OFFICIAL - SENSITIVE

Health & Social Services Group

Arrangements for Responding to Emergencies

January 2019

Public Health Division
Health Emergency Planning Unit

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[redacted]

ACRONYMS

AM	Assembly Member
CBRN	Chemical, Biological, Radiological, Nuclear
CCC	Civil Contingencies Committee
CCC(O)	Civil Contingencies Committee (Officials)
CCDC	Consultant in Communicable Disease Control
CCG	Civil Contingencies Group
CMO	Chief Medical Officer
COBR	Cabinet Office Briefing Room
DG	Director General
DH	Department of Health
DHP	Directorate of Health Policy
ECC(W)	Emergency Co-ordination Centre (Wales)
EDT	Executive Director Team
EH	Environmental Health
HECC	Health Emergency Co-ordination Centre
HEPA	Health Emergency Planning Adviser
HEPU	Health Emergency Planning Unit
HOWIS	Health of Wales Information Service
HR	Human Resources
HRT	Health Response Team
HSSG	Health & Social Services Group
iShare	Welsh Government electronic filing system
LRF	Local Resilience Forum/ Fora
MERIT	Medical Emergency Response Incident Team
NCC	News Co-ordination Centre
NPFS	National Pandemic Flu Service
NSC(THRC)	National Security Council (Threats, Hazards, Resilience and Contingencies)
PHE	Public Health England
PGD	Patient Group Directions
RD	Resilience Direct
SCC	Strategic Co-ordination Centre
SCG	Strategic Co-ordinating Group
SCS	Senior Civil Service
Sitrep	Situation Report
SMA	Senior Medical Adviser
SRO	Senior Responsible Officer
STAC	Scientific and Technical Advice Cell
WAST	Welsh Ambulance Services NHS Trust
WCCC	Wales Civil Contingencies Committee
WG	Welsh Government

SECTION ONE

1. Aim

1.1 This document sets out measures required of the HSSG to deliver a co-ordinated health and social care response as part of the Welsh Government's (WG) response to a national emergency.

2. Objectives

2.1 The document –

- sets out the planning assumptions for the HSSG response;
- describes the WG Emergency Co-ordination Centre (Wales) (ECC(W)) arrangements;
- sets out the key tasks of the Health Response Team (HRT);
- establishes roles across the HSSG, building on existing responsibilities.

3. Validation

3.1 These arrangements will be validated through training and exercises and in response to an incident then revised to take account of lessons identified through a formal debrief process.

4. Training and Exercises

4.1 The Health Emergency Planning Unit will offer training to health staff prepared to work on the Health Desk as part of the HRT awareness briefing sessions and provide opportunities to gain experience by working on the Health Desk during exercises.

4.2 Staffing of the HRT for the initial response may require up to five specific roles from TS to Grade 6. Awareness briefings will be provided for staff working in the Public Health Division and across the HSSG. The aim will be to have sufficient staff available to participate in the HRT providing specialist advice or policy support.

4.3 A record of all members of the HSSG who have received emergency planning training, taken part in exercises and/or have direct experience of responding to emergencies as part of the HRT will be maintained.

4.4 All HSSG Divisional Directors must be prepared to release staff for training and exercises.

5. Planning Assumptions

5.1 The planning assumptions on which these arrangements are based are -

- most emergencies are dealt with by the NHS and other services at the local level without the need for national involvement;
- an all Wales national emergency may arise from a sudden impact (big bang) major incident or develop from a slowly emerging (rising tide) situation;
- WG will provide enhanced co-ordination and national direction during a national emergency;
- management of the WG corporate response will be through a Director General / Director-led Civil Contingencies Group;
- in a national emergency such as a mass casualty event, HSSG will provide appropriate strategic direction and co-ordination of the health response;
- in extreme situations a Wales Emergency Co-ordinator will be appointed and a Wales Civil Contingencies Committee established.

