Public Health Wales Emergency Response Plan

Version 03, May 2023 (Redacted)

Document Summary

Purpose and Summary of Document	This document provides the specific arrangements for the Public Health Wales response and recovery from an emergency or Major Incident. ████████████████████████████████████. The Emergency Response Plan is to be read in conjunction with: ████████████████████████████████ ████████████████████████████████ ████████████████████ • Public Health Wales Strategic Response Group Terms of Reference • Public Health Wales Tactical Response Group Terms of Reference • Public Health Wales Operational Response Group Terms of Reference • Public Health Wales Recovery Group Terms of Reference ████████████████████████████████████ ████████████████████████████████ ████████████████████████████████ ████████████████ ████████████████████████████████ ████████████ All documents are available on the Emergency Planning and Business Continuity ███████████.
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Sponsoring Executive	Dr Meng Khaw, National Director of Health Protection and Screening Services and Medical Director (Executive Lead for Emergency Planning and Response)
Peer Review	Version 2a of the Emergency Response Plan was distributed for review to Category 1 and 2 partners for feedback and comment in 2022. Comment that was received and incorporated into the revised Emergency

	Response Plan is detailed in the document "*A Review of the Public Health Wales Emergency Response Plan March 2023*"
Date Approved	25th May 2023
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Date last ratified by Public Health Wales Board	25th May 2023

Amendments			
Page Number	**Description of Amendment**	**Date**	**Signature**

Review and Governance			
Date of Review	**Date Approved**	**Reviewed by**	**Approved by**
Version 1.0 November 2016	29 November 2016	Emergency Planning Group members	Public Health Wales Board
Version 2.0 August 2018	September 2018	Emergency Planning and Business Continuity Group	Public Health Wales Board
Version 2.1 February 2022	1st September 2022	Emergency Planning and Business Continuity Group	Emergency Planning and Business Continuity Group
Version 3 March 2023	25th May 2023	Emergency Planning and Business Continuity Group	Public Health Wales Board

Contents

Executive Summary

Under the Civil Contingencies Act [2004], Public Health Wales must maintain and develop plans to ensure that if an emergency occurs or is likely to occur, it can deliver its functions so far as necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effects, or taking other action in connection with it.

The Emergency Response Plan for Public Health Wales describes its roles and responsibilities in response to an emergency or Major Incident, and includes its activation and deactivation processes, command and control structures, and recovery arrangements.

A rapid document review was undertaken in February 2022, with a firm commitment to deliver a comprehensive review taking account of, and incorporating appropriate lessons identified in organisational debrief reports from the Public Health Wales response to COVID.

Public Health Wales has a long history of effectively managing emergencies and Major Incidents. This plan adopts an all-hazards approach, helping to ensure that the organisational response is adaptable to a wide range of scenarios. It draws from best practice, considers learning from previous responses to emergencies, Major Incidents and exercises to ensure that lessons have been implemented and embedded; providing a framework to establish, create and improve organisational resilience.

This document ensures that Public Health Wales continues to meet its statutory obligations under the Civil Contingencies Act 2004 (CCA) in maintaining an Emergency Response Plan which is fit for purpose.

Public Health Wales has a long history of effectively managing emergencies

Tracey Cooper

Chief Executive of Public Health Wales

Emergency Preparedness Resilience Response Strategic Principles

The Emergency Preparedness Resilience and Response (EPRR) Strategic Principles are guided by Public Health Wales Long Term Strategy, 'Working together for a Healthier Wales', and six strategic priorities. The programme will therefore ensure:

We will assess the risk of emergencies occurring and use this to inform contingency planning
Public Health Wales will carry out any relevant risk assessments for emergencies. In discharging this duty, we work collaboratively with national and international health institutes to horizon scan and identify emergent hazards and threats. We will share our understanding of public health risk in all its dimensions of exposure, vulnerability and hazard characteristics with the local resilience fora across Wales, identifying potential risks; and ensure Public Health Wales and its partners are adequately prepared to reduce impacts on the health of our communities and/or the organisation.
We will put in place emergency plans
Public Health Wales has adopted an 'all hazards approach' to planning and maintains an Emergency Response Plan which is adaptable to a wide range of emergencies. We will also work with partners, local resilience fora, national and international health institutes to strengthen existing partnerships in the development and maintenance of generic as well as site or subject-specific emergency plans, training and exercises.
We will maintain arrangements for responding to emergencies
Public Health Wales will maintain robust command & control arrangements which align with the principles for joint working. We will support our people to be aware of their role and that of the organisation through training and exercise; and provide infrastructure which supports the co-ordinated management of Public Health Wales resource in an emergency.
We will put in place arrangements for business continuity management
Public Health Wales will ensure it can continue to deliver its critical activities as far as is reasonably practicable through embedded and well-practiced business continuity arrangements. We will maintain a Business Continuity Management Strategy which promotes a culture of resilience, safeguards our people, service users and stakeholders; and incorporates international best practice.
We will make public health related information available for our communities before, during and after emergencies
Public Health Wales will work with partners, local resilience fora, national and international health institutes to ensure the public are made aware of the public health risks of emergencies in our communities, and how we prepare to respond should they occur. We will also maintain arrangements to warn and inform our communities with public health advice as necessary in an emergency.

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We will share information and cooperate with other responders to enhance co-ordination
Public Health Wales will collaborate with partners, local resilience fora, national and international health institutes in the planning, response and recovery to emergencies through the timely sharing of public health information for joint evaluation and collective decision making.
We will identify learning and make change based on evidence and best practice
Public Health Wales will continue to learn, documenting lessons identified from the response to emergencies as well as from training & exercising. This ensures changes to plans and procedures are evidence-based. Lessons identified will be centrally recorded and update of progress reported to ensure lessons identified can be demonstrated as learnt.
We will contribute to recovery processes following an emergency
Public Health Wales will support the process for rebuilding, restoring and rehabilitating our communities in recovery from an emergency through the provision of evidence-based public health advice.

Summary of Public Health Wales Emergency Plans and Relevant Documentation

Plan / Document	Overview
Public Health Wales Emergency Response Plan	Details the organisation's response arrangements to any emergency as defined within the scope of the Civil Contingencies Act [2004] that requires the mobilisation of public health resource and capability.
Public Health Wales Threat Response Procedure	Provides the specific arrangements for a considered and proportionate response by Public Health Wales following change to the UK threat level.
Countermeasures Protocol for Activation	Details the process for authorisation of the UK stockpile of countermeasures by Public Health Wales.
Emergency Response Handbook	Aims to support decision making and the emergency response
Decision Log	To capture and accurately record the process of decision making, to assist in the evaluation of responses and to produce an audit trail for use in any inquiry that may follow
Strategic Response Group Terms of Reference and Standing Agenda	Outlines the purpose and roles and responsibilities of the Public Health Wales Strategic Response Group.
Tactical Response Group Terms of Reference and Standing Agenda	Outlines the terms of reference and template agenda for meetings of the Public Health Wales Tactical Response Group.
Operational Response Group (Cells) Terms of Reference and Standing Agenda	Outlines the terms of reference and template agenda for meetings of the Public Health Wales Operational Response Groups (Cells).
Incident Coordination Centre Concept of Operations	Outlines the arrangements for the activation and operation of the Incident Co-ordination Centre in response to, and recovery from, an emergency.

Emergency Response Telephone Directory	To provide contact details of trained members of Public Health Wales staff and multi-agency contacts in the event of an Emergency
Communicable Disease Outbreak Plan for Wales	Multi-agency plan to manage communicable disease outbreaks with public health implications across Wales
Mass Casualty Incident Arrangements for NHS Wales	Sets out the over-arching arrangements for NHS Wales to respond collectively to a mass casualty incident in Wales at strategic, tactical and operational levels.
Provision of Scientific and Technical Advice in Wales	Provides the implementation arrangements in Wales to the guidance on the provision of scientific advice to support the Strategic Coordinating Group through the establishment of a Scientific and Technical Advice Cell (STAC)
Emergency Coordination of Scientific Advice Concept of Operations	Outlines what the Emergency Coordination of Scientific Advice (ECOSA) is and how it operates.
Air Quality Cell	Arrangements for the Wales Air Quality Cell which may be established for a fire, explosion or chemical release.
Cyber Technical Advisory Cell	Provides guidance on the specific advice that may be required during a cyber incident and should not be confused with the Scientific and Technical Advice Cell (STAC)

All Public Health Wales and supporting documentation is available on the Emergency Preparedness Resilience and Response SharePoint.

1. Background

Public Health Wales provides data and science-based leadership, specialist public health expertise, coordination and advice, and delivery of key public health services.

The Organisation protects and improves health and well-being and reduces health inequalities for the people of Wales. The Trust is established for the purpose specified in section 18(1) of the NHS (Wales) Act 2006 and has four statutory functions set out in Part 3 of its Establishment Order. These are to:

1. Provide and manage a range of public health, health protection, healthcare improvement, health advisory, child protection and microbiological laboratory services and services relating to the surveillance, prevention and control of communicable diseases.
2. Develop and maintain arrangements for making information about matters related to the protection and improvement of health in Wales available to the public in Wales; to undertake and commission research into such matters and to contribute to the provision and development of training in such matters.
3. Undertake the systematic collection, analysis and dissemination of information about the health of the people of Wales in particular including cancer incidence, mortality and survival, and prevalence of congenital anomalies.
4. Provide, manage, monitor, evaluate and conduct research into screening of health conditions and screening of health-related matters.

Under schedule 1 of the Civil Contingencies Act [2004] Public Health Wales is a Category 1 Responder. The Act places several civil protection duties on Public Health Wales in respect of:

1. Risk Assessment
2. Emergency Plans
3. Business Continuity
4. Warning and Informing
5. Sharing of Information
6. Cooperation with Local Responders

In the response to an emergency Public Health Wales is responsible for providing emergency preparedness, resilience and response leadership, and scientific and technical advice, working in partnership with Category 1 and 2 Responders (defined under the Act) to protect the health of our communities in Wales.

2. Scope

The Civil Contingencies Act [2004] requires Category 1 responders to maintain plans for preventing, controlling and reducing the impacts of emergencies in both response and recovery phases.

The Public Health Wales Emergency Response Plan details the organisation's response arrangements to any emergency as defined within the scope of the Civil Contingencies Act [2004] that requires the mobilisation of public health resource and capability.

The Plan adopts an all-hazards approach, ensuring it is adaptable to a wide range of exigencies, providing a framework to establish, create and improve organisational resilience.

As detailed within regulations, Public Health Wales must have regard to any relevant assessment of risk when performing its duty to maintain its emergency plans. Therefore, consideration has been given to the following Local Community Risk Registers within the region the Organisation exercises its function:

- Dyfed Powys Community Risk Register
- Gwent Local Community Risk Register
- South Wales Community Risk Register
- North Wales Community Risk Register

The Community Risk Assessments are informed by the National Security Risk Assessment published by the Cabinet Office. This is a protected document. The National Risk Register outlines the key malicious and non-malicious risks that could affect the UK in the next two years and is publicly available:

- National Risk Register 2020

The *Public Health Wales Emergency Response Plan Version 3.0* replaces previous plans and continues to seek organisational alignment to statutory and non-statutory guidance, identified best practice and ensure lessons identified in the response to emergencies are incorporated.

3. Aim and Objectives

The aim of this plan is to detail the Public Health Wales arrangements to manage the Organisations response and recovery to an emergency or Major Incident.

The objectives of this plan are to:

- Outline the context in which the plan has been developed.
- State the roles and responsibilities of Public Health Wales in the response to and recovery from an emergency or Major Incident.
- Detail arrangements for the management, control, and coordination of an emergency or Major Incident
- Establish roles and responsibilities of decision makers and groups within the command & control structure in the response to and recovery from an emergency or Major Incident.
- Define the procedure for alerting and determining when an emergency or Major Incident has or is likely to occur.
- Define the criteria in which the plan should be activated.
- Detail the arrangements for activating key response groups.
- Outline the complementary generic arrangements to support the Public Health Wales response to and recovery from an emergency or Major Incident.
- Detail arrangements for maintaining the Plan as well as associated Governance and assurance processes to include training & exercising and identifying learning.

4. Definitions

Within the context of the Plan, the definitions outlined in Table 1 seek to ensure common understanding across Public Health Wales and responding agencies.

Table 1 - Emergency Response Plan Definitions

Definitions	
Word	**Definition**
Business Continuity	The capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident[1]
Business Continuity Incident	A situation that might be, or could lead to, a disruption, loss, emergency or crisis.[2]`
Command	The exercise of vested authority that is associated with a role or rank within an organisation, to give direction in order to achieve defined objectives[3]
Control	The application of authority, combined with the capability to manage resources, in order to achieve defined objectives.[4]
Emergency	The Civil Contingencies Act [2004] defines an emergency as: a) an event or situation which threatens serious damage to human welfare in a place in the United Kingdom, b) an event or situation which threatens serious damage to the environment of a place in the United Kingdom, or c) war, or terrorism, which threatens serious damage to the security of the United Kingdom[5].
Major Incident	NHS Wales definition for Major Incident is any occurrence that presents a serious threat to the health of the community, disruption to the service or causes, or is likely to cause, such numbers or types of casualties as to require special arrangements to be implemented.[6]

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[1] International Standard ISO 22300 Security and Resilience (Second Edition) 2018-02
[2] International Standard ISO 22300 Security and Resilience (Second Edition) 2018-02
[3] Cabinet Office UK Civil Protection Lexicon 2013
[4] Cabinet Office UK Civil Protection Lexicon 2013
[5] HM Government Civil Contingencies Act 2004
[6] Welsh Government NHS Emergency Planning Core Guidance 2015

Emergencies may be defined within the manner in which they arise. Types of emergencies are defined in Table 2.

Table 2 - Types of Emergency Definitions

Definitions	
Type of Emergency	**Definition**
Big Bang	A sudden event, for example a serious transport accident, explosion, or series of smaller incidents.
Cloud on the Horizon	A serious threat elsewhere, such as a major chemical or nuclear release.
CBRN	A deliberate/intentional release of chemical, biological, radiological and/or nuclear material
Headline News	Public or media alarm over a perceived health threat.
HAZMAT	The unintentional release of a chemical, biological, radiological and/or nuclear material.
Internal Incidents	Fire, breakdown of utilities, major equipment failure.
Mass Casualty	A disastrous single or simultaneous event(s) or other circumstances where the normal Major Incident response of several NHS organisations must be augmented by extraordinary measures in order to maintain an effective, suitable and sustainable response
Pre-planned Events	Concerts and sporting events for example may have the potential for a Major Incident to arise and may require emergency plans to be on standby for the duration of the event to optimise the response should the need arise.
Rising Tide	Gradually developing incident with no clear starting point, for example a developing infectious disease epidemic, or a capacity/staffing issue.

5. Roles and Responsibilities

In fulfilling Public Health Wales statutory functions, the organisation has the following roles and responsibilities detailed in Figure 1, whilst ensuring business continuity arrangements are in place to maintain and deliver critical activities.

