

Pan-Wales Response Plan

Working Document
(2019)

Details of this document are maintained by the
Wales Resilience Partnership Team on behalf of the Wales Resilience Forum

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Introduction

An emergency¹ (or disruptive challenge), as defined in the Civil Contingencies Act 2004 is a situation or series of events that threatens or causes serious damage to human welfare, the environment or security. Additionally, to constitute an emergency, an event or situation must also pose a considerable test for an organisation's ability to perform its functions.²

'Response' encompasses the actions taken to deal with the immediate effects of an emergency. In many scenarios it is likely to be relatively short and will last for a matter of hours or days. Rapid implementation of arrangements for collaboration, co-ordination and communication are, therefore, vital. Response encompasses the effort to deal not only with the direct effects of the emergency itself (e.g. fighting fires, rescuing individuals) but also the indirect effects (e.g. disruption, media interest).³

In most cases, the response to emergencies will be conducted at the local level by local responders. In some cases the response can be supported by the Welsh Government or a lead UK Department. The amount and level of support at the pan-Wales or UK level to the area affected may vary. For the most severe emergencies a co-ordinated combined government response will be essential. The nature of the handling of the UK Government's response to an emergency occurring in Wales will depend on whether or not the subject is reserved or devolved.

This document sets out the arrangements for the pan-Wales level integration of the Welsh response to an emergency in or affecting Wales. It reflects the principles of response contained in the non-statutory guidance *Emergency Response and Recovery* which supports the Civil Contingencies Act 2004. The document primarily provides a framework for the management of an emergency affecting several or all areas of Wales. It can also be implemented in response to a major incident in one Local Resilience Forum area. It should be read in conjunction with the following documents:

Central Government Arrangements for Responding to an Emergency - Concept of Operations:

Concordat between the UK Government and the Welsh Government on the Civil Contingencies Act 2004:

Each service has its own operational procedures. This plan seeks to compliment (not override) these arrangements together with the existing joint agency procedures agreed in each police area. An important aspect of the plan is creating the ability to analyse the impact on Wales of any emergency

¹ As in *Emergency Response and Recovery*, the term "emergency" is used consistently throughout this guidance to encompass all disruptive challenges that require the use of assets beyond the scope of normal operations and require a special deployment.

² *Emergency Response and Recovery*, p3.

³ Ibid.

or incident, and to provide coherent advice from the centre. The arrangements provide for this by allowing the Emergency Co-ordination Centre (Wales) (ECC(W)) to act as a conduit to/from the UK Government when appropriate. However, it must be stressed that some individual agencies will still maintain direct reporting lines to UK Departments. These will not be overridden by this plan. In those instances, agencies will share information with the ECC(W) as appropriate.

Terminology can be confusing as different organisations have adopted varying names for similar structures. A glossary is provided to help deal with this, although there is no intention of being prescriptive in the use of terms or structures. It is the underlying principle of co-operation at a Welsh level that is important.

These arrangements will need to be kept up to date to reflect any changes in emergency planning and from any lessons learned through testing or implementation.

All contact details are held separately on the *Pan-Wales Response Plan Activation Arrangements* which is a protected document issued only to practitioners.

Section 1 - Trigger and Activation Arrangements

Trigger Arrangements

1.1 The decision on whether to activate the Pan-Wales Response Plan (as opposed to local responses which continue to operate according to local arrangements) will be taken by the Welsh Government in conjunction with the UK Government and Category 1 or 2 responders⁴ with lead or major responsibilities in the emergency.

1.2 The decision to escalate or de-escalate the pan-Wales response will be taken by the Civil Contingencies Group (CCG) or Wales Civil Contingencies Committee (WCCC)⁵. These decisions will be cascaded to all agencies by the Welsh Government.

1.3 There will be a flexible response to emergencies based on the circumstances that exist at the time. For example, in an emergency impacting primarily on a single Local Resilience Forum (LRF) area the Welsh Government will consult the Strategic Co-ordinating Group (SCG)⁶ concerned to assess whether the establishment of the ECC(W) and the formation of the CCG or WCCC would assist the response.

1.4 Where central co-ordination to an incident at a Wales level would benefit the response to any incident then arrangements will be put in place in line with Section 1 of the plan. These arrangements will be based on those set out for a LEVEL 1 emergency but tailored to individual circumstances.

1.5 On occasions, where a potential emergency affecting Wales has been identified by COBR, or other reliable sources, the Welsh Government will convene a meeting of the CCG comprising organisations relevant to the crisis to review and assess the situation and consider the required response in Wales (See Level 1 in Section 2). Where no prior warning is given the ECC(W) will be established and all key organisations informed (See Level 2 in Section 2).

1.6 Joint meetings of the CCG/WCCC and the SCG Chair(s) will be established as appropriate to embed close strategic communication between the two levels in response to emergencies. Where necessary, these meetings will be conducted by video-conferencing or audio conferencing.

1.7 The Welsh Government may wish to use the ECC(W) unilaterally on occasions to centralise its own response to any emergency in Wales. This will depend upon the nature of the emergency concerned and may, or may not, involve external partners. On such occasions, the ECC(W) will not be formally activated under the Pan-Wales Response Plan but will act as a crisis

⁴ As defined in the Civil Contingencies Act 2004

⁵ See Section 6

⁶ The Strategic Co-ordinating Group is a multi-agency body responsible for co-ordinating the joint response to an emergency at the local strategic level.

management centre for the Welsh Government. LRFs will be informed of the status of the ECC(W) when it is being used in this way to ensure that no trigger mechanisms are activated unnecessarily at the LRF level.

1.8 SCGs and the ECC(W) will advise each other of any significant de-escalation of their respective arrangements.

1.9 Local plans will be activated and scaled down at any time according to circumstances and agreed local arrangements.

Activation Arrangements

1.10 The activation procedures are divided into two separate processes:

- ‘Central Notification’ – This process relates to an emergency where the notification is received from outside of Wales requiring the activation of the Pan-Wales Response Plan. It will necessitate the cascading of notification from the Welsh Government to some or all of the LRF areas in Wales and the activation of the ECC(W).
- ‘Local Notification’ – This process relates to an emergency where the notification is received from the local level in Wales which requires the activation of the Pan-Wales Response Plan. It will necessitate the Welsh Government activating the ECC(W) and notifying the UK Government of a major incident occurring in Wales.

1.11 The decision on whether to activate the Pan-Wales Response Plan will be taken by the Welsh Government in conjunction with the UK Government and Category 1 or 2 responders⁷ with lead or major responsibilities in the emergency. Such decisions will depend upon the circumstances but will generally take into account whether the response requires wider support or whether the impact is wide-area. Responses to local emergencies will operate according to local arrangements using the established operational (Bronze), tactical (Silver) and strategic (Gold) response structure.

Central Notification (Add separate chart)

1.12 This section sets out the procedures to be followed where an incident occurs outside of Wales, but is likely to impact upon Wales to the extent where the Pan-Wales Response Plan may need to be activated.

1.13 The Civil Contingencies Secretariat, other UK Government Departments, Department for Communities and Local Government, Resilience and Emergencies Divisions (REDs) or other Devolved Administration will contact the Welsh Government where an emergency is likely to occur, or has occurred, which may impact on Wales.

⁷ As defined in the Civil Contingencies Act 2004

1.14 If the notification relates to a **LEVEL 1** (See Section 2) incident the Welsh Government will convene a meeting of the CCG and will notify the following organisations (and others as appropriate) to consider response arrangements⁸:

- Emergency Services Civil Contingencies Co-ordinator, or in that person's absence, the Chief Superintendent Head of Welsh Government Police Liaison Unit (for Police representation)
- Fire and Rescue Service
- Welsh Ambulance Services (NHS) Trust
- Welsh Local Government Association (WLGA)
- Natural Resources Wales (NRW)
- Public Health Wales
- 160th Infantry Brigade and HQ Wales
- Other as appropriate (ie Utilities etc.)

1.15 Notification of agencies required to attend the ECC(W) will be through normal organisational contacts and not through Police Control Rooms as LEVEL 1 relates to a pre-emergency situation where the requirement for urgent notification is not as pressing.

