

Annexe B: Incident Director and Senior Response Director supporting information

Incident Director	
Description	Leads on the management of an incident and acts as the senior decision maker for Standard Level Incidents.
Reporting	Reports to: Line Management (Routine and Standard Response) or Strategic Response Director (Enhanced/Severe Response).
Checklist	<p>Incident Management</p> <ul style="list-style-type: none"> • Establish and Chair the Incident Management Team (IMT) and confirm cell structure (Incident Action Plan template found in annexe C, Cell information found in annexe D). • Identify incident Objectives for review and approval by IMT. • Notify key stakeholders via approval of incident related communications, publications and reporting. • Ensure compliance with UKHSA policy and procedures. • Ensure compliance with the Public Sector Equality Duties (PSED) and duties to tackle health inequalities • Ensure a detailed handover is produced at the end of each shift to support transfer to any accompanying Incident Directors. • Approval and Sign off of incident related products as per (Sign off and approval table). <p>Incident Standdown</p> <ul style="list-style-type: none"> • Direct the institution of a lessons identification process (along with the National Response Centre) to capture incident specific learning with appropriate representation at debriefs. • Support with the implementation of any formal lessons submitted to the EPRR Oversight Group. • Ensure any post incident recovery activity is addressed or transferred to a suitable team to continue working under business as usual arrangements. • Contribute to the Incident Standdown Report.
Role Requirements	<ul style="list-style-type: none"> • Attendance on the National Incident Director Course. • Previous experience with UKHSA incident response. • Understanding of the UKHSA EPRR CONOPs, and Incident Response Plan. • An appropriate senior member of UKSHA staff, dependent on the nature of the incident.

<p>Duties</p>	<ul style="list-style-type: none"> • Act as the senior decision-maker in a Standard response; provides tactical level direction and coordination in an Enhanced response. • Provide clear strategic direction for the incident for Standard Incidents and agree the objectives for the incident. • Oversee the incident operations. • Support the flow of information across the operational, tactical and strategic Incident levels in addition to partners and other government departments. • Ensure compliance with key UKHSA policy and procedures including health and safety during the incident. • Direct and coordinate action to promote health equity, including regular review and assessment of health equity issues throughout response • Be responsible for sign-off of incident materials, in compliance with a consistent and timely manner. • Maintain effective communications with relevant UKHSA Regions and Services, and stakeholders. • Review the need for international reporting under the International Health Regulations to the World Health Organisation (WHO). • Maintain a personal incident decision log. • Adhere to all data, information and record management policies.
<p>Soft Skills</p>	<ul style="list-style-type: none"> • Consistent and transparent leadership. • Relationship management. • Maintain clear communication and feedback channels. • Ability to manage multiple tasks.

Strategic Response Director	
Description	Leads the strategic management of an ongoing public health incident and acts as the senior decision maker for Enhanced or Severe Level Incident.
Reporting	Reports to: ExCo.
Checklist	<p>Incident Management</p> <ul style="list-style-type: none"> • Establish and Chair the Strategic Response Group Meeting (SRG) (SRG Agenda found below). • Identify incident objectives for review and approval by IMT. • Notify key stakeholders via approval of incident related communications, publications and reporting. • Maintain oversight of incident compliance with UKHSA policy and procedures • Ensure CEX is made aware of any developments or blockers with progression on the incident. • Ensure effective communications are maintained with stakeholders alongside Comms, Devolved Administrations, DHSC, NHSE, other government departments. • Ensure compliance with the Public Sector Equality Duties (PSED) and duties to tackle health inequalities • Approval and Sign off of incident related products as per (Sign off and approval table). <p>Incident Standdown</p> <ul style="list-style-type: none"> • Ensure any lessons identified from the strategic perspective are captured by the ID/NRC for the incident log. • Support with the implementation of any formal lessons submitted to the EPRR Oversight Group. • Ensure any post incident recovery activity is addressed or transferred to a suitable team to continue working under business as usual arrangements. • Contribute to the Incident Standdown Report.
Role Requirements	<ul style="list-style-type: none"> • Attendance on the National Incident Director Course. • Previous experience Enhanced Incidents as Incident Director. • Understanding of the UKHSA EPRR CONOPs, and Incident Response Plan. • An appropriate Director/Senior member of UKSHA staff, dependent on the nature of the incident.
Duties	<ul style="list-style-type: none"> • Provide clear strategic direction for the incident. Establish the strategic perspective for the incident and maintain boundaries with the tactical and operational responsibilities of the Incident Director. • Provide assurance to CEX, CMA and Chief Scientific Officer (CSO) on incident direction and management. • Act as liaison between DHSC and Ministerial stakeholders in relation to the incident.

	<ul style="list-style-type: none"> • Represent UKHSA as part of multi-agency/cross governmental incident management. • Review the need for international reporting under the International Health Regulations to the World Health Organisation (WHO). • Agree strategic objectives for the IMT with ID. • Provide senior support to the Incident Director. • Ensure priorities across the organisation are identified and reconsidered with respect to the incident. • Ensure the organisation’s resilience, consider the need for organisational prioritisation and resource re-allocation. Agree these with the CEO. • Ensure compliance with key UKHSA policy and procedures including health and safety during the incident. • Provide strategic direction on health equity. • Maintain a personal incident decision log. • Adhere to all data, information and record management policies.
<p>Soft Skills</p>	<ul style="list-style-type: none"> • Consistent and transparent leadership. • Relationship management. • Maintain clear communication and feedback channels. • Ability to manage multiple tasks.