Figure 1 - Role and Responsibilities of Public Health Wales

Roles and Responsibilities of Public Health Wales in an Emergency or Major Incident
Assess the impact on public health to inform the multi-agency response.
Liaise with partners to gather detailed information as well as contributing to effective shared situational awareness.
Liaise with other Category 1 and 2 responders as well as other relevant stakeholders across the United Kingdom (e.g. Defence Science and Technology Laboratory) as appropriate, to ensure the provision of proportionate and timely evidence-based advice and support to partners.
Recommend measures to protect public health.
Interpret and share information/advice with health services and partners.
Collate information obtained from different sources into a coherent, meaningful and usable format for different audiences
Establish and maintain effective internal command & control arrangements that compliment multi-agency structures that may be established.
Attend and contribute to established multi-agency command & control structures including (but not limited to) Strategic Coordinating Groups (SCG), Tactical Coordinating Groups (TCG), Operational Groups and Emergency Coordination Centre Wales (ECCW) as required.
Contribute to a range of multi-agency partnerships such as the Scientific and Technical Advice Cell (STAC), Air Quality Cell (AQC), Cyber Technical Advice Cell (CTAC) and Media cell. *NB. This may include convening and initially chairing the Scientific and Technical Advice Cell (STAC).*
Advise on the effective communication of public health risks.
Analyse and evaluate response proposed by other agencies in terms of the likely impact on public health.
Facilitate epidemiological follow-up of affected populations/communities as necessary.
Provide an integrated approach to the protection of public health in Wales supporting partner agencies in the provision of scientific and technical advice within the following specialist areas • Infectious disease • Outbreak surveillance • Chemical hazards • Biological hazards • Radiation (led by the UKHSA) • Weather events

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Engage with the UK Health Security Agency to obtain (and contribute to) scientific and technical advice in relation to deliberate Chemical Biological Radiological and Nuclear (CBRN) emergencies (as a non-devolved matter) as well as non-deliberate radiation emergencies.
Protect and maintain the organisations critical activities
Support the process for rebuilding, restoring and rehabilitating our communities

In discharging the organisations roles and responsibilities, Public Health Wales will adopt the principles for joint working throughout all phases of the emergency or Major Incident whether spontaneous, or pre-planned and regardless of scale.

6. Command and Control

To achieve a combined and coordinated response to and recovery from an emergency or Major Incident, Public Health Wales needs to ensure that appropriate command & control arrangements are in place.

Internal command & control structures that are established must compliment and not contradict the roles, responsibilities and operation of multiagency command & control groups.

6.1. Internal Command and Control

Public Health Wales adopts a UK nationally agreed framework for the response to and recovery from an emergency or Major Incident, ensuring the organisations plans and procedures are integrated with Category 1 and 2 responders and across geographical boundaries. The framework establishes three ascending levels of management: Strategic, Tactical and Operational summarised in Figure 2.

Figure 2 - Public Health Wales Internal Command and Control
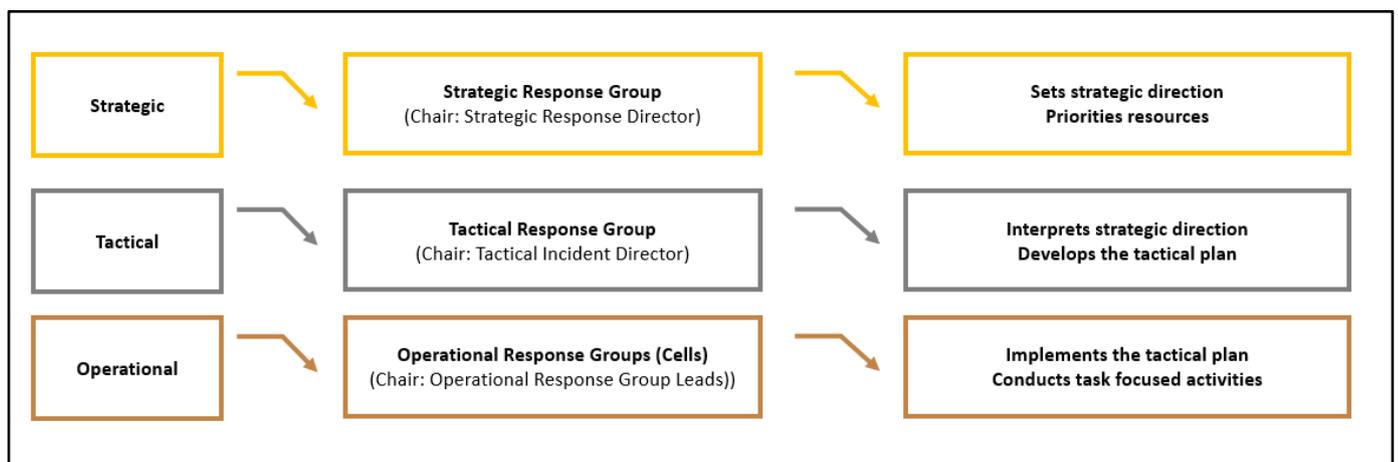
With reference to the subsidiary principle, the organisations response to emergencies is founded on a 'bottom-up' approach in which operations are managed and decisions are made at the lowest appropriate level.

The organisations response level (see Activation) will inform the structures that may need to be established summarised in Figure 3.

Figure 3 - Public Health Wales Internal Response Group Establishment Overview
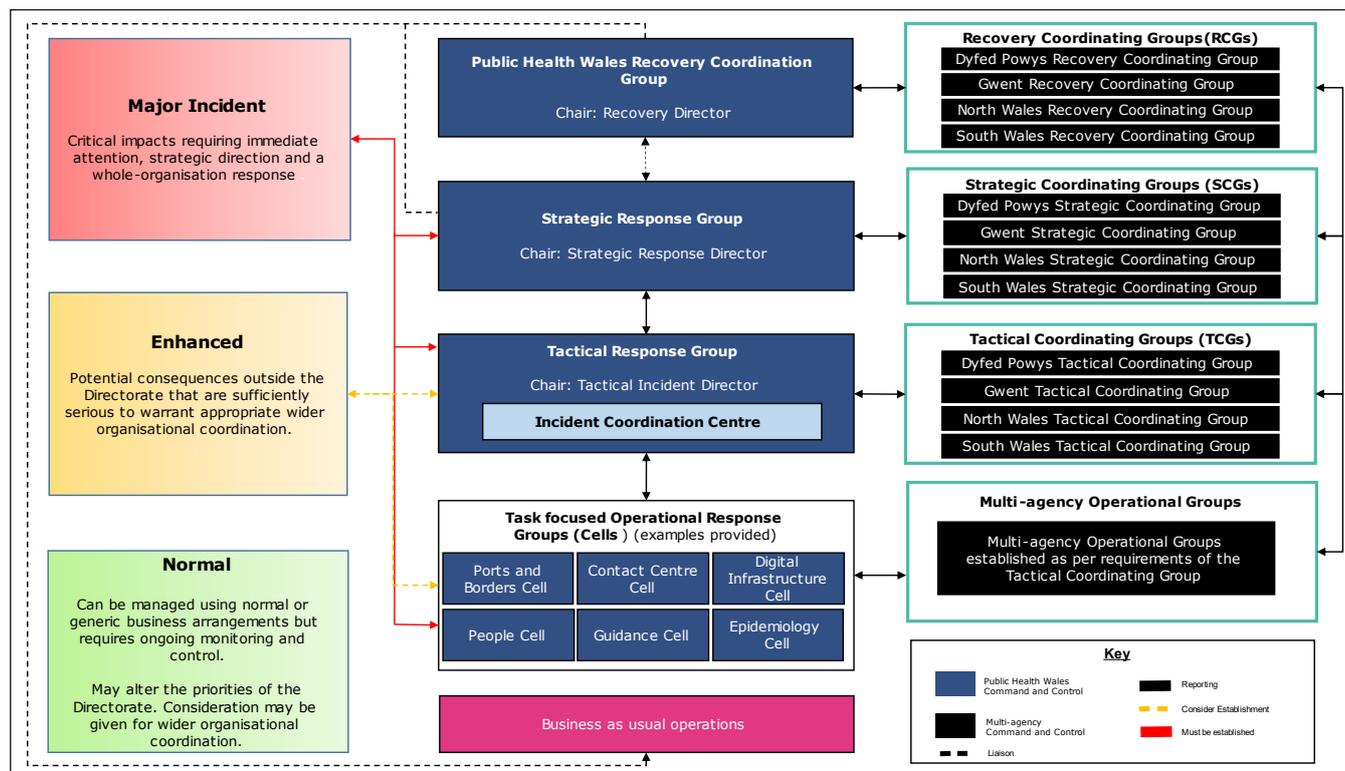
6.1.1.   Strategic Response Group

The Public Health Wales Strategic Response Group provides strategic oversight and direction on the Public Health Wales response to an emergency. The Strategic Response Group takes overall responsibility for the management of the emergency or Major Incident and establishes a strategic framework within which internal response groups will operate. Its guiding objectives are:

- Protect and preserve life, the environment and property.
- Contain the emergency: mitigate and minimise the impact; maintain critical infrastructure and critical activities.
- Create conditions for recovery: promote restoration and improvement activity in the aftermath of an emergency or Major Incident.

In discharging its duties, the Strategic Response Group has the following roles and responsibilities:

- Determine and share clear strategic objectives and review them regularly.
- Set, review, communicate and update the strategic framework for the overall management of the emergency or Major Incident.
- Identify the level of support needed in response and allocate personnel and resources accordingly.
- Formulate and implement media and public communication plans.

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- Direct planning and operations beyond the immediate response to manage the recovery process.
- Provide assurance across the organisation on the management of the emergency or Major Incident.
- To facilitate requests and responses for mutual aid and other strategic resources.
- Establish the Battle-Rhythm for situational reporting giving due consideration to external reporting requirements (e.g. Emergency Coordination Centre Wales).
- Have overall responsibility within the organisation for health & safety, diversity, environmental impact, equality and human rights compliance, and ensuring that relevant impact assessments are completed.
- Ensure decision, action and rationale is recorded in accordance with agreed principles detailed in the Emergency Response Plan.
- To monitor financial impacts.
- To ensure that a continuous evaluation of the response takes place and that any issues and lessons identified are captured and actioned as necessary.

Membership will be determined by the requirements of the emergency or Major Incident. Attendance is to include:

- Strategic Response Director.
- Tactical Incident Director.
- Strategic Coordinating Group and Emergency Coordination Centre Wales Liaison Officers.
- Executive Director Finance (or deputy).
- Director of People and Organisational Development (or deputy).
- Director of Quality, Nursing and Allied Health Professionals (or deputy).
- National Director of Health Protection and Screening Services and Medical Director (or deputy).
- Minute taker.
- Loggist.

The Chief Executive may be a member of the Strategic Response Group.

The group may co-opt additional members to provide specialist skills, knowledge and expertise as and when required.

The Public Health Wales Strategic Response Group is chaired by the Public Health Wales Strategic Response Director.

The Strategic Response Director is responsible for the organisation's response to the incident and determines the strategic objectives for the response. The Strategic Response Director has overall command of the resources of Public Health Wales and will delegate implementation decisions to the Tactical Incident Director.

Roles and Responsibilities and initial actions of the Strategic Director are located in the Strategic Response Director action card (see Section 30.2)

6.1.2.   Tactical Response Group

The Public Health Wales Tactical Response Group is responsible for implementation of Strategic decisions and priorities. The Tactical Response Group has responsibility for the management of an emergency or Major Incident at the Tactical level. Its guiding objectives are:

- Protect and preserve life, the environment and property.
- Contain the incident: mitigate and minimise the impact; maintain critical infrastructure and critical activities.
- Create conditions for recovery: promote restoration and improvement activity in the aftermath of an emergency or Major Incident
- Ensure appropriate issues are escalated to the Strategic Response Director.

In fulfilling its duties the Tactical Response Group has the following roles and responsibilities:

- Interpret strategic direction.
- Develop a tactical plan of actions.
- Establish Operational Response Groups (Cells) which are task focused to support the successful delivery of the tactical plan.
- Identify support needed to respond to the emergency or Major Incident and allocate personnel and resources accordingly.
- Advise whether the situation merits the activation of the Public Health Wales Strategic Response Group.
- Advise on and implement internal communication plans.
- Facilitate requests and responses for resource across the organisation.
- To ensure situation reporting is submitted in a timely manner in line with the battle-rhythm established by the Strategic Response Director.
- Monitor and report financial impacts.
- Regularly assess and disseminate information and intelligence available to evaluate threats, hazards, vulnerabilities to inform task.
- Ensure decision, action and rationale is recorded in accordance with agreed principles detailed in the Emergency Response Plan.
- Ensure that the organisation's statutory responsibilities are met and considered for the health, safety, human rights, data protection and welfare of staff.
- To ensure that a continuous evaluation of the response takes place and that any issues and lessons identified are captured and actioned as necessary.

Membership of the Tactical Response Group shall be constructed of Operational Response Group (Cells) Leads as well as:

- Tactical Incident Director (Chair)
- Tactical Coordinating Group Liaison Officers

- Loggist
- Watchkeeper

The Public Health Wales Tactical Response Group is chaired by the Public Health Wales Tactical Incident Director.

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The Tactical Incident Director is to ensure that rapid and effective decisions are made, tasks implemented and recorded. They are required to interpret strategic direction (where strategic-level command is in use) to develop and co-ordinate the tactical plan. Roles and Responsibilities and initial actions of the Tactical Incident Director are in the Tactical Incident Director action card (see Section 30.3).

In the event a Tactical Response Group is established, a Strategic Director must also be identified and appointed to provide strategic oversight to the response and decision making (within the scope of their role and responsibilities).

6.1.3.   Operational Response Group (Cells)

The Public Health Wales Operational Response Groups (Cells) are responsible for implementation and delivery of identified task and action informed by the tactical plan. Their guiding objectives are to:

- Contain the incident: mitigate and minimise the impact; maintain critical infrastructure and critical activities.
- Implement task detailed within the tactical plan, ensuring delivery compliments the strategic intent.
- Ensure adequate resources are available to manage and maintain services
- Ensure appropriate issues are escalated to the Tactical Response Group

In fulfilling its duties the Operational Response Groups (Cells) have the following roles and responsibilities:

- To mitigate the impact on service delivery and ensure close liaison with Tactical Response Group.
- To prioritise essential and business critical activity.
- To reallocate staff as required.
- To ensure communications with staff, patients, partners and public are consistent, accurate and timely.
- To ensure situation reporting is submitted in a timely manner in line with the battle-rhythm established.
- For a group representative to attend external multi-agency operational groups as required.
- Ensure decision, action and rationale is recorded in accordance with agreed principles detailed in the Emergency Response Plan.
- To consider the financial impacts on the organisation where necessary, making appropriate arrangements to maintain financial integrity.

- To ensure that a continuous evaluation of the response takes place and that any issues and lessons identified are captured and actioned as necessary.

Operational Response Groups are task focused and therefore their establishment will be dictated by the requirements of the emergency or Major Incident in order to deliver the tactical plan.