1.16 If the notification relates to a **LEVEL 2** incident the Welsh Government will notify all four Police Control Rooms in Wales directly, providing the required codename.

1.17 The Police Control Rooms will trigger the local arrangements for establishing a Strategic Co-ordinating Group for their LRF.

1.18 The Welsh Government will also contact key partner agencies to attend the ECC(W) as listed at paragraph 1.13.

1.19 Where Strategic Co-ordination Centres (SCCs) have been established they should make immediate contact with the ECC(W) to confirm communication details.

Local Notification

1.20 This section sets out the procedures to be followed where an incident occurs within Wales which requires the Pan-Wales Response Plan to be activated and the notification of the incident stems from the local level.

1.21 Where an agency, on the joint agreement of the LRF, notifies the Welsh Government, the following information should be provided:

- That the Pan-Wales Response Plan should be activated quoting the agreed codename.
- The nature of the incident

⁸ An example of this situation is the Civil Contingencies Group meeting held previously ahead of the forecast for heavy snow fall in Wales.

- The details of where the SCG is being established and the relevant contact details
- The requirement for a Welsh Government Liaison Officer (WGLO) to be deployed at the SCG or for a Liaison Team at the SCC

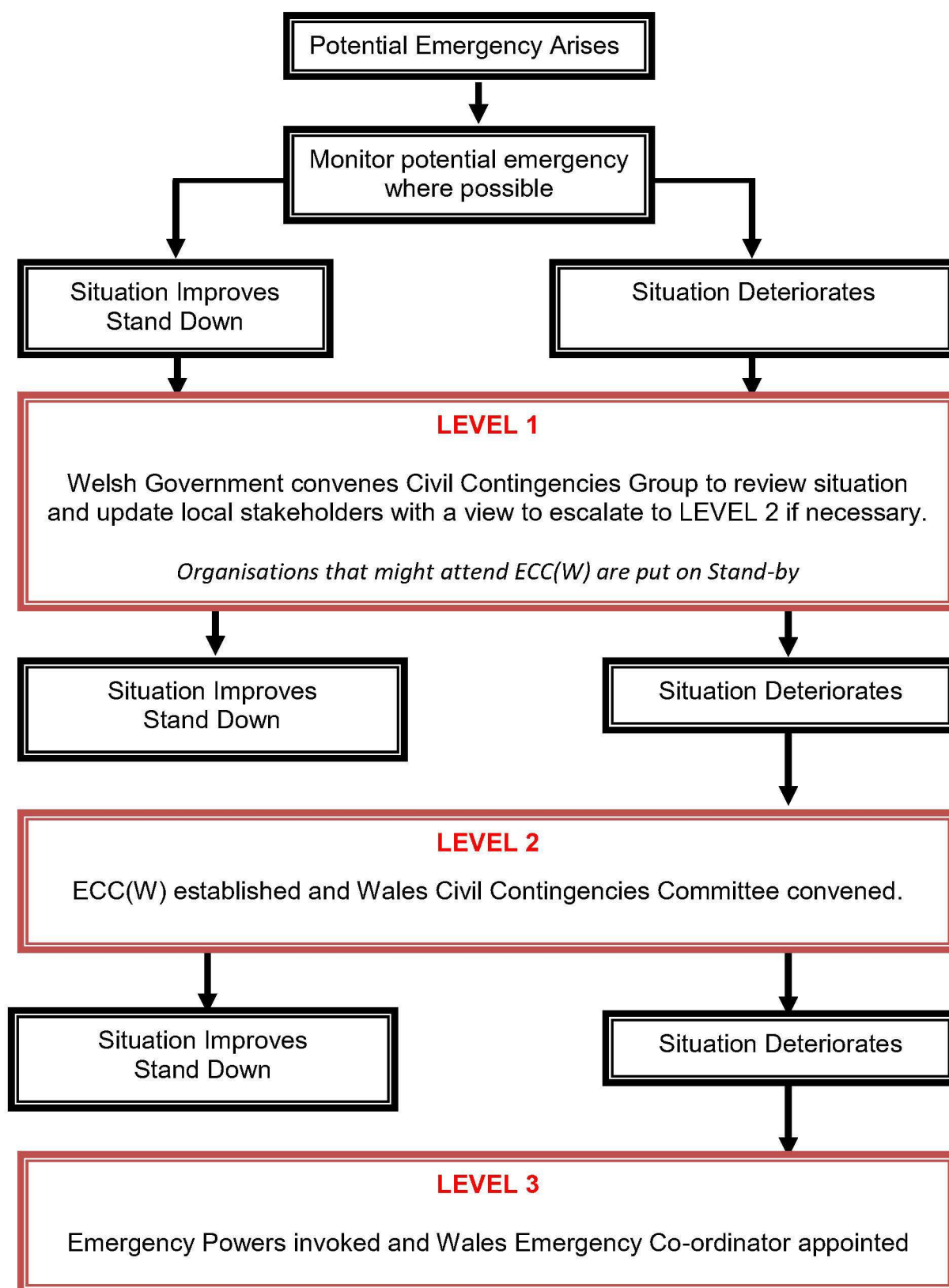
1.22 On agreeing the request, the Welsh Government will inform the other 3 LRFs to trigger their SCG arrangements where these are required.

1.23 The Welsh Government will inform the Cabinet Office Civil Contingencies Secretariat (CCS) of the incident and the activation of the Pan-Wales Response Plan.

1.24 CCS will consider implementing Concept of Operations (CONOPS) and establishing COBR.

1.25 The Welsh Government will also contact the DCLG RED Teams where the emergency may have implications for the border area.

Figure 1 - Pan-Wales Response Plan Flow Chart



Section 2 – Roles and Functions of the Civil Contingencies Group and Wales Civil Contingencies Committee (CCG/WCCC)

Civil Contingencies Group

2.1 The CCG is established where an emergency has occurred or is likely to occur with a LEVEL 1 impact. The CCG will generally be convened for rising tide incidents such as pandemic flu or potential severe weather where the establishment of the group follows a period where the development of the threat has been closely monitored.

2.2 The CCG will be chaired by a senior Welsh Government official and comprise largely of representatives from Welsh Government Departments. The membership will be augmented by representatives from key organisations appropriate to the emergency. In the main, the CCG will provide strategic leadership to the response to emergencies falling fully within devolved competence.

2.3 Where the emergency remains at LEVEL 1, the CCG will continue to co-ordinate the response at the pan-Wales level and link into both the local and national levels as appropriate. The Group will also be responsible for de-escalating the response at the pan-Wales level following consultation with the UK Government and any SCGs in Wales which may have been established.

