

OFFICIAL

# Emergency Response Handbook

A guide for Public Health Wales responders

**Version 1.0 2019**



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<b>Document Summary</b>	
<b>Purpose and Summary of Document:</b>	<p>This handbook aims to support decision making and the emergency response.</p> <p>This plan is to be read alongside the Public Health Wales Emergency Response Plan v2.0</p>
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<b>Document approved by</b>	<p>Emergency Planning and Business Continuity Group</p>
<b>Date Approved</b>	<p>10.7.19</p>
<b>Version</b>	<p>1.0</p>
<b>Publication / Distribution</b>	<ul style="list-style-type: none"> <li>• Public Health Wales Emergency Planning and Business Continuity Group</li> <li>• Public Health Wales Silver Group Members</li> <li>• Public Health Wales Executive On-call</li> <li>• Emergency Planning and Business Continuity <a href="#">SharePoint</a> site</li> </ul>





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## Introduction

Public Health Wales staff who respond to an emergency should be familiar with the content of this handbook.

This handbook aims to support decision making and the emergency response.

Further copies of this handbook as well as relevant plans and procedures can be found on the Emergency Planning and Business Continuity [SharePoint site](#)<sup>1</sup>

If you have any queries on the handbook, please contact a member of the Emergency Planning and Business Continuity Team:

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Emergency Planning and  
Business Continuity Manager  
Mobile: **Personal Data**  
**I&S**

**Daniel Rixon**  
Emergency Planning Officer  
Mobile: **Personal Data**  
**I&S**

<sup>1</sup> <https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>



## Incident Details

Record details of the initial notification below:

<b>M</b>	Major Incident Declared?	
<b>E</b>	Exact Location	
<b>T</b>	Type of Incident	
<b>H</b>	Hazards	
<b>A</b>	Access	
<b>N</b>	Numbers	
<b>E</b>	Emergency services present	



## In an emergency you should have the following

Tick	Resource
	A Laptop and charger
	A VPN token
	A Mobile phone and charger
	Access to relevant plans and documents (e.g. Public Health Emergency Response Plan, Emergency Response Telephone Directory) N.B. The emergency Planning SharePoint is available here:  <a href="https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx">https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx</a>
	A Decision Log
	A trained Loggist (if you are in a decision making role)
	Log-in details for ResilienceDirect  <a href="https://www.resilience.gov.uk/">https://www.resilience.gov.uk/</a>
	Food and drink
	A colleague to hand-over to after your shift





## Role of Public Health Wales

Public Health Wales is responsible for providing emergency preparedness, resilience and response leadership, and scientific and technical advice at all organisational levels, working in partnership with other organisations to protect the health of the public within Wales. In fulfilling these duties Public Health Wales will undertake the responsibilities outlined below, whilst ensuring business continuity arrangements are in place, to ensure services provided by the organisation are delivered and maintained.

- Risk assessment
- Emergency plans
- Business continuity
- Warning and Informing
- Sharing of information
- Cooperation with local responders

In fulfilling these duties, Public Health Wales will

- Assess the impact on population health to inform the multi-agency response
- Liaise with stakeholders to gather detailed information on the type of incident
- Liaise with other expert agencies, as appropriate, to ensure the provision of proportionate and timely evidence-based advice and support to partners
- Recommend measures to protect public health and mitigate the effects of an incident
- Attend Strategic, Tactical and Operational groups as required
- Provide representation at the Emergency Coordination Centre Wales (ECCW)
- Contribute to a range of multi-agency partnerships such as the Scientific and Technical Advice Cell (STAC), Air Quality Cell (AQC) and Media cell
- Advise on the effective communications of public health risks
- Analyse and evaluate the response proposed by other agencies in terms of the likely impact on public health
- Facilitate epidemiological follow-up of affected populations and communities as necessary
- Provide an integrated approach to the protection of public health in Wales and supporting partner agencies in the provision of scientific and technical advice within the following specialist areas
  - Infectious disease
  - Outbreak surveillance
  - Chemical, Biological and Radiation hazards



# Emergency Planning and Business Continuity SharePoint

## About

The Emergency Planning and Business Continuity SharePoint provides a single consolidated resource of information, plans and procedures relating to Emergency Planning and Business Continuity.

Content includes

- Emergency plans and documents
- Business Continuity Plans
- Business Continuity Rotas
- Emergency Telephone Directory
- Debriefs
- Relevant links (e.g. ResilienceDirect)

All staff across the organisation are provided access to the SharePoint site.

## Access to SharePoint

The Emergency Planning and Business Continuity SharePoint site is available at the following link

<https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>

Issues regarding access to SharePoint should in the first instance be reported to the Public Health Wales IT Service Desk on [phw.servicedesk@wales.nhs.uk](mailto:phw.servicedesk@wales.nhs.uk) or [phw.sharepoint.cymru.nhs.uk/corporate/continuity/default.aspx](https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx)

Irrelevant & Sensitive

Issues regarding the site content should be reported to

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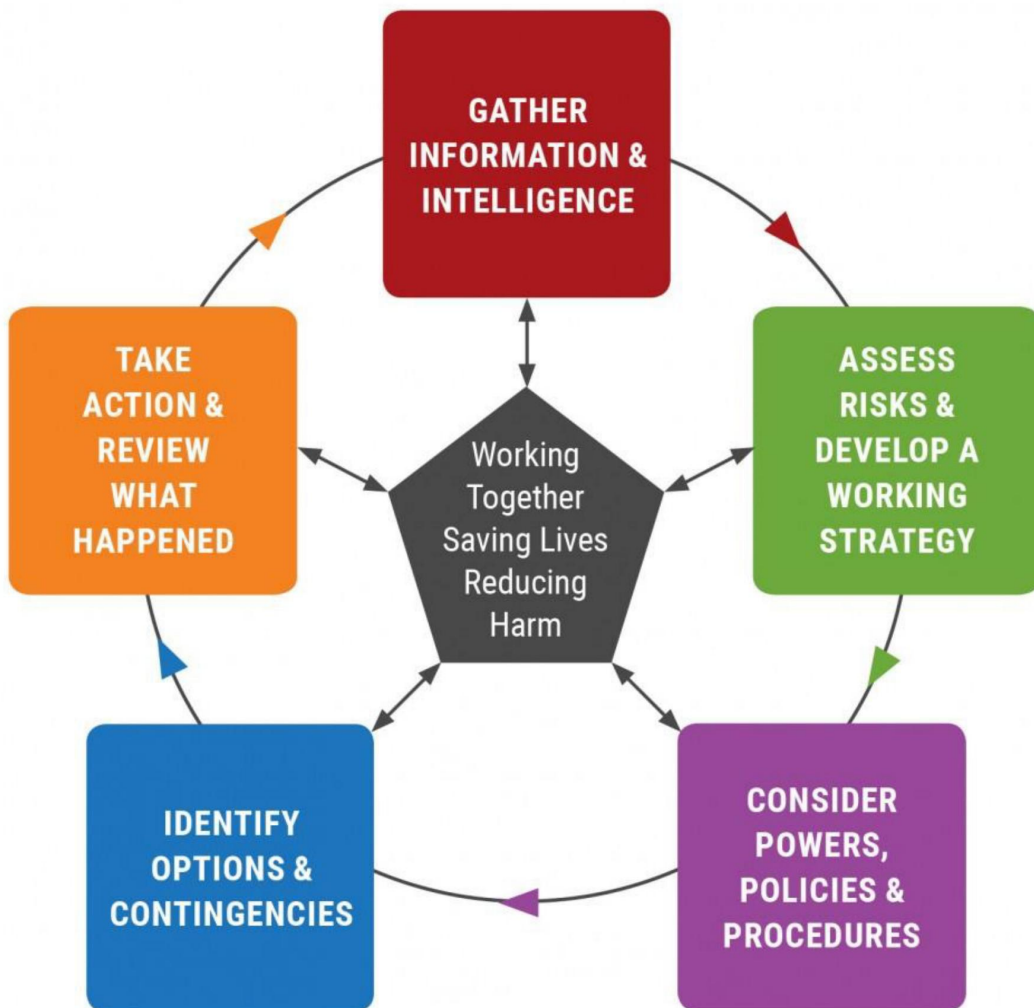
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# DECISION MAKING

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## Joint Decision Model

Along with personal experience and knowledge of any given situation, the JDM is designed to help make effective decisions together



## Recording decisions

Whether members are keeping individual logs or maintaining a decision log, the following rules should be applied.

### BAD PRACTICE – The Don'ts



Do not record assumptions or opinions

Do not use multiple logs – keep all material together

#### Remember – **No ELBOWS**

- No **E**rasures or correction fluid (Strike & Initial)
- No **L**eaves (pages) left out
- No **B**lank spaces left
- No **O**verwriting
- No **W**riting between lines
- No **S**eparate pieces of paper

### GOOD PRACTICE – The Do's



Logs should be **CIA: Clear - Intelligible - Accurate** (factual)  
© Bond Solon

Complete in permanent black ink if possible

Date, Time and Sign/Initial each entry

Record information known at time, decisions, rationale and resulting actions

If you have a loggist, cross check that all decisions have been correctly recorded with no misinterpretation

Reference and attach copies of maps, statements, etc ...





## The Role of the Loggist

The role of the Loggist is 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.