Operational Response Group (Cell) Leads are appointed by the Tactical Incident Director. Roles and Responsibilities and initial actions of the Operational Response Group (Cell) Leads are in the Operational Response Group (Cell) Leads action card (see Section 30.4).

Examples of Operational Response Groups (Cells) may include:

- Ports and Borders Cell
- Contact Centre Cell
- Digital Infrastructure Cell
- People Cell
- Guidance Cell
- Epidemiology Cell
- Vulnerable Persons Cell

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6.1.4.   Recovery Coordination Group

The recovery from an emergency or Major Incident is characterised by a complex set of issues that may have long lasting effects on the organisation both financially and in terms of resource. The Public Health Wales Recovery Co-ordination Group provides Strategic leadership of the organisation's recovery to an emergency or Major Incident providing a single point of co-ordination for established recovery work streams.

The Public Health Wales Recovery Co-ordination Group will take responsibility for recovery during and following the emergency or Major Incident. Thereby, ensuring a recovery strategy and framework for the organisation is established and delivered. The groups guiding objectives are to:

- Prioritise recovery needs.
- Restore service delivery capacity and access to services.
- Identify and manage risks.

In fulfilling its duties, the Recovery Co-ordination Group has the following roles and responsibilities:

- To inform the overall recovery strategy, including communications and business recovery.

- To restore service delivery capability.
- To determine priority recovery activities (to include short- medium- and long-term priorities).
- To produce an impact assessment of the emergency or Major Incident on services to inform the organisations recovery plan, with consideration given to service delivery (access, availability and demand), infrastructure, governance and risk.
- To establish appropriate sub-groups as required
- To co-ordinate the recommendations and actions of established sub-groups and monitor progress
- To provide organisational assurance on the implementation of recovery activity, including metrics to measure overall goals/outcomes.
- Ensure that relevant stakeholders, and Public Health Wales services, are involved in the development and implementation of the recovery plan.
- To inform an agreed exit strategy.
- To ensure that a continuous evaluation of the recovery phase takes place and that any issues and lessons identified are captured and actioned as necessary.

The Establishment of the Recovery Coordination Group should be considered from the onset of the incident. The recovery process may indeed take weeks, months or years due to the impact and consequences of the emergency.

The Public Health Wales Recovery Coordination Group is chaired by Strategic Recovery Director to be appointed by the Chief Executive.

Roles and responsibilities and initial actions of the Strategic Recovery Director are located in the Strategic Recovery Director action card (see Section 30.5)

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6.2. Multi-agency Command and Control

An emergency or Major Incident will require Public Health Wales to transform from an autonomous actor to collaborating with interdependent decision-making groups. Multi-agency groups are established to co-ordinate the activities of responders and where appropriate, define strategy and objectives for the multiagency response.

An overview of Public Health Wales relationship with multi-agency command & control structures is detailed in Figure 4.

Figure 4 - Public Health Wales Internal Command and Control Structure Relationship with Multi-Agency Command and Control Structures
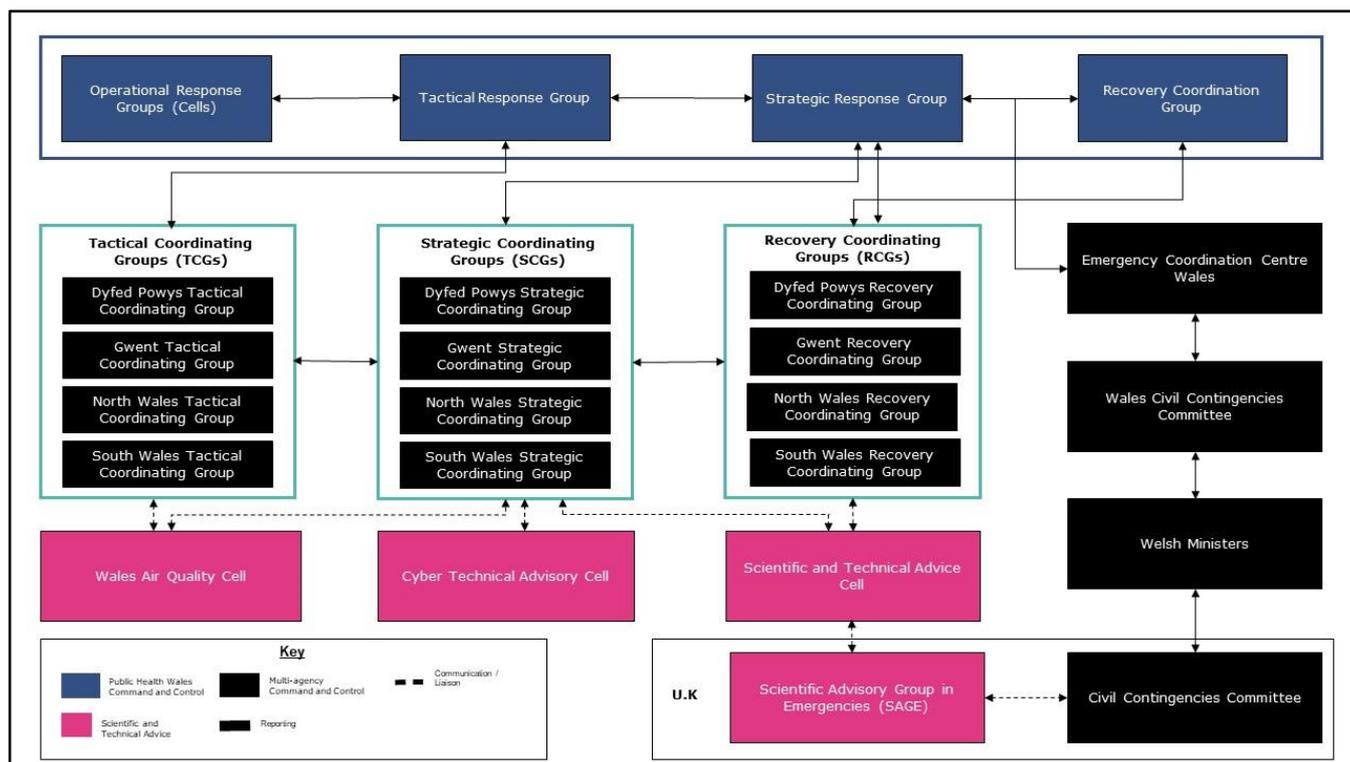
6.2.1.   Strategic Coordinating Group (SCG)

Respecting the Civil Contingencies Act [2004] principles of subsidiarity, responsibility for decision making, the Strategic Coordinating Group takes overall responsibility for the multi-agency management of the emergency or Major Incident and establish the policy and strategic framework within which lower levels of command will operate.

The Strategic Coordinating Group is a multiagency group, comprising of partners from both Category 1 and 2 agencies, established in the Local Resilience Forum region in which an emergency or Major Incident occurs. The purpose of the Group is as follows:

- Take overall responsibility for the multi-agency management of the emergency or Major Incident.
- Consider the emergency or Major Incident in its wider context.
- Determine longer term and wider impacts and risks.
- Define and communicate the overarching strategy and objectives.
- Establish the policy and strategic framework for lower-level tiers.
- Monitor the context, risks, impacts and progress

The Strategic Coordinating Group has the following responsibilities:

- Take reasonable steps to protect and preserve life, prevent loss of life or serious harm being caused to members of public and responders; and alleviate suffering.
- Mitigate and minimise the impact of the emergency or Major Incident.
- Identify and assist vulnerable people.
- Protect property and safeguard the environment as far as is reasonably practicable.
- Provide timely and accurate information to the public and all agencies. Maintain public confidence and manage public perception.
- Seek to maintain and support the continuity of normal daily life as far as practicable and restoration of disrupted services at the earliest opportunity.
- To facilitate the recovery and an early return to normality.

The Strategic Coordinating Group does not have the collective authority to issue executive orders to Public Health Wales. The Organisation will retain its own command authority and defined responsibilities, exercising command of its own operations.

Public Health Wales representation at this group will be provided by a Public Health Strategic Liaison Officer (see Section 30.6 for Action Card).

Whilst the Police have historically chaired Strategic Coordinating Group, it must be recognised that the Chairing organisation of this group may be dependent on the nature of the emergency or Major Incident. Public Health Wales may therefore be requested to Chair a Strategic Coordinating Group.

6.2.2.   Tactical Coordinating Group (TCG)

Whereas the Strategic Coordinating Group is responsible for the strategic framework in which responders operate, the Tactical Coordinating Group (TCG) is a multi-agency group responsible for the implementation of tactical plans to ensure strategic decision is actioned and resourcing is co-ordinated.

The purpose of the Tactical Coordinating Group is as follows:

- Interpreting strategic direction set by the Strategic Co-ordinating Group.
- Developing tactical level plans to deliver multi-agency activity.
- Co-ordinating activities and assets between all agencies to respond to the demands of the emergency or Major Incident.
- Resolving multi-agency issues that have been escalated as they could not be resolved at the operational level.
- Resolving issues in relation to multi-agency working at a tactical level.
- Identifying multi-agency issues that cannot be resolved at the tactical level and require escalation to the Strategic Coordinating Group
- Making recommendations to the Strategic Coordinating Group

The Tactical Coordinating Group work collectively to achieve the groups purpose through the delivery of the following responsibilities:

- Establish shared situational awareness between the responder organisations at the tactical level and promote effective decision making.
- Regularly assess and share information and intelligence.
- Understand how ever-changing threats and hazards affect each organisation, and work with multi-agency colleagues to develop a joint understanding of risk.
- Put in place appropriate mitigation and management arrangements to continually monitor and respond.
- Warn and inform the public by providing accurate and timely information to communities using appropriate media and social media channels.
- Provide regular update to the Strategic Co-ordinating Group (if established)
- Ensure that all tactical decisions made, and the rationale behind them, are documented in a decision log, ensuring that a clear audit trail exists for all multi-agency debriefs and future multiagency learning.

The Tactical Coordinating Group does not have the collective authority to issue executive orders to Public Health Wales. The Organisation will retain its own command authority and defined responsibilities, exercising command of its own operations.

Public Health Wales representation at this group will be Tactical Liaison officer (see Section 30.6 for Action Card).

Whilst the Police have historically chaired Tactical Coordinating Group, it must be recognised that the Chairing organisation of this group may be dependent on the nature of the emergency or Major Incident. Public Health Wales may therefore be requested to Chair a Tactical Coordinating Group.

6.2.3.   Emergency Coordination Centre Wales (ECCW)

Emergency Coordination Centre Wales (ECC(W)) role is primarily one of information gathering and keeping Welsh Ministers and the UK Government informed of the implications of emergencies in Wales. At the same time, it keeps Strategic Coordinating Groups and individual agencies informed about developments at the UK level which will affect them. It will also offer assistance, where possible, to Strategic Coordinating Groups particularly in respect of consequence management and recovery issues.

The role of the Emergency Coordination Centre Wales is to:

- Co-ordinate the gathering and dissemination of information across Wales.
- Ensure an effective flow of communication between local, pan Wales and UK levels, including the co-ordination of reports to the UK level on the response and recovery effort.
- Brief the Lead Official and Wales Civil Contingencies Committee.
- Ensure that the UK input to the response is co-ordinated with the local and pan-Wales efforts.

- Provide media and communications support through the Welsh Government Communications Division.
- Assist, where required by the Strategic Coordinating Groups, in the consequence management of the emergency and recovery planning.
Facilitate mutual aid arrangements within Wales and, where necessary, between Wales and the border areas of England.
Raise to a UK level any issues that cannot be resolved at a local or Wales level.

In emergencies, where Emergency Coordination Centre Wales is activated, the Welsh Government Health & Social Services Group will aim to establish a Health Desk in Emergency Coordination Centre Wales to act as a single point of contact for the Health & Social Services Group, NHS Wales and partner agencies within Emergency Coordination Centre Wales.

Depending on the circumstances, the Health Desk role will include provision for initial health co-ordination, liaising with other UK Health Departments and ensuring appropriate health national stockpiles/arrangements are activated to support NHS Wales.

At the request of the Emergency Coordination Centre Wales Health Desk, Public Health Wales are to provide appropriate representation to liaise with Welsh Government and NHS organisations involved in response to the emergency or Major Incident.

Public Health representation at this group will be provided by an Emergency Coordination Centre Wales Liaison officer (see Section 30.6 for Action Card).

6.2.4.   Scientific and Technical Advisory Groups

Emergencies require access to useful and timely scientific advice. To ensure informed decision is made, advice must be interrogated, and underlying assumptions, implications and uncertainty understood.

The following scientific and technical advisory groups may therefore be established to advise decision making groups.

- Air Quality Cell (AQC)
- Cyber Technical Advisory Cell (CTAC)
- Scientific and Technical Advice Cell (STAC)

Further information on Scientific and Technical Advice in the Response to an Emergency can be found in Section 13.

Emergency Response Plan

7. Notification and Alerting

There are several ways Public Health Wales may be notified of an emergency or Major Incident by Category 1 and 2 responders. Notification may come via telephone, email or text message from partner agencies e.g. Welsh Ambulance Service, Police, Fire and Rescue Service, Local Authorities, UK Health Security Agency as well as Local Resilience Fora. Emergencies and Major Incident may also develop internally within Public Health Wales.

As stated within the *NHS Wales Emergency Planning Core Guidance 2015* NHS Wales has standard messaging in the declaration of a Major Incident. Therefore, the following definitions detailed in Figure 5 associated with Major Incident declaration apply.

Figure 5 - Major Incident Declaration Definitions

Major Incident Messaging	
Declaration	**Definition**
Standby	The incident does not require an immediate response, however there is the potential for the incident to escalate and activation of the Emergency Response Plan may be considered in preparation. The incident will be monitored and if necessary, a Major Incident declared.
Declared	The incident requires an immediate response, and the Public Health Wales Emergency Plan may need to be activated under the direction of the Strategic Director
Stand down	When an incident is over it is the responsibility of Public Health Wales to determine when their organisation should stand down.
Cancelled	Cancels the 'Standby' or 'Declared' message that has been received

The Public Health Wales notification and alerting process for receipt of emergency or Major Incident declaration and the establishment of multi-agency command & control arrangements is summarised in Figure 6.