6. The Emergency Co-ordination Centre (Wales)

[redacted]

6.2 [redacted]

6.3 [redacted]

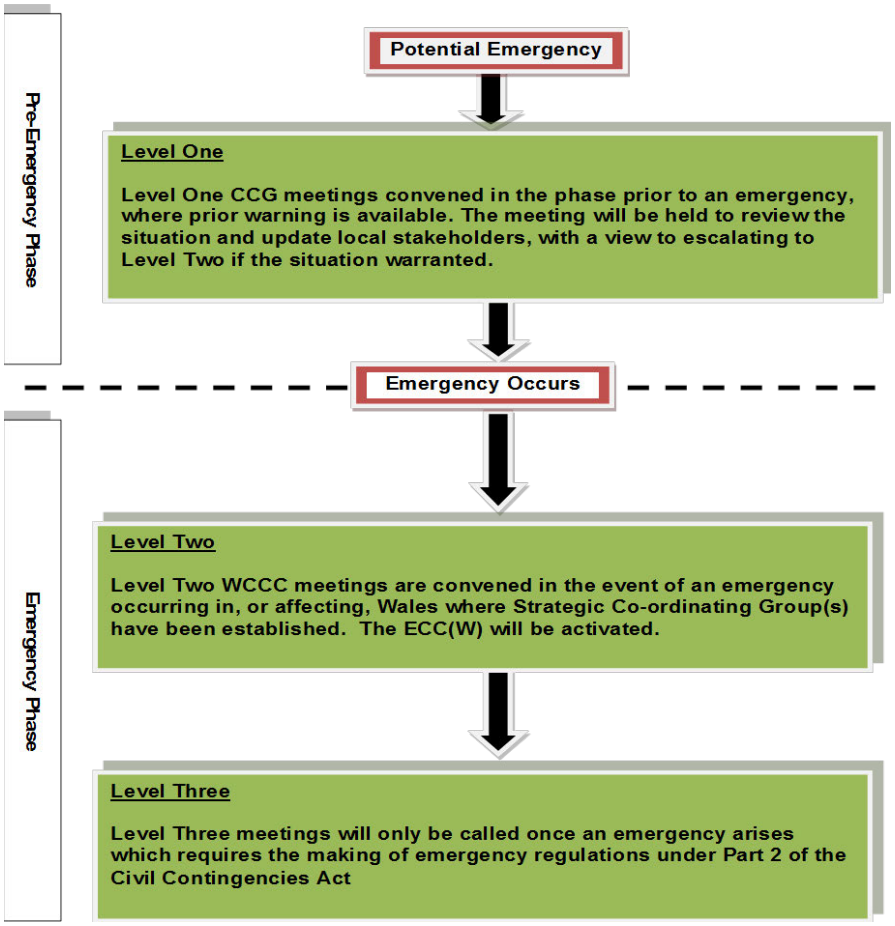
6.4 The Resilience Team will make arrangements for the overall co-ordination of the corporate WG response and establishment of the ECC(W) in accordance with the WG Pan Wales Response Plan (below).



Pan Wales Response Plan (English) 2017 (f

Wales Civil Contingencies Committee - Levels of Response

Figure 2 - Wales Civil Contingencies Committee Levels of Response



7. The Health Response Team

7.1 The nature and scale of the emergency will determine the size and structure of the HRT. The Group's response to emergencies that do not have a major impact on health may be managed by policy leads and health professions within their routine responsibilities, or through the HEPU providing a point of contact within and for ECC(W) and dealing with any necessary briefings for senior staff, policy leads or Cabinet Secretary for Health, Wellbeing & Sport / Minister for Social Services and Public Health.

7.2 In the event of an incident with significant impacts on health and health service provision the HRT will require much wider participation, likely to include relevant policy leads, Health Professional Advisers, the Communications team and representatives of responding NHS organisations. In these circumstances, and subject to discussions at the time, the requirements of securing co-ordination and management of the health response will take priority over corporate commitments that health professionals, or senior members of the HSSG are expected to undertake as part of the Senior Civil Servant (SCS) on-call responsibilities.

7.3 Where senior members of the HSSG have a specific role to play in supporting the HRT and are therefore unavailable to fulfil any commitments to undertake more general SCS on-call responsibilities, they must contact the Corporate Resilience Team in order for them to put in place alternative arrangements for cover during that time.

7.4 Some HSSG staff have also volunteered to participate in ECC(W) as part of the wider WG corporate response. If there is an incident that requires the HRT to be established as part of this corporate response these staff will, in the first instance, be called upon for support to the HRT. If they are not required to support the HRT they may then be contacted to undertake a corporate response role.