The Loggist **is not**

- A minute taker
- A gopher or runner
- The tea / coffee maker
- Responsible for all decision makers logs
- Responsible for logging all communications

The decision maker must ensure

- The Loggist is briefed prior to the commencement of the log.
- Ensure the Loggist is sat next to the decision maker.
- Debrief afterwards to ensure all actions, decisions and their rationale were captured

Decision makers should have trained Loggists. A list of trained staff is available in the Public Health Wales Emergency Response telephone directory located the Emergency Planning and Business Continuity SharePoint at the following link

<https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>



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**PUBLIC HEALTH  
WALES  
COMMAND AND  
CONTROL**

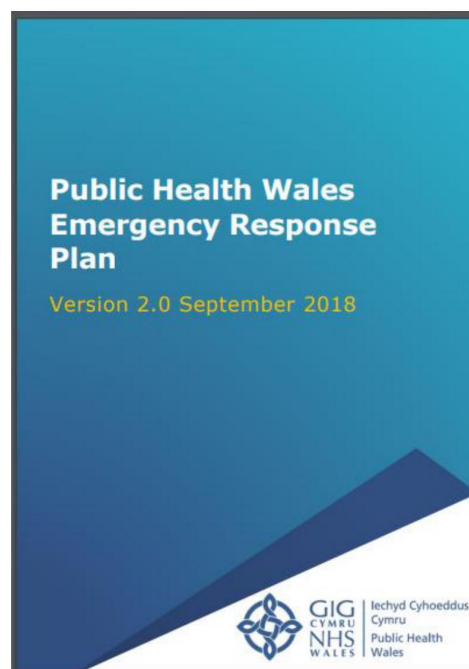
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# Public Health Wales Emergency Response Plan

The Public Health Wales Emergency Response Plan outlines the organisation's arrangements for responding to an emergency.

Public Health Wales is required under the Civil Contingencies Act [2004] to maintain and develop plans to ensure that if an emergency occurs or is likely to occur, the organisation 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 Public Health Wales Emergency Response plan provides a framework to establish, create and improve resilience.

The Emergency Response Plan is Available on SharePoint at the following location  
<https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>



## Public Health Wales Response Levels

The Public Health Wales response level will be dictated by the seriousness of the incident and the impact on the organisation. Public Health Wales operates the following three levels of response;

### 1. Normal

A normal incident will be within 'business as usual' operational arrangements.

Outbreak Control Teams and Environmental Incident Management Teams are part of normal arrangements.

### 2. Enhanced

Incidents that require coordination and resources above those provided by normal operational capacity. This incident is responded to by a Silver Group. The appointment of a Strategic Director and a Gold Group may be necessary.

### 3. Major incident

The scale of the incident response requires a more significant mobilisation of resources and a level of strategic response. There may be significant reputational issues. A Major Incident will require the appointment of a Strategic Director and if necessary a Gold Group.



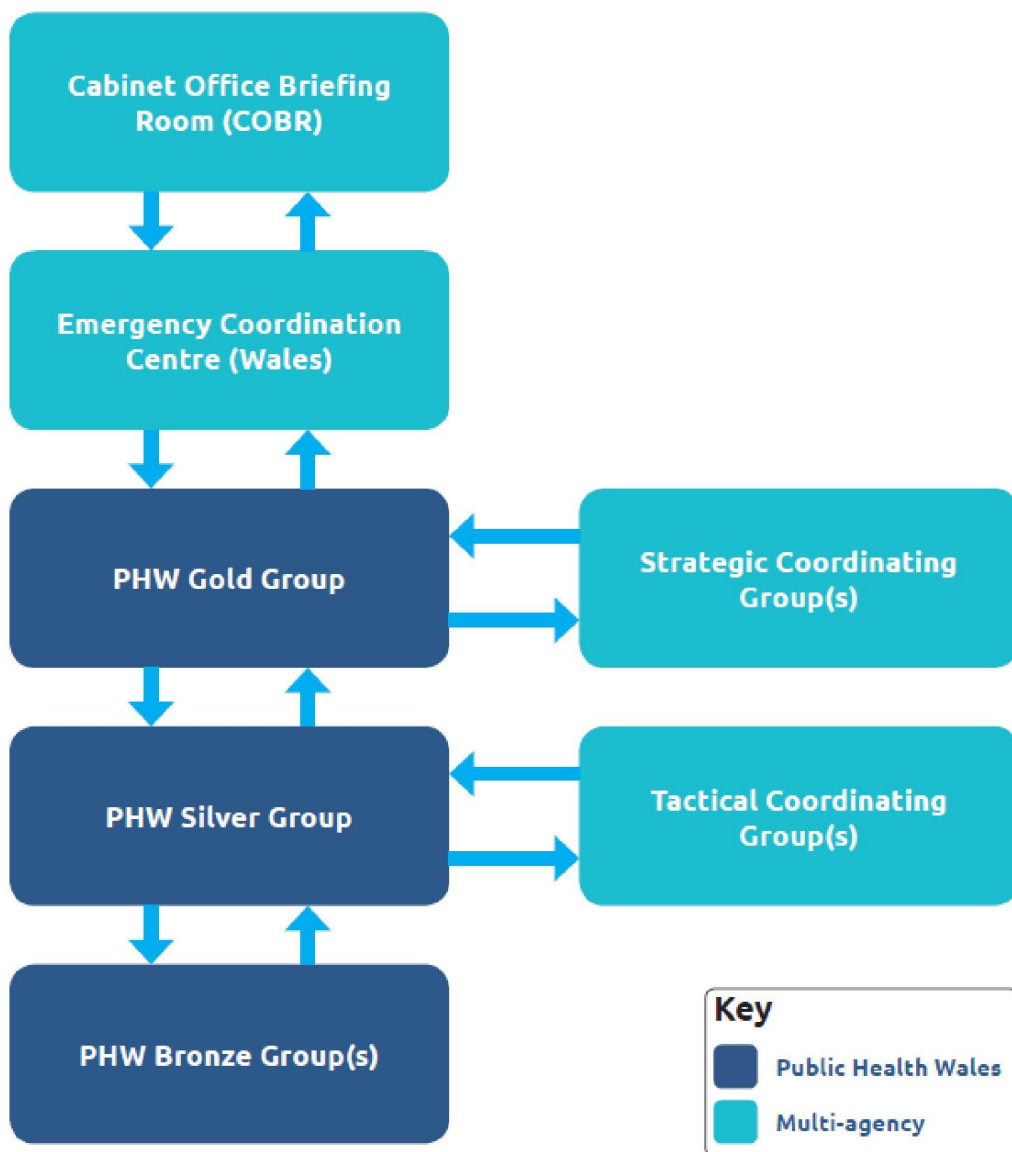
# Public Health Wales Command and Control Arrangements

<h2>Gold</h2> <ul style="list-style-type: none"><li>• Led by the Strategic Director</li><li>• Gold group may be formulated</li><li>• Sets strategic direction</li><li>• Coordinates Public Health Wales</li><li>• Prioritise scarce resources</li></ul>
<h2>Silver</h2> <ul style="list-style-type: none"><li>• Led by the Tactical Incident Manager</li><li>• Supported by a Silver Group (members consisting of Specialist Advisors, Communications, Watchkeepers, Administration and Logistics)</li><li>• Interprets strategic direction</li><li>• Develops tactical plan</li><li>• Coordinates activities / assesses across Public Health Wales</li></ul>
<h2>Bronze</h2> <ul style="list-style-type: none"><li>• Executes tactical plan</li><li>• commands single service</li><li>• Coordinates actions across the service</li></ul>



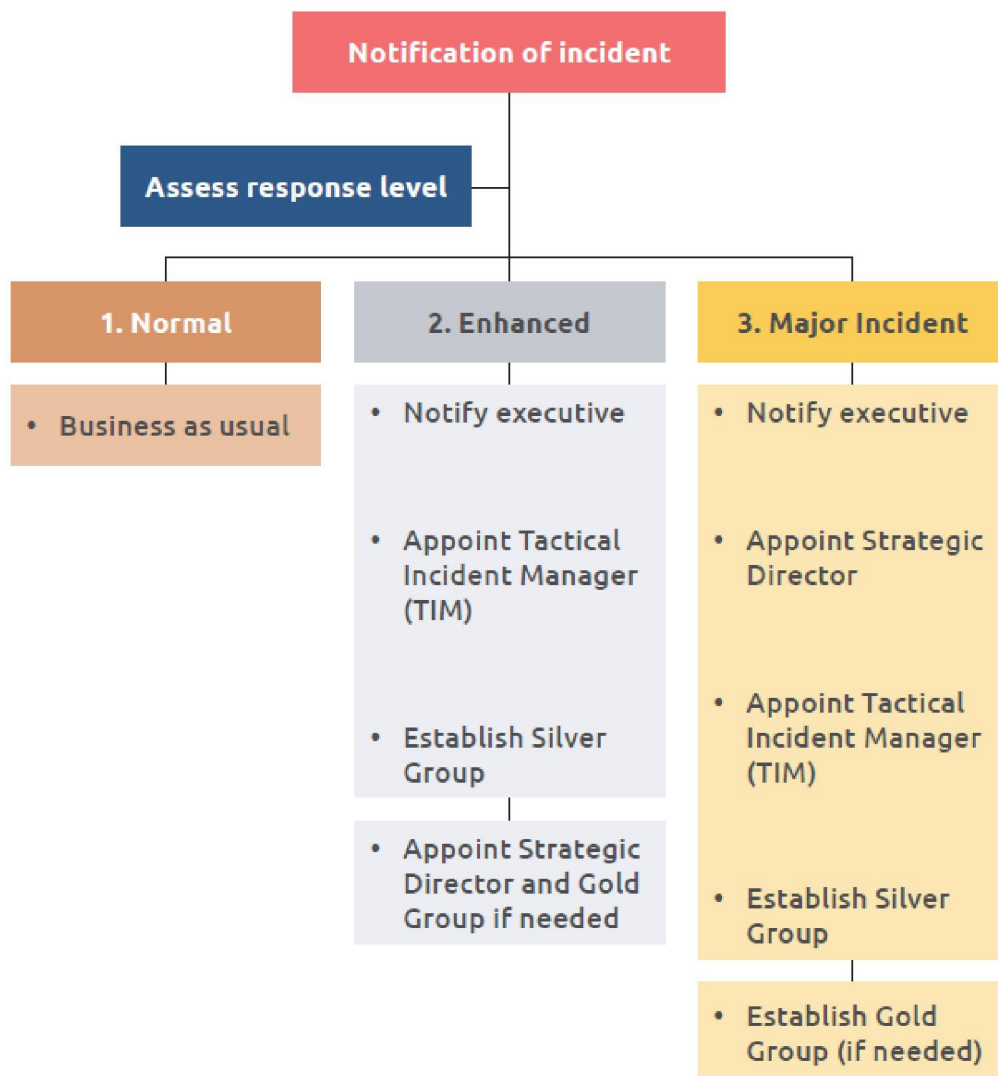


### Public Health Wales Command and Control Integration



## Notification and Alerting

The arrangements for activating each Public Health Wales response level are outlined below:



<b>In Hours</b>	In hours, incident notification is to be received by the All Wales Acute Response Service (AWARe) on <b>Irrelevant &amp; Sensitive</b>
<b>Out of hours</b>	Out of hours incident notification is received by the Health Protection on call service contactable through regional ambulance control centres

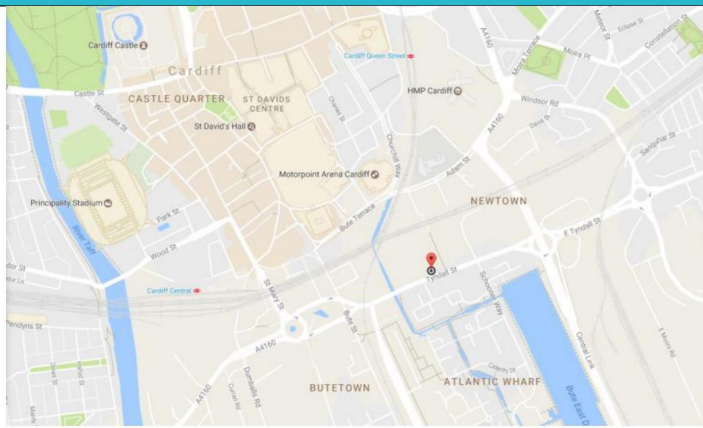
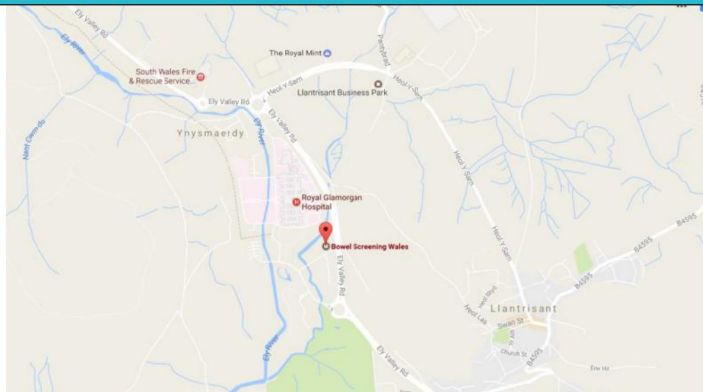


# PHW Incident Coordination Centre

## Purpose

The Incident Coordination Centre aims to together information regarding the operational/tactical response across the organisation, gather information from wider sources relating to the incident and make sure information flows efficiently through the chain of command and to partner organisations

## Location

<p><b>Primary</b></p> <p>Room 4.6 Public Health Wales Number 2 Capital Quarter Tyndal Way Cardiff CF10 4BZ</p> <p>N.B. Parking is not available on site. Nearest car park to Capital Quarter No.2: <a href="https://www.ncp.co.uk/find-a-car-park/car-parks/cardiff-adam-street/">https://www.ncp.co.uk/find-a-car-park/car-parks/cardiff-adam-street/</a></p>	
<p><b>Secondary</b></p> <p>Public Health Wales, Unit 6, Green Meadow, Llantrisant, Pontyclun, CF72 8XT</p> <p>N.B. Onsite parking available. Please park in marked bays.</p>	

The Incident Coordination Centre Concept of Operations (CONOPs) details arrangements activating and running of the Incident Co-ordination Centre:  
<https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>

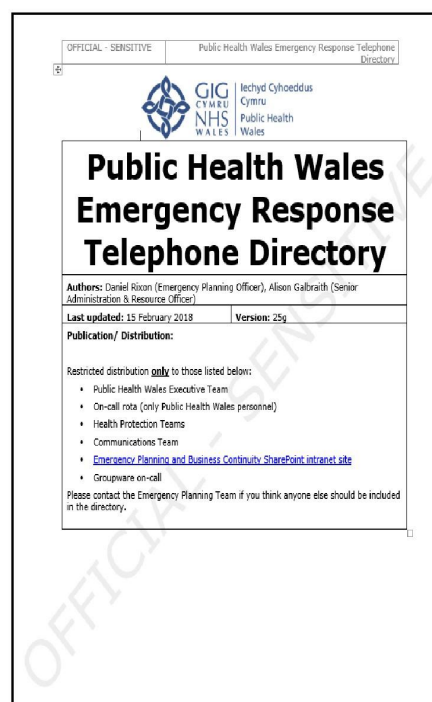
## Emergency Telephone Directory

The Emergency Response Telephone directory contains contact details of partner organisations as well as trained emergency response staff from across Public Health Wales.

The directory further contains contact details of Executive staff members as well as staff from across the Health Protection Division.

This document is available on the Emergency Planning and Business Continuity SharePoint at the following location  
<https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>

Any amendments should be reported to the Emergency Planning and Business Continuity Team.



## Business Continuity

### About

The Incident Management Process is underpinned by individual business continuity Directorate/Divisional plans. These outline the specific actions and processes for invoking plans, roles and responsibilities and how the impact of the risks will be managed. This is to ensure that critical activities can be recovered in appropriate time scales. The plans take direction from risk assessment to identify hazards and threats in which the organisation needs to plan, within the context of critical activities.



### Access to plans

The Business Continuity Framework, Business Continuity Incident Management Process and Directorate/ Divisional plans are available on the Emergency Planning and Business Continuity SharePoint at the following link

<https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>



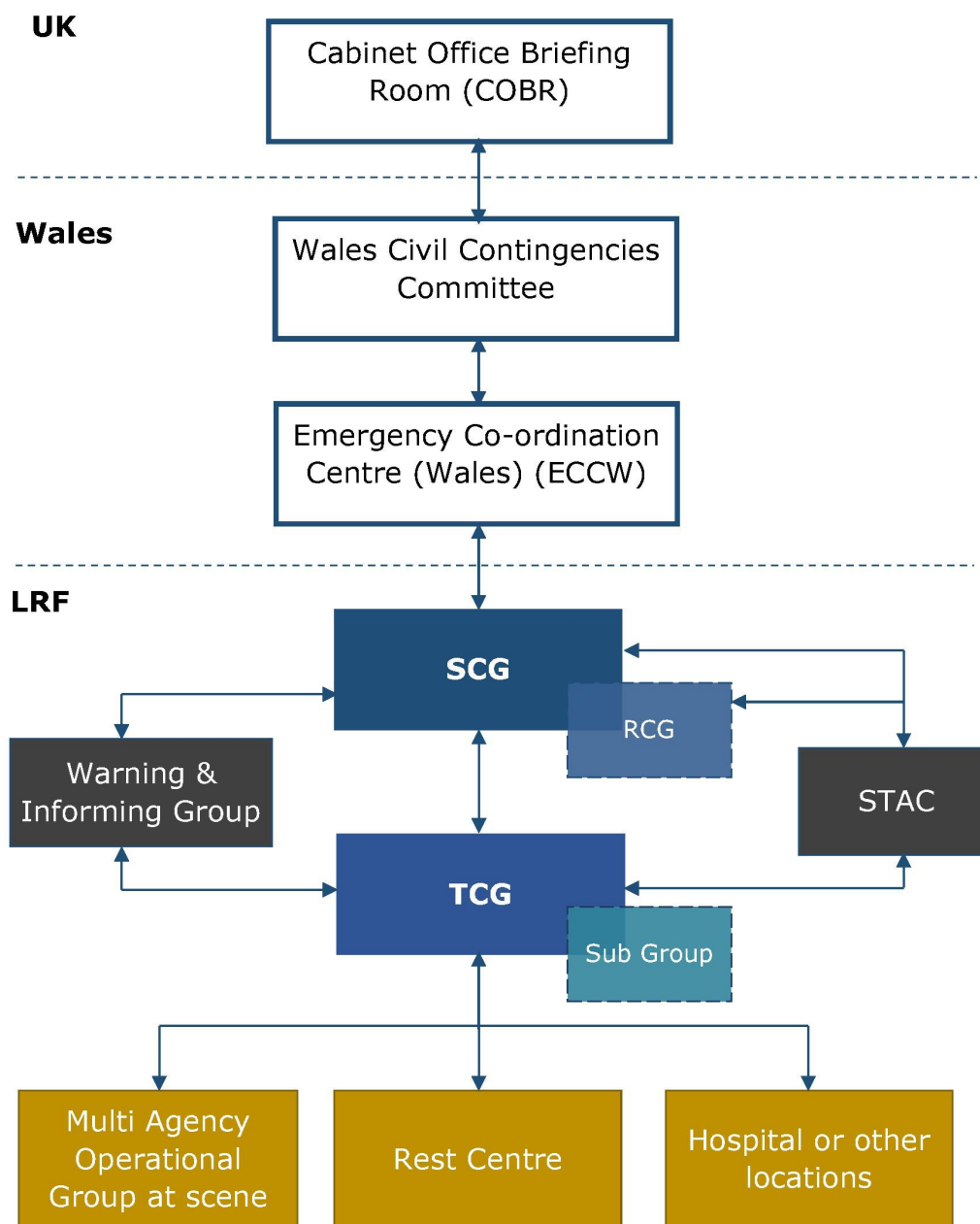


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# MULTI AGENCY COMMAND AND CONTROL

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# Command, Control and Coordination



# Strategic Command

## Principles

Strategic command should establish a framework to support officers operating at the tactical level through the provision of resources and mitigating the demands upon the service. This strategic level needs to consider the longer term implications and wider impact of the emergency.

## Command

This strategic level requires senior staff members to co-ordinate. Often this role is the required of divisional directors/ directors on call within the respective organisation. If the incident has a significant impact, resources implication and involves a number of organisations a coordinating group may be convened at the multiagency levels which brings together the strategic commanders from relevant agencies. This group is referred to at the Strategic Co-ordinating Group (SCG)

## Role

- Establish a policy framework for the overall management of the event/situation
- Define strategic objectives
- Ensure there are clear lines of communications both externally to the public and also to partner agencies.
- Ensure longer term resourcing and expertise for organisational/commander resilience.
- Attend and possibly chair a Strategic Co-ordinating Group (SCG) if one is set up.
- Plan beyond the immediate response phase to aid recovery from the event/situation.
- Allocate resources and expertise that can be made available to tactical commanders.
- Keep a decision log.