Figure 6 - Public Health Wales Alerting and Notification Process
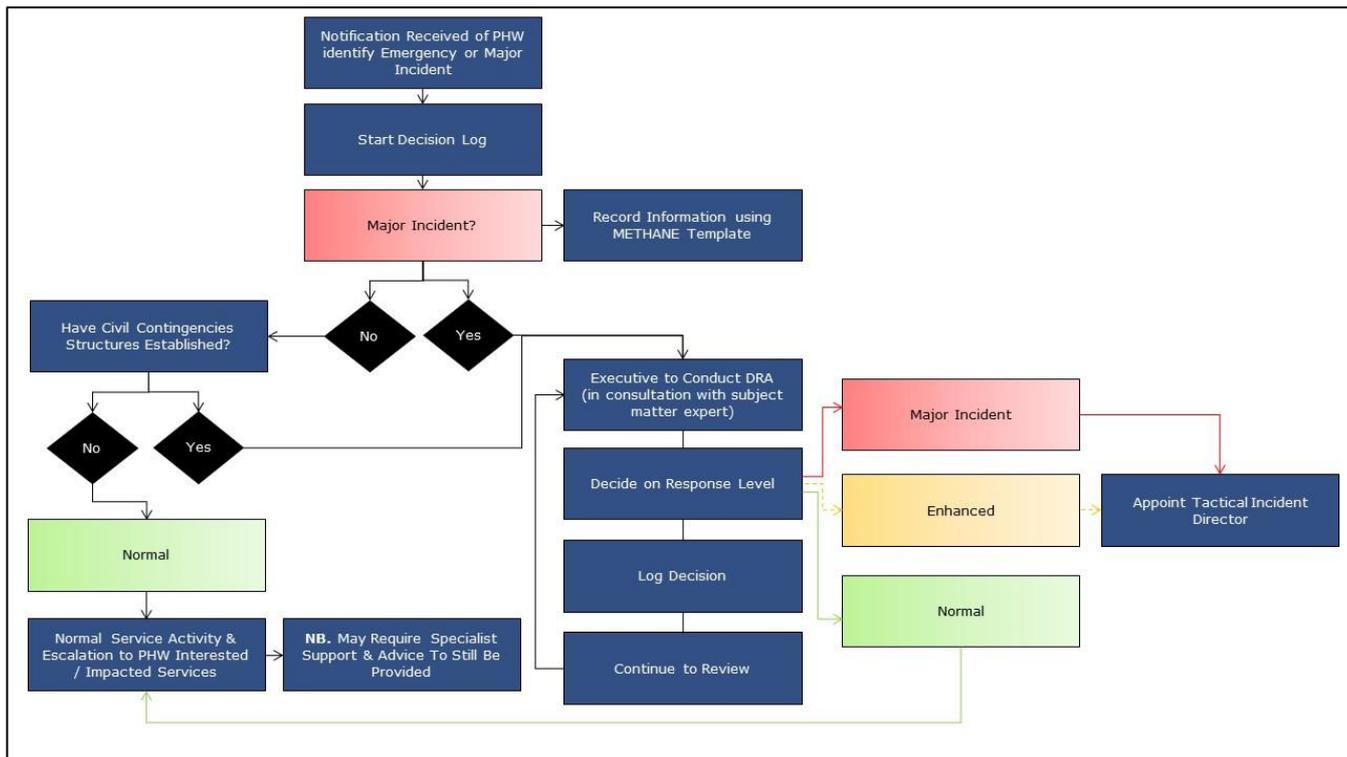
7.1. Public Health Notified of an Emergency or Major Incident

7.1.1.   In Hours

The receipt of notification of an emergency or major incident to Public Health Wales, its escalation process and the initial action to be taken be staff is detailed in the Public Health Wales Major Incident Notification Procedure.

Following receipt of notification, the ████████████████████████ ██████████████████████████████████ Director is to conduct a dynamic risk assessment (in consultation with subject matter expert) to inform further action required. This is detailed in section 8.2.

Initial action on receipt of notification is further contained in the Strategic Response Director Action card in Section 30.2.

7.1.2.   Out of Hours

The receipt of notification of an emergency or major incident to Public Health Wales, its escalation process and the initial action to be taken be staff is detailed in the Public Health Wales Major Incident Notification Procedure.

Following receipt of notification, the on-call Executive is to conduct a dynamic risk assessment (in consultation with subject matter expert) to inform further action required. This is detailed in Section 8.2.

Initial action on receipt of notification is further contained in the Strategic Director Action card in Section 30.2.

The Executive On-call Rota is available on the ███████████████████████ ████████████████████████ (restricted permission).

8. Activation

Following notification or identification of an emergency or Major Incident, the Executive on-call must seek to ascertain the level of response required by the organisation to inform further action that must be taken.

All decision and action that has been undertaken must be logged by the Strategic Response Director.

8.1. Public Health Wales Response Level

The Public Health Wales response level will be dictated by the seriousness of the situation and the impact on the organisation. It will be subject to change over time. The Public Health Wales response level will be the over-riding guide to how the organisation responds, regardless of the nature of the emergency or Major Incident.

The Organisation operates 3 levels of response which have been designed to be flexible to meet its needs. The response levels are detailed in Figure 7.

Figure 7 - Public Health Wales Response Levels

Public Health Wales Response Levels	
Public Health Wales Emergency Response Level	**Definition**
Normal	Can be managed using normal or generic business arrangements but requires ongoing monitoring and control. May alter the priorities of the Directorate. Consideration may be given for wider organisational coordination. Public Health Wales Emergency Response Plan **NOT** activated
Enhanced	Potential consequences outside of a Directorate that are sufficiently serious to warrant appropriate wider organisational coordination which may be overseen by a Strategic Response Director. Public Health Wales Emergency Response Plan **IS LIKELY TO BE** activated
Major Incident	Critical impacts requiring immediate attention, strategic direction and a whole-organisation response. Public Health Wales Emergency Response Plan **IS** activated

NB: *Be aware that other organisations have different alert/response levels. Always specify that these are Public Health Wales response levels.*

8.2. Dynamic Risk Assessment

The Public Health Wales Strategic Response Director is to conduct a Dynamic Risk Assessment (in consultation with subject matter expert) to ascertain the response level in which the organisation will operate to inform further action.

The dynamic risk assessment is detailed in Figure 8.

Figure 8 - Public Health Wales Dynamic Risk Assessment

Dynamic Risk Assessment		
Dynamic Risk Assessment Criteria	**Yes/No**	**Impact Rating**
Equipment & Resourcing		
Is there a need for additional internal resources to support the response?		
Is mutual aid required from external partners?		
People		
Is there sufficient people resource to establish and sustain a response?		
Is there sufficient people expertise to support the response?		
Severity		
Does the emergency require the Directorate/s to activate business continuity plans?		
Could the emergency lead to reputational damage?		
Are Directorate/s able to deliver critical activities?		
Context		
Does the emergency have any actual or potential public health consequences?		
Have multi-agency command & control structures been, or likely to be, established?		
Are there cross-border implications?		
Partners		
Is representation required at multi-agency command & control structures?		
Will the organisation fail to deliver critical activities for partners?		
Interest		
Is there a high public/media interest in the emergency?		
Is there political interest in the emergency?		
Health inequalities		

Does the emergency impact the communities which Public Health Wales serves?		
Uncertainty		
Is this the first response to a new organism or threat in Wales by Public Health Wales?		
Is there a margin of doubt in the information and intelligence received to date?		

In conducting the dynamic risk assessment, a rating of low, moderate, high or very high is to be provided against each criterion detailed in Figure 8. Ratings to be attributed to each criterion are summarised in Figure 9.

Figure 9 - Public Health Wales Dynamic Risk Assessment Criterion

Dynamic Risk Assessment Criterion			
Rating	**Colour**	**Explanation**	**Escalation**
Low		Can be managed using normal or generic business arrangements but requires ongoing monitoring and control.	Normal
Moderate		May alter the priorities of the Directorate. Consideration may be given for wider organisational coordination.	
High		Potential consequences outside the Directorate that are sufficiently serious to warrant appropriate wider organisational coordination.	Enhanced
Very High		Critical impacts requiring immediate attention, strategic direction and a whole-organisation response.	Major Incident

Once the Strategic Response Director has conducted the Dynamic Risk Assessment (in consultation with subject matter expert), an overall impact rating should be identified based on the following principles:

- Majority of the assessment identifies **LOW** impact, a **NORMAL INCIDENT** is declared.
- Majority of the assessment identifies **MODERATE** impact, a **NORMAL INCIDENT** is declared.
- Majority of the assessment identifies **HIGH** impact, an **ENHANCED INCIDENT** is declared.
- Majority of the assessment identifies **VERY HIGH** impact, a **MAJOR INCIDENT** is declared.

In the event there is a variety of impact ratings following completion of the dynamic risk assessment, the Strategic Response Director will be required to provide professional judgement to determine an appropriate level of response.

8.3. Action to be Undertaken following completion of the Dynamic Risk Assessment

The decision of the organisation's response level (informed by the Dynamic Risk Assessment) must be logged by the Strategic Response Director including rationale and action undertaken (relevant to response level) detailed in Figure 10.

Figure 10 - Action to be Undertaken Following Decision of the Public Health Wales Emergency Response Level

Action to be undertaken following decision of Public Health Wales Response Level	
Response Level	**Action to be undertaken**
Normal	Does not require activation of the Emergency Response Plan, but notification has been received of an emergency or Major Incident which has led to the establishment of multi-agency command & control strictures, Liaison Officers must be appointed by the Strategic Response Director. The relevant Head of Service is to be contacted by the Strategic Response Director and assurance received that the emergency or Major Incident will be managed appropriately in accordance with the Directorates existing governance arrangements. In alerting the Head of Service, the Strategic Response Director is to provide details of the emergency or Major Incident using the METHANE template to ensure establishment of a commonly recognised information picture
Enhanced	May be able to be managed within existing Directorate governance arrangements. If there is no requirement to activate the Emergency Response Plan, but a notification has been received of an emergency or Major Incident which has led to the establishment of multi-agency command & control strictures, Liaison Officers must be appointed by the Strategic Response Director. However, should internal command & control structures be required, (if out of hours) the Executive on-call becomes the Strategic Response Director (see action card in section 30.2) and the strategic intent of the response must be determined. A Tactical Incident Director (see action card in section 30.3) is to be appointed by the Strategic Response Director.

	The Strategic Response Director is to determine the internal battle-rhythm, whilst taking account of the external battle-rhythm. If multi-agency command & control structures have been established, the Strategic Response Director is to appoint Liaison Officers (see action card in section 30.6) as required. In alerting the Tactical Incident Director and Liaison Officers, the Strategic Response Director must provide details of the emergency or Major Incident using the METHANE template to ensure establishment of a commonly recognised information picture. ███████████████████████████████████
Major Incident	Internal command & control structures will be required, (if out of hours) the Executive on-call becomes the Strategic Response Director (see action card in section 30.2) and the strategic intent of the response must be determined. A Tactical Incident Director (see action card in section 30.3) is to be appointed by the Strategic Response Director who in turn will identify Operational Response Group (Cells) Leads (see action card in section 30.4) to support the delivery of the tactical plan. In alerting the Tactical Incident Director, Liaison Officers and Operation Response Group (Cells) Leads, details of the emergency or Major Incident will be relayed using the METHANE template to ensure establishment of a commonly recognised information picture. The Strategic Director is to determine the internal battle-rhythm, whilst taking account of the external battle-rhythm.

As a Category 1 Responder Public Health Wales is empowered to declare a Major Incident as defined in Section 4. Responsibility for making this declaration rests with the Strategic Response Director.

Should Public Health Wales wish to declare a Major Incident, this decision must be communicated to our Category 1 and 2 partners. Contact must be made via the relevant police force area through the Force Incident Manager.

Contact details for the Force Incident Manager are available within the ████ ████████████████████████████████████ (restricted access).

NB. Declaration will lead to the establishment of multi-agency command & control arrangements which in turn will define strategy, objectives and co-ordination of the multi-agency response.

9. Principles for Joint Working

JESIP (formally known as the Joint Emergency Services Interoperability Principles - no longer an acronym and seen as a term in its own right) doctrine is formulated on the principles of joint working to co-locate, communicate, co-ordinate, jointly understand of risk and shared situational awareness, providing a framework for joint working in an emergency or Major Incident.

The principles for joint working should be used during all phases of an emergency or Major Incident, whether spontaneous or pre-planned and regardless of scale.

The principles for Joint working are summarised in Figure 11.

Figure 11 - JESIP Principles for Joint Working

CO-LOCATE

Co-locate with other responders as soon as practicably possible at a single, safe and easily identified location.

COMMUNICATE

Communicate using language which is clear, and free from technical jargon and abbreviations.

CO-ORDINATE

Co-ordinate by agreeing the lead organisation. Identify priorities, resources, capabilities and limitations for an effective response, including the timing of further meetings.

JOINTLY UNDERSTAND RISK

Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards, to agree appropriate control measures.

SHARED SITUATIONAL AWARENESS

Establish shared situational awareness by using M/ETHANE and the Joint Decision Model.

10. Decision Making

10.1.   Joint Decision Model

The Joint Decision Model seeks to bring together the available information, reconcile potentially differing priorities and then make effective decisions together. The model is of saliency to ensure decisions are taken based on available information and intelligence.

Decision makers should use the Joint Decision Model (JDM) to help bring together the available information, reconcile objectives and make effective decisions, together.

The Joint Decision Model is presented in Figure 12.

Figure 12 - JESIP Joint Decision Model
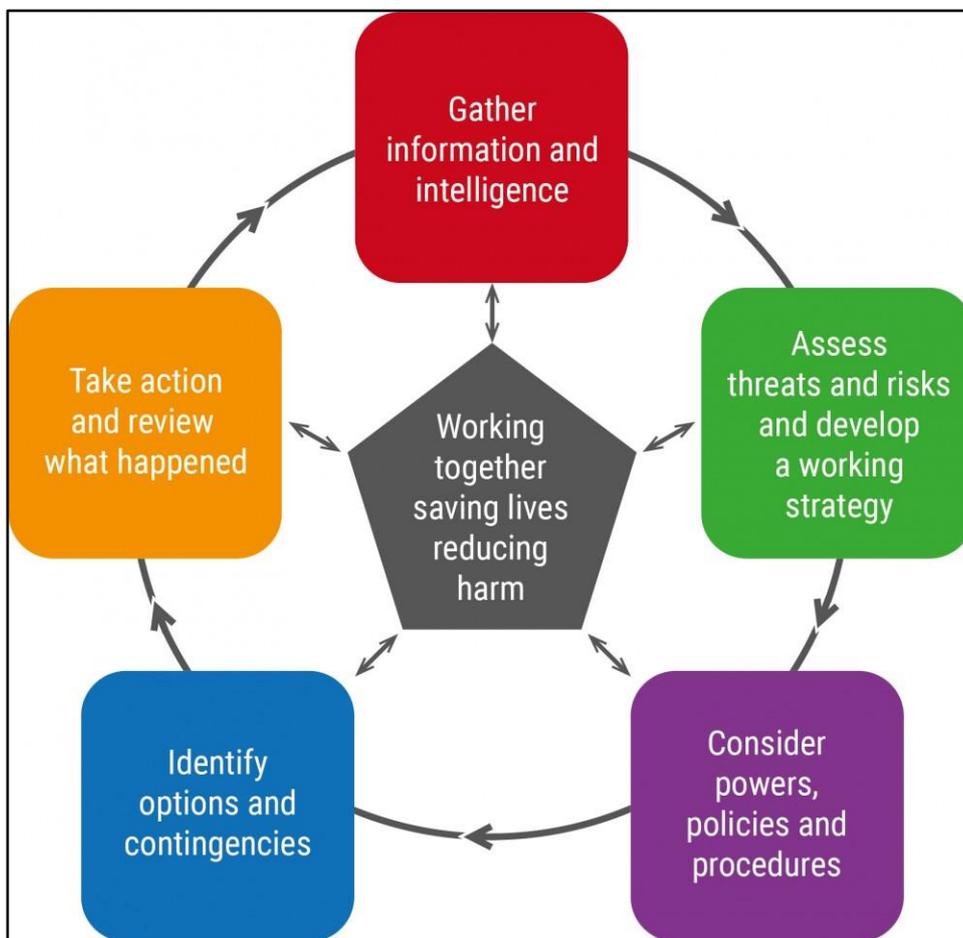
10.2.   Decision Controls

As part of the decision-making process, decision makers should use decision controls to ensure that the proposed action is the most appropriate.

