



PUBLIC HEALTH ENGLAND

EPRR DELIVERY GROUP MEETING

16th March 2017

**Lessons Identified Governance:
Proposal for monitoring and review of lessons from Incidents and Exercises**

Presented by: Name Redacted

1. PURPOSE OF THE PAPER

- 1.1 The purpose of the paper is to provide the PHE EPRR Delivery Group (DG) with a proposal for the governance arrangements for learning lessons from incidents and emergencies and the role of the DG in this.

2. RECOMMENDATION

- 2.1 The PHE EPRR DG is asked to **ENDORSE** the proposal set out in this paper.

3. BACKGROUND

3.1 A key element of the integrated emergency management framework with regard to major incidents and emergencies is the implementation of a post-incident follow up process or review in order to evaluate the response and recovery to the incident.

3.2 PHE's CONOPs and NIERP refer to two levels of response; standard and enhanced, and this proposal sets out the governance arrangements for the post incident follow up process for enhanced incidents.

3.3 An effective lessons learned methodology is important in providing the organisation with assurance that learning has been captured and implemented to improve performance. The benefits that may be realised by having an effective lessons identified into lessons learned strategy are:

- a collaborative approach that will encourage adaptability and flexibility across the organisation and in working with other sectors
- continuous improvement of people within the organisation
- reduced operational risk, increased cost efficiency and improved operational effectiveness; and
- assurance to the PHE Management Committee through the Delivery Group and Oversight Group that operational plans and processes are resilient

4. LEARNING LESSONS FROM INCIDENTS AND EXERCISES

4.1 PHE has published guidance on learning lessons from incidents and exercises and this can be found on PHENet at:
<http://phenet.phe.gov.uk/Resources/emergencyresponse/Documents/Debriefing%20and%20lessons%20identified%20process%20guidance.pdf>

The guidance sets out the methodology for capturing the learning, putting in place an action plan and the monitoring and review of the lessons identified from incidents and emergencies.

4.2 The PHE EPRR Oversight Group has the ultimate responsibility of providing assurance to PHE's Management Committee that PHE has in place a robust strategy for the implementation of lessons identified from incidents and exercises.

4.3 This paper proposes that the PHE EPRR DG has a role in the monitoring and review of lessons identified and the associated action plans in order to be able to provide assurance to the Oversight Group that lessons are being or have been learned.

4.4 There are four key elements in the management of a lessons learned system:

- observations and data collection
- analysis
- implementation (normally through an action plan)
- monitoring and review

Annex A sets out a schematic of the lessons identified process. This process provides an integrated approach and a forum for those involved in an incident or exercise to express their observations and allow identification of:

- the principle issues
- the root causes of these issues; and
- recommendations to address the issues and development of an action plan with clearly identified responsibilities and timescales.

5. RECOMMENDATIONS

5.1 Section 4 provides a brief overview of the currently accepted good practice in lessons learned methodology with a key element of this process being monitoring and review. Monitoring the effectiveness of the implemented lessons needs to be carried out as outlined in the action and implementation plan. The results of this monitoring can indicate if implementation is on track or if changes need to be made to the plan. Even when lessons have been verified as learned through evidence of changed behaviour, practices or procedures, this needs to be monitored and reviewed to ensure that they are being sustained.

5.2 Reporting, monitoring and review helps develop a learning culture that is inclusive and sets the standards for implementing future lessons within the organisation. Reporting, monitoring and review should be an ongoing component of any lessons learned strategy and process. This paper recommends that the DG carry out the monitoring and review of lessons identified from enhanced incidents and exercises and provide regular reports (every 6 months) to the Oversight Group to provide assurance that for PHE lessons identified are being learned.

5.3 This monitoring and review process will require a standing sub group of the DG to be convened to develop and/or populate action plans that will be used to report progress against agreed actions which will be regularly reviewed by the DG.

5.3 This monitoring and review process can also be used to support the annual audit and peer review against the PHE EPRR core standards.

