

## 6 CONCLUSIONS, RECOMMENDATIONS, AND NEXT STEPS

This section provides a summary of the key narrative points and sources of evidence associated with each recommendation. The criticality of each recommendation is also indicated to provide an indication of next steps to support a future programme of work. The implementation of the recommendations outlined herein must take account of the nuances of devolved and reserved powers. The ownership of many recommendations is attributed to Welsh Government. The doctrine of subsidiarity in Civil Contingencies and ensuring that actions are taken forward at the most appropriate level within the Civil Contingencies structures in Wales must be considered to defining the owner of each recommendation.

### 6.1 Governance and Assurance

The conclusion of the review is that the governance arrangements which encompass civil contingencies and emergency planning in Wales are fundamentally sound. However, the frequency of the relevant meetings, such as the Wales Resilience Forum should be reviewed to ensure strategic decision making is made in a timely manner. Modifications and changes will be necessary over time to accommodate national priorities and the nature of risks, but the view of stakeholders is that an emphasis on evolution rather than revolution should be the approach adopted.

There was a strong view amongst stakeholders that LRFs performed well and discharged their responsibilities under the Act effectively. It was conceded however that this statement is anecdotal rather than evidence based, and no formal measurement of performance occurs or benchmarks for acceptability established. A strong view was expressed, especially during the workshops that an assurance framework would support the sharing of best practice and drive organisational learning and development.

**Recommendation 1: A national assurance framework for Wales should be developed with monitoring to be managed by the Wales Resilience Board.**

### 6.2 Risk Management.

The current approach to risk management in Wales does not necessarily ensure that the most appropriate risks attract sufficient attention.

**Recommendation 2: WG and LRFs should work in partnership to interpret the UK National Risk Register and adapt UK level risks to Wales, working together to identify upcoming and potential risks that would significantly impact Wales, e.g. led by a Wales Resilience Board (WRB) detailed in section 4.3.**

The review of documentation provided by the LRFs provided limited evidence of a focus on the avoidance of common consequences of the occurrence of risks. Evidence provided during the interviews and workshops supported the need for an increased focus on this during risk assessment and management processes.

**Recommendation 3: Welsh Government should promote, the approach of common consequences planning to emergency plans for risks, and the development of the required capabilities to mitigate against the effects of these impacts across multiple risks.**



**Recommendation 4: Welsh Government should establish an executive board (Wales Resilience Board) reporting to the Wales Resilience Forum (WRF) and supported by the Wales Resilience Partnership Team (WRPT), with the terms of reference for the WRPT adjusted accordingly.**

Strong evidence was provided during a range of stakeholder interviews and supported during the workshops that responsibilities across LRFs and pan-Wales groups should be reviewed. 2 key themes for consideration included:

- The possible formalisation of a role of Deputy LRF Chair to facilitate succession planning and organisational resilience, and
- Potential good practice of the leadership of certain groups being captured and held centrally.

**Recommendation 5: A working group should be established to review Terms of reference and any associated guidance notes for LRF Chairs, Deputy Chairs and an Wales sub-groups.**

The review highlighted themes related to the lack of transparency of management structures within Welsh Government and a lack of clarity of roles and operational interfaces. The following recommendation was strongly supported by survey response and interview evidence.

**Recommendation 6: Welsh Government should work with LRFs to develop guidance to more clearly define the organisational interfaces between Welsh Government and the LRFs, facilitate consistency and efficient operations, and promote best practice.**

#### **6.4 Partnerships and Communities**

The review also found that senior staff from other Category one responders outside 'blue lights' are often reluctant to take on gold or silver command roles in the event of an emergency. The review indicated that despite the relevant training many felt ill equipped to step into the role and additional competency-based leadership training may be required before they may wish to do so.

**Recommendation 7: When LRFs set up exercises they should encourage non-Police Category 1 responders to chair SCGs, and build up experience and confidence, where the scenario would dictate this.**

A further conclusion of the review was that stakeholders recognised the potential of LRFs to work more closely and share common working practices and examples of best practice. It is considered an opportunity to improve performance whilst at the same time retaining their independence and local focus.

**Recommendation 8: A working group should be established to develop guidance notes for LRFs to promote best practice and standard working practice templates.**

A strong view emerged across a number of interviews (supported during the workshops) that third sector organisations can be more effectively bound into the civil contingency structures and processes. The experience of engagement with the third sector during the pandemic and the desire to build on this was cited on many occasions. During the



## 6.7 Priorities and Next Steps

The table below summarises the fifteen recommendations and assigns a suggested prioritisation these are intended to assist Welsh Government in developing a programme of work.

Ref	Recommendation	Critical /Essential / Recommended
	<b>Assurance</b>	
1.	A national assurance framework for Wales should be developed with monitoring to be managed by the Wales Resilience Board.	Critical
	<b>Risk</b>	
2.	WG and LRFs should work in partnership to interpret the UK National Risk Register and adapt UK level risks to Wales, working together to identify upcoming and potential risks that would significantly impact Wales, e.g. led by a Wales Resilience Board (WRB) detailed in section 4.3.	Essential
3.	Welsh Government should promote, the approach of common consequences planning to emergency plans for risks, and the development of the required capabilities to mitigate against the effects of these impacts across multiple risks.	Essential
	<b>Responsibilities and Accountabilities</b>	
4.	Welsh Government should establish an executive board (Wales Resilience Board) reporting to the Wales Resilience Forum (WRF) and supported by the Wales Resilience Partnership Team (WRPT), with the terms of reference for the WRPT adjusted accordingly.	Essential
5.	A working group should be established to review Terms of reference and any associated guidance notes for LRF Chairs, Deputy Chairs and pan-Wales sub-groups.	Essential
6.	Welsh Government should work with LRFs to develop guidance to more clearly define the organisational interfaces between Welsh Government, and the LRFs, facilitate consistency and efficient operations, and promote best practice.	Essential
	<b>Partnerships and Communities</b>	



	should then be of sufficient seniority or alternates empowered to make the relevant decisions.	
15.	<p>The development of a centrally managed training and exercise regime should be considered. Scope and functions should include:</p> <ul style="list-style-type: none"><li>• The development of a deeper cadre of Gold/Silver/Bronze leadership capacity across all Category 1 and 2 organisations</li><li>• Enhance individual learning, exercising, and leadership development below Gold/Silver/Bronze through more effective and continuous training and exercising</li><li>• More systematic capture of identified lessons from pan-Wales exercises for the benefit of LRFs</li><li>• Establishment of minimum standards for competency, skills, qualifications, continued professional development, and/or experience throughout the system.</li><li>• Establishment of minimum standards for training, exercising, development, including indications of type and frequency for LRF, inter-LRF, and pan-Wales preparedness</li><li>• Continuous improvement of LRF best practice and consistency in processes, standards, and desired outcomes.</li><li>• Development and management of a regime of accreditation and registration of civil contingency professionals complementing existing regimes.</li></ul>	Essential

**Critical (Do Now)** - It is of the greatest importance that action is taken immediately

**Essential (Do By)** - Action should be taken in the near future

**Recommended** - There should be a benefit from the uptake of this recommendation.