Decision controls support and validate the decision-making process. They encourage reflection and set out a series of points to consider before making a decision. The controls are summarised in Figure 13.

Figure 13 - JESIP Decision Controls

Decision Controls	
Control	**Considerations**
Why are we doing this?	• What goals are linked to this decision? • What is the rationale, and is that jointly agreed? • Does it support working together, saving lives and reducing harm?
What do we think will happen?	• What is the likely outcome of the action; in particular what is the impact on the objective and other activities? • How will the incident change as a result of these actions, what outcomes do we expect?
In light of these considerations, is the benefit proportional to the risk?	• Do the benefits of proposed actions justify the risks that would be accepted?
Do we have a common understanding and position on:	• The situation, its likely consequences and potential outcomes? • The available information, critical uncertainties and key assumptions? • Terminology and measures being used by all those involved in the response? • Individual agency working practices related to a joint response? • Conclusions drawn and communications made?
As an individual:	• Is the collective decision in line with my professional judgement and experience? • Have we (as individuals and as a team) reviewed the decision with critical rigour? • Are we (as individuals and as a team) content that this decision is the best practicable solution

Once the decision makers are satisfied, collectively and individually, that the decision controls validate the proposed actions, then these actions should be implemented.

11. Situational Reporting (SitRep)

During an Enhanced or Major Incident level of response by Public Health Wales, it will be necessary for information to be gathered from internal command & control structures that have been established a commonly recognised information picture.

The following therefore is required:

- Tactical Incident Director (if appointed) is to determine the type and frequency of the situational report for completion by identified leads of the Operational Response Groups (Cells).
- Tactical Incident Director (if appointed) should set a clear timetable and allow a reasonable timescale for collection of the information in accordance with the battle-rhythm established by the Strategic Response Director.
- Clear instructions should be given as to where the situational report (determined by the battle-rhythm) should be submitted i.e. generic email address.
- An individual is to be appointed by the Tactical Incident Director who will be responsible for the collation and production of the Public Health Wales situational report.
- The Tactical Incident Director and Strategic Response Director to be mindful of requests for information from national and regional organisations and the Welsh Government.
- All situational reports should be stored in line with the principles detailed in Section 18.3.

It is the responsibility of the Tactical Incident Director to approve the Situational Report.

A template is available in Appendix 33.6 (this can be amended to suit the emergency or Major Incident)

12. Incident Coordination Centre

The Incident Co-ordination Centre is a key function which sits at the heart of the Public Health Wales response in an emergency or Major Incident. It is primarily located at ███████████████████████ It will be resourced to constantly gather information and intelligence from across the organisation and wider sources, ensuring information flows efficiently through the Public Health Wales command & control structure and to partner organisations.

The Tactical Response Group will gather and operate from the Incident Coordination Centre.

The Incident Coordinating Centre Concept of Operations outlines the arrangements for the activation and operation of the Incident Co-ordination Centre in the response to and recovery from and emergency.

The Incident Coordination Centre Concept of Operations is accessible through the Emergency Preparedness Resilience and Response SharePoint.

N.B Dependent on the nature of the emergency or Major Incident, the organisation may need to establish a virtual command and control structure and incident coordination centre.

13. Scientific and Technical Advice in the Response to an Emergency or Major Incident

To ensure emergencies and Major Incidents are managed effectively, decision makers may be required to make decision, in real time and under uncertainty. To inform decision in a rapidly evolving emergency or Major Incident access to useful and timely scientific advice is required. Where decision makers will need to interrogate advice and make sure they understand its underlying assumptions, scientific and technical advice groups may be established.

13.1.   Wales Air Quality Cell (WAQC)

The Wales Air Quality Cell should be considered when there is a significant potential risk to public health and the environment through exposure to pollutants released to air.

A Wales Air Quality Cell may be established for a fire, explosion or chemical release. It can:

- Review monitoring strategies.
- Interpret real-time monitoring results.
- Review modelling strategies.
- Interpret modelling outputs.
- Share interpreted air quality information.
- Respond to questions from incident response partnerships.

Public Health Wales and the UK Health Security Agency, in conjunction with Natural Resources Wales can request that a Wales Air Quality Cell is convened. It will typically report into a multi-agency Group such as a Strategic and/or Tactical Co-ordinating Group.

If a Wales Air Quality Cell is <u>not</u> convened for an emergency or Major Incident, Natural Resources Wales, Public Health Wales and UK Health Security Agency will

continue to provide environmental and public health advice through multi-agency command & control structures.

Public Health Wales are standing members of the Wales Air Quality Cell and organisational representation therefore is required.

13.2.   Scientific and Technical Advice Cell (STAC)

A Scientific and Technical Advice Cell (STAC) brings together scientific and technical experts operating under the direction of the Strategic Coordinating Group during the response phase or the Recovery Co-ordinating Group in the recovery phase.

The Scientific and Technical Advice Cell is not a default position

A Scientific and Technical Advice Cell should be activated only when Strategic Coordinating Group members collectively believe that it can "add value" to the level and type of information already available through the Strategic Coordinating Group members.

When making this decision it is useful to consider the nature and expected timescale of the emergency or Major Incident, complexity of response/recovery issues, as well as the type and level of specialist advice required.

Any decision to activate the Scientific and Technical Advice Cell should be logged and accompanied by a comprehensive rationale.

It is often more efficient for experts to advise the Strategic Coordinating Group or Recovery Co-ordinating Group through extending its membership, rather than establishing a Scientific and Technical Advice Cell.

In the majority of cases the role of the Scientific and Technical Advice Cell Chair will be assumed by Public Health Wales where there is no clear alternative. The immediate concern is likely to be the risk to human health.

Mechanisms for the establishment of the Scientific and Technical Advice Cell are summarised in Figure 14.

Figure 14 - Overview of the Establishment of the Scientific and Technical Advice Cell
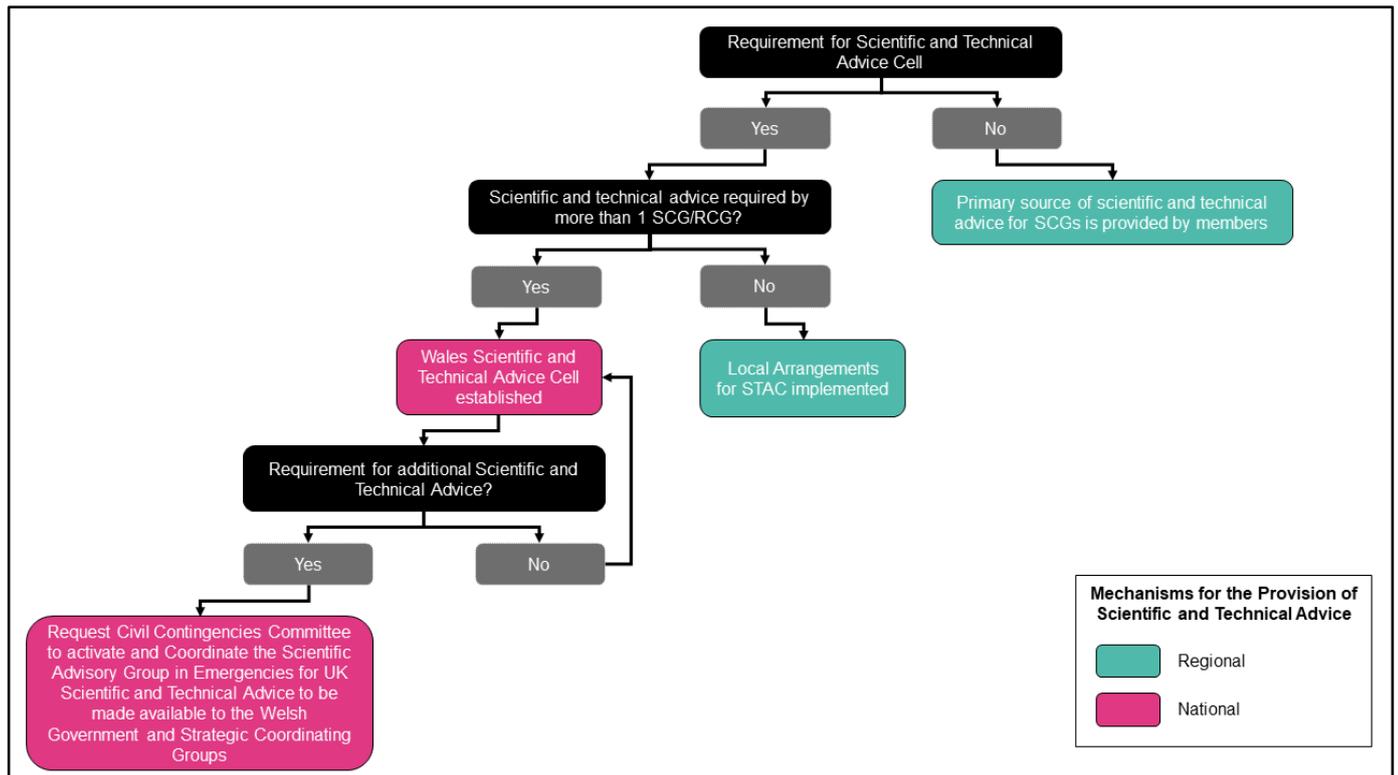
The primary role of the Scientific and Technical Advice Cell in response to an emergency or Major Incident is to:

- Bring together relevant expertise into a single group to provide commonly agreed and authoritative science and technical advice to the Strategic Co-ordinating Group or Recovery Co-ordinating Group.
- Advise on what action should be taken by the public to best protect them from harm, including any health, public safety, or environmental implications.
- Develop a common view on the scientific and technical merits of different courses of action for the local area.
- Identify any additional specialist advice that could be engaged locally or nationally to assist the response.
- Link in with UK response arrangements where activated to ensure timely and consistent two way flow of information.
- Take and translate national level scientific advice to make it specific to the local situation.

13.3.   Emergency Coordination of Scientific Advice

The Emergency Co-ordination of Scientific Advice (ECOSA) system can be activated for the provision of joint scientific advice in support of emergency management from the start or suspicion of CBRN incidents and prior to the

establishment of a Science and Technical Advice Cell and/or a Scientific Advice to Government in an Emergency (SAGE) committee. The Emergency Co-ordination of Scientific Advice is not available for any non-CBRN incidents.

The Emergency Co-ordination of Scientific Advice is initiated by the UKHSA for the immediate provision and co-ordination of joint scientific advice to support the response to incidents or emergencies involving unknown or non-regulated contaminants that have exposed, or risk exposing, the public to biological agents, chemicals, or radiation. It is assumed that because the agents are unknown or non-regulated, there is a reasonable potential that they have been deployed as a malicious attack and fall under the responsibility of the Home Office's Homeland Security Mission.

The Emergency Co-ordination of Scientific Advice objective is to provide timely and pragmatic scientific advice based upon the best available understanding at the time, ensuring the advice is coordinated between advisory bodies to support an informed response.

Emergency Co-ordination of Scientific Advice is a service that is jointly provided by the Atomic Weapons Establishment, Defence Science and Technology Laboratory and UK Health Security Agency supported by the Met Office. Public Health Wales as well as other organisations may also be involved where necessary.

13.4.   Wales Cyber Technical Advisory Cell (CTAC)

The Wales Cyber Technical Advisory Cell ensures timely coordinated advice, in a local area, during the response and recovery from a significant emergency with a cyber element.

The establishment of a Cyber Technical Advisory Cell can be requested by a Strategic Coordinating Group (SCG) or Recovery Co-ordinating Group (RCG) and has an important role in supporting these Groups respectively. It provides an understanding of the likely impacts and consequences for the multi-agency partnership including understanding what the impact on one or more agencies systems has on the partnership's ability to effectively manage the response or recovery from another incident.

The Cyber Technical Advisory Cell brings together technical experts law enforcement and various other individuals from those agencies affected to provide awareness and advice to the Strategic Co-ordinating Group (SCG) or Recovery Co-ordinating Group (RCG) and where appropriate, the Tactical Co-ordinating Group (TCG).

Members of the Cyber Technical Advisory Cell should have the necessary knowledge and skills to collectively provide technical advice and are likely to include technical specialists from the constituent organisations taking part in the SCG/RCG, especially those affected by the cyber incident.

Public Health Wales may be required to provided representation to the Cyber Technical Advisory Cell dependent on the nature of the cyber incident.

14. Mass Casualty Arrangements for Wales

The Mass Casualty Arrangements for Wales set out the over-arching arrangements for NHS Wales to respond collectively to a mass casualty incident in Wales at strategic, tactical and operational levels.

Set in the context of 'Wales Emergency Planning Guidance: Mass Casualties Incidents: A Framework for Planning', it describes how Health organisations in Wales, designated as Category 1 responders under the Civil Contingencies Act 2004, will co-operate to respond effectively to a 'no notice/big bang' incident that exceeds the capacity of responding Trusts/Health Board(s).

The arrangements provide a response framework for NHS Wales organisations to escalate and combine their capabilities, while allowing each of their respective Major Incident plans to address internal capacity, staffing and resource issues and/or within local multi-agency arrangements. They are predicated on Health organisations having in place Major Incident plans that are scalable and tested through regular exercising.

The Mass Casualty Incident Arrangements for NHS Wales will be triggered, based on an assessment of the number and severity of casualties resulting from an incident or simultaneous incidents.

15.Chemical, Biological, Radiological and Nuclear Countermeasures

The Welsh Government, in conjunction with Department of Health and other UK Health Departments, has established a UK stockpile of health countermeasures for use in the event of a deliberate or accidental release of chemical, biological, radioactive or nuclear materials.

Public Health Wales have detailed responsibility for the activation of Chemical, Biological, Radiological and Nuclear Countermeasures contained within *Welsh Government Guidance on access to UK Reserve Stock for Major Incidents*.

16.Communications

Communications is an essential aspect of the response to and recovery from an Emergency or Major Incident. The Communications Team has a responsibility to lead and coordinate the Public Health Wales communications.

Engagement with multi agency groups e.g. Strategic Coordinating Group Media Cell, Welsh Government and other communication leads is vital to ensure external agencies are appropriately alerted, briefed and communication strategies are consistent.

Public Health Wales external communications must consider the needs of vulnerable persons, including those who may have difficulty understanding warning and informing messages, both in public awareness programmes (pre-event) and in an emergency or Major Incident. This may include providing communications in different media and formats e.g. braille for the visually impaired.

An action card for the Public Health Wales Communications Lead is detailed in Section 30.8.