HSSG Operations Team is expected to liaise with the Health Desk to ensure a staff rota is in place. All Divisional Directors must be prepared to make staff available to support the work of the HRT during emergencies.

a. Role of Public Health Division and Health Emergency Planning Unit

7.5 In an emergency situation, Public Health Division (PHD), under its Deputy Director, is currently responsible for overseeing effective and appropriate implementation of these arrangements.

7.6 Whenever the ECC(W) is operational, the HEPU and PHD is expected to provide the initial HSSG response by establishing a Health Desk and staffing a HRT in ECC(W).

7.7 The HEPA / Head of HEPU or senior official of PHD (Grade 7 & above) will take on the role of HRT Co-ordinator, with responsibility for securing initial co-ordination of the HSSG response and health engagement with the wider WG response structures. The scope and challenge of this role will expand with the scale and duration of the emergency and may require support from senior staff within the Group.

7.8 Other officers from PHD will provide administrative support to the HRT Co-ordinator (TS and EO) and management and staffing of the Health Desk (Grade7/SEO/HEO). The Health Desk will aim to provide the single point of contact for the HSSG. If necessary, additional staffing for the Health Desk will be drawn from trained volunteers within Public Health Division in the first instance, but volunteers will also be sought from the wider HSSG, as necessary.

b. Health Desk Functions

7.9 The Health Desk functions include:

- providing a single point of contact for the HSSG, the NHS and partner agencies within ECC(W), including 24/7 contact with key staff and organisations;

- ensuring issues that arise are addressed, where necessary, through engagement with relevant policy leads, partners or senior officers;
- maintaining a log of decisions and tasks and monitoring action taken;
- liaison with NHS response organisations, response partners and other UK Health Departments to provide/gather information;
- support to HRT Co-ordinator in the development of situation reports;
- accessing appropriate specialist advice and guidance;
- mobilising any national stockpiles/arrangements to support the NHS;
- ensuring arrangements are in place for data collection on health impacts;
- ensuring the Communications Team are kept informed of the situation;
- ensuring arrangements are in place to communicate effectively to the NHS and health professionals;
- establishing what wider NHS co-ordination arrangements may be needed;
- ensuring effective arrangements are in place to monitor financial implications;
- ensuring arrangements are in place to provide Ministerial business;
- providing situation updates/information into the ECC(W) cell/s as required.

c. Role of Policy leads, NHS representatives and advisors within HRT

7.10 Appropriate decision making and effective implementation in an emergency will require the engagement of HSSG staff with routine responsibility for the issues involved (or who are best placed to provide the necessary function), with senior officers and with responding NHS organisations. As issues arise the Health Desk will request representation within the HRT from relevant policy leads, advisors and NHS organisations and ensure the Chief Medical Officer, Director General and Cabinet Secretary / Minister are kept informed, as appropriate.

7.11.1 Establishing a HRT in previous emergencies has demonstrated the benefits of team members working within ECC(W). There may, however, be circumstances when policy leads and professional advisers will need to work from their normal base. Whether within the ECC(W) or working remotely, it is essential that health staff with policy or professional responsibilities communicate with the HRT so that the Health Desk is informed of key issues and actions. The HRT Co-ordinator has a key role in ensuring the team is 'joined up' and to maintain an overview of all aspects of the group's response.

7.12 The HRT Co-ordinator will usually attend WG Civil Contingencies Committee meetings, representing or supporting the DG/Wales NHS CEO and Chief Medical Officer. Attendance at these meetings may also be required from senior representatives of the HSSG. In some cases, representatives of the NHS such as the Welsh Ambulance Services or Public Health Wales may also be asked to attend to give advice and inform strategic decision making.

SECTION 2

8. Action Lists

Health & Social Services Group Receipt of Initial Alert

Health & Social Services Group (HSSG) Receipt of Initial Alert

The HSSG, Health Emergency Planning Adviser, Head of Health Emergency Planning Unit (HEPU), Senior Health Emergency Planning Officer or another member of staff in the HEPU is likely to receive the initial alert to a major emergency but, as any member of the Group might, it is important that whoever receives it should -

- establish information about the incident including –



  - which health organisations are involved in the response;
  - contact numbers for further information; and
  - whether anyone else in Welsh Government (WG) has been contacted.