## Strategic Coordinating Groups (SCG)

### What is an SCG

The SCG provides strategic objectives within which the tactical level will manage the response undertaken by the operational teams. Purpose of the strategic level:

- Take overall responsibility for the multi-agency management of the emergency
- Consider the emergency 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
- Following the meeting of the SCG, agreed strategy and decisions

### Strategic Intentions of the SCG

The group is set up to provide strategic coordination of the response to a major incident and establish priorities in order to:

- 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 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

### Key Issues for an SCG

- Below is a list, by no means exhaustive, of key issues for considerations by the strategic level:
- Set the strategic aims and objectives in responding to the incident
  - Determine policy and strategic framework within which the tactical level will work
- Consider reputation and political dimension of the incident

- Address the medium to long term priorities to facilitate the recovery of affected communities
- Evaluate the medium to long term environmental and economic impacts of the incident
- Prioritise the requirements of the tactical tier and allocate personnel and resource accordingly
- Implement adequate financial controls
- Have overall responsibility within the command structure for health, welfare, safety, diversity, equality and human rights compliance and ensuring that relevant impact assessments are completed. This includes wellbeing of staff likely to be affected.
- Act as an interface with national government structure • Responsible for development of communication and media strategies
- Decide on requirement for and establishment of helpline • Liaise with neighbouring LRFS
- Consider need for mutual aid and make request
- Consider resilience of organisation and business continuity arrangements
- Think about legal and potential future litigations and inquiries
- Organise and coordinate VIPs visits

### Actions Following an SCG

Following the SCG it is vital that the Tactical Incident Managers and Tactical Coordinating Group representatives are briefed immediately in relation to strategy and agreed actions. This is to ensure necessary tactics can be designed, personnel and equipment identified and provided in order to drive strategy.

Tactical Incident Managers can then brief operational staff to deliver agreed actions.

**SCG locations**

Local Resilience Forum	Location
Dyfed Powys	Strategic Coordinating Centre Dyfed Powys Police Head Quarters Llangunnor Carmarthen SA31 2PF
Gwent	101 House Malthouse Avenue, Cardiff Gate Business Park, Pontprennau, Cardiff, CF238RA
North Wales	North Wales Police Headquarters Glan y Don, Colwyn Bay, Conwy, LL29 8AW
South Wales	101 House Malthouse Avenue, Cardiff Gate Business Park, Pontprennau, Cardiff, CF238RA



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# Tactical Command

## Principles

The purpose of tactical command is to ensure that the actions taken by operational staff are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency.

## Command

Tactical management is usually undertaken from an incident control point established in the vicinity (if there is an identifiable scene). Some agencies however e.g. Local Authorities may locate their silver commanders within administrative offices away from the scene but send liaison officers to aid coordination.

Silver (commanders) will be required to meet with liaison officers from other agencies at regular intervals to achieve effective co-ordination.

The Silver (tactical) level needs to consider whether the situation merits the activation of the strategic level of co-ordination. If this occurs the tactical commander will continue to maintain multi-agency co-ordination within their area of responsibility

## Role

- Determine priorities in allocating resource
- Obtaining resource
- Co-ordinate tasks that are to be undertaken
- Construct and agree objectives as well as a concept of operations
- Assess and disseminate additional information and intelligence to evaluate hazards, threats and vulnerabilities to maintain multi-agency awareness. Consideration to be given to how the above effect each responding organisation.
- Provide accurate and timely information to protect and inform communities.
- Keep a log, recording the received information and rationale behind each decision



# Operational

## Principles

Operational (bronze) is the level at which the management of immediate 'hands on work' is undertaken.

## Command

Operational commanders are responsible for the implementation of the Silver (tactical) commander's plan within their geographical region or functional area of responsibility. Bronze commanders are located on scene, which is often referred to as the inner cordon. "As the incident progresses and more resources attend the scene, the level of supervision will increase in proportion" [JESIP 2013:17]. The bronze commander should consider whether the situation requires next level command and support (silver/tactical).

## Role

- Implementation of rapid and effective actions to minimise harm and mitigate the effects of an incident.
- Concentrate resources on specific tasks within their area of responsibility.
- Act upon delegated responsibility from their parent organisations until other levels of command are established
- Provide a briefing at the earliest opportunity and understand that the message is clear and understood.
- Give consideration to the JESIP joint decision model (Appendix 5) to co-ordinate information, maintain situational awareness, record and share dynamic risk assessment, assist implementation of operation plans as well as understanding all multi-agency operational commander roles.
- Keep a personal log.

## Recovery Working Group

A Recovery Working Group (RWG) will initially be set up as a sub-group of the SCG and is normally chaired by the Local Authority. A RWG and SCG can in many instances overlap and work in the same space at the same time, with SCG taking primacy until such time as a formal logged handover takes place. At some point after the emergency has been stabilised and certain pre-defined criteria are met, the chairs of the SCG and RWG will agree a formal handover. The SCG will stand down and control of the recovery phase will be handed over to the RWG.



## Warning and Informing

Any major incident will attract media attention and a hive of activities on social media notably with the increase in citizen journalists

Any press statements or briefings to the media must be via a nominated Press Officer and should be regularly updated. In the early stages they should focus on what is happening at the scene. The statements should not speculate on the cause or give premature estimates of the numbers of casualties or deceased.

A lead agency will be agreed to manage the media early on during an incident and coordinate meetings/messages.

All agencies press officers should participate or be invited to (even if just copied on correspondence) the media cell to ensure they are briefed on the incident and promulgate messages, providing one consistent message.

The chair of the media cell will sit on the SCG meetings.

### Key Points

1. Notify & Involve corporate press team early
  - a. Vital to allow controlled messages out early. Issue a holding statement and counteract any rumours.
  - b. Press officers will engage with partners to agree multi agency communications plan and consistency of messages
  - c. They act as a trusted source for media agencies through well established relationships
2. Warning & Informing is the SCG's responsibility
3. Keep social media in mind – at forefront of communications with communities. Be aware of speed of information and citizen journalists
  - a. Window of opportunity much smaller with social media e.g. with deaths
4. One authoritative source for the public to follow.
  - a. This is important for social media communications
  - b. Regular pro-active warning/update/reassurance
  - c. Avoid 'catch-up' to negate misinformation
  - d. Can work in favour of responders to convey warning messages as well.
5. Manage public perception & reputation of organisation
6. Warning & Informing is a statutory duty for responders
7. Set up a press conference location away from the scene of the incident



8. Control press/media contacting staff directly at place of work – Put in place security measures to protect staff

### Good & Bad Practice – Lessons Learnt

#### DO NOT

Unnecessarily hinder or obstruct. It achieves nothing and creates problems for others.

Say “no comment”. Journalists may take it as a negative answer.

Be afraid to simply say, “I don’t know”.

Deny access or assistance automatically. Ask yourself why you cannot help before you refuse to do so.

Allow the media to distract you from the main task. Explain, if you have to, why you are too busy to help.

#### DO

Keep positive towards media and keep them on your side

Let press officers/Media group know immediately of any developments

Provide **FACTS** only. If you don’t know, tell the press.

Keep press/public regularly informed and reiterate same message if required

Ensure one consistent message across all agencies is provided to the media

Be aware that your attitude as spokesperson reflects on the wider response as a whole





# Emergency Coordination Centre Wales

## About

During an emergency the Welsh Government may activate the Emergency Co-ordination Centre (Wales) to link with all Strategic Co-ordination Groups and the central government crisis management machinery facilitated by the Cabinet Office.

The ECC(W)'s role is primarily one of information gathering and keeping Ministers and the UK Government informed of the implications of emergencies in Wales. At the same time, it keeps Strategic Co-ordinating Groups and individual agencies informed about developments at the UK level which will affect them.

ECC(W) aims to

- gather information regarding the strategic response across Wales,
- gather information from wider sources relating to the incident
- Ensure information flows efficiently through the chain of command and to partner organisations.

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.

The decision on whether to activate the ECC(W) will depend upon the nature and extent of any emergency in or affecting Wales.

## Location

Primary Location
Welsh Government Offices Cathays Park Cardiff CF10 3NQ
Secondary Location
Rhydycar Business Park Merthyr Tydfil CF48 1UZ

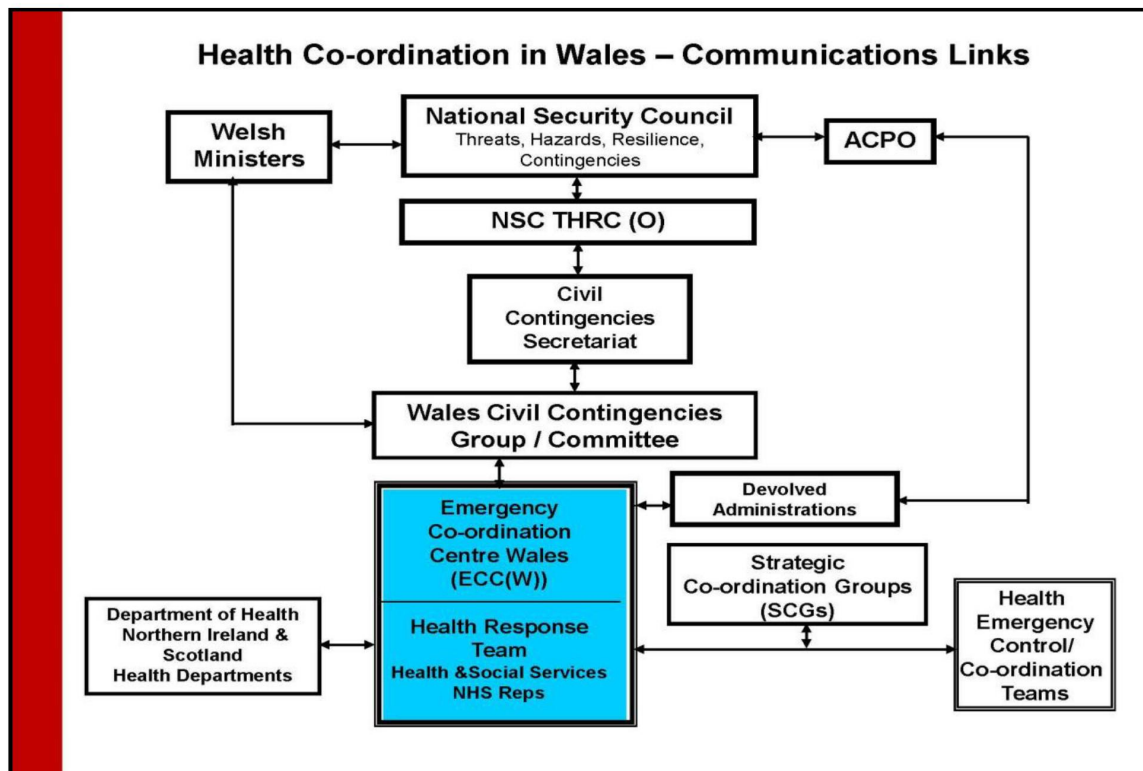




### Role of Public Health Wales at ECCW

Public Health Wales will be expected to provide representation to the Health Response Team upon request.