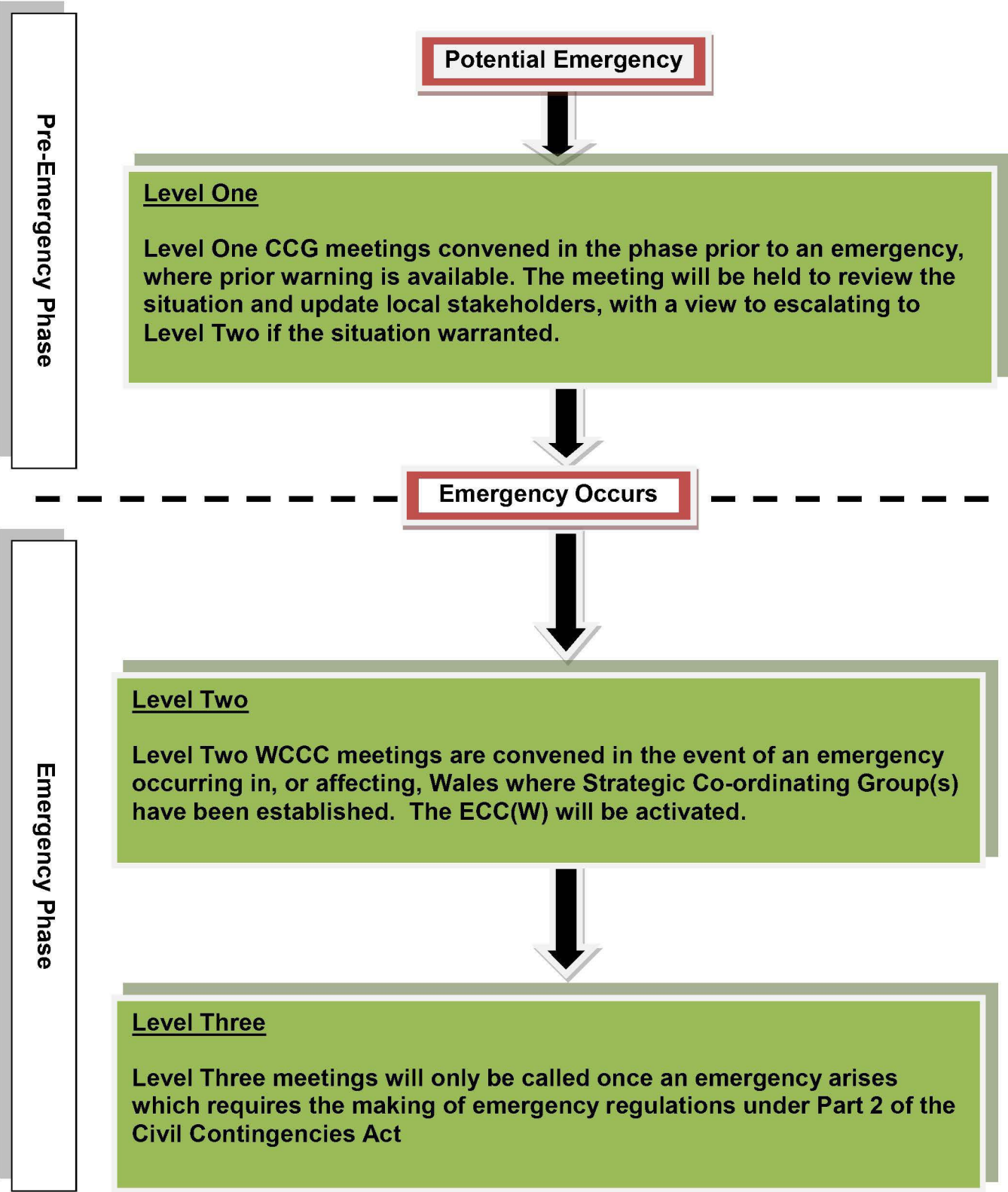
Wales Civil Contingencies Committee

2.4 Where the CCG decides that the pan-Wales response should be escalated to LEVEL 2 the group will be re-constituted as the WCCC and will generally comprise representatives from the key Category 1 and 2 responders and others as appropriate. The WCCC will be convened immediately at LEVEL 2 for sudden impact emergencies requiring urgent pan-Wales co-ordination or support.

2.5 The WCCC will act primarily as an advisory body to assess and advise on a particular emergency affecting Wales. However, in some emergency situations the WCCC will have a more prominent co-ordination role.

2.6 A WCCC can be called by the Welsh Government at the request of a SCG, partner agency or COBR. When an emergency is clearly a devolved matter the Welsh Government can convene the WCCC. That decision will be taken by the nominated Lead Official. In matters reserved to the UK Government, particularly in respect of terrorist incidents, the WCCC will be convened with the agreement of the appropriate lead UK Government Department.

**Figure 2 - Wales Civil Contingencies Committee
Levels of Response**



Role of the WCCC

2.7 The role of the WCCC will be:

- to maintain a strategic picture of the evolving situation within Wales, with a particular (but not exclusive) focus on consequence management;
- to support the Home Office in the response to terrorist incidents; primarily on consequence management issues;
- to assess and advise on any issues which cannot be resolved at a local level and which may need to be raised at a UK level;
- to advise on the deployment of scarce resources across Wales by identifying pan-Wales priorities; and
- to advise on the use of existing legislation and, in some cases, to consider the use of additional powers through the UK Government;

Mutual Aid and Border Issues

2.8 During an emergency there may be a requirement for mutual aid/co-operation outside Wales. A number of agencies already have in place robust arrangements for cross-border mutual aid. Where such arrangements do not currently exist the WCCC may be able act as a central link with UK Government Departments and the RED Teams via COBR to obtain operational assistance on a UK-wide basis.

Membership

2.9 The membership of the WCCC will be determined by the Lead Official who will chair the Committee. The WCCC will comprise senior representatives from Welsh Government Departments, responder agencies and others who are best placed to advise on the response. This may include those members of the Wales Resilience Forum who are relevant to the crisis.

2.10 Good communication during a crisis is vital and the Director of Communications from the Welsh Government will be a member of the WCCC. In emergencies where the lead is at the UK level this will involve close liaison with the Government Department concerned.

2.11 The Welsh Government will issue all requests to individuals invited to join the Committee.

Support for the WCCC

2.12 Where events justify the setting up of a WCCC, the Welsh Government will take the lead in:

- arranging and facilitating meetings;
- establishing video/teleconferencing links when appropriate;
- drawing up agendas;
- circulating papers and information to committee members as necessary; and
- providing the formal record of committees' discussions and decisions.

Lead Official (WCCC Chair)

2.13 A Lead Official will be appointed to co-ordinate the pan-Wales response under this plan. The Lead Official will be a senior Welsh Government official at Director level or above.

2.14 The role of the Lead Official will be to:

- convene and chair the CCG/WCCC and to utilise that committee for expert advice;
- brief and advise Welsh Ministers and UK Ministers on the developing emergency;
- represent the WCCC on the COBR officials meeting by video/audio link;
- take overall charge of the ECC(W) supported by the Welsh Government Resilience Team;
- act as a spokesperson for the ECC(W) and WCCC;
- in some circumstances, in consultation with the WCCC and Welsh Ministers, offer direction to the local response (eg animal disease outbreaks); and
- act as designated Wales Emergency Co-ordinator, where agreed by the UK Government, on the occasion emergency powers are used under Part 2 of the Civil Contingencies Act 2004.

Emergency Powers

2.15 Part 2 of the Civil Contingencies Act 2004 enables Her Majesty, acting on the advice of UK Ministers (*or, in extremis, designated UK Ministers themselves*) to make emergency regulations. The Welsh Government will be able to request the UK Government make emergency regulations for Wales if it believes it is possible and appropriate under the Act.⁹ The UK Government

⁹ See Section 33 of the Government of Wales Act 1998.

will consider such a request, and communicate its response to the Welsh Government, as rapidly as possible.

2.16 The UK Government will consult the Welsh Government, prior to the making of emergency regulations that relate to Wales, except where the urgency of the situation does not permit such consultation. The UK Government will also notify the Welsh Government where other emergency regulations have been made for any other part of the UK.

2.17 Where the UK Government makes emergency regulations closely related to powers or functions transferred to Welsh Ministers, the regulations should provide for the Welsh Government to be responsible for the exercise of any functions under these regulations, where such exercise can be most effective.

2.18 It is recognised that the Welsh Government may be better placed than the UK Government to lead the response, or elements of the response, to a particular emergency if emergency regulations are made that apply in Wales. Its day to day relationship with the full range of responders in Wales ensures that it will play an important role in any response to a serious emergency affecting Wales. It is recognised that these relationships and associated structures for co-operation also includes those delivering services in non-transferred areas, such as the Police forces and the Military.

2.19 The Welsh Government recognises that any use of emergency powers is ultimately a matter for the UK Government and that, while every effort will be made to accommodate the needs of Wales and the role of Welsh Ministers, it is the responsibility of the UK Government to ensure that the powers are used in such a way as to ensure the optimal response for the UK as a whole. In turn the UK Government recognises the 'constitutional' status of the Government of Wales Act 2014.

Use of Emergency Powers – Strategic Co-ordinating Groups

2.20 SCGs requiring emergency powers can request these powers through the Welsh Government; though such requests must be supported by a strong business case for the UK Government to consider.

Wales Emergency Co-ordinator (WEC)

2.21 Under any Emergency Regulations having effect in relation to Wales, a senior Minister of the Crown (Senior UK Minister) is required to appoint an Emergency Co-ordinator in Wales (the Wales Emergency Co-ordinator). This role will fall, in the main, to a senior official of the Welsh Government but other appointments may be made by the UK Government.

2.22 The terms of appointment, conditions of service and functions of the WEC will be set out in the letter of appointment, though additional aspects of

the role may be included in the emergency regulations themselves where appropriate.