- start and maintain an incident log of actions and decisions – see page 21 for incident log.

- respond to any requests for immediate assistance or advice, passing on such requests, where appropriate.

- contact and consult with, as appropriate, the -
  - Health Emergency Planning Adviser (HEPA) / Head of HEPU /Senior Health Emergency Planning Officer;
  - Deputy Director of Public Health Division;
  - Chief Medical Officer;
  - HSSG Director General.

- consider the need to -
  - alert senior staff in the HSSG and seek support;
  - inform the Cabinet Secretary's office of the situation;
  - notify WG Resilience Unit and advise on the need to establish the Emergency Co-ordination Centre (Wales) (ECC(W)) - initiate establishment of a Health Response Team (HRT) within ECC(W);
  - undertake any other actions appropriate to the situation.

8.1 HEALTH RESPONSE TEAM: KEY ACTION LISTS

HRT Co-ordinator – responsible to HSSG DG or nominated SRO (Grade 7 & above)

PLEASE NOTE

On arrival at the ECC(W) you are required to report to the ECC(W) Manager to be signed in. You will also be required to sign out when leaving.

If you need to access the [redacted] in-box on a **READ ONLY** basis (as ideally this should only be used by the Health Desk Information Officer) –

1. log in to Outlook using your usual log in details
2. Click on 'File' in the tope left-hand corner of the screen
3. Click on 'Open & Export'
4. Click on 'Other User's Folder'
5. Type in [redacted] & click Ok
6. A number of telephone extension lines have been allocated to the HRT and these should be allocated by the Health Desk Manager as necessary, dependant on the make up of the Team

- ensure the Cabinet Secretary / Minister and Senior Health Officials are kept informed of the situation;
- nominate a Health Desk Manager and agree the initial HRT structure, ensuring that appropriate WG health professional / policy advice is engaged;
- nominate a Health Desk Support Officer to support you in carrying out your role;
- consider representation on the HRT from relevant external organisations (e.g. Welsh Ambulance Services NHS Trust (WAST), Public Health Wales and Health Boards);
- co-ordinate input from Health policy leads, professional advisers and NHS organisations to maintain an overview of the Group's response;
- ensure all key decisions are logged;
- schedule regular briefings/updates/meetings with the HRT to ensure an integrated health response and to identify issues and determine actions;
- approve health inputs to reports for Cabinet Office Briefing Rooms (COBR), corporate briefings within the ECC(W) and health briefings for Senior Officials and Cabinet Secretary / Minister;
- approve regular, clearly numbered, health situation reports for key Health contacts;
- support and work closely with the ECC(W) Operations Director and ensure that any health related issues are passed directly to the HRT;
- attend CCG/WCCC and other meetings, arranging additional health representation as necessary to provide health advice and information on the health response;
- ensure that mechanisms for accountability and governance are maintained with appropriate decisions being taken at CMO/DG/SRO or Cabinet Secretary / Ministerial level;
- ensure resilient arrangements are in place for continuity of the HRT Co-ordinator role and provide a full briefing to the replacement Co-ordinator at handover.

Health Desk Manager – responsible to HRT Co-ordinator (Grade7/SEO)

PLEASE NOTE

On arrival at the ECC(W) you are required to report to the ECC(W) Manager to be signed in. You will also be required to sign out when leaving.

If you need to access the [redacted] in-box on a **READ ONLY** basis (as ideally this should only be be used by the Health Desk Information Officer) –

1. log in to Outlook using your usual log in details
2. Click on 'File' in the tope left-hand corner of the screen
3. Click on 'Open & Export'
4. Click on 'Other User's Folder'
5. Type in [redacted] & click Ok