### Communication Arrangements



Emergency Coordination Centre Wales arrangements are detailed in the Pan Wales response plan available at the following <http://howis.wales.nhs.uk/sites3/page.cfm?orgid=331&pid=793>

## Scientific and Technical Advice Cell (STAC)

### About

A STAC brings together scientific and technical experts operating under the strategic direction of the SCG during the response phase or once the transition to recovery has been taken, the Recovery Co-ordinating Group (RCG). The SCG Chair is responsible for, and will set the overall direction of, the multi-agency response including the high-level objectives and priorities.

### Role of Public Health Wales

In most instances the immediate concern is likely to be the risk to human health. In the majority of cases the role of STAC Chair will be filled by Public Health Wales where there is no clear alternative.

### Role of STAC

The primary role of the STAC in response to an incident is to:

1. Bring together relevant expertise into a single group to provide commonly agreed and authoritative science and technical advice to the Strategic Co-ordinating Group (SCG) or Recovery Co-ordinating Group (RCG)
2. Advise on what action should be taken by the public to best protect them from harm, including any health, public safety, or environmental implications;
3. Develop a common view on the scientific and technical merits of different courses of action for the local area;
4. Identify any additional specialist advice that could be engaged locally or nationally to assist the response; and
5. 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.

The Provision of Scientific and Technical Advice to the Strategic Coordinating Groups Wales Implementation Plan is on the Emergency Planning and Business Continuity SharePoint  
<https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>

## Air Quality Cell (AQC)

Public Health Wales and Public Health England, in conjunction with Natural Resources Wales (NRW) can request that an AQC is convened. A formal Strategic Coordinating Group or Tactical Coordinating Group need not be in place for the AQC to convene.

An AQC will only be established for a fire, explosion or chemical release and can undertake; a review of monitoring strategies, interpretation real-time monitoring results, review modelling strategies, interpretation of modelling outputs, sharing interpreted air quality information and respond to questions from incident response partnerships e.g. Strategic Coordinating Group.



## Environmental Incident Management Team

An Environmental Incident Management Team (IMT) is a multi-agency group established to manage public health risks from any incident that meets the definition of an environmental incident. In this context, an environmental incident can be described as *“any event (usually acute) in which there is, or could be, public exposure(s) to chemical or other hazardous substances which causes, or has the potential to cause adverse health impacts”*.

The IMT approach is intended to facilitate co-ordination of the public health response to environmental incidents that are not immediately obviously a major incident (as defined by the Civil Contingencies Act 2004). Essentially, the IMT approach is an arrangement for the management of incidents that are considered minor or localised initially, but which may escalate to major incidents. In the case of the latter, an IMT may lead multi-agency incident management through to the early stages of incidents which require a formal command and control response.

The core members of an IMT are Public Health Wales (including Public Health England CRCE-Wales), Health Board, Natural Resources Wales and local authority. At least one of these agencies should declare the need for an IMT if an incident has the following characteristics: immediate and/or continuing health hazard, one or more routes of exposure and an at-risk population.

Public Health Wales has written guidance to support the IMT approach (<http://www.wales.nhs.uk/sitesplus/888/page/89740>) which defines what constitutes an environmental incident, outlines incident response processes, notification and management procedures, clarifies agency roles and responsibilities and provides practical resources to use to inform and evaluate actions.





## Standing Environment Group

The Environment Group (EG) has a vital role in the response to any maritime incident, particularly where there is potential or actual threat of land, air, or sea pollution involving oil and/or hazardous and noxious substances.



The main function of group is to provide an advisory role concerning public health and environmental matters to all response units identified within the MCA National Contingency Plan.

There are currently 3 EGs in Wales – North Wales, West Wales and a joint Anglo-welsh group for the Bristol Channel. In the future it is proposed to merge the North Wales and West Wales groups to form an all Wales EG. The Bristol Channel Group will remain as a separate EG.

The core membership of the groups (in Wales) comprises representatives of the following organisations; Natural Resources Wales (Chair), Public Health Wales, Food Standards Agency, Welsh Government (Fisheries), Marine Management Organisation. Representatives of relevant local authorities and resilience forums may also attend.

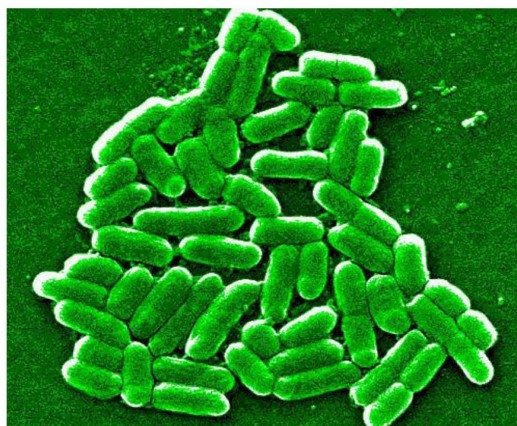
### The Role of Public Health Wales

During an incident Public Health Wales will provide health advice in the same way as for land based incidents. PHE CRCE Wales will also support this function. As an incident develops representatives of the Environmental Public Health Team (EPHW) will likely take the lead for PHW.

# Outbreak Control Team

## Overview

An Outbreak Control Team (OCT) is a multiagency collaborative group formed in response to the declaration of an outbreak. It is responsible for the management and control of the outbreak and operates to strict guidelines set out in the Communicable Disease Outbreak Plan for Wales, endorsed by Welsh Government.



## Membership

There are identified core members of the OCT and it is normally chaired by a Consultant in Communicable Disease Control (CCDC) or Consultant in Health Protection (CHP) from Public Health Wales, but may be chaired by a DPH or a Local Authority Director of Public Protection. The lead organisation for communications is by OCT agreement, but they are usually content for this to be Public Health Wales. Organisations involved give responsibility to the OCT to manage the outbreak on their behalf, but are expected to provide support and resources in line with their usual remit of responsibilities in Wales. Executives do not usually attend OCTs, but may need to support the Chair with political and resource issues to enable the outbreak to be managed successfully.

## Further Information

For further information please see the Communicable Disease Outbreak Plan for Wales

The plan is available at the following link  
<http://howis.wales.nhs.uk/sitesplus/888/page/70127/>



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# MULTI-AGENCY PLANS

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## Local Resilience Forum Plans

### Multi-agency plans

The duty to prepare general emergency plans rests with Category 1 responders to ensure that if an emergency occurs (or is likely to occur) each category 1 responder can deliver its functions so far as necessary for the purpose of

- Preventing an emergency
- Reducing, controlling or mitigating its effects; or
- Taking other action as appropriate

Responders have a duty to consider collaborating with other responders to develop multi-agency plans. LRFs are the principal conduit for responders to collaborate and co-operate with one another to guide, facilitate and coordinate the process.

Multi-agency plans are accessible through Local Resilience Forum Resilience Direct pages at the following locations.

<b>Dyfed Powys LRF</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/716/Dyfed-Powys-Local-Resilience-Forum">https://collaborate.resilience.gov.uk/RDService/home/716/Dyfed-Powys-Local-Resilience-Forum</a>
<b>Gwent LRF</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/717/Gwent-Local-Resilience-Forum">https://collaborate.resilience.gov.uk/RDService/home/717/Gwent-Local-Resilience-Forum</a>
<b>North Wales LRF</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/17425/North-Wales-Resilience-Forum">https://collaborate.resilience.gov.uk/RDService/home/17425/North-Wales-Resilience-Forum</a>
<b>South Wales LRF</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/719/South-Wales-Local-Resilience-Forum">https://collaborate.resilience.gov.uk/RDService/home/719/South-Wales-Local-Resilience-Forum</a>

Examples of multi –agency plans include

- Chemical, Biological, Radiological and Nuclear (CBRN)
- Mass Fatalities
- Fuel
- Pandemic Flu
- Severe Weather
- Evacuation and shelter
- Resilient Telecoms

**Please note that plans differ between each Local Resilience Forum.**



# Communicable Disease Outbreak Plan for Wales

## About

The Communicable Disease Outbreak Plan for Wales should be used as the template for managing all communicable disease outbreaks with public health implications across Wales.

It has been developed from the amalgamation of the following plans:

- Plan for handling Major Outbreaks of Food Poisoning (2004)
- The Emergency Framework for health-related incidents and outbreaks in Wales and Herefordshire potentially caused by contaminated drinking water ('Water Framework') (January 2008) (which in turn replaced the older *Cryptosporidium* plan)
- Model Plan for the Management of Communicable Disease Outbreaks in Wales (1995 and draft update 2007)

The Communicable Disease Outbreak Plan for Wales is divided into seven parts. Parts 1 and 2 contain details pertinent to all outbreaks. Parts 3-7 contain the technical operational detail needed for managing specific issues. In the case of cross-border outbreaks, all those led by Wales will be managed in accordance with this plan.