16.1.   Notify.Gov

Public Health Wales has access to GOV.UK notify. The system allows the organisation to send text messages on mass to staff and service users in the response to an emergency.

The service is hosted by the UK Government.

17. Business Continuity

Public Health Wales seeks to ensure that critical activities are maintained when faced with disruption. Ensuring Directorates and Divisions have robust Business Continuity plans in place supports the organisation in fulfilling its duties in the event of an emergency or Major Incident.

The Business Continuity Incident Management Process details the response and recovery arrangements for the Public Health Wales management of business continuity incidents. It forms part of a suite of corporate business continuity documents, including Directorate/Divisional Business Continuity Plans.

N.B. If Public Health Wales is providing an emergency response under the Public Health Wales Emergency Response Plan and a concurrent Business Continuity Incident is declared requiring Strategic escalation and oversight, the appointed Strategic Response Director will take initial control. If necessary, the Strategic Response Director shall identify an appropriate alternative Strategic Lead to oversee the Business Continuity Incident.

18. Record Keeping

18.1.   Decision Logs

A comprehensive decision log should capture all events, decisions, rationale and action taken. The organisation is responsible for maintaining its own records and managed in accordance with the Public Health Wales Records Management Policy.

The principles for decision logging detailed in Figure 15 should be adhered to.

It is the responsibility of the Strategic Response Director and Tactical Incident Director to appoint a Loggist to ensure a contemporaneous record of their decision, action, rationale as well as options considered but subsequently discounted is maintained. An action card for the Loggist is held in Section 30.7.

███
███
██████████████████████

Figure 15 - Principles of Decision Logging

Decision Logging	
Good Practice	**Bad Practice**

• Logs should be **CIA. C**lear – **I**ntelligible – **A**ccurate (factual)
• Complete in permanent black ink if possible
• Date, Time and Sign/Initial each entry
• Record information known at time, decisions, rationale and resulting actions
• Cross check with the Loggist (if used) that all decisions have been correctly recorded with no misinterpretation
• Reference and attach copies of maps, statements etc.
	• Do not record assumptions or opinions
	• Do not use multiple logs – keep all material together
	• No **ELBOWS**
	  o No **E**rasures of correction fluid (strike and initial)
	  o No **L**eaves (pages) left out
	  o No **B**lank spaces left
	  o No **O**verwriting
	  o No **W**riting between lines
	  o No **S**eparate pieces of paper

All decision logs must be held in accordance with the Public Health Wales Records Management Policy. The decision log is the responsibility of the decision maker.

On completion of the response and recovery to the emergency or Major Incident, action will be taken by the Emergency Preparedness Resilience and Response Team to re-locate the log/s for ongoing storage within the organisation's agreed

offsite storage arrangements. This can be arranged through the Information Governance Service.

It is the responsibility of the decision maker to ensure decision logs are maintained and managed throughout the duration of the emergency.

18.2.   Emergency Management System

The emergency management work area on ████ seeks to support maintenance of shared situational awareness across the organisation during an emergency or Major Incident.

The system has been developed to co-ordinate and improve process of reporting, communication and oversee delivery of tasks and their completion.

The system ensures a contemporaneous record is maintained. Information captured can include:

- METHANE reporting.
- Situation reports.
- Task management.
- Documentation.
- Staff roles.
- Representation at multiagency group.

The Emergency Management System is available at the following link:

████████████████████

The system will be accessed only by authorised users with a unique and valid system account. All users need to be authorised by the Emergency Preparedness Resilience and Response Team.

18.3.   Record Retention

All records in relation to the response and recovery should be retained in perpetuity.

All documentation will need to be saved and produced for the purposes of an internal/multiagency debrief, inquiry, civil or criminal proceeding, or coroner's court. Any decision log produced is disclosable and as such becomes legal evidence.

Consideration should be given to creating a specific document store within ████████████████ for all electronic records relating to the response, for retention as long as required (usually in perpetuity) in an organised manner. These documents can be tagged with specific metadata allowing for easy identification and retrieval should that be required, for lessons learned purposes or for an internal or external inquiry.

The document store should contain all minutes and agendas of meetings, reports and any papers relating to the response. Any hard copy documentation should be scanned, where possible and held in the document store.

19. Vulnerable Persons

Public Health Wales is required to give special consideration to those who are, or are made vulnerable, or who are less able to help themselves in an emergency or Major Incident.

Those who are considered vulnerable will vary depending on the nature of the situation. Groups can include for example, children and young people, older people or those with poor mobility and life limiting conditions.

For planning purposes, the current Cabinet Office Guidance 'Chapter 5 (Emergency Planning) Revision to Emergency Preparedness' describes the categories that need to be considered in sections 5.98-5.103.

In addition, appropriate reference to 'protected characteristics' as outlined in the Equality Act 2010 (Welsh specific duties), will be relevant to emergency planning, response and recovery and be appropriately considered as part of any response.

In accordance with the principles of the Public Health (Wales) Act 2017, Public Health Wales will take a proportionate approach to the application of Health Impact Assessment (HIA) methodology during emergency planning, response and recovery (for example where there may be outcomes of national or major significance with a need to consider needs arising from the social determinants of health and population health inequalities).

Further information on HIA is available at the following link:

https://www.who.int/health-topics/health-impact-assessment#tab=tab_1

20. Provision of Mutual Aid

The Public Health Wales Strategic Response Director may receive or make request for mutual aid assistance.

The Strategic Response Director will inform the Strategic Response Group as part of the decision-making process and action should be taken within a reasonable timeframe.

It is the responsibility of the Strategic Response Director and Strategic Response group to consider whether the resources required by partner(s) can be made available without impacting the organisation's service delivery obligations.

Conversely, it is also the responsibility of the Strategic Response Director and Strategic Response Group to consider the value of mutual aid if required in achieving the strategic intent of the response.

The Strategic Response Director must ensure appropriate command & control structures are in place to facilitate the coordination of requested support.

21. Health and Safety

All Public Health Wales staff are required to follow Public Health Wales Health and Safety policies, procedures and protocols.

Every member of staff has a statutory duty of care under the Health and Safety at Work Act 1974 to take reasonable care of their own health and safety and of others who may be affected by their acts.

22. Health and Wellbeing of Staff

Public Health Wales has a duty of care to ensure employees are not harmed by work related stress. Distress after emergency or Major Incidents is very common and although for the majority only short-term effects will be experienced, recovery and planning needs to consider the long-term effects in conjunction with People and Organisational Development.

The organisation needs to ensure that there are:

- Arrangements for supporting staff during a response are in place.
- Provision of long-term support.
- Availability of psychological support.
- Training e.g. coping with stress.
- Alternative methods of support e.g. relaxation, talking with a friend or colleague.
- Staff are to be encouraged to seek support through contacting their line manager or through People and Organisational Development.

Individuals may wish to seek support outside of the Public Health Wales, the following organisations provide confidential mental health support services:

- https://hhpwales.nhs.wales/about-us/
- http://www.stepiau.org/
- https://www.cruse.org.uk/
- https://www.mind.org.uk/information-support/helplines/

23. Information Sharing

Public Health Wales holds information and may receive a request for information that falls broadly into one of two categories:

Information that is subject to either the Freedom of Information Act 2000 or the Environmental Information Regulations 2005

Information that is subject to the Data Protection Act 2018 and the General Data Protection Act 2016

23.1.   Freedom of Information

Requests may come into the organisation by means of a formal written request or, particularly during an emergency response, informally such as a request by telephone. In cases where there is no urgency, the matter can be referred to the Information Governance Service and the request can be properly recorded and responded to in line with the legislation.

In cases of urgency however, the request must be referred to the senior officer present for a decision on whether or not the information should be released.

The default position with regards to such information, is that it should be released unless there is a good reason not to. On no account should the release of information in the case of urgent requests be delayed or held up whilst advice is sought or in order to follow 'peacetime' rules or procedures.

Regardless of how the request is received, it is important that it is documented, and that the decision, the rationale and the response is also documented in line with emergency procedures.

It must be noted that once released, Public Health Wales has no control over how the information is used, so it may be appropriate to make clear any caveats under which it is released.

23.2.   Data Protection

Information that is subject to the Data Protection Act (DPA) and the General Data Protection Regulation (GDPR) is personal data and must be treated as such. In cases of emergency, in the most cases personal data can be lawfully released under the following legal bases:

- Article 6(1)(d) Vital interests of the data subject or another person
- Article 6(1)(e) Public task

If the information includes special category data (such as health), then the second legal bases are:

- Article 9(2)(c) Vital Interests of the data subject or another person
- Article 9(2)(g) Public Interest

Regardless of the above, in every case it will still be necessary to show that any disclosure was necessary for the purpose for which it was made. For this reason, any such disclosure must be carefully considered and regardless of whether the request comes in through a formal route or informal, the decision and the rationale must be documented.

When time and circumstance permit, any such requests and responses should be passed to the Head of Information Governance for recording.

Under the Health Protection Legislation (Wales) 2010 there are duties and powers contained within the Public Health (Control of Disease) Act 1984 as amended by the Health and Social Care Act 2008 in relation to the notification of diseases and the investigation and control of health protection threats. This involves the sharing of information between relevant public agencies as necessary to control these threats.

24. Recovery

The recovery phase needs to be considered at the onset of an emergency or Major Incident and will continue until disruption has been rectified, demands on services have returned to normal and the needs of our communities have been met.

Recovery management should encompass the physical, social, psychological, political and financial consequences of an emergency or Major Incident.

The Public Health Wales Recovery Co-ordination Group will take responsibility for recovery during and following the emergency or Major Incident. Further details on the Recovery Coordination Group are detailed in Section 6.1.4.

25. Stand Down Arrangements

Once it has been decided that an Enhanced or Major Incident response is no longer necessary the Strategic Response Director, in liaison with the Tactical Incident Director, will consider standing down the response following review of the Dynamic Risk Assessment (see Section 8.2) and in consideration of escalation and de-escalation criteria (see Figure 16).

Figure 16 - Public Health Wales Considerations for Escalation and De escalation of an Emergency or Major Incident (to be considered alongside the Dynamic Risk Assessment)

Criteria for escalation
- the need for additional internal resources
- increased severity of the incident
- increased demands from partner agencies or other government departments
- heightened public or media interest
- increase in geographic area or population affected

Criteria for de-escalation
- reduction in internal resource requirements
- reduced severity of the incident
- reduced demands from partner agencies or other government departments
- reduced public or media interest
- decrease in geographic area or population affected

The stand-down process requires a structured approach to ensure lessons are identified, records and logs are appropriately recorded & retained and staff debriefed. Further consideration should be given to staff health and wellbeing as well as the provision of psychological support.

26.Debriefing

Enhanced and Major Incident responses will require a structured debrief. This is to ensure learning is identified, analysed and implemented.

The debrief report will be submitted to the Public Health Wales Emergency Planning and Business Continuity Group. Lessons identified will be recorded and progress monitored within the organisations Emergency Preparedness Resilience and Response Lessons Management System.

27.Training and Exercising

Within the regulations of the Civil Contingencies Act 2004 every plan maintained by a general Category 1 responder under section 2(1)(c) or (d) of the regulations must include provision for:

I. The carrying out of exercises for the purpose of ensuring that the plan is effective.
II. The provision of training of an appropriate number of suitable staff for the purposes of ensuring that the plan is effective.

To meet these requirements the NHS Wales Emergency Planning Core Guidance [2015] requires the organisation to:

I. Evaluate training and exercise requirements which may exceed the minimum requirement for a live exercise every 3 years, a table top exercise and physical setting-up of the control centre every year and a test of communications cascades every six months.
II. Involve appropriately trained staff in exercises.
III. Where possible participate in multi-agency exercises led by partner organisations where Public Health Wales has a key role

28.Access to Plans and Documentation

28.1.   Public Health Wales Plan and Documentation

The ███████████████████████████████████ site contains copies of all Public Health Wales Plans and Documentation pertinent to the organisations response to an Emergency. The █████████████ contains the following documentation:

██
████████████████████████████████
████████████████████████████████
████████████████
- ████████████████████████████████

Due to the protective markings of some documents access may be restricted to staff.

28.2.   Multi-Agency Plans

Resilience Direct is a service built for the Resilience Community to provide a secure platform for sharing information to supports effective multi-agency working and improve shared situational awareness. Information can be shared quickly across organisational and geographical boundaries quickly and securely.

Resilience Direct enables responders to access Ordnance Survey base maps and overlay local data. In addition drawing tools can be utilised within the application.

Local Resilience Forums as well as Category 1 and 2 responders publish plans, policies, and procedures on Resilience Direct. Each organisation has individual pages within Resilience Direct to facilitate the sharing of information.

Pages for accessing multi-agency plans and procedures are as follows:

[REDACTED]

Access to Resilience Direct and pages of respective organisations, groups and local resilience fora is restricted. Staff who may require access are to be advised to register for an account and ensure necessary permissions are granted for required pages.

29. Emergency Response Plan Governance

The maintenance of the Emergency Response Plan is the responsibility of the [REDACTED] nominated Executive level lead for civil contingency/emergency preparedness arrangements.

The plan will be reviewed at least annually by the Public Health Wales Emergency Planning and Business Continuity Group. Major changes will be recommended to the Board.

30. Action Cards

30.1. Chief Executive

Role

The Chief Executive is responsible for ensuring that Public Health Wales has the ability to deliver its core functions during the response and recovery phases to an emergency or Major Incident. The Chief Executive has overall responsibility and command of the organisation during an emergency or Major Incident and would be required to liaise with (and receive information from) government organisations and senior government officials.

The Chief Executive will delegate responsibility to the Strategic Response Director for the organisation's response to the emergency or Major Incident and to determine strategic objectives.

The Chief Executive may be a member of the Strategic Response Group.

Responsibilities

- To oversee the Public Health Wales response.
- Appoint an alternative Strategic Response Director as the situation demands.
- Receive regular status reports from the Strategic Response Director.
- Ensure that the framework, policy and parameters within which the organisation will work has been established.
- Ensure there is effective liaison with relevant senior officials and Ministers in Welsh Government.
- Continually evaluate the strategic direction of the incident.
- Ensure that all decisions and rationale are documented in a decision log so that a clear audit trail exists for all multi-agency debriefs and future learning.

30.2.   Strategic Response Director

Role

The Strategic Response Director is responsible for the organisation's response to the emergency or Major Incident and determines the strategic objectives for the response.

The Strategic Response Director will act on delegated responsibilities and powers from the Chief Executive and has the authority to act across the entire organisation.

The Strategic Response Director has overall command of the resources of Public Health Wales and will delegate implementation decisions to the Tactical Incident Director.

The Strategic Response Director may be located at the Multi Agency Strategic Co-ordination Group (if established) or identify a Strategic Liaison Officer to attend and represent Public Health Wales.

N.B. If Public Health Wales is providing an emergency response under the Public Health Wales Emergency Response Plan and a concurrent Business Continuity Incident is declared requiring Strategic escalation and oversight, the appointed Strategic Response Director will take initial control. If necessary, the Strategic Response Director shall identify an appropriate alternative Strategic Lead to oversee the Business Continuity Incident.