- ensure sufficient Health Desk support staff are available and agree key actions required depending upon the situation;
- allocate roles and associated facilities, including desks and phone numbers, as soon as the HRT arrives and in consultation with the WG corporate Resilience Team, ensure adequate resources are available to the HRT – i.e. phones, maps, white boards etc.
- ensure that the Cabinet Secretary / Minister's Office and HSSG officials are notified that the Health Desk has been established and provide contact information;
- provide line management, guidance and direction for Health Desk Support Officers ensuring that key actions are carried out effectively;
- provide briefing and support to the HRT Co-ordinator;
- review and assess health information from all sources and prioritise responses to internal/external requests;
- provide briefing and advisee HRT Co-ordinator of the HSSG support needed, ensure tasks are directed/ allocated appropriately and outcomes monitored;
- in consultation with the HRT Co-ordinator, ensure regular, clearly numbered, health situation reports are maintained as a basis for briefings and reports to the Cabinet Secretary / Minister's Office, HSSG senior officials and COBR;
- ensure that email groups are established to cascade information, taking account of information flow systems established by the Health Communications Team and/or professional advisors;
- establish effective liaison with NHS organisations and/or local Health Emergency Co-ordination Centre/s (HEC);
- establish effective liaison with other cells within the ECC(W) and ensure all actions/ issues/ significant items to note for WG are sent to Response Cell (if requested by them) or Situation Logging via Health Desk Support Officer (Information);
- check the log at regular intervals to ensure no outstanding actions are over-looked;
- ensure that the welfare requirements of the HRT are being met, including ensuring both you and the Support Officers take regular breaks and develop a rota to maintain adequate HRT staffing and ensure the roles of Health Desk Support Officers are provided throughout the emergency;
- ensure resilient arrangements are in place for continuity of the Health Desk Manager role and provide a full briefing to the replacement Health Desk Manager at handover.

HRT Co-ordinator Support Officer
(HEO / EO)

PLEASE NOTE

On arrival at the ECC(W) you are required to report to the ECC(W) Manager to be signed in. You will also be required to sign out when leaving.

If you need to access the [redacted] in-box on a **READ ONLY** basis (as ideally this should only be be used by the Health Desk Information Officer) –

1. log in to Outlook using your usual log in details
2. Click on 'File' in the tope left-hand corner of the screen
3. Click on 'Open & Export'
4. Click on 'Other User's Folder'
5. Type in [redacted] & click Ok
6. A number of telephone extension lines have been allocated to the HRT and these should be allocated by the Health Desk Manager as necessary, dependant on the make up of the Team

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The HRT Co-ordinator Support Officer role includes -

- provision of administrative and operational support directly to the HRT Co-ordinator;
- arranging briefings, meetings, booking rooms, drafting agendas as necessary;
- establishing effective liaison with other cells within the ECC(W);
- as directed by the HRT Co-ordinator, ensuring the Health Desk Manager is informed of all actions/ issues/ significant items to note;
- working closely with the Health Desk Manager and other Support Officers to identify cross-cutting information plus actions and feedback to the HRT Co-ordinator as necessary;
- supporting the Health Desk Manager in maintenance of clearly numbered, up-to-date situation reports and preparing draft reports for internal and external distribution;
- taking minutes and noting actions of all necessary meetings and working with Health Desk Support Officer (Logging) to *ensure all key decisions and actions are recorded and outcomes monitored;*
- ensuring all necessary information and documentation is passed to the replacement Health Desk Support Officer (supporting the HRT Co-ordinator) at handover and that the replacement is fully briefed on pending actions.

Health Desk Communications Officer
(EO / TS)

PLEASE NOTE

On arrival at the ECC(W) you are required to report to the ECC(W) Manager to be signed in. You will also be required to sign out when leaving.

If you need to access the [redacted] in-box on a **READ ONLY** basis (as ideally this should only be be used by the Health Desk Information Officer) –

1. log in to Outlook using your usual log in details
2. Click on 'File' in the tope left-hand corner of the screen
3. Click on 'Open & Export'
4. Click on 'Other User's Folder'
5. Type in [redacted] & click Ok
6. A number of telephone extension lines have been allocated to the HRT and these should be allocated by the Health Desk Manager as necessary, dependant on the make up of the Team

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The Health Desk Communications Officer role includes:

- provision of support to the Health Desk Manager;
- logging on to the [redacted] email box - **please note that you will have to speak to a member of the ECC(W) Support Cell to be issued with a password;** *only* the person covering this role can log into the [redacted] email box and send information on behalf of the team, although other Team members can access on a READ ONLY basis.
- setting up / checking email groups for initial notification of the incident and asking for acknowledgement of email receipt (see a. below for draft list of group members and standard initial notification message);
- continually monitoring incoming emails and action where appropriate, referring to Health Desk Manager where necessary;
- working closely with the Health Support Officer (Logging) to ensure key actions are recorded;
- [redacted]
- displaying Health Desk phone numbers and email addresses clearly on whiteboards;
- printing key documents as required;
- establishing and maintaining a database of essential contacts;
- establishing and maintaining e-mailing lists as necessary;
- establish and maintain a filing system** for all incoming/ outgoing information, including e-mail, utilising the general Emergency Planning inbox for incoming issues; **** ensure all emails are appropriately logged and taken account of before filing**
- supporting the Health Desk Manager in the maintenance of clearly numbered, up-to-date situation reports and preparation of draft reports for internal and external distribution;

- addressing problems relating to the operation of administrative / communications systems;
- monitoring of any Health related Twitter feeds and notifying the Health Desk Manager of anything significant;
- ensuring all necessary information and documentation is passed to the replacement Health Desk Support Officer (Information) at handover and that the replacement is fully briefed on pending actions.

a. Initial Notification & Subsequent Updates

Email Group members

Two email groups have been set up in Outlook Contacts – one to send and one cc.

[redacted]

Each should be checked for accuracy and agreed with the HRT Co-ordinator **before** using to send out the initial notification and subsequent up-dates.

The following officers should be included in the groups for initial notification of an incident and all subsequent updates.

To –

- [redacted]
- [redacted]
- [redacted]

Please note - Dependant on the incident this list is likely to be extended to include additional policy lead officers plus the following -

- **NHS Executive Leads for Emergency Planning;**
- **Emergency Planning Advisory Group members (this includes all Emergency Planning Leads);**
- **Health Emergency Planning Representatives on Strategic Co-ordinating Groups;**
- **UK Health Departments and NHS England EP Leads.**

b. Standard Initial Notification Message

Message Number ……**1** …..

The Welsh Government has activated the Emergency Co-ordination Centre (Wales) (ECC(W)) in response to –

Insert text re: incident –

- *What has happened*
- *When and where*
- *Effects*

The Health Desk has been established to co-ordinate the Health Response.

To support the Health Desk it may be necessary to contact policy leads for advice. Please provide an email address and telephone number that will ensure contact with you or a designated member of your team.

Telephone numbers for the Health Desk will be confirmed shortly and regular up-dates will be provided.

Please acknowledge receipt of this message

Health Desk Loggist
(EO / TS)

PLEASE NOTE

On arrival at the ECC(W) you are required to report to the ECC(W) Manager to be signed in. You will also be required to sign out when leaving.

If you need to access the [redacted] in-box on a **READ ONLY** basis (as ideally this should only be be used by the Health Desk Information Officer) –

1. log in to Outlook using your usual log in details
2. Click on 'File' in the tope left-hand corner of the screen
3. Click on 'Open & Export'
4. Click on 'Other User's Folder'
5. Type in [redacted] & click Ok
6. A number of telephone extension lines have been allocated to the HRT and these should be allocated by the Health Desk Manager as necessary, dependant on the make up of the Team

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The Health Desk Loggist role includes:

- providing support to the Health Desk Manager and work closely with both her/ him and other Health Desk Support Officers;
- [redacted]
- in consultation with the Health Desk Support Officer (supporting the HRT Co-ordinator), maintaining a log of key actions and decisions using the ECC(W) Health Desk Incident Log Template, downloadable from iShare, and the specific guidance below;
- in support of the Health Desk Support Officer (Information)– monitoring incoming emails and referring matters to the Health Desk Manager and other Support Officers for action as appropriate;
- ensuring all actions/ issues/ significant items to note for WG are sent to Situation Logging, preferably as [redacted] directed by the Health Desk Manager;
- monitoring the Resilience Direct (RD) Event Log (if operating) and alerting the Health Desk Manager to any issues with potential health implications;
- ensuring all necessary information and documentation is passed to the replacement Health Desk Support Officer (Logging) at handover and that the replacement is fully briefed on pending actions.