For outbreaks occurring in hospitals the plan for *outbreak management in hospital settings could be followed*. However, if a hospital outbreak has any potentially serious public health implications, then this plan takes precedence in control of the outbreak. Part 6 describes these arrangements.

For outbreaks occurring in prisons, the multi-agency contingency plan for the management of communicable diseases or other health protection incidents in prisons in Wales should normally be followed. The prison plan contains the same principles as the Wales Outbreak plan but includes more specific details in the prison setting. This plan is provided in Part 7.

The plan is available at the following link  
<http://howis.wales.nhs.uk/sitesplus/888/page/70127/>



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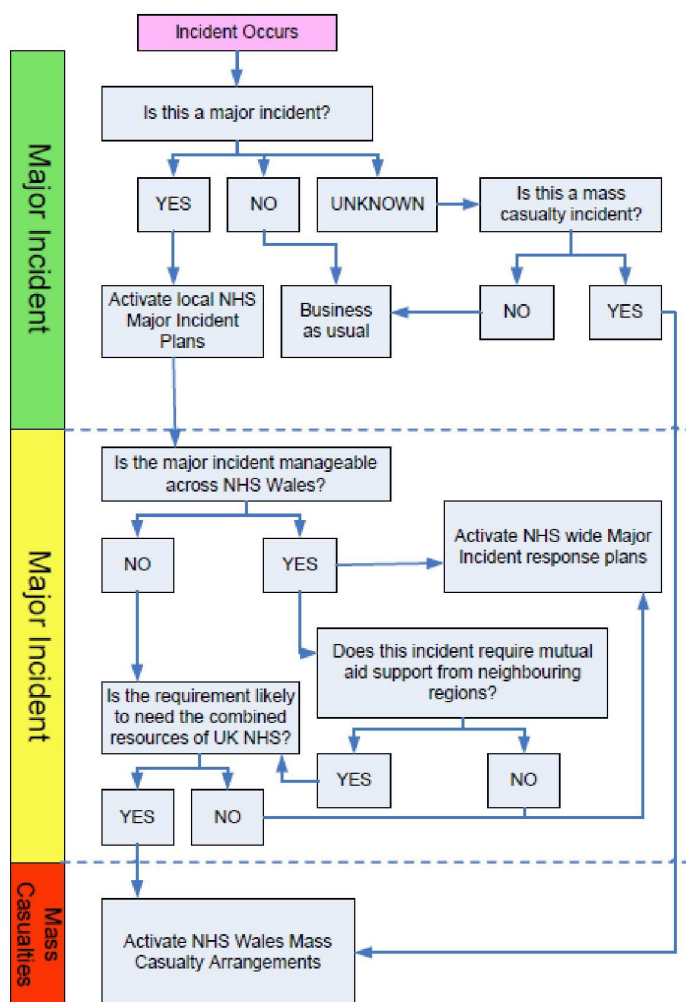
# Mass Casualty Arrangements for Wales

## About

The Mass Casualty Arrangements for NHS Wales outline the command, control and co-ordination of NHS Wales for dealing with a Mass Casualty Incident.

The arrangements build on existing major incident plans, providing 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.

## Activation



## Strategic Health Group

The Strategic Health Group will be activated as soon as possible following the declaration of a mass casualty incident.

Meetings will take the form of a teleconference (utilizing current daily multi Health Board executive teleconference calls). These will be activated by Welsh Government and contact with Public Health Wales will be made through the following mechanisms

<b>In Hours</b> (9:00 – 17:00)	All Wales Acute Response Service (AWAre)	Irrelevant & Sensitive
<b>Out of Hours*</b> (17:00 – 09:00)	Public Health Wales Health Protection on call service	Irrelevant & Sensitive 0300 123 9258-7

\*Out of hours service is provided by the Welsh Ambulance Service.

Details will be provided by Welsh Government regarding the time of the first call and dial in details when activated.

The Strategic Health group will consist of Welsh Government representation and NHS Wales Health organisations' Chief Executive Officers' (or nominated Executive Director on-call) together with the Burns Clinical Cell (where appropriate).

### Clinical Capacity Teleconference

As a high priority, and prior to the first meeting of the Strategic Health Group, the Strategic Medical Adviser (Emergency Medical Retrieval and Transfer Service Top Cover Consultant) in conjunction with the Ambulance Strategic Commander will activate a NHS Wales Medical Directors Central Clinical Casualty Teleconference to help determine with Health Boards/Trusts where and when to send casualties. NHS England will also be invited to join, when and as appropriate.

The Clinical Capacity Teleconference will be made up of the Strategic Medical Advisor together with Health Board/Trust Medical Directors (or deputies) and appropriate Network representatives.





Contact will be made by the Strategic Medical Advisor using the following contact details to activate via the Medical Director (or Deputy)

<b>In Hours</b> (9:00 – 17:00)	All Wales Acute Response Service (AWAre)	Irrelevant & Sensitive
<b>Out of Hours*</b> (17:00 – 09:00)	Public Health Wales Health Protection on call service	Irrelevant & Sensitive

Details will be provided by the Strategic Medical Advisor regarding the time of the first call and dial in details when activated.

In the event of a major incident involving mass casualties it is essential for NHS Wales is able to quickly identify what capacity and capability exists to deal with the expected numbers of casualties.

The mass casualty dashboard seeks record NHS Wales capacity in one central location to facilitate focussed discussions without delay leading to better informed decision making.

Additionally the system captures data on ambulance availability across Wales

The dashboard further provides METHANE messages throughout the incident as well as a contact directory.

The Mass Casualty Dashboard is available at the following link

<http://howis.wales.nhs.uk/masscasualties/>

The Mass Casualty Arrangements for NHS Wales can be accessed here  
<https://collaborate.resilience.gov.uk/RDSservice/home/120192/Mass-Casualty-Arrangements>





# Control of Major Accidental Hazards (COMAH)

## About

Control of Major Accidental Hazards (COMAH) sites, are those which have been identified as handling a range/quantity of dangerous substances.

The Control of Major Accident Hazard Regulations (COMAH) 2015 apply to sites 'where threshold quantities of dangerous substances, as identified in the Regulations, are kept or used'. The regulations establishes a set of requirement on those sites identified as 'top-tier' and 'lower -tier' sites.

## COMAH Sites and Plan Locations

A list of COMAH Establishments is available on Resilience Direct

Access to COMAH Plans is through Resilience Direct at the following link  
<https://collaborate.resilience.gov.uk/RDSservice/home/76795/COMAH-Plans>

Difficulties in accessing the plans should be reported to the Emergency Planning and Business Continuity Team.



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**CHEMICAL  
BIOLOGICAL  
RADIOLOGICAL  
NUCLEAR**

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# Chemical Biological Radiological and Nuclear Incidents and HazMat

## What are Hazardous Material (HazMat) Incidents?

A HazMat incident is an 'accidental release of a substance, agent, or material that results in illness or injury, the denial of access to an area, or the interruption of the food chain'<sup>2</sup>.

## What are CBRN Incidents?

CBRN is term used to describe Chemical, Biological, Radiological or Nuclear materials. CBRN is often associated with terrorism. CBRNE terrorism is the actual or threatened dispersal of CBRN material (either on their own or in combination with each other or with explosives), with deliberate criminal, malicious or murderous intent.<sup>3</sup>

CBRN Incidents are usually deliberate. The term covers a distinct range of hazards:

1. Chemical: Poisoning or injury caused by chemical substances, including chemical warfare agents, or misuse of legitimate but harmful household or industrial chemicals.
2. Biological: Illnesses caused by the deliberate release of dangerous bacteria, viruses, fungi, or toxins (e.g. the plant toxin, ricin).
3. Radiological: Illnesses caused by exposure to harmful radioactive materials, possibly inhaled or ingested in food or drink.
4. Nuclear: The explosion of a nuclear device causes widespread effects due to blast, heat, and large amounts of harmful radiation

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<sup>2</sup> Mackway-Jones, K. 'Major Incident Medical Management and Support: The Practical Approach at the Scene', Third Edition. 2012. Blackwell Publishing Ltd

<sup>3</sup> UK Civil Protection Lexicon 2013



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# Emergency Coordination of Scientific Advice (ECOSA)

## About

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

ECOSA is a service that is jointly provided by the Atomic Weapons Establishment (AWE), Defence Science and Technology Laboratory (Dstl) and Public Health England (PHE), supported by the Met Office where appropriate. Other organisations may also be involved where necessary.

ECOSA has been created to provide immediate, coordinated and effective scientific advice



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## Scientific Advisory Group for Emergencies (SAGE)

Scientific Advisory Group for Emergencies (SAGE) provides scientific and technical advice to support government decision makers during emergencies. It is responsible for ensuring that timely and coordinated scientific advice is made available to decision makers to support UK cross-government decisions in the Cabinet Office Briefing Room (COBR).

The membership of SAGE depends on the nature of the emergency but it typically includes leading experts from within government and leading specialists from the fields of academia and industry.

The group typically is chaired by the Government Chief Scientific Adviser or a departmental Chief Scientific Adviser.



# CBRN Countermeasures

## About

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.

## Countermeasures deployed by Public Health Wales

The decision to deploy the following items will normally be made by Public Health Wales in consultation with Health Boards (including Heads of Pharmacy and Public Health Directors) and Welsh Government. PHW can, however, deploy countermeasures immediately if delay could cause unnecessary harm. In such circumstances PHW will contact Health Boards and Welsh Government as soon as possible after initiating deployment.