2.23 The relevant senior Minister will consult the Welsh Government before issuing any direction or guidance to the WEC except where he/she is unable to do so for reasons of urgency. In such cases, the senior Minister will provide the Welsh Government with a copy of any such direction or guidance as soon as possible after it is issued.

2.24 In the performance of his/her functions the WEC will consult and inform Welsh Ministers and make regular reports as set out in his/her Terms of Appointment and/or the emergency regulations.

2.25 While ultimate decision-making responsibility in relation to the WEC under the Act rests with the responsible UK Minister, the unique position of the First Minister to advise on Welsh matters and arrangements creates an imperative that the UK Minister and the First Minister will work closely together and in agreement. The emphasis will be firmly upon co-operation and consultation between the UK Government and the Welsh Government at both the planning and response stages with the views of Welsh Ministers being taken into account in all phases of the decision-making process.

Section 3 - Emergency Co-ordination Centre (Wales) (ECC(W))

3.1 The ECC(W)'s 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 SCGs and individual agencies informed about developments at the UK level which will affect them. It will also offer assistance, where possible, to SCGs; particularly in respect of consequence management and recovery issues.

3.2 The role of the ECC(W) 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 WCCC;
- 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 SCGs, 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; and
- raise to a UK level any issues that cannot be resolved at a local or Wales level.

3.3 Under Level 1 the ECC(W) will remain on stand-by and arrangements put in place to activate the Centre should the emergency escalate.

3.4 For Level 2 emergencies the Welsh Government will activate the ECC(W) which can be linked with all SCGs and, where required, the central government crisis management machinery facilitated by Cabinet Office (COBR).

3.5 A record will be maintained of all actions taken by the ECC(W) and all decisions made. An SCG Action Log will be maintained to record and monitor action against issues raised by the SCGs which require advice from Government.

3.6 Depending upon the nature of the emergency, the ECC(W) can be established to focus the Welsh Government's own response to emergencies by largely engaging the relevant policy Departments that will lead its response.

3.7 On other occasions, the ECC(W) can be used as a means of co-ordinating a multi-agency response by including external partners whose presence in the Centre facilitates links with external agencies and draws experience and expertise into the assessment of information being gathered. On these occasions the Welsh Government will use the centre to facilitate its own response and deal with consequence management issues relevant to its functions whilst also co-ordinating a wider multi-agency response.

3.8 The decision on whether to activate the ECC(W) will depend upon the nature and extent of any emergency in or affecting Wales (see Section 1 - Trigger and Activation Arrangements).

3.9 Where required, the ECC(W) will report for Wales as a whole to the central government crisis management machinery facilitated by Cabinet Office, though other agencies will maintain specific reporting lines, and will provide briefing and advice to Welsh Ministers. The ECC(W) will also act as a mechanism for disseminating information from the central government crisis management machinery to the SCGs.

3.10 SCGs and the ECC(W) will advise each other of any significant de-escalation of their respective arrangements.

3.11 Where required, the ECC(W) can develop business cases for the requests to the National Security Council (Threats, Hazards, Resilience and Contingencies) (NSC(THRC))¹⁰ for the use of Emergency Powers in Wales and so raise the emergency to LEVEL 3.

3.12 Under LEVEL 3 the ECC(W) will support the Wales Emergencies Co-ordinator (WEC) in the discharge of his/her functions.

3.13 The ECC(W) will not interfere in local command and control arrangements but will provide a mechanism for ensuring that local responders can be as fully informed as possible in the decisions they have to take. Where arrangements already exist for the co-ordination of mutual aid the ECC(W) will, where necessary, aim to compliment such arrangements and add value by taking a multi-agency overview at a pan-Wales level. The ECC(W) will also inform the deployment of pan-Wales or UK resources.

3.14 Communication from the Welsh Government to responder agencies will be co-ordinated at the local level through the SCCs. All information will be channelled through the ECC(W) and the SCCs unless where a Welsh Government Department has a specific reason to communicate directly with

¹⁰ NSC(THRC) is the formal name for COBR

the responder agency concerned. In the case of the latter, the communication will be sent in parallel through the established route between the ECC(W) and the SCC to ensure that the SCC has a record of all communication traffic with responders in their areas and can inform the SCG accordingly.

3.15 If, for any reason, the Welsh Government's ECC(W) facility at Cathays Park should not be available there would be a requirement to relocate to alternative premises. This has been identified as the Welsh Government offices in Merthyr Tydfil. The Welsh Government has internal arrangements in place to ensure that a similar ECC(W) facility could be set up at this venue, at very short notice.

3.16 Conversely, if the infrastructure was not available across the Welsh Government estate there is an agreed back-up option to use the South Wales and Gwent Strategic Co-ordination Centre at Cardiff Gate (where no emergency affects either LRF area).

ECC(W) – Health Desk

3.17 In emergencies, where ECC(W) is activated, the Welsh Government Health & Social Services Group (H&SSG) will aim to establish a Health Desk in ECC(W) to act as a single point of contact for the H&SSG, Wales NHS and partner agencies within ECC(W).

3.18 Depending on the circumstances, the Health Desk role will include providing for initial health co-ordination, establishing 24/7 contacts with key health organisations, liaising with other UK Health Departments and ensuring appropriate health national stockpiles/arrangements are activated to support Wales NHS.

Section 4 – Reporting and Communication Structure

4.1 Once implemented, the Pan-Wales Response Plan creates a structure whereby information from across Wales will be assessed and analysed by the ECC(W). This structure may not be appropriate for all emergencies and will be activated only where it adds value to the response. It will provide a pan-Wales picture of the impact of the emergency which, in turn, can be used to advise decisions on the strategic management of the situation in Wales and be reported on a Wales basis to the UK Government. In the same way, the plan will allow the cascading of information from central Government to agencies on the ground in Wales. The plan sets out co-ordination arrangements rather than a pan-Wales command structure. Agencies will endeavour to maintain parallel reporting lines to the ECC(W) under this structure.

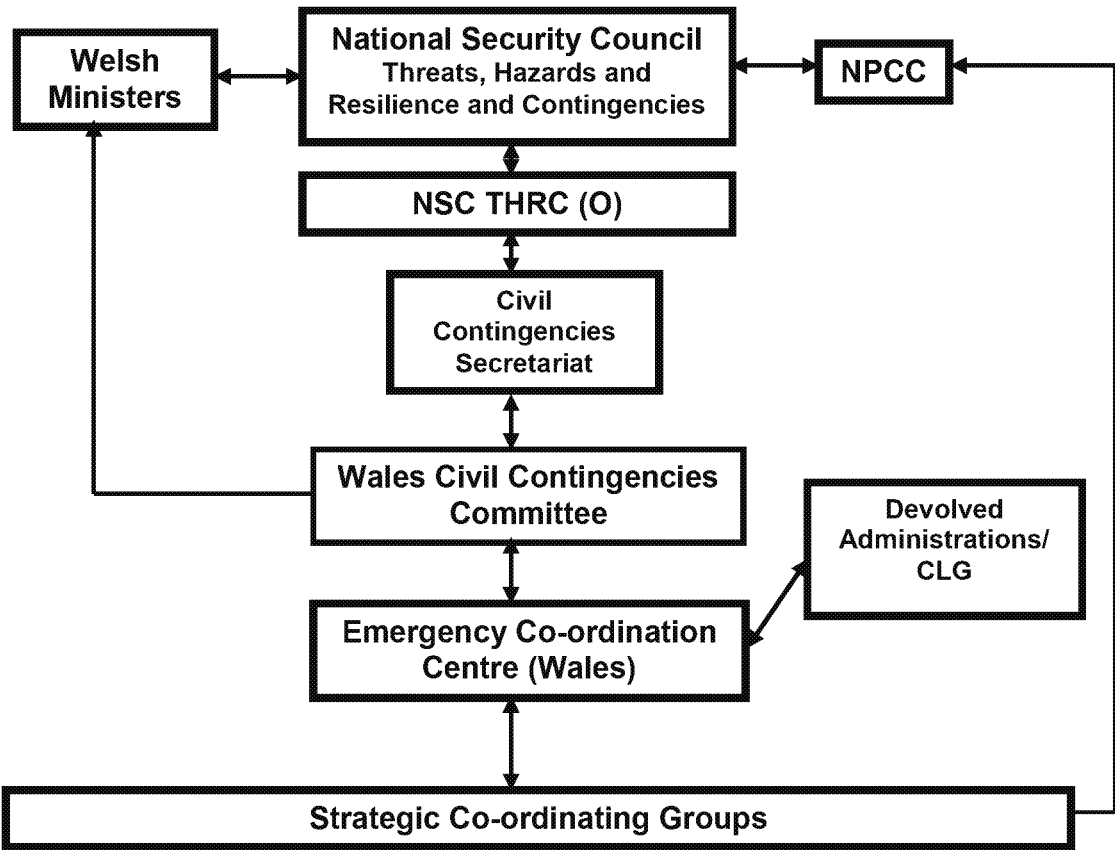
4.2 Major emergencies are likely to occur in single LRF areas where the relevant SCG will manage the response through its multi-agency response plan. In such instances, situation reports to the ECC(W) will be provided by the SCC. A Welsh Government Liaison Officer (WGLO) will represent the Welsh Government at the SCG. The principle directive of the WGLO is to act as a discrete link between the SCG and ECC(W); keeping the ECC(W) and Welsh Government informed of developments without imposing on, or interfering with, the local response effort. The WGLO will attend any consequence management sub-group or Recovery Co-ordinating Group which may be established by the SCG to identify areas and actions where the ECC(W) may be able to provide assistance. The WGLO will be supported by a team of Welsh Government officials where required.