Responsibilities

- Protect lives and minimise harm.
- Promote effective decision making.
- Conduct a Dynamic Risk Assessment (in consultation with subject matter expert) to ascertain the response level in which the organisation will operate to inform further action.
- Use the Joint Decision Model to provide strategic direction in the organisation's response to the emergency or Major Incident.
- Establish the framework, policy and parameters within which the Tactical Incident Director will operate.
- Provide regular status reports to the Chief Executive Officer and provide regular assurance to the Business Executive Team relating to response.
- Proactively liaise with the Director(s) of Public Health and any other appropriate Health Board Executive (dependant on the situation).
- Define and communicate the overarching strategy and objectives for the response ensuring the strategy reflects any relevant policy, legal framework or protocols.
- Confirm strategic decisions with responders.
- Ensure the development and implementation of an effective communications strategy.

- If required convene a Strategic Response Group to provide strategic direction to the organisation in its response to the emergency or Major Incident.
- Ensure an appropriate Strategic Liaison Officer is dispatched to Multi-agency Strategic Coordinating Group or Tactical Coordinating Group (if required).
- Establish and maintain a rhythm for situational reporting, gathering information and intelligence from the Tactical Response Group.
- Monitor the context, risks, impacts and progress towards defined objectives.
- Establish and maintain shared situational awareness with the Tactical Incident Director and the Tactical Response Group, and also with partner agencies.
- Request and receive regular updates from the Tactical Incident Director.
- Make decisions on strategic issues as they arise.
- Ensure appropriate resources are provided to respond to the emergency and ensure they are available to responders.
- Engage effectively in the political decision-making process.
- Confirm and continually review the situation and put in place appropriate mitigation and management arrangements to monitor and respond to the changing nature of the emergency or Major Incident, including assessing need for response over a prolonged duration.
- Continually evaluate the strategic direction of the emergency or Major Incident.
- Address medium and long term priorities to facilitate the recovery of the organisation and affected communities.
- Ensure that statutory responsibilities are met for the health, safety, human rights, data protection and welfare of affected individuals and staff during the emergency.
- Ensure a post incident hot debrief and debrief are carried out as necessary.
- Ensure that all decisions and rationale are documented in a decision log so that a clear audit trail exists for all multi-agency debriefs and future learning.

Initial Actions

Action	Tick
Start individual log of actions	
Conduct a Dynamic Risk assessment (in consultation with subject matter expert) to ascertain the response level in which the organisation will operate to inform further action	
Should Public Health Wales wish to declare a Major Incident, this decision must be communicated to our Category 1 and 2 partner. Contact must be made via the relevant police force area through the Force Incident Manager.	
Define and communicate the overarching strategy and objectives for the response	

Appoint a Tactical Incident Director.	
If multi-agency command & control structures have been established; appoint Liaison Officers for Strategic Coordination Groups or Tactical Coordination Groups as required.	
In alerting the Tactical Incident Director and Liaison Officers, share details of the emergency or Major Incident using the METHANE template to ensure establishment of a commonly recognised information picture.	
Inform the Chief Executive Officer of Public Health Wales.	
Establish communication channels with Welsh Government; and if ECCW has been established; appoint an ECCW Liaison Officer.	
Determine the internal battle-rhythm of the response, whilst taking account of the external battle-rhythm.	

Skills required to fulfil the role

The following National Occupational Standards for Civil Contingencies are required to fulfil this role:

- Take effective decisions (SFJPA5.1)
- Lead meetings (SFJPH3.1)
- Respond to emergencies at the Strategic level (SFJCCAG1)
- Warn, inform and advise the community in the event of emergencies (SFJCCAF2)
- Anticipate and assess the risk of emergencies (SFJCCAB1)
- Work in cooperation with other organisations (SFJCCAA1)
- Share information with other organisations (SFJCCAA2)
- Manage information to support civil protection decision making (SFJCCAA3)
- Address the needs of individuals during initial responses to emergencies (SFJCCAG4)
- Manage community recovery from emergencies (SFJCCAH2)

30.3.   Tactical Incident Director

Role

The role of the Tactical Incident Director is to ensure that rapid and effective decisions are made, and actions implemented within Public Health Wales.

The Tactical Incident Director will manage the internal Tactical Response Group during an emergency or Major Incident and will work between the strategic and operational levels of command. They are responsible for interpreting strategic direction.

Responsibilities

- Activate the Incident Co-ordination Centre.
- Assess which Operational Response Groups (Cells) may be required, and appoint Operational Response Group (Cell) leads.
- Convene and manage a Tactical Response Group ensuring representation from Operational Response Group (Cell) Leads.
- Formulate a tactical plan for implementation by the organisation to achieve the strategic direction set by Strategic Response Director.
- Establish and maintain communication with the Strategic Response Director and colleagues at other tiers of response.
- Use the Joint Decision Model to manage the organisations response to the emergency or Major Incident.
- Receive regular updates through communication with the Tactical Response Group members and communicate response arrangements to affected services and staff.
- Hold regular briefings.
- Establish and maintain a rhythm for situational reporting, gathering information and intelligence from established Operational Response Groups.
- Allocate additional resources where possible and/or escalate as necessary.
- Ensure that statutory responsibilities are met for the health, safety, human rights, data protection and welfare of affected individuals and staff during the emergency or Major Incident.
- Ensure that all decisions and rationale are documented in a decision log so that a clear audit trail exists for all multi-agency debriefs and future learning.

Initial Actions

Action	Tick
Start individual log of actions	

Emergency Response Plan

Establish contact with the Strategic Response Director and obtain details of the emergency or Major Incident using the METHANE template to ensure establishment of a commonly recognised information picture.	
Assess which Operational Response Cells may be required, and appoint Operational Response Group (Cell) leads, sharing details of the emergency or Major Incident using the METHANE template to ensure establishment of a commonly recognised information picture.	
Activate the Incident Coordination Centre following process outlined in the Incident Coordination Centre Concept of Operations	
Convene and manage a Tactical Response Group ensuring representation from Operational Response Cells.	
Formulate a tactical plan for implementation by the organisation to achieve the strategic direction set by Strategic Response Director	
Ensure that the Tactical Response Group operates whilst taking account of the internal battle-rhythm for situational reporting.	

Skills required to fulfil the role

The following National Occupational Standards for Civil Contingencies are required to fulfil this role

- Take effective decisions (SFJPA5.1)
- Lead meetings (SFJPH3.1)
- Respond to emergencies at the tactical level (SFJCCAG2)
- Warn, inform and advise the community in the event of emergencies (SFJCCAF2)
- Anticipate and assess the risk of emergencies (SFJCCAB1)
- Work in cooperation with other organisations (SFJCCAA1)
- Share information with other organisations (SFJCCAA2)
- Manage information to support civil protection decision making (SFJCCAA3)
- Address the needs of individuals during initial responses to emergencies (SFJCCAG4)
- Manage community recovery from emergencies (SFJCCAH2)

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30.4.   Operational Response Group (Cell) Lead/s

Role

The role of an Operational Response Group (Cell) Lead is to ensure that task-focussed actions are carried out to support the Public Health Wales response.

The Operational Response Cell Lead will manage the Operational Response Cell during an emergency, working with other Operational Response Cell Leads and reporting into the Tactical Incident Director.

They are responsible for operationalising the tactical plan.

Responsibilities

- Convene and manage an Operational Response Group (Cell) ensuring representation from staff groups required to carry out the task-focussed activities.
- Establish and maintain communication with the Tactical Incident Director and other Operational Response Group (Cell) Leads.
- Receive regular updates through communication with the Operational Response Group (Cell) members.
- Hold regular briefings.
- Allocate resources where possible and/or escalate as necessary to the Tactical Incident Director.
- Attend the Tactical Response Group and provide situational updates regarding the task-focussed activities from the Operational Response Group (Cell).
- Ensure that statutory responsibilities are met for the health, safety, human rights, data protection and welfare of affected individuals and staff during the incident.
- Ensure that all decisions and rationale are documented in a decision log so that a clear audit trail exists for all multi-agency debriefs and future learning.

Initial Actions

Action	Tick
Start individual log of actions	
Establish contact with the Tactical Incident Director and obtain details of the emergency or Major Incident using the METHANE template to ensure establishment of a commonly recognised information picture.	
Convene and manage an Operational Response Group (Cell) ensuring representation from staff group required to carry out the task-focussed activities	
Allocate resources where possible and/or escalate as necessary	

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Attend the Tactical Response Group and provide situational updates regarding the task-focussed activities from the Operational Cell.	
Ensure that the Operational Response Group (Cell) operates whilst taking account of the internal battle-rhythm for situational reporting.	

Skills required to fulfil the role

The following National Occupational Standards for Civil Contingencies are required to fulfil this role

- Take effective decisions (SFJPA5.1)
- Lead meetings (SFJPH3.1)
- Respond to emergencies at the operational level (SFJCCAG3)
- Warn, inform and advise the community in the event of emergencies (SFJCCAF2)
- Anticipate and assess the risk of emergencies (SFJCCAB1)
- Work in cooperation with other organisations (SFJCCAA1)
- Share information with other organisations (SFJCCAA2)
- Manage information to support civil protection decision making (SFJCCAA3)
- Address the needs of individuals during initial responses to emergencies (SFJCCAG4)
- Provide ongoing support to meet the needs of individuals affected by emergencies (SFJCCAH1)

30.5.   Strategic Recovery Director

Role

The Strategic Recovery Director is responsible for the organisation's recovery from an emergency or Major Incident and determines the strategic objectives for the recovery.

The Strategic Recovery Director will act on delegated responsibilities and powers from the Chief Executive.

Should a Multi-Agency Strategic Recovery Group be established, the Strategic Recovery Director will be required to attend meetings or identify a Liaison Officer to attend and represent Public Health Wales.

Responsibilities

- Define and communicate the overarching strategy and objectives for the recovery ensuring the strategy reflects any relevant policy, legal framework or protocols.
- Ensure an appropriate Liaison Officer is dispatched to multi-agency Strategic Recovery Group (if required).
- To determine priority recovery activities (including short- medium- and long).
- Ensure the development and implementation of an effective recovery communications strategy.
- To coordinate the restoration of service delivery capability.
- To produce an impact assessment of the emergency on services to inform the organisations recovery plan, with consideration given to service delivery (access, availability and demand), infrastructure, governance and risk.
- Establish appropriate sub-groups as required.
- Maintain shared situational awareness with sub-groups and monitor progress.
- To report to and provide regular assurance to the Business Executive Team relating to recovery and its coordination activity across Public Health Wales including any identified financial matters.
- To advise the Business Executive Team of the final "state" of Public Health Wales following the implementation of recovery activity, including metrics to measure overall goals/outcomes.
- Ensure that relevant stakeholders, and Public Health Wales services, are involved in the development and implementation of the recovery plan.
- To inform an agreed exit strategy criteria and timescales determined by the Business Executive Team.
- To ensure that a continuous evaluation of the recovery phase takes place and that any issues and lessons identified are captured and actioned as necessary.
- Use the Joint Decision Model to provide strategic direction in the organisation's recovery.
- Monitor the context, risks, impacts and progress towards defined objectives

- Make decisions on strategic recovery issues as they arise.
- Ensure appropriate resources are provided for recovery and that they are available across the organisation.
- Engage effectively in the political decision-making process.
- Continually evaluate the strategic direction of the recovery.
- Ensure that statutory responsibilities are met for the health, safety, human rights, data protection and welfare of affected individuals and staff during the emergency.

Initial Actions

Action	Tick
Start individual log of actions	
Attend, or ensure an appropriate Liaison Officer is dispatched to multi-agency Strategic Recovery Group (if required)	
Define and communicate the overarching strategy and objectives for the recovery ensuring the strategy reflects any relevant policy, legal framework or protocols	
Ensure the development and implementation of an effective recovery communications strategy	
Establish appropriate sub-groups as required.	
Maintain shared situational awareness with sub-groups and monitor progress.	
Determine the internal battle-rhythm of the recovery, whilst taking account of the external battle-rhythm.	

Skills required to fulfil the role

The following National Occupational Standards for Civil Contingencies are required to fulfil this role:

- Take effective decisions (SFJPA5.1)
- Lead meetings (SFJPH3.1)
- Manage community recovery from emergencies (SFJCCAH2)
- Work in cooperation with other organisations (SFJCCAA1)
- Share information with other organisations (SFJCCAA2)
- Manage information to support civil protection decision making (SFJCCAA3)
- Address the needs of individuals during initial responses to emergencies (SFJCCAG4)

30.6.   Liaison Officer

(For Multi-agency Coordination Groups such as Emergency Coordination Centre Wales, Strategic & Tactical Coordinating Groups as well as Strategic Recovery Groups)

Role

The role of the Liaison Officer is to gather intelligence from and provide a Public Health Wales presence at Multi-agency Coordinating Groups to ensure public health advice is available to inform decision and action.

Responsibilities

- Ensure the Public Health Wales public health response is understood by Multi-agency Coordinating Group and aligned with the multi-agency response.

- Provide feedback, developments and information from the Multi-agency Coordination Group to Public Health Wales.

- Seek further public health advice through the established Public Health Wales command & control structure as appropriate to answer Multi-agency Coordination Group issues.

- Feedback Multi-agency Coordination Group decisions made and issues under consideration into the Public Health Wales command & control structure to ensure a co-ordinated emergency response.

Specifically for ECCW Emergency Coordination Centre Wales

- Action matters arising from meetings e.g., ensure coordination of response between Public Health Wales and Welsh Government, provide relevant representation of Public Health Wales in working groups.

- Liaise with other professionals at Emergency Coordination Centre Wales e.g., Welsh Government officials: emergency planning, pharmacists, medical officers, Environmental Health advisers, communications staff, other officials Department of Health & Social Services; Welsh Ambulance Service NHS Trust Emergency Planners.

Skills required to fulfil the role

The following National Occupational Standards for Civil Contingencies are required to fulfil this role:

- Take effective decisions (SFJPA5.1)

- Respond to emergencies at the Strategic level (SFJCCAG1)
- Warn, inform and advise the community in the event of emergencies (SFJCCAF2)
- Anticipate and assess the risk of emergencies (SFJCCAB1)
- Work in cooperation with other organisations (SFJCCAA1)
- Share information with other organisations (SFJCCAA2)
- Manage information to support civil protection decision making (SFJCCAA3)
- Address the needs of individuals during initial responses to emergencies (SFJCCAG4)
- Manage community recovery from emergencies (SFJCCAH2)

30.7.   Loggist

Role

The role of the Loggist is to capture and accurately record the process of decision making and to produce an audit trail for use in any inquiry that may follow.

Responsibilities

- Accurately record all decisions/actions with a date and time, including any rationale for the decision.
- The decision maker and Loggist will review the decision log periodically.
- Update the meeting/responding persons with the progress of the outstanding actions in the absence of the action owner.
- The Loggist is not a minute taker.