### **Public Health Wales is responsible for the deployment of the following countermeasures.**

- Biological antidote PODS (oral ciprofloxacin)
- Ciprofloxacin intravenous injection
- Gentamicin intravenous/intramuscular injection
- Potassium iodate or potassium iodide tablets (and information leaflets)
- Smallpox vaccine
- Further stocks of ciprofloxacin
- Doxycycline

## Countermeasures deployed by Welsh Ambulance Service

**It is not the responsibility of Public Health Wales to deploy the following countermeasures.**

- Nerve Agency Antidote PODs including Obidoxime
- Cyanide Antidote PODs
- Botulinum Antitoxin
- Prussian Blue PODs
- Naloxone PODs

The decision to deploy those countermeasures listed above will normally be made by a Hospital Emergency Department Consultant, by EMRTS or the Ambulance Service



## Activation

**The activation of countermeasures may only be authorised by a Consultant in Communicable Disease Control / Consultant in Health Protection or a Consultant in Environmental Public Health. They can be accessed by calling the Health Protection All Wales Acute Response (AWARe) on:**

Irrelevant & Sensitive

The activation protocol is found on the on call work space at <http://nww2.nphs.wales.nhs.uk:8080/OnCallWP.nsf> and select CBRN

## Guidance

The NHS Wales Emergency Planning Guidance '*Guidance on access to UK Reserve Stock for Major Incidents*' issued by the Welsh Government Health Emergency Planning Unit provides further information. The Guidance is available at <http://nww2.nphs.wales.nhs.uk:8080/OnCallWP.nsf> and select Emergency Response Plans



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# Chemical, biological, radiological and nuclear incidents: clinical management and health protection (2018) Guidance

## About

The Chemical, biological, radiological and nuclear incidents: clinical management and health protection (2018) has been published by Public Health England and covers clinical management and health protection in chemical, biological, radiological and nuclear (CBRN) incidents.

The guidance is available at

<https://www.gov.uk/government/publications/chemical-biological-radiological-and-nuclear-incident-recognise-and-respond>



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# Centre for Radiation, Chemical and Environmental Hazards (Public Health England)

## About

Public Health England (PHE) is an expert national public health agency which has operational autonomy, it incorporated the former functions of the Health Protection Agency's CRCE: to protect the public from threats to their health from infectious diseases and environmental hazards. It is a Category 1 responder providing a 24/7/365 health protection service. Service in Wales is provided by CRCE- Wales, providing independent impartial advice and information to the general public, to health professions such as doctors and nurses and to national and local government.

PHE will;

- Provide Public Health Wales with a chemical risk assessment for acute and chronic exposure.
- Attend the STAC as necessary, providing expert input to any multi-agency group(s).
- Prepare health protection components of multi-agency media statements, in liaison with the emergency service and other public health organisations.
- Provide health advice to the public
- Consider the need for an Air Quality Cell (AQC) in conjunction with NRW and PHW
- Undertake public health risk assessment of AQC monitoring and modelling data.

<b>Phone (office hours)</b>	Irrelevant & Sensitive
<b>Phone (out of hours)</b>	Irrelevant & Sensitive
<b>Fax (office hours)</b>	Irrelevant & Sensitive
<b>Email</b>	<a href="mailto:chemicalscardiff@phe.gov.uk">chemicalscardiff@phe.gov.uk</a>



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# INFORMATION SHARING

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## Government Security Classifications

Security classifications indicate the sensitivity of information (in terms of the likely impact resulting from compromise, loss or misuse) and the need to defend against a broad profile of applicable threats. There are three levels of classification:



Each classification provides for a baseline set of personnel, physical and information security controls that offer an appropriate level of protection

### Guidance

For further information on the Government Security Classification including control measures required when working with information assets at each classification level please go to:

<https://www.gov.uk/government/publications/government-security-classifications>

### Help and Support

Should you need any further advice in relation to security classifications and access to protectively marked information please contact Public Health Wales Senior Information Risk Officer (SIRO) or a member of the Emergency Planning Team. Contact details can be found in the Emergency Telephone Directory.



## Security Vetting

In the UK government policy requires staff who access information classified as secret and top secret (under the government security classification scheme) to be vetted.

There are 3 security levels:

- Counter Terrorist Check (CTC): is carried out if an individual is working in proximity to public figures, or requires unescorted access to certain military, civil, industrial or commercial establishments assessed to be at particular risk from terrorist attack.
- Security Check (SC): determines that a person's character and personal circumstances are such that they can be trusted to work in a position which involves long-term, frequent and uncontrolled access to SECRET assets.
- Developed Vetting: (DV) in addition to SC, this detailed check is appropriate when an individual has long term, frequent and uncontrolled access to 'Top Secret' information. There is also Enhanced DV.

In incidents likely involving terrorism there may be a requirement for staff attending multiagency groups to be security vetted due to the information that may be communicated.

**Information may not be shared with staff should it be protectively marked and will therefore need to be communicated appropriately should it be necessary.**

Public Health Wales has a number of staff who are vetted to Security Check (SC). A list of vetted staff is in telephone directory located on the Emergency SharePoint at <https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>

Further information on Security Vetting can be found here: <https://www.gov.uk/guidance/security-vetting-and-clearance>



# Emergency Management System

## About

The emergency management work area on Tarian aims to establish shared situational awareness across the organisation during an incident, whilst ensuring tasks are delegated appropriately and completed.

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

The system ensures a contemporaneous record of an incident is maintained in the event of any future enquiries and for the purpose of organisational learning.

Information shared by the system includes

- METHANE reporting
- Situation reports
- Task Management
- Documentation
- Staff Roles
- Representation at multiagency group

The system is utilised by the Public Health Wales Silver Group.

**The Emergency Management System is optimised for Internet Explorer and as such does not support other browsers.**

## Access

The Emergency Management System is available at the following link

<https://tarian.cymru.nhs.uk/>

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 Planning Team.

Issues regarding functionality and access during an incident should in the first instance be reported to the Public Health Wales IT Service Desk on Irrelevant & Sensitive or [phw.servicedesk@wales.nhs.uk](mailto:phw.servicedesk@wales.nhs.uk).



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# Resilience Direct

## About

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

## Publication of Information

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.

To find relevant plans, policies and procedures of the organisation, working group or resilience forum you will be required to navigate to their pages,

## Navigation Finding a Group

There a couple of ways to find a Group.

Method 1 - From the 'Welcome to RD' Collaborate page and select the 'Planning' tab (top right corner), from the 'tiles' select the Area of interest and drill down through the selection options to find the required Group. If you are not sure of the selection choices use Method 2 below.

Method 2 -Select the 'Contacts' tab then 'Group Search', type in part of the Groups name and 'Enter'. The results are listed, each entry will show the 'breadcrumb trail' to where under 'Planning' the Group can be located.

Method 3 - Use the 'Search' function under the 'Help', type in part of the Group name and 'Enter'. The results will show all the 'Documents' that are within Groups, you can see from the contained 'Breadcrumb trail' the location of the 'Parent Group'.

## Requesting access permission to a Groups site

To request access to another Groups site, this can be requested in two ways. If the Group has a 'Padlock' icon then this means it is locked down

and requests have to be made through their Administrator(s). Request method one From selecting the required Group under 'Planning', if you do not have permission to access it then you can select the Request Access permission link. Your request will be either Approved or Rejected by that sites Administrator(s).

### Key Pages

<b>Civil Contingencies Secretariat</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/3091/Civil-Contingencies-Secretariat">https://collaborate.resilience.gov.uk/RDService/home/3091/Civil-Contingencies-Secretariat</a>
<b>Dyfed Powys LRF</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/716/Dyfed-Powys-Local-Resilience-Forum">https://collaborate.resilience.gov.uk/RDService/home/716/Dyfed-Powys-Local-Resilience-Forum</a>
<b>Gwent LRF</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/717/Gwent-Local-Resilience-Forum">https://collaborate.resilience.gov.uk/RDService/home/717/Gwent-Local-Resilience-Forum</a>
<b>NHS Wales Resilience</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/109374/NHS-Wales-Resilience">https://collaborate.resilience.gov.uk/RDService/home/109374/NHS-Wales-Resilience</a>
<b>North Wales LRF</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/17425/North-Wales-Resilience-Forum">https://collaborate.resilience.gov.uk/RDService/home/17425/North-Wales-Resilience-Forum</a>
<b>Public Health Wales</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/15434/Public-Health-Wales-NHS-Trust">https://collaborate.resilience.gov.uk/RDService/home/15434/Public-Health-Wales-NHS-Trust</a>
<b>South Wales LRF</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/719/South-Wales-Local-Resilience-Forum">https://collaborate.resilience.gov.uk/RDService/home/719/South-Wales-Local-Resilience-Forum</a>
<b>Wales Resilience</b>	<a href="https://collaborate.resilience.gov.uk/RDService/home/700/Wales-Resilience">https://collaborate.resilience.gov.uk/RDService/home/700/Wales-Resilience</a>

### Access to Resilience Direct

To access Resilience Direct please navigate to the following web address

<https://rdl.resilience.gov.uk/>

To get a Resilience Direct account, or for support with your existing account, please contact

**Name Redacted**



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## Legislation

In an emergency there are there key pieces of legislation that apply to Public Health Wales and multiagency partners.

<b>Civil Contingencies Act [2004]</b>
The Act was developed as part of an extensive review of emergency planning arrangements and legislation. The act was established to provide a coherent response at both the national and regional level and is separated into two parts which outline local arrangements for civil protection and emergency powers.
<b>Control of Major Accident Hazards Regulations 1999</b>
The aim of these regulations is to prevent and mitigate the effects of those major accidents involving dangerous substances. They outline the duties and responsibilities on operators where the storage or use of chemicals (outlined in the regulations) meet the threshold quantities.
<b>Health and Safety at Work Act 1974</b>
The purpose of the act is to ensure the health, safety and welfare of persons within the workplace and to protect those that may be at risk in connection with the activities of a persons at work.
<b>Public Health Legislation</b>
An Act to consolidate certain enactments relating to the control of disease
<b>Counter Terrorism and Security Act 2015</b>
The Counter-Terrorism and Security Act contains powers to help the UK respond to the threat of terrorism



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# APPENDICIES

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## Debriefing

Organisational and multi-agency debriefs are vital in reviewing the response to an emergency to identify lessons learned and evaluate the response to and recovery phases from an incident. There are 3 main types of debriefing outlined below

Type of debrief	Key aspects
<b>Hot debrief</b>	<ul style="list-style-type: none"> <li>• Takes place immediately after a response</li> <li>• Should address key issues</li> <li>• Multiple hot debriefs may take place across different service divisions to address key issues within their own locality.</li> </ul>
<b>Single agency debrief</b>	<ul style="list-style-type: none"> <li>• Address organisational issues</li> <li>• Identify strengths and weaknesses for future planning and learning</li> <li>• Should involve key members of the response</li> </ul>
<b>Multi-agency debrief</b>	<ul style="list-style-type: none"> <li>• Address organisational issues</li> <li>• Address strengths and weaknesses</li> <li>• Focus on collaboration and co-operation</li> </ul>

Public Health Wales Debrief protocol is available on the Emergency Planning and Business Continuity SharePoint at the following location  
<https://phwsharepoint.cymru.nhs.uk/corporate/continuity/Debrief%20Reports/Forms/AllItems.aspx>



## Recovery

The recovery phase, is the period following an incident or emergency.