4.3 In wide-area disruption emergencies (ie pandemic flu, fuel supplies disruption etc.) where there is no clear emergency services lead, there is a greater requirement for broad information gathering from the SCG. Once established, the SCCs will commence gathering information at the local level from within their respective Local Resilience Forum areas detailing the impact of the emergency locally on emergency services, local authority services, utilities and other sectors as appropriate. The information will be collated on the Common Operational Picture template and relayed, routinely or exceptionally, by Resilience Direct, e-mail, fax, or by other means to the ECC(W). The reports are an extremely useful tool for government in assessing the impact of the incident. Timely completion will be very important. The frequency and timing of reports will be determined contingent on events.

4.4 Agencies which are not devolved will report as normal to their respective UK Department (e.g. Police reporting directly to National Police Chief Council and Home Office, military to Ministry of Defence etc.) However, they may also copy any reports about the developing situation in Wales from their agency's perspective to the ECC(W) where appropriate. Each organisation will need to consider the extent to which it is appropriate to share information with the ECC(W) for security purposes, but will wish to ensure that sufficient information is supplied to allow a pan-Wales picture to be determined.

4.5 Under LEVEL 3 where emergency powers are made, the reporting lines may change if required under the emergency regulations or in the letter of appointment of the WEC.

Figure 3 – Co-ordination Arrangements in Wales – Communication Links



Section 5 – Roles and Responsibilities

5.1 The roles and responsibilities set out below are written within the response framework set out in *Emergency Response and Recovery*. They are tailored to meet the specific response needs of Wales during a crisis. It is not the purpose of this document to replicate national and local roles and responsibilities. Rather it outlines the structures applicable to the interface between local arrangements and the Welsh Government.

Police

5.2 In addition to their normal roles, the police will:

- Provide a liaison team at the ECC(W) to act as a communication link between the ECC(W) and those Welsh Police Forces involved.¹¹
- Provide situation and exceptional reports to NPCC, Home Office and other relevant Government Departments whilst reporting in parallel to the ECC(W) where appropriate.

Fire and Rescue Service

5.3 In addition to their normal roles the Fire and Rescue Service will:

- Provide a representative as a liaison officer at the ECC(W) to act as a communication link between the ECC(W) and those Welsh, or other, Fire and Rescue Services involved.
- Provide situation and exceptional reports to the ECC(W) and link with the Government's Fire and Rescue Services Branch on policy issues.

Welsh Ambulance Service

5.4 In addition to their normal roles the Welsh Ambulance Service will:

- Respond in accordance with the NHS Wales response as set out in 5.5;
- Provide a suitably experienced and senior representative as a liaison officer at the ECC(W) to act as a communication link between ECC(W) and Welsh Ambulance Service;

¹¹ This will be either the Emergency Services Civil Contingencies Co-ordinator or the Welsh Government Police Liaison Team.

- Provide situation and exceptional reporting to ECC(W) Health Desk on policy issues as required.

Local Authorities

5.5 In addition to their normal responsibilities Local Authorities will collectively:

- Provide initial liaison representation through the Welsh Local Government Association (WLGA) at the ECC(W) in order to provide information on the developing situation and its impact upon the local authorities. If the representative cannot attend the ECC(W) he or she should remain in contact on a 24-hour basis to provide the information required. Other local Government representatives may assume this role as the situation develops.

NHS in Wales

5.6 In addition to their normal responsibilities, health services will:

- report information on the health sector to the ECC(W) through the Health Desk
- at the request of the ECC(W) Health Desk, provide appropriate representation to liaise with NHS organisations involved in response to the incident, eg. Ambulance Service, Public Health Wales and Health Boards.

Armed Services

5.7 In addition to their normal responsibilities the Armed Services will, when appropriate:

- Deploy liaison officers to the ECC(W) to provide specialist advice and co-ordinate any military support with 160th Infantry Brigade and HQ Wales, Brecon and activated SCGs.
- Provide situation reports to 160th Infantry Brigade and HQ Wales and other services' HQs and co-ordinate any input to ECC(W) ministerial briefing notes and reports.

Natural Resources Wales

5.8 In addition to its normal roles, Natural Resources Wales will, where there is a pan-Wales emergency that affects or threatens the natural environment:

- Provide a representative as a liaison officer at the ECC(W) to act as a communication link between the ECC(W) and NRW's Duty Tactical Manager Wales and its Incident Room.
- Provide Wales Situation Reports (SITREPs) to ECC(W) and Public Health Wales.

Other Agencies

5.9 Other agencies may be represented at the ECC(W) according to the nature of the emergency. They will provide a link with their respective organisations for information to be included in the Wales Common Operational Picture.

Welsh Government

5.9 The Government of Wales Act 2006 sets out the devolved powers of Welsh Ministers. The Welsh Government has devolved powers in agriculture; housing; education and training; the environment; health and health services; local government; and social services. It has responsibility for the front line public services of the Ambulance Service, NHS and Fire and Rescue Services. The Welsh Government, with its devolved powers, has an important role to play in terms of the political, social and economic aspects of the critical national infrastructure in Wales.

5.10 In relation to this plan the Welsh Government will:

- Inform stakeholders of the activation of the Pan-Wales Response Plan;
- Establish and run the ECC(W);
- Accommodate and act as Secretariat to the CCG or WCCC;
- Establish links with COBR and the UK Government through the ECC(W); and
- Deploy WGLOs, where appropriate, to SCGs.

Welsh Ministers

5.11 Welsh Ministers will represent Wales at the National Security Council (Threats, Hazards, Resilience and Contingencies)¹² and will receive regular briefings from the ECC(W).

5.12 Where appropriate, the First Minister or a designated Cabinet Secretary, will attend the ECC(W) to provide ministerial support to the response.

¹² This is the Ministerial Group in COBR formally known as the 'Civil Contingencies Committee'

5.13 The First Minister, or a designated Welsh Minister, will act as a political spokesperson for the central Wales response and particularly on areas of devolved competence.

Section 6 – Communicating with the public & media

6.1 Timely, accurate and appropriate communication with the public and the media is an essential part of an effective emergency response. The public needs to know:

- basic details of the incident;
- any implications for health and welfare; and
- advice, guidance and reassurance

The public wants to know:

- practical implications such as effects on traffic, public utilities etc;
- a helpline number; and
- information on what's being done to resolve the situation.

The media will require:

- clear and co-ordinated arrangements between emergency services, local authorities, the Welsh Government and other organisations, capable of providing agreed information at speed;
- an immediate telephone contact; and
- a media rendezvous point at the scene.

To achieve this there needs to be effective co-ordination within and between responding organisations and Welsh Government Communications.