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a. Incident logging - Specific Guidance (refer to example b. on Page 21)

- Be sure to fill in the name of the incident at the top of the sheet, along with the date, and create a new log sheet for each day of the incident;
- Capture all emails coming in to [redacted] inbox which require an action;

Note the time and the content of the email and drag and drop the email into the log for easy reference.

- Completed column- STATUS
  Red - action outstanding
  Amber - action pending
  Green - action completed
  Shaded cell - action not relevant for Health cell

- When the action is completed, drag and drop the relevant email into the final column;

- To change the colour of a cell- right click in relevant cell> Borders and shading> Shading tab> choose fill colour> Select Apply to: cell

- To fill cell with hatched lines- right click in relevant cell> Borders and shading> Shading tab> Patterns: style> scroll down and choose a fill pattern> Select Apply to: cell

- It may also be useful to match the email flags in the [redacted] inbox with the 'status' colours for easy reference.

UPDATES

Noting the time, detail any important updates which do not require action. Attach the relevant email for easy reference.

It may be useful to flag these emails in the [redacted] inbox as 'blue' to distinguish them from emails which require any action .

b. <u>SAMPLE</u> ECC(W) Health Desk Incident Log Template

Event: *Pandemic Influenza*

Date: *August 2016*

Time	Request/Information	From	Action	Outcome	Complete
14:10	*HRT asked to draft a short briefing for EDT*	[redacted]	[redacted] *Desk Manager) drafted*	Sent [redacted]	✓
14:23	*WG Comms Team asked for Health representative to join Media Cell in ECC(W)*	[redacted]	[redacted] *Health Desk) sent email to* [redacted]	[redacted] *sending representative to ECC(W)*	✓
14:30	*Cabinet Secretary for Health, Wellbeing & Sport request for a briefing by 16:00*	*Cabinet Secretary office*	*Passed request to* [redacted]	*Briefing being compiled*	
14:45	*Health Desk to send out request for volunteers to help staff the desk as response likely to be required 24/7*	*HRT Co-ordinator*	*Email drafted and agreed by HRT co-ordinator*	*Request sent and awaiting reply*	
14:45	*WAST representative arrived at ECC(W)*				
14:50	*Health Desk requested to order refreshments for HRT*	*HRT Manager*			

Welsh Ambulance Services NHS Trust Representative/s (WAST)

Your role includes -

- Providing advice to the HRT Co-ordinator and others particular to your organisational role and skills;
- Informing strategic decision making;
- Working with the Health Desk Manager and Support Officer (Logging) to ensure all key decisions and actions are recorded and outcomes monitored;
- Receiving and participating in regular Health Response Team briefings and updates as determined by the HRT Co-ordinator;
- Providing Strategic Advice to the Chief Executive or Deputy within the CCG;
- Maintaining Liaison with UK Ambulance Coordination Centre on UK Ambulance Assets and Mutual Aid;
- Providing NHS Airwaves Communication on telephony failure within the ECC(W);
- Providing Video/Tele Conferencing directory in support of HRT briefings;
- Inform HRT logging and maintain WAST Decision Log on Ambulance Service issues.

PLEASE NOTE

- On arrival at the ECC(W) you are required to report to the ECC(W) Manager to be signed in. You will also be required to sign out when leaving.
- Wireless network is available if you require access to your organisational intranet and files but you will be required to bring your own laptop.
- An email account has been set up for WAST and Public Health Wales should one be required.

Public Health Wales Representative/s

Your role includes -

- Providing advice to the HRT Co-ordinator and others particular to your organisational role and skills;
- Informing strategic decision making;
- Working with the Health Desk Manager and Support Officer (Logging) to ensure all key decisions and actions are recorded and outcomes monitored;
- Receiving and participating in regular Health Response Team briefings and updates as determined by the HRT Co-ordinator;
- Providing Strategic Advice to the Chief Executive or Deputy within the CCG;
- Maintaining liaison with Public Health Wales colleagues in the emergency co-ordination centre, if set up;
- Providing the link to Public Health England if specialist advice is needed;
- Informing HRT logging and maintain Decision Log on Public Health Wales issues.

PLEASE NOTE

- On arrival at the ECC(W) you are required to report to the ECC(W) Manager to be signed in. You will also be required to sign out when leaving.
- Wireless network is available if you require access to your organisational intranet and files but you will be required to bring your own laptop.
- An email account has been set up for WAST and Public Health Wales should one be required.