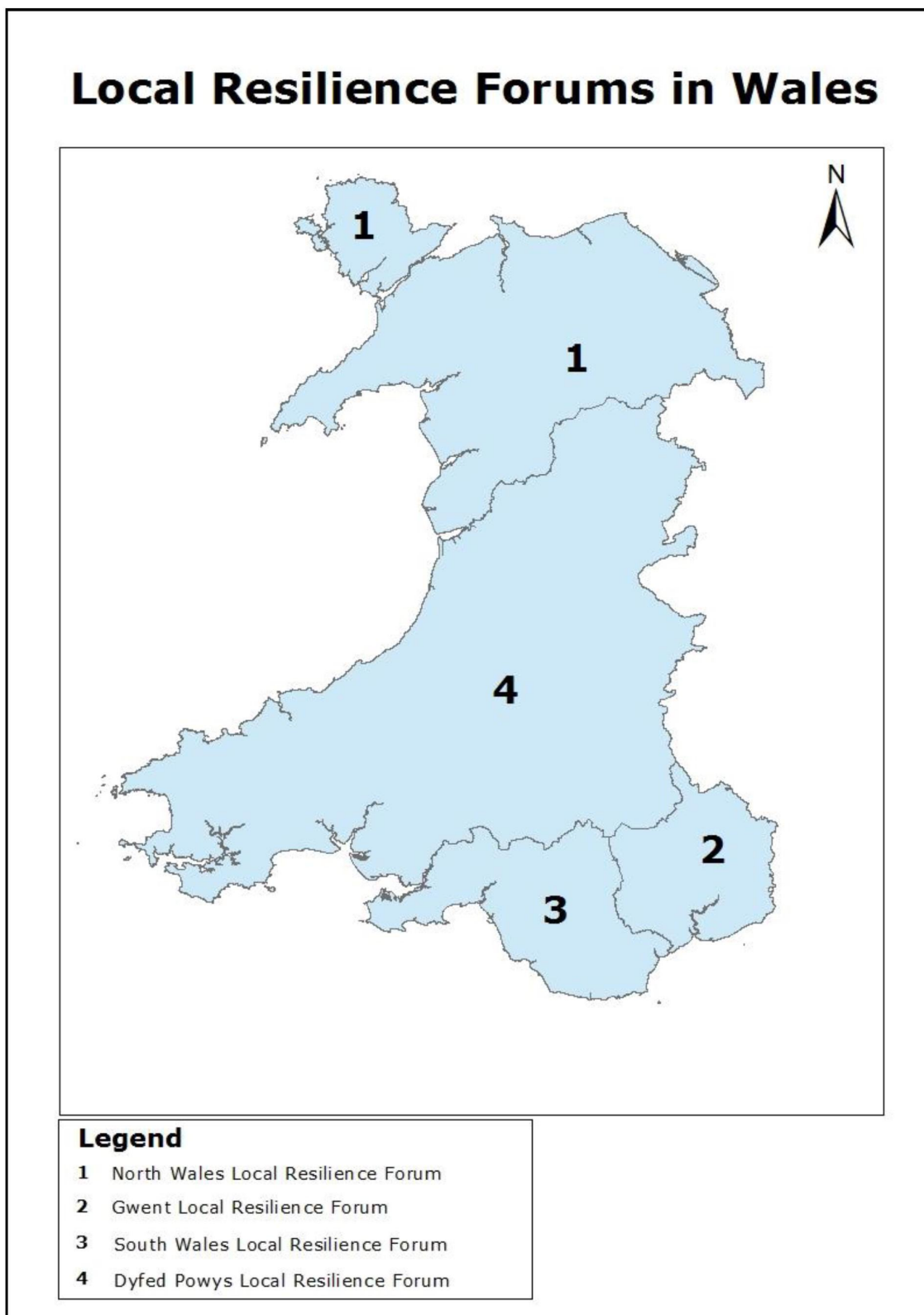
The multi-agency management of recovery is led by a Recovery Co-ordinating Group.

Following an emergency it is suggested that a health organisation follow the 7 P's of recovery outlined in the table below.

	Short term	Medium term	Long term
Programme	Review effectiveness of response	Consideration of financial implications	Proactive management of process
People	Ensure arrangements for supporting staff i.e. psychological support	Revision of work force plans	Provision of mutual aid to support of health organisations affected
Processes	Restoration of information	Revision of business continuity management processes	Organisational wide process review
Premises	Stock replenishment	Provision of specialist equipment should it be identified or required	Provision of new premises if required.
Providers	Identify alternative suppliers	Identify areas requiring strengthening in future planning	Development and review of reciprocal agreements.
Profile	Keep service users informed. Provide assurance on service delivery	Identify actions to be undertaken to prevent reputational damage	Rebuild organisational reputation
Performance	Review appointment and waiting lists for services to manage the flow of service users	Review of policy and procedures.	Management of backlog to service



## LRF Regions



## Strategic Director Action Card

### Role

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

Should a Major Incident be declared, the Strategic Director may be located at the Strategic Coordinating Group.

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

### Responsibilities

- Protect lives and minimise harm
- Promote effective decision making
- Use the Joint Decision Model to provide strategic direction in the organisation's response to the incident
- Establish the framework, policy and parameters within which the Silver Group will work
- Provide regular status reports to the Chief Executive Officer
- 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 responder
- Ensure the development and implementation of an effective communications strategy
- If required convene a Gold Group to provide strategic direction to the organisation in its response to the incident
- Ensure appropriate representation at a Strategic Coordination Group (if convened)
- Monitor the context, risks, impacts and progress towards defined objectives
- Establish shared situational awareness between agencies as well as with the Tactical Incident Manager
- Make decisions on strategic issues as they arise
- Ensure appropriate resources are provided to respond to the incident and ensure they are available to responders





- Request and receive regular updates from the Tactical Incident Manager
- 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 incident
- Continually evaluate the strategic direction of the 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 incident
- 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
Assess the information and intelligence provided to you against the response levels in the Emergency Response Plan and identify a Public Health Wales response level.	
Appoint a Tactical Incident Manager.	
Inform the Chief Executive Officer of Public Health Wales.	
If a Strategic Coordinating Group is convened establish clear communication channels and ensure appropriate representation.	
Establish communication channels with Welsh Government.	

### Skills required to fulfil this Role

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

- Take effective decisions (E10)
- Lead meetings (D11)
- Respond to emergencies at the Strategic level (CCAG1)
- Warn, inform and advise the community in the event of emergencies (CCAF2)
- Anticipate and assess the risk of emergencies (CCAB1)
- Work in cooperation with other organisations (CCAA1)
- Share information with other organisations (CCAA2)
- Manage information to support civil protection decision making (CCAA3)





## Frequently used abbreviations

<b>COBR</b>	Cabinet Office Briefing Room
<b>CCA</b>	Civil Contingencies Act [2004]
<b>CBRN</b>	Chemical, Biological, Radiological and Nuclear
<b>CONOPS</b>	Concept of Operations
<b>CRCE</b>	Centre for Radiation Chemicals and Environmental Hazards
<b>ECCW</b>	Emergency Coordinating Centre Wales
<b>JESIP</b>	Joint Emergency Services Interoperability Programme
<b>JDM</b>	Joint Decision Model
<b>LRF</b>	Local Resilience Forum
<b>PHW</b>	Public Health Wales
<b>PHE</b>	Public Health England
<b>SAGE</b>	Scientific Advisory Group in Emergencies
<b>SCC</b>	Strategic Coordinating Centre
<b>SCG</b>	Strategic Coordinating Group
<b>SitRep</b>	Situation Report
<b>STAC</b>	Scientific and Technical Advice Cell
<b>TCG</b>	Tactical Coordinating Group
<b>WAST</b>	Welsh Ambulance Service Trust
<b>WG</b>	Welsh Government



## Key Contacts

### Public Health Wales

<b>Reception</b>	Irrelevant & Sensitive
<b>Health Protection</b>	Irrelevant & Sensitive <i>Out of hours contact is through the Welsh Ambulance Service</i>

### Health Boards

Health Board switchboard phone numbers listed below

<b>Aneurin Bevan Health Board</b>	Irrelevant & Sensitive	
<b>Betsi Cadwaladr University Health Board</b>		
<b>Cardiff &amp; Vale University Health Board.</b>		
<b>Cwm Taf University Health Board</b>		
<b>Hywel Dda Local Health Board.</b>		
<b>Powys Teaching Health Board</b>		
<b>Swansea Bay University Health Board</b>		

### Welsh Ambulance Service

Clinical Contact Centre phone numbers listed below

<b>South East Wales</b>	0300 123 9234
<b>Mid &amp; West Wales</b>	0300 123 9236
<b>North Wales</b>	0300 123 9235

### Police

<b>Dyfed Powys Police</b>	101
<b>Gwent Police</b>	101
<b>North Wales Police</b>	101
<b>South Wales Police</b>	101

### Fire and Rescue Service

<b>Mid &amp; West Fire and Rescue Service</b>	0370 6060 699
<b>North Wales Fire and Rescue Service</b>	01745 535 250
<b>South Wales Fire and Rescue Service</b>	01268 909 408



## Natural Resources Wales

Phone number listed is for the Natural Resource Wales Incident Communications Centre

**Natural Resources Wales**

Irrelevant & Sensitive

For Additional Contact details please see the Emergency Response Telephone Directory available on the Emergency Planning and Business Continuity SharePoint available here:  
<https://phwsharepoint.cymru.nhs.uk/corporate/continuity/default.aspx>



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## Emergency Response Handbook

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