6.2 Management of the media at an emergency site remains the responsibility of the Lead Responder, in conjunction with their joint agency partners. A Multi-Agency Communications Group is usually established to ensure a co-ordinated approach to communicating with both the media and the public.

6.3 The Pan Wales Major Incident Communications Framework has been developed by the Wales Warning & Informing Group to provide guidance on a co-ordinated multi-agency communications response in the event of a major incident or wide-area disruptive challenge in Wales. The decision to activate the Framework will be based on the circumstances and response required, and will be agreed between the Welsh Government and SCG communication teams.

6.4 Welsh Government Communications will present the all-Wales picture, co-ordinate the Welsh Government response, liaise with the incident communications lead, relevant UK Government Departments and the Cabinet Office News Co-ordination Centre (NCC)

Section 7 - Liaison with Central Government

7.1 In many smaller scale events, particularly where UK Government Ministers show an interest, Government Departments will approach the Welsh Government for information either directly or through CCS. The Welsh Government will, therefore, request Common Operational Picture reports from Strategic Co-ordinating Groups or local responders on behalf of its own Ministers and/or UK Government Ministers. Using the Welsh Government as the main point of contact will reduce the risk of duplicated requests from different Government Departments. Local responders can also use the Welsh Government as a first port of call for requests for advice or assistance from central government.

7.2 In carrying out this role, it may be appropriate for the Welsh Government to place a small team within SCCs where they have been established. The role of the Welsh Government Liaison Team will be to:

- provide a two-way channel of communications between the SCGs and the ECC(W) by providing an immediate point of contact. A resource that either party can use as a channel of communication or to seek clarification of any point;
- be in full time attendance at the SCC and the SCG;
- respond to requests for assistance and advice from members of the SCG, particularly in relation to consequence management and recovery issues; and
- monitor the situation within the SCC for any issues which have national (UK or Wales) implication, and report these to the Welsh Government.

7.3 For terrorist or potential terrorist incidents a WLGO will be deployed to the SCC to link into the ECC(W); primarily leading on consequence management and recovery issues. There will also be a requirement for liaison with Home Office on counter-terrorist and policing issues.

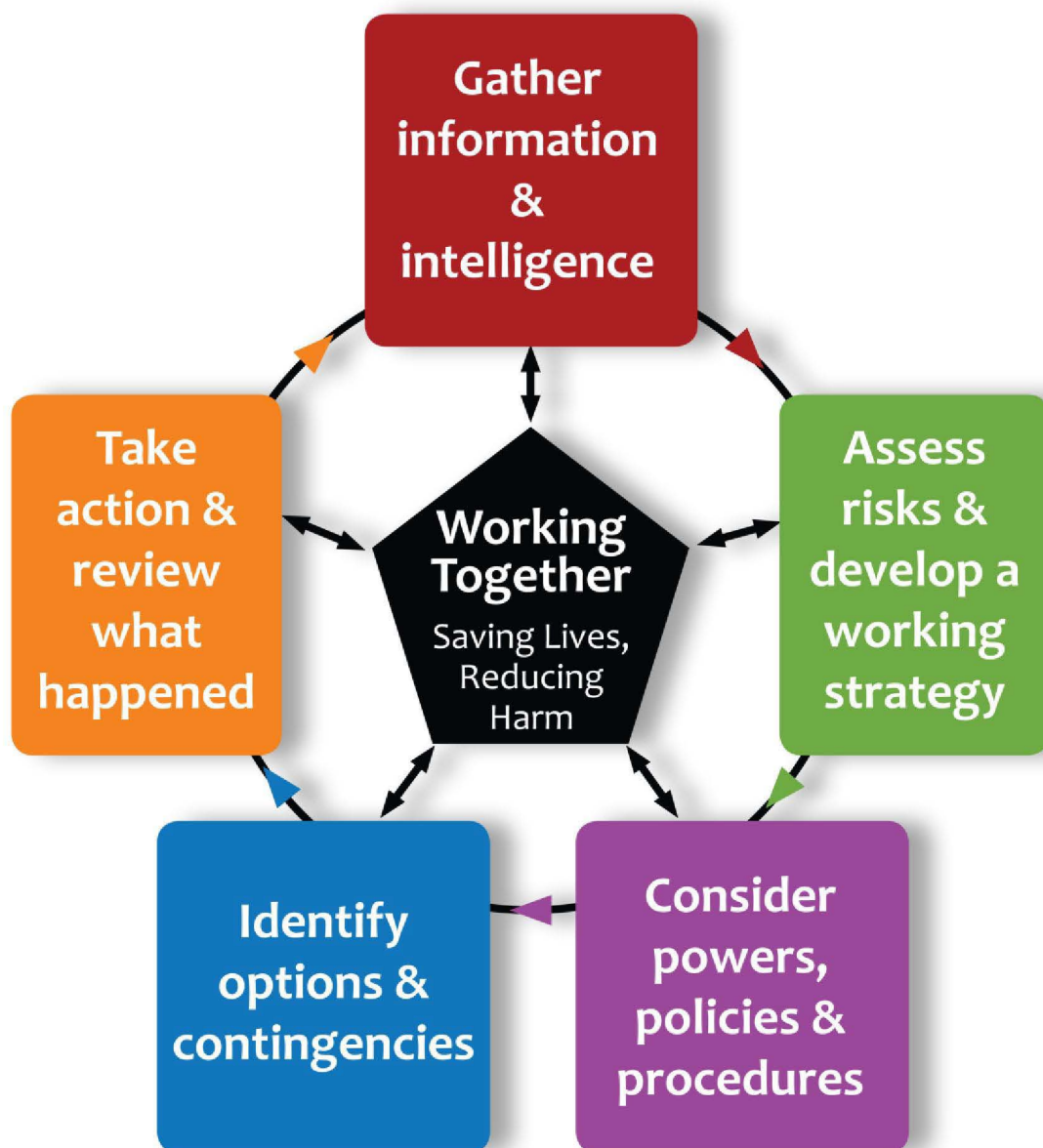
7.4 When the central government crisis management machinery is brought into play, the Welsh Government's ECC(W) will be activated and will provide it Wales Common Operational Picture reports, copied to the Lead Government Department and any other Government Department with a significant interest.

7.5 The Welsh Government will be represented at the National Security Council (Threats, Hazards, Resilience, Contingencies) by the First Minister who will normally attend by video or audio link.

Section 8 – Local Response

8.1 Local response is the building block of resilience to any emergency. It follows that operational response to emergencies will be managed at the local level. Structures are in place to respond to emergencies which are within the capacity of the resources in that area (North Wales, South Wales, Dyfed Powys and Gwent). Such a response is the responsibility of the SCG operating at the local level.

8.2 Decision-making in response to such an incident would remain largely within the SCG. The SCG will not only determine the strategy of the response but also the appropriate management structures to co-ordinate the local inter-agency response. The joint decision model below will be applied:



8.3 Robust communications and reporting arrangements will be established, where appropriate, with the ECC(W) and the UK Government. The arrangements at the local level in Wales follow exactly the same lines of the arrangements in England.

8.4 Where there is a police lead a Police GOLD commander will normally chair a multi-agency SCG made up of senior members of key local organisations. However, there will be exceptions to this depending on the nature of the emergency and the phase it has reached. Local Authorities, for example, may take over this role as the function of the group moves more towards consequence management or recovery.

8.5 The intentions for local and regional response are:

- Saving and protecting life;
- Relieving suffering;
- Protecting the health and safety of all personnel;
- Containing the emergency – limiting its escalation or spread;
- Providing the public with warnings, advice and information;
- Safeguarding the environment;
- Protecting property;
- Maintaining or restoring critical services;
- Maintaining normal services at an appropriate level;
- Promoting and facilitating self-help in the community;
- Facilitating investigations and inquiries (e.g. by preserving the scene and effective records management);
- Facilitating the physical, social, economic and psychological recovery of the community; and
- Evaluating the response and recovery effort and identifying lessons to be learned.

8.6 To support any SCG a SCC can be established, containing representatives of all key agencies, or having contact with representatives, on a 24-hour basis. The implementation of this will be determined locally. When activated, whilst initial contact will be via Police HQ Control Rooms, the SCC will provide a central point of contact for the co-ordination of the situation and for communication with the ECC(W).

