

NB All original sources of information in blue- all in blue should be deleted in final report.

1. EBOLA LESSONS LEARNED REPORT

1.1 Background (Redistribute Issue 6, page 11)

Ebola was first highlighted as an emerging risk to the UK by the Cabinet Office in its 2014 mid-year Forward Look. The developing International Public Health emergency prompted the Prime Minister to seek assurance of the UK's preparedness if and when a case of Ebola was confirmed in the UK. A National UK exercise was held in October 2014 to test response arrangements and after that the Prime Minister requested Local Resilience Forums to assure themselves that plans were in place should a case be reported. There was an immediate and outstanding response from the local resilience community who undertook local exercises across the Country before December. Soon after that, a UK returning healthcare worker was diagnosed with Ebola in the UK and that was followed by the very close joint working between Departments, including DCLG, to co-ordinate domestic preparedness.

As part of the cross government response, RED undertook to collect and share the lessons learned and provide answers to the questions that came from local responders after the exercises. This information supplements the extensive Ebola guidance found on www.gov.uk. RED also ran 2 successful national workshops to update local resilience forums on the international emergency and what it meant for domestic Ebola preparedness in the UK. All the issues identified during exercises were addressed by UK government departments and a range of new guidance identified. Local Resilience Forums were able to take stock of local Ebola planning and consider lessons identified to help them update their response plans. DCLG is now looking ahead to push forward and embed their own lessons in order to apply them to any future health related responses.

1.2 Lessons Learned and Recommendations

(Annex A ResilienceDirect Lessons Identified Report)

Lessons Learned have been collected from the RED Senior Management Team, RED staff, DCLG teams and Local Resilience Forums. They are arranged under 5 themes:

LRFs and Local Delivery

In Country Response did not address domestic preparedness at an early stage (Email Name Redacted sent with attachment of Lessons Learned) Exercise Cygnus (pandemic flu) was postponed and this caused significant disruption to Local Resilience Forums and delay in moving the agenda to Ebola. The exercise could have been postponed or re-framed at an earlier point (Email NR sent with attachment of Lessons Learned)

- Recommendation: DCLG will work with LRFs to ensure response plans take account of lessons learned (part of LRF review cycle within next 12 months) (Email NR sent with attachment of Lessons Learned)

Health

Clearer understanding of the national and local health structures to ensure a common operating procedure across LRFs (Email Name Redacted sent with attachment of Lessons Learned)

- Recommendation: DCLG will work closely with PHE and NHS to design and deliver a training programme with LRFs to clarify the national and local health structures.

Communications

Ebola was a useful model of response to a new and emerging illness for RED. The model comprised RED working closely with LRFs to hold exercises very quickly across the country followed by workshops which further embedded lesson learned. (Summary table of RED comments)

- Recommendation: DCLG will use the Ebola emergency response as a model to replicate for quick response to other new emergencies and this will be shared with other departments NR [suggested recommendation](#))

Departmental (To be inserted (E-mail responses from other DCLG Teams)

- Recommendation: DCLG should improve information for internal teams that represent diverse communities such as housing, homelessness and the faith sector to support an integrated response to emergencies such as ebola. NR [suggested recommendation](#))

HMG

Guidance is required on the national incident management arrangements (structure chart) upwards reporting methodology and meeting triggers. (Annex A ResilienceDirect Lessons Identified Report) Response Coordinating Group (ResCGs) should be set up to ensure

consistent and accurate exchange of information (Annex A ResilienceDirect Lessons Identified Report)

- Recommendation: DCLG will meet with CCS to discuss revising the Conops to update guidance on incident management, reporting methodology and meeting triggers as well as the arrangements around setting up Response Coordinating Groups. Name Redacted [suggested recommendation](#))
- Recommendation: DCLG will link with cross departmental reporting including timetable and publishing (Email: Name Redacted sent with attachment of Lessons Learned)

1.3 Actions

- DCLG will share lessons learned with LRFs to communicate and embed lessons.
- DCLG will work with CCS to communicate lessons learned that relate to review of the NRA and NRPAs and Conops.
- DCLG will work with other departments to communicate lessons learned
- DCLG will put in place a training programme based on the Ebola response model, for internal staff and other Government Departments to embed lessons learned and promote better future joint working and knowledge of roles.