IMT and SRG Agenda

Meeting	Incident XX IMT No. 1
Date	
Time	
Venue	Microsoft Teams
No	Agenda Item
1	Welcome and introductions
2	Any urgent Operational Issues
3	Minutes and actions from last meeting
4	Confirmation of Incident Arrangements – Review of Incident Objectives
5	Situation Report – Cell Update if Required
6	Assessment of ongoing risk to Public Health, including health inequalities.
7	Control Measures Review
8	Response Communications
9	Issues for Escalation
10	Legal and Other Issues
11	Forward Look
12	Staff Wellbeing
13	Battle Rhythm
14	AOB
Meeting	Incident XX SRG No. 1
Date	
Time	
Venue	Microsoft Teams
No	Agenda Item
1	Welcome and introductions
2	Notification of AOB
3	Minutes and actions from last meeting
4	Confirmation of Incident Arrangements – Review of Incident Objectives
5	Situation Report – Incident Director
6	Assessment of ongoing risk to Public Health, including health inequalities.
7	Control Measures Review
8	Response Communications
9	Legal and Other Issues
10	Forward Look
11	Exit Strategy
12	Battle Rhythm
13	AOB

Sign off and Approvals

Activity	Description	Incident			
		Routine	Standard	Enhanced	Severe
AHSA Report	All Hazards Situational Awareness Report – shared widely internally and x-gov to provide a situational update on all incidents currently being managed by UKHSA and ongoing surveillance work.		ID sign off – Response Centre to produce situational update	ID sign off – Response Centre to produce situational update	ID sign off – Response Centre to produce situational update
IMT Agenda	Incident Management Team meeting agenda.	ID sign off	ID sign off – Response Centre to produce	ID sign off – Response Centre to produce	ID sign off – Response Centre to produce
SRG Agenda	Strategic Response Group meeting agenda.			SRD sign off – Response Centre to produce	SRD sign off – Response Centre to produce
IMT Minutes	Incident Management Team meeting minutes.	ID sign off	ID sign off – Response Centre to produce	ID sign off – Response Centre to produce	ID sign off – Response Centre to produce
SRG Minutes	Strategic Response Group meeting minutes.			SRD sign off – Response Centre to produce	SRD sign off – Response Centre to produce
SitRep	Situational Report for the incident coordinated by the Response Centre. Gives an update on the current incident including the most recent data.		ID sign off – Response Centre to produce. Policy review	SRD sign off – Response Centre to produce. Policy review	SRD sign off – Response Centre to produce. Policy review
X-Gov Sitrep	Situational Report coordinated by the Policy team which includes information from Other Governmental Departments (OGDs) providing an update on a current incident.		Policy to lead with ID sign off	Policy to lead with SRD sign off	Policy to lead with SRD sign off
Health Protection Briefing note	UKHSA Health Protection briefing notes are an intranet and email cascade-based method of advising UKHSA and public health partners of developments in any health	ID, SRD On-call, Director of Regions/Regional Director for HP Ops, Communications Lead	ID, SRD On-call, Director of Regions/Regional Director for HP Ops, Communications Lead	ID, SRD On-call, Director of Regions/Regional Director for HP Ops, Communications Lead	ID, SRD On-call, Director of Regions/Regional Director for HP Ops, Communications Lead

	protection topic including outbreaks which could be of national or international importance, policy/guidance updates, epidemiology and trends that emerge locally or nationally.				
Incident Comms (Press Release)	Official statement issued to media and news outlets giving information on the situation of an incident.	ID sign off. Comms to be consulted.	ID sign off – Comms lead to produce	ID sign off – Comms lead to produce. SRD review	ID sign off – Comms lead to produce. SRD review
Ministerial Brief	Either written or oral, it is designed to inform ministers on a certain topic or incident and get the key points needed across in a concise and efficient manner.		CEX and Policy may review. ID has final sign off	CEX and Policy may review. SRD has final sign off	CEX and Policy may review. SRD has final sign off
Ministerial Submission	Similar to a briefing, but the information is provided along with options with the goal of the minister making a decision, information must be provided in an unbiased manner.		CEX and Policy may review. ID has final sign off	CEX and Policy may review. SRD has final sign off	CEX and Policy may review. SRD has final sign off
Ministerial correspondence	A letter sent from a variety of sources, including MPs, constituents, and other stakeholders to a minister. The minister/person responding to the letter on behalf of the minister must reply within 15 days. The difference between this and normal correspondence is that these letters require sign off from the minister themselves.		CEX and Policy may review. ID has final sign off	CEX and Policy may review. SRD has final sign off	CEX and Policy may review. SRD has final sign off
Parliamentary questions (PQs)	Can also come in both written and oral forms, a PQ is a question raised in		CEX and Policy may review. ID has final sign off	CEX and Policy may review. SRD has final sign off	CEX and Policy may review. SRD has final sign off

	Parliament from an MP to the SoS regarding the area they are responsible for. Ministers should be prepared both for the original question and possible follow ups.				
Guidance	Advice or information issued by UKHSA to help protect public health.	ID sign off.	ID sign off – Guidance cell or technical lead to produce	ID sign off – Guidance cell or technical lead to produce. SRD to review	ID sign off – Guidance cell or technical lead to produce. SRD to review
Publication of Data		ID sign off	ID sign off – Data cell to produce	ID sign off – Data cell to produce	ID sign off – Data cell to produce
Urgent Public Health Message (UPHM)	Letters issues by UKHSA informing health professionals of a certain situation.	CMA sign off	CMA sign off	CMA sign off	CMA sign off
National Patient Safety Alert (NATPSA)	Alerts issued to healthcare providers to take action to reduce risk to protect public health.		ID sign off, Distributed by CMA Office	ID sign off, Distributed by CMA Office	ID sign off, Distributed by CMA Office
WHO Notification			ID sign off	ID sign off	ID sign off
IHR alert			ID sign off – IHR team to produce	ID sign off – IHR team to produce	ID sign off – IHR team to produce