8.7 The SCG is made up of senior representatives with executive authority from each of the key local organisations involved in the local response and will take strategic decisions within their own areas of responsibilities affecting the local management of the emergency and how best to manage the response.

8.8 It is good practice in most emergencies to establish a Recovery Co-ordinating Group to meet in parallel to the SCG as response decisions can greatly affect recovery efforts.

8.9 Once the initial response has been completed, the SCG will handover formally to the Recovery Co-ordinating Group, usually chaired by the relevant local authority, to manage the recovery phase.

8.10 Where there is no local police lead - in the absence of a crime or immediate threat to human life (eg a flu outbreak or animal disease) the local response will normally be led by the appropriate local responder with support as necessary from the Welsh Government.

Joint Strategic Co-ordinating Groups

8.11 In response to a rising tide incident affecting adjoining LRF areas, preliminary SCGs will be formed in each area to consider the actions to be taken and the command and control arrangements to be adopted. As part of the preliminary discussions, considerations will be made not just on whether to proceed using the conventional generic LRF arrangements but also whether combining resources into a single, regional SCG would best meet the strategic intentions. Any decision to adopt alternative arrangements across the affected region will, of course, require the agreement of all LRFs involved

8.12 On the occasions where no agreement is reached on establishing a joint-SCG the Group consideration will be given to implementing arrangements for collaborative working falling short of full a full merger; such as joint groups on communications or recovery.

8.13 In response to sudden impact emergencies, consideration of options other than the accepted conventional SCG arrangements will form an integral part of the initial agenda of the SCG and an agreement will be made on whether alternative, regional Command, Control and Co-ordination arrangements could be adopted. This decision will also depend upon the practicalities involved in implementing regional arrangements within the time-scale available.

8.14 The options for establishing alternative arrangements will be:

- (i) *An SCG based on the geographical impact area of the emergency and not based on LRF areas.*

8.15 This option will be considered where only certain responder agencies within adjoining LRFs are affected by the incident. An example of this would be a coastal flooding incident along the Gwent and South Wales coast where the SCG would be formed from only those local authorities and responder agencies where flooding is possible or real. The lead will be agreed between senior officers from the respective partner agencies after the decision to implement these arrangements has been ratified by the respective preliminary SCGs/SCGs. In these instances, it is likely that the lead will be determined primarily by the LRF most affected. Those local authorities and other agencies within the LRF areas which fall outside the affected area will provide a supporting role and mutual aid to the SCG but will not be engaged directly with the SCG itself.

8.16 Where an impact area SCG is established there may be a requirement for multiple Tactical Co-ordinating Groups to be formed in each LRF area but they will report to a single SCG. The exact response structure to be used will need to be appropriate for each emergency but should be considered on a generic basis as part of the cross-LRF planning process.

(ii) *A merged SCG to co-ordinate a wide-area strategic response to a national emergency*

8.17 Where a national emergency such as pandemic flu, fuel shortage or power outage occurs it may be more effective for SCGs to merge fully. This will allow for greater co-ordination of shared resources. Under these circumstances, it may be impractical for all organisations involved to have representation at the SCG so there will be a requirement for a lead agency to be appointed for some agencies such as a lead local authority to represent all local authorities.

(iii) *Conventional SCGs but with wide-area functional groups*

8.18 In circumstances where it is agreed that the full merger of SCGs or geographical impact area SCGs are not appropriate, consideration will be given by the SCGs involved to establishing joint-SCG functional groups. These groups will co-ordinate functions such as communications or recovery across the SCG areas whilst overall command and control for the emergency rests with SCGs in each area.

(iv) *Central Wales Command and Control*

8.19 There may be emergencies where the Command, Control and Co-ordination (C3) arrangements are best led from Welsh Government. It is unlikely that many emergencies will be run this way as, under the principle of subsidiarity, decision-making is best left in the hands of local level agencies. However, for Animal Health emergencies the C3 arrangements are run from the Emergency Co-ordination Centre (Wales) by the Office for the Chief Veterinary Officer and there may be other situations where this may be an option.

Joint Recovery Co-ordinating Groups

8.20 Each initial SCG meeting will consider establishing a Recovery Co-ordinating Group at its first meeting. Where an incident crosses LRF boundaries consideration will be given by each SCG to establishing a Joint Recovery Co-ordinating Group (JRCG) alongside other possible options.

8.21 Where a JRCG is agreed the designated lead authority for each SCG will consider the arrangements for amalgamation. The lead authority for the JRCG will be the authority most affected by the emergency. The structure and plan used will be one used by the lead authority and all authorities involved will abide by this.

8.22 The sub-group structure for the JRCG will be based on the plan recognized by the lead authority and will cover the whole of the affected area. However, there will be an element of flexibility built into these arrangements to take into account any circumstances which may require an alternative approach.

8.23 Where one SCG decides not to instigate joint arrangements then individual RCGs will be formed.

8.24 The RCG structure will remain flexible and will be tailored to circumstances and requirements. The structure and terms of reference will be kept under review and will be amended as appropriate to take account of any changes in circumstances.

8.25 The Joint Recovery Co-ordinating Group will be based on the affected geographical area and will not be limited to Local Resilience Forum boundaries. The JRCG will take responsibility for decision-making across the whole of the affected area whilst the co-ordination and enhanced support role will be assumed by the Welsh Government.

8.26 Where an area affected crosses an LRF boundary or boundaries a Joint Recovery Co-ordinating Group can be established even if separate Strategic Co-ordinating Groups are, or have been, operating in response to the emergency.

8.27 Where a JRCG is established at a time when two separate SCGs are operating, the Chair of the Group will represent it on one SCG and the Deputy, appointed from the neighbouring LRF area, will represent the group on the other SCG. Where more than two SCGs are involved the representatives of the Group on the SCGs will be from the host LRFs.

8.28 The principle of the JRCG will apply only across LRF boundaries in Wales. It will not apply to cross-border incidents with England.

8.29 The Welsh Government is the designated Lead Government Department for consequence management and recovery in Wales. As such, the Welsh Government will deploy a liaison officer to the JRCG to act as a single point of contact. The role of the WG Liaison Officer is to act as a link with the various WG Departments as a single point of contact to consider whether any support can be provided.

8.30 The Welsh Government will consider establishing a Welsh Government Recovery Group (WGRG) to co-ordinate the assistance which can be provided to the local level. This will be led by a senior civil servant. The Welsh Government will also act as a channel for wider support from the UK level or EU.

8.31 Where agreed by Ministers, a Ministerial Recovery Group will be established, chaired by a Cabinet Secretary, to provide ministerial leadership and direction to the recovery phase.

8.32 The structure to be established by the Welsh Government in supporting the JRCG is set out in the revised Welsh Government Recovery Support Arrangements. The arrangements will also set out the assistance each WG Department will be able to provide in the recovery phase from an emergency.

8.33 Where required by the JRCG, the WGRG could potentially take responsibility for wide-area or all-Wales recovery issues such as communication and the re-generation of tourism whilst each LRF area would run its own local recovery co-ordinating groups specifically for local issues. Under this structure, the chairs of the local recovery groups would represent their areas on the WGRG to ensure there were linkages between the two levels.

8.34 The options on structure and governance on recovery, as set out above, should be discussed and agreed by the Recovery Co-ordinating Groups at their first meetings; the key options being:

- a. LRF-based Recovery Co-ordinating Groups
- b. A Joint Recovery Co-ordinating Group
- c. A Welsh Government Recovery Group and LRF-based Recovery Co-ordinating Groups
- d. Appropriate combinations of a-c to best meet the circumstances

Section 9 - Terrorist Incidents

9.1 The Home Office is the Lead Government Department for terrorist related emergencies in England, Scotland and Wales. Where terrorism is suspected the procedures set down in Home Office guidance will be followed in Great Britain. The Cabinet Office, in consultation with the Home Office, will trigger the central government response.

9.2 If the cause of an emergency is uncertain and terrorist activity cannot reasonably be excluded then the working assumption will be that the emergency has been caused by a terrorist action until demonstrated otherwise and relevant procedures implemented accordingly. The initial response to a no-notice terrorist incident will trigger the UK counter terrorism structure as set out in the national guidance produced by the Home Office.

