrial Action (IA) held between 27 July and 2 August 2024.

What went well?

The learning from previous periods of IA provided a firm basis for planning and responding to this period of IA.

It was noted that the resident doctors that did work were experienced in responding to periods of IA, and as such knew the systems and processes enabling an effective response to lower staffing levels.

What didn't go so well?

None noted.

Considerations for next time

None noted.

Horizon scanning

The collective action being taken by GPs across the country in August 2024 was not noted to have impacted on acute services; however, the situation would be continued to be monitored.

Appendix 5 – Headington Loss of Power Debrief Report – 30 June 2024

Introduction
This report has been compiled following a facilitated debrief on MS Teams and direct feedback from individuals who responded to the incident.

Attendees

David Smith (Emergency Planning), To Neves (Operational Services), Karen Freeman (Radiology), Anthony McIntyre (Radiology), Akin Makinde (Estates), Andre Salvado (Operational Services)

Timeline

- 08:30: Power cut.
- 08:31: Power back-up generator started, fire alarms going off, shift engineers reviewing.
- 08:40: SUWON Silver called to inquire about fire alarms and sterile machines not working.
- 08:40: PICU and OCCU called regarding fire alarms.
- 08:55: Duty Manager made aware and will escalate to Duty Director, Radiology Churchill called Duty Manager directly due to MRI/chiller out of action.
- 09:00: NOC 7101 contacted, affected by fire alarms, engineers aware and coming in.
- 09:19: Went to switchboard to ascertain Estates support, 1 person on site, everything under control.
- 09:22: Updates given to Duty Manager on call, main concern is differentiating between true fire calls and power disruption related calls.
- 09:30: Divisional Silvers asked to disseminate information to wards and to call switchboard if they see a true fire incident.
- 09:47: Anaesthetic thoracic cases in theatre 20 heart centre instructed to go ahead.
- 09:50: Estates Manager NHSBT asking if can go ahead with donations.
- 09:56: Neuro Radiology JR asking if they can go ahead with procedures/investigations.
- 09:59: Contacted estates manager, confirmation that he is on site and that we are on main power supply.
- 10:00: Biochemistry system down, able to process samples but need to report manually.
- 11:21: JR sterile services: auto clave running for a test, all 3 washers failed.
- 11:30, 12:45, and 14:30: Escalation calls as per DM request with various parties.
- Time not specified: Bleep from maternity on call, 1 of 2 main lifts not working, escalated to estates.

Debrief

Agenda:

- Review the impact of the power outage on various areas and systems

- Identify any learning points or actions to improve resilience and communication

Key discussion points:

- The power outage was caused by a bird strike on the DNO network and lasted about 10 minutes
- The power outage triggered fire alarms across the JR site, which caused confusion and uncertainty among staff
- The power outage also affected the MRI chiller at the Churchill, which resulted in some cancellations and a water leak in the corridor
- The power outage caused some theatre ventilation alarms in the Churchill theatres and some downtime in the JR TSSU autoclave and biochemistry
- The communication between G4S, Ops, and other areas was challenging and delayed

Decisions made:

- Staff need to be aware of the expected impacts of a power outage, such as fire alarms and equipment resets
- The MRI chiller issue needs to be investigated further by GE and the out-of-hours service needs to be improved
- G4S needs to have a senior manager on call to provide information and coordination during incidents
- The Operational Managers will have a mobile phone in the near future to allow direct contact with the key staff

Action items:

- David Smith to follow up with Mark Harrison about support from G4S to allow engineering team to focus on resolving issues and provision of information to site teams

Actions

The following items have been identified as recommendations.

Ref	Recommendation/Action	Notes	Type	Owner	Date for Completion	Date of Completion	Completion Comments
1	Review of support from G4S to allow engineering team to focus on resolving issues and provision of information to site teams		TF	David Smith/Mark Harrison	30/9/24	31/3/25	Documentation produced to ensure PFI teams report incidents with operational impacts to Trust.

Action Types: T – Training; L- Learning Point; P – Policy Change; AC – Action Card Change; C – Consideration/Further Meeting Required; Cu – Cultural, S – Separate Project; TF – Task and Finish Project.