Skills required to fulfil the role

The following National Occupational Standards for Civil Contingencies are required to fulfil this role

- Work in cooperation with other organisations (SFJCCAA1)
- Share information with other organisations (SFJCCAA2)
- Manage information to support civil protection decision making (SFJCCAA3)

30.8.   Communications Lead

Role

The role of the communications lead is to coordinate communications activity and ensure consistency in messages being issued internally with staff, and the public via the media.

Responsibilities

- Manage the Public Health Wales response to media enquiries and online channel response.
- Provide communications materials for use directly with staff, the public, other agencies and the media – including social media and online content as required.
- Ensure a timely and consistent communications response to media enquiries, online information and commentaries.
- Work with the media proactively to ensure media coverage is accurate and presents public health advice clearly.
- Demonstrate consideration of alternative communications methods (outside of mainstream media) to support vulnerable persons and communities.
- Liaise with communications teams in other agencies on the communications response.
- Establish and maintain communication with the Strategic Response Director to support the development and communication of the overarching strategy and objectives for the response.
- Liaise with Strategic Response Director and the Tactical Incident Director in setting up broadcast interviews, identifying a media spokesperson.
- Arrange media briefings and press conferences as appropriate.
- Prepare briefing material for partners, politicians and other public representatives.

Initial Actions

Action	Tick
Start individual log of actions	
Prepare core communications material relating to the emergency e.g. facts sheets, question and answer briefings	
Draft press releases and statements	
Liaise with communications teams in other agencies on the communications response	

31.Glossary

Cabinet Office Briefing Room (COBR): Refers to the location for a type of emergency or crisis response committee set up to coordinate the actions of UK government departments.

Civil Contingencies Act (2004): Legislation passed by the UK government codifying the local and national arrangements for civil protection and the meaning and use of emergency powers.

Emergency Coordinating Centre Wales (ECCW): Welsh Government's Emergency Coordinating Centre. This is set up during incidents in Wales and a Public Health Wales representative is based here if the incident has public health implications to support co-ordination between partners.

Joint Emergency Services Interoperability Principles (JESIP): A standard approach to multi-agency working to help improve response. Initially focusing on Major Incidents the working principles can be applied in a multitude of environments where organisations need to work more effectively together.

Joint Decision Model: A decision-making model used by responding agencies under the JESIP Joint Doctrine to help support staff to make key decisions when they are working under extreme, difficult and time-critical conditions, enabling commanders to make effective decisions together.

JESIP Joint Doctrine: This document provides a common way of working together with responding agencies with saving life and reducing harm at its core. The key components of the joint doctrine are Principles for Joint Working, M/ETHANE and the Joint Decision Model.

Local Resilience Forum (LRF): A group formed in a police area of the United Kingdom by key emergency responders and specific supporting agencies. A requirement of the Civil Contingencies Act (2004).

METHANE: A common method for passing incident information between services and their control rooms.

Scientific Advisory Group in Emergencies (SAGE): Group of scientific and technical experts that is established to provide a common source of advice to inform decisions made during the central government response to an emergency.

Scientific and Technical Advice Cell (STAC): A multiagency group of experts convened in response to a request from the Strategic Coordinating Group. The Scientific and Technical Advice Cell provides evidence-based advice on specific scientific questions which the agencies represented at the Strategic Coordinating Group are unable to answer from their own expertise.

Tactical Coordinating Group (TCG): A multi-agency group of tactical commanders that meets to determine, co-ordinate and deliver the tactical response to an emergency.

Strategic Coordinating Group (SCG): Multi-agency body responsible for co-ordinating the joint response to an emergency at the local strategic level.
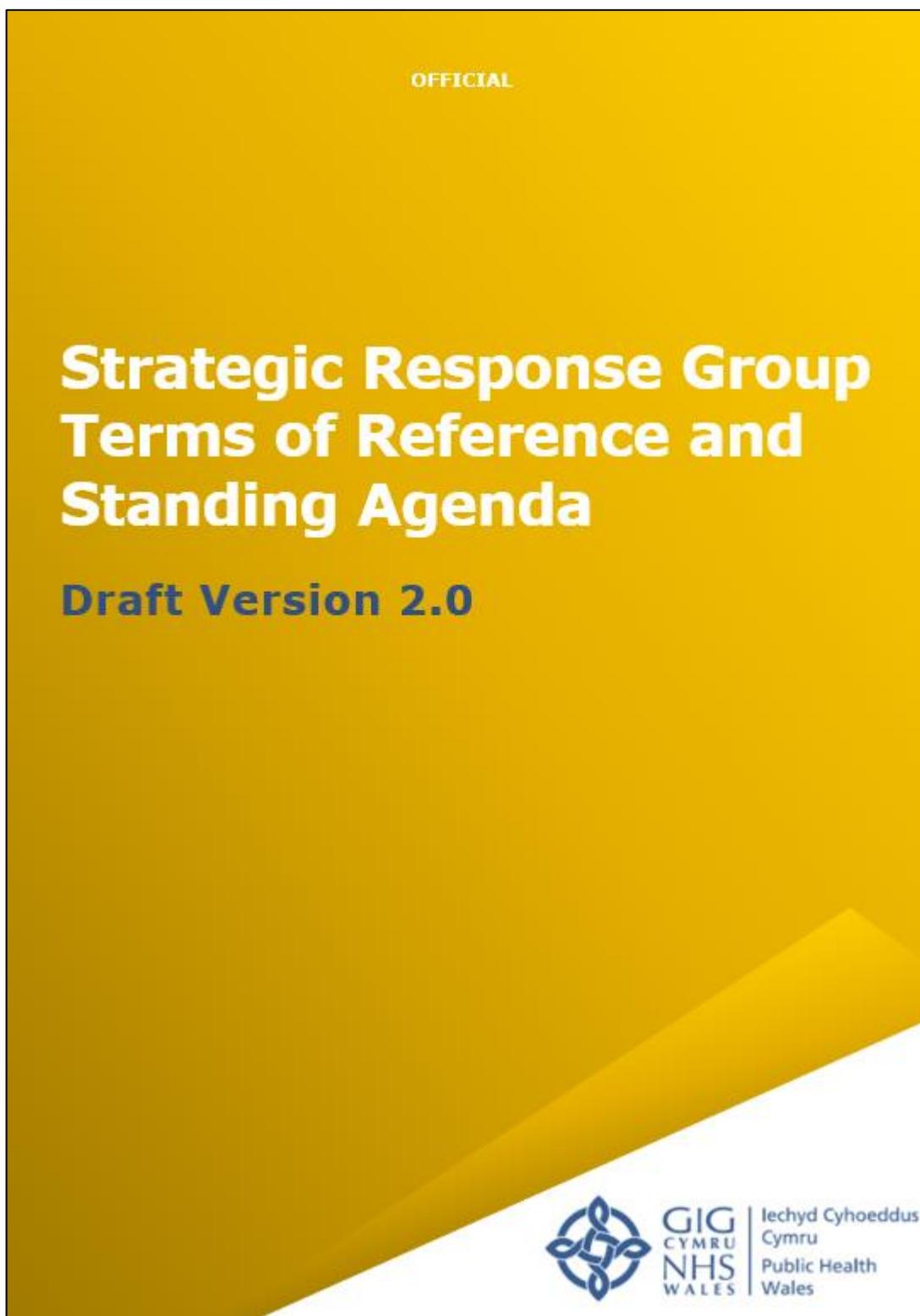
32.Frequently Used Abbreviations

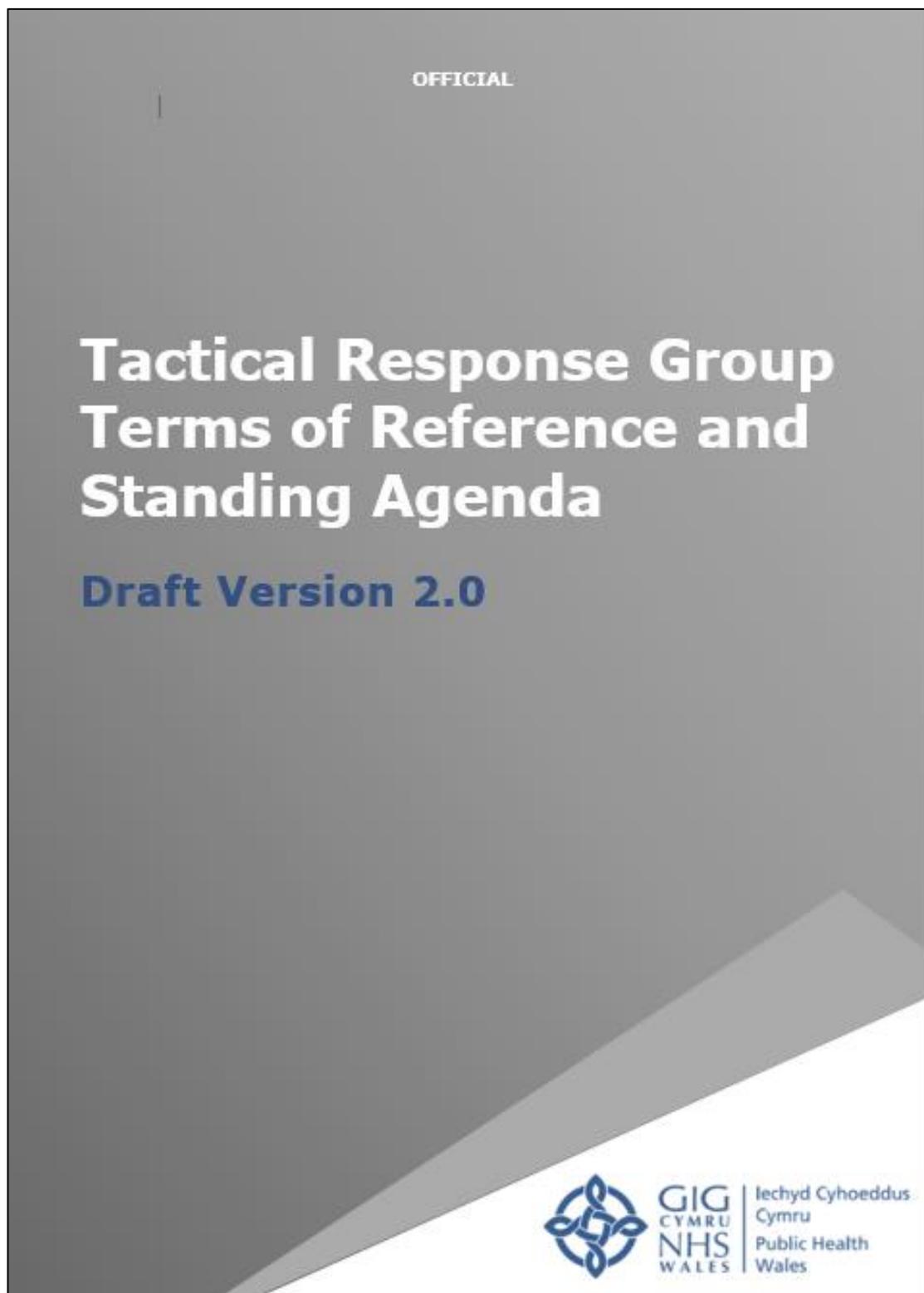|	
COBR	Cabinet Office Briefing Room
CCA	Civil Contingencies Act [2004]
CBRN	Chemical, Biological, Radiological and Nuclear Emergency with deliberate intent.
CONOPS	Concept of Operations
ECCW	Emergency Coordinating Centre Wales
JESIP	Formally known as the Joint Emergency Services Interoperability Principles (no longer an acronym and seen as a term in its own right)
JDM	Joint Decision Model
LRF	Local Resilience Forum
PHW	Public Health Wales
RCG	Recovery Coordinating Group
SAGE	Scientific Advisory Group in Emergencies
SCC	Strategic Coordinating Centre
SCG	Strategic Coordinating Group
SitRep	Situation Report
SRG	Strategic Response Group (Public Health Wales internal response group)
STAC	Scientific and Technical Advice Cell
TCG	Tactical Coordinating Group
TRG	Tactical Response Group
UKHSA	UK Health Security Agency
WAST	Welsh Ambulance Service Trust
WG	Welsh Government

33.Appendix (Documents Removed – covers only)

33.1.   Strategic Response Group Terms of Reference

OFFICIAL

Strategic Response Group Terms of Reference and Standing Agenda

Draft Version 2.0

GIG CYMRU NHS WALES | Iechyd Cyhoeddus Cymru | Public Health Wales

33.2.   Tactical Response Group Terms of Reference

OFFICIAL

Tactical Response Group Terms of Reference and Standing Agenda

Draft Version 2.0

GIG CYMRU NHS WALES | Iechyd Cyhoeddus Cymru Public Health Wales

33.3.   Operational Response Group Terms of Reference

OFFICIAL

Operational Response Group (Cells) Terms of Reference and Standing Agenda

Draft Version 1.0

GIG CYMRU NHS WALES | Iechyd Cyhoeddus Cymru Public Health Wales

33.4.   Recovery Coordination Group Terms of Reference

OFFICIAL

Public Health Wales Recovery Coordination Group

Terms of Reference

Version 1.0 (DRAFT)

GIG CYMRU NHS WALES | Iechyd Cyhoeddus Cymru Public Health Wales

33.5.   Major Incident Notification Template

Time	Date
Organisation	
Name of Caller	Tel No

M	Major Incident	Has a Major Incident been declared? **YES/NO** *(If no, then complete ETHANE message)*	

E	Exact Location	What is the exact location or geographical area of incident	
T	Type of Incident	What kind of incident is it?	
H	Hazards	What hazards or potential hazards can be identified?	
A	Access	What are the best routes for access and egress?	
N	Number of casualties	How many casualties are there and what condition are they in?	
E	Emergency Services	Which and how many emergency responder assets/personnel are required or are already on-scene?	

Name and Signature

Emergency Response Plan

33.6. Situational Reporting Template

OFFICIAL SENSITIVE

Document Control	
Purpose	
This SitRep was collated by:	
SitRep version	
Frequency of updates	
Distribution	

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Emergency Response Plan

OFFICIAL SENSITIVE

<<Inset Operational Response Group (Cell)>>

Updates to the previous SitRep are in red text

Operational Response Group (Cell) Lead	
Update provided by	
Date at time of last update	

RAG Ratings

Red: situation/impact/management is escalating
Situation: The emergency is having a strategically significant impact; normal business has been affected.
Response: The response is at or has exceeded the limits of capacity or capability, and further resources are required.
Forward Look: The situation is expected to either get worse or remain at this level for the short to medium term.

Amber: situation/impact/management is stable
Situation: The emergency is having a moderate impact; with issues of strategic concern, normal business has been affected, but the situation is being effectively managed.
Response: The response is being managed, at this time, within current resources.
Forward Look: The situation is not expected to get any worse or in the short to medium term, although some disruption will continue.

Green situation/impact/management is improving
Situation: There is limited or no strategic impact from the emergency; normal business has largely returned or is continuing.
Response: The ongoing response is being managed locally, and within the capacity of pre-planned resources.
Forward Look: The situation is expected to improve with residual disruption being managed.

Task / Action	Update	RAG Status	Previous RAG Status

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Emergency Response Plan