9.3 Where the incident occurs in Wales, or could affect Wales, the Secretary of State for Wales will attend meetings in COBR. The First Minister for Wales will also normally participate in relevant COBR meetings through video conferencing.

9.4 The Welsh Government has lead responsibility for the management of the consequences of a terrorist incident as far as it affects Wales. Although all policing issues are reserved, Welsh Ministers have responsibility for the Fire and Rescue Service, Ambulance Service and NHS etc. and will lead on all consequence management issues involving these services.

9.5 The management framework for responding to, and recovering from, the consequences of a terrorist incident will be similar to that adopted in relation to non-terrorist incidents. In relation to terrorism however, it may be necessary for the police to take executive action in respect of the entire incident. The impact of terrorist events on public confidence, and the possibility of further attacks, will make the provision of warnings, advice and information to the public particularly important. Notwithstanding the need to provide relevant information to the public it must be remembered that a some of the information pertaining to any terrorist incident/investigation will be of a sensitive nature and subsequently will not be released into the public domain.

9.6 During terrorist incidents, multi-agency Strategic Co-ordinating Groups will be established to run alongside the Police response and will address the consequence management and recovery issues in a similar way to non-terrorist incidents.

Section 10 – Post-Incident Learning and Development

De-briefing

10.1 Where the Pan-Wales Response Plan is implemented under LEVELS 2 or 3, and following exercises where the plan is used, the Welsh Government will co-ordinate a multi-agency de-briefing. If possible, this will be done within 28 days of standing down but it will, of course, depend upon the nature and extent of the emergency and time-scales may vary. All organisations involved in the response or exercise will be part of the de-brief process either through the Wales Resilience Partnership Team or through the local de-briefs held by those Local Resilience Forums affected.

10.2 This de-brief will address the effectiveness of the plan as it was implemented and not the full operational response to the incident itself.

10.3 Any lessons learnt from this process will be considered for inclusion on the Wales Learning and Development Group lessons learnt database.

10.4 Consideration will also be given to lessons learnt being shared with other agencies across the UK in line with established arrangements. Where such lessons identified, or notable practices, meet the published criteria of the five key JESIP principles they will be saved on the Joint Organisational Learning (JOL) portal located in *Resilience Direct*. Where lessons are identified that do not meet the criteria for JOL, they will be shared on the Lessons Direct pages of *Resilience Direct*.

10.5 The findings of the de-brief and any resultant amendment to the plan must be agreed formally by the Wales Resilience Forum and all 4 Local Resilience Forums

Training and Exercising

10.6 To ensure that the Pan-Wales Response Plan remains effective, integrated validation and training exercises at a pan-Wales level are to be undertaken on two-year basis, or where appropriate. The Wales Resilience Partnership Team will facilitate these exercises. This is usually undertaken as part of a Tier 1 UK Exercise.

10.7 The Activation Arrangements for the plan will be exercised on an annual basis through Exercise Telegram which will test the full activation cascade process.

Section 11 – Scientific and Technical Advice

11.1 The primary source of scientific and technical advice for SCGs is provided by the agencies from which it is comprised. In some instances, SCGs may wish to formalise the provision of such advice to inform the management of the response by establishing a Scientific and Technical Advice Cell (STAC).

11.2 Where the requirement for scientific and technical advice is wider than the expertise available at the SCG level (for example, as may be required in complex incidents with scientific uncertainties), the Welsh Government may be asked to identify other sources of scientific advice from across Wales or further afield to support the local response. If necessary, the Welsh Government will seek support from the UK Government via Cabinet Office which will liaise with the Government Office for Science in identifying appropriate expertise.

11.3 Where scientific and technical advice is required by more than one SCG in Wales, a single Wales STAC working under the direction of the SCG or SCGs, may be established to provide appropriate advice to a number of SCGs. The SCGs supported by the Wales STAC would agree the strategic objectives and advice requirements. To address scientific knowledge gaps, SCG Chairs will ask the Wales STAC specific questions would then respond to questions raised by the SCGs and where required, to the individual sub-groups established under the SCGs. During the recovery phase the Recovery Co-ordinating Group may continue to call upon or activate a STAC to seek advice whether or not it has already been established during the response by the SCG.

11.4 If the Welsh Government needs additional scientific and technical advice it may also ask COBR to activate and co-ordinate the Scientific Advisory Group for Emergencies (SAGE) in order that UK scientific and technical advice is available to the Welsh Government and SCGs.

Annex 1

GLOSSARY

C3	Command, Control and Co-ordination
CCG	Civil Contingencies Group
CCS	Civil Contingencies Secretariat
COBR	Cabinet Office Briefing Room (Civil Contingencies Committee)
CONOPS	Concept of Operations
COP	Common Operational Picture
DEFRA	Department for Environment, Food and Rural Affairs
ECC(W)	Emergency Co-ordination Centre (Wales)
FRS	Fire and Rescue Service
JOL	Joint Operational Learning
JRCG	Joint Recovery Co-ordinating Group
JSCG	Joint Strategic Co-ordinating Group
LRF	Local Resilience Forum
MRG	Ministerial Recovery Group
NAW	National Assembly for Wales
NCC	News Co-ordination Centre
NHS	National Health Service
NPCC	National Police Chiefs Council
NRW	Natural Resources Wales
NSC(THRC)	National Security Council (Threats, Hazards, Resilience, Contingencies)
NSC(THRC)(O)	National Security Council (Threats, Hazards, Resilience, Contingencies) (Officials)
PWMICF	Pan Wales Major Incident Communications Framework
RNC	Regional Nominated Co-ordinator
SAGE	Scientific Advisory Group on Emergencies
SCG	Strategic Co-ordinating Group
SCC	Strategic Co-ordination Centre
STAC	Scientific and Technical Advice Cell
WCCC	Wales Civil Contingencies Committee
WCOP	Wales Common Operational Picture
WEC	Wales Emergency Co-ordinator
WG	Welsh Government
WGLO	Welsh Government Liaison Officer
WGRG	Welsh Government Recovery Group
WLGA	Welsh Local Government Association
WRPT	Wales Resilience Partnership Team
WRF	Wales Resilience Forum

**ANNEX 2: APPENDIX 2: OPERATIONAL REPORTING TEMPLATE
FOLLOWING METHANE FORMAT**

SITUATION OVERVIEW	
<i>Using METHANE provide a brief overview of the type of incident based on information gathered from agencies.</i>	
Major Incident Declared?	<i>(Include details of by who and when)</i>
Exact Location	
Type of Incident	
Hazards	
Access	
Number and nature of casualties/fatalities	
Emergency Services Involved	
Date and Time of Report	
Point of Contact	

Annex 3 – Wales Common Operational Picture

The Wales Common Operational Picture will provide a summary of the situation in Wales during any emergency where the ECC(W) is activated and will be used as the basis of briefing for COBR and Welsh Ministers as a definitive recognised picture agreed at all levels.

The WCOP will be compiled by the ECC(W) from COP reports submitted to the Centre by the Strategic Co-ordinating Groups which will be signed-off by all agencies as an agreed picture.

Each LRF will base its COP on the WCOP and will use separate, distinctive colours for their Powerpoint slides:

- Dyfed Powys - **Green**
- South Wales - **Orange**
- Gwent – **Light Blue**
- North Wales - **Purple**

The WCOP and COPs will use separate slides for services, sectors and issues relevant to the emergency. The most common areas to be covered in the WCOP and COPs will be:

- **General Overview**
 - Fatalities
 - Casualties
 - Operational Response
 - Vulnerable People
 - Transport
 - Utilities
 - Education
 - Environment
 - Business and Industry
 - Voluntary Sector
 - Communications and Media
- **Key pressures**
- **Support Required from Welsh or UK Governments**
- **Forward Look**
- **Other**

Incident: _____



Information correct as of _____ at _____

The image shows a presentation slide. At the top, there is a green horizontal bar. On the left side of this bar is a circular logo featuring a green map of Wales. To the right of the logo, the word "Overview" is written in white, sans-serif font. The main area of the slide is white and empty. At the bottom, there is another green horizontal bar containing the text "Wales Common Recognised Information Picture" in white, sans-serif font.

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