Table 1: RASCI Assessment

	Proposed	Agreed (EPRRDG meeting date)	Date Actioned
Responsible	Paul Sutton and Meng Khaw		
Accountable	Paul Cosford		
Supported	EPRR Delivery Group		
Consulted	PHE Centres, Regions and Specialist Services		
Informed	PHE Directorates		

Annex A

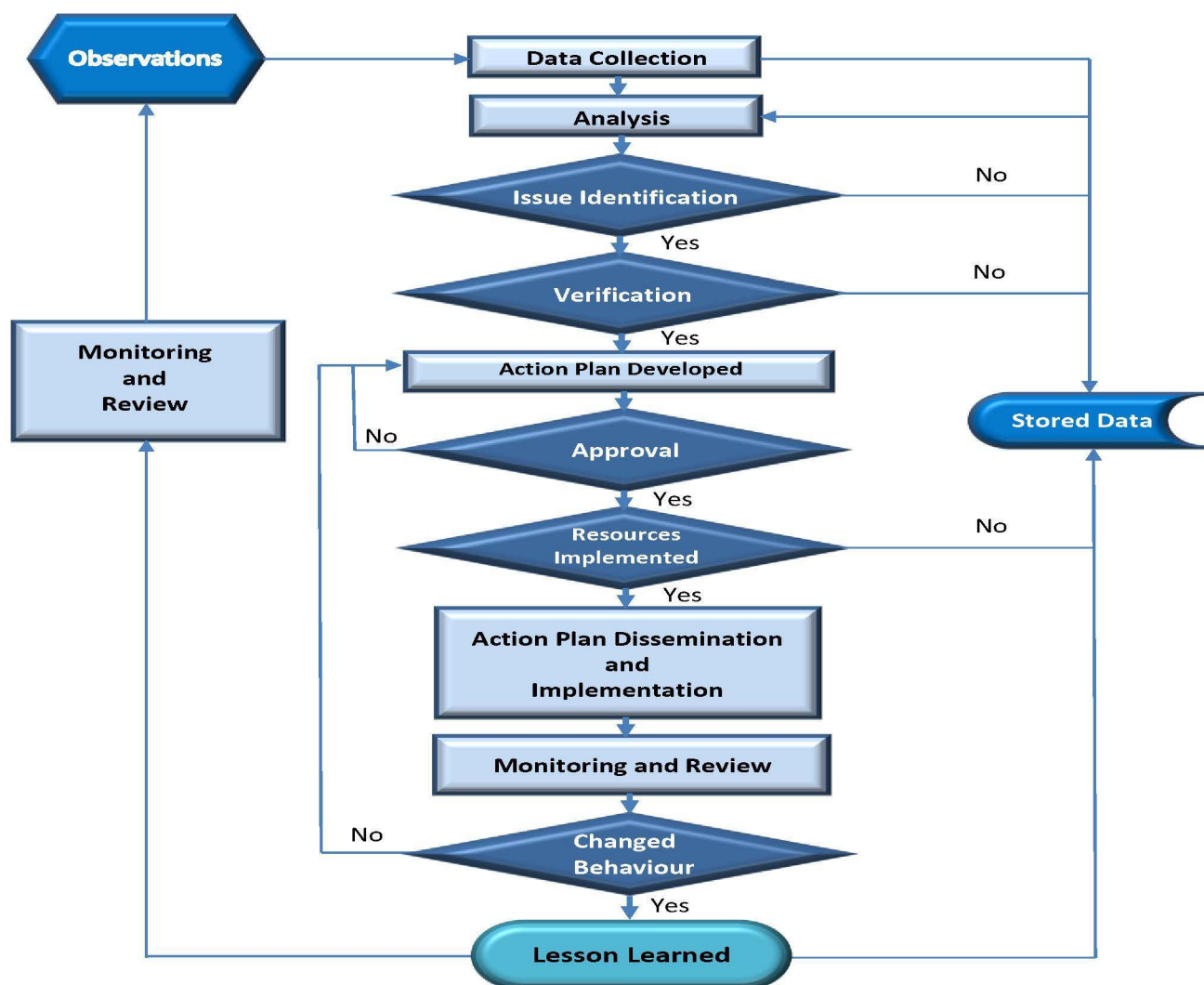


Figure 1: Schematic of a lessons identified process (after Attorney-General's Department, Commonwealth of Australia, 2013)