Health Board Representative/s

Your role includes -

- Providing advice to the HRT Co-ordinator and others particular to your organisational role and skills;
- Informing strategic decision making;
- Working with the Health Desk Manager and Support Officer (Logging) to ensure all key decisions and actions are recorded and outcomes monitored;
- Receiving and participating in regular Health Response Team briefings and updates as determined by the HRT Co-ordinator;
- Providing Strategic Advice to the Chief Executive or Deputy within the CCG;
- Maintaining liaison with Health Board colleagues in the emergency co-ordination centre, if set up;
- Maintaining liaison with Health Board colleagues on the SCG;
- Informing HRT logging of all relevant issues.

PLEASE NOTE

- On arrival at the ECC(W) you are required to report to the ECC(W) Manager to be signed in. You will also be required to sign out when leaving.

SECTION 3

Health & Social Services Group (HSSG) General Roles & Responsibilities

9. 1 **All Health Directorates within HSSG must be prepared to-**

- participate in the response, if required, consistent with policy and professional responsibilities;
- designate an officer/s to work as part of the HRT, based in ECC(W) if appropriate, and working in liaison with the HRT Co-ordinator;
- respond immediately to requests for action and support from the HRT as necessary to ensure an effective health response;
- provide 24/7 divisional contacts, on request, to the HRT during the emergency.

Mass Casualty Incidents &

10.1 A mass casualty incident can be defined as' *a disastrous single or simultaneous event(s) or other circumstances where the normal major incident response of several NHS organisations must be augmented by extraordinary measures in order to maintain an effective, suitable and sustainable response'.*

In such an event, the structure set out in Appendix F is likely to be implemented, including holding a Strategic Health Group (Chief Executive/Senior executive level) teleconference so as to ensure health co-ordination and leadership across Wales NHS. This teleconference will be initiated by the NHS Wales Chief Executive Officer or nominated Deputy who will chair the teleconference.

The purpose of the Strategic Health Group teleconference is to -

- Provide the mechanism for visible co-ordinated leadership of the Wales NHS response;
- Establish a shared understanding of Wales NHS response and priorities;
- Confirm / agree priorities and use of NHS resources, where appropriate;
- Consider additional NHS requests for assistance not currently being provided;
- Consider clinical advice/requirements referred to by Medical Directors;
- Provide collective support to the Wales NHS response and consider issues referred upwards;
- Consider the need for agreeing collective media lines and health communications impacts;
- Consider short, medium and longer term NHS business impacts and co-ordination requirements;
- Respond to matters appropriate to the Group that may have arisen.

10.2 In order to oversee the management of large numbers of casualties into hospitals, a Medical Directors clinical teleconference is also likely to be called by the

EMRTS Strategic Medical Adviser (SMA), which is a 24/7/365 role. The purpose of this Clinical Teleconference is to:

- Confirm casualty clearance arrangements and any medical support required;
- Ensure there is a shared understanding on casualties numbers and conditions;
- Establish what hospital capacity is available immediately to deal with urgent need;
- Establish what additional capacity is available from England Trauma Centres;
- Identify areas where supporting hospitals may be able to help; confirm hospitals that have activated MI Plans and those on standby or not mobilised;
- Identify clinical issues and clinical advice that CEOs need to be informed about.

10.3 Any request for an NHS England Clinical representative to join the teleconference will be from the SMA to the WG HRT. The HRT will then contact Department of Health who will action with NHS England.

10.4 [redacted]

Health Communications

11.1 Health communications needed in an emergency can be categorised as:

- Ministerial and AM briefings and letters;
- communications to the public- largely delivered through media briefings, media statements, provision of up-to-date web content, other digital activity (e.g. use of social media) and more traditional paid-for publicity (e.g. TV/radio advertising);
- communication with the Health Board and Trust Managers involved in the response through regular meetings or teleconferences and liaison with the HRT in ECC(W);
- communications to healthcare practitioners through bulletins, CMO letters, information cascades, HOWIS, meetings with health professional groups and representative organisations;
- responding to health enquiries from the public and partner agencies, including maintaining an up-to-date Q&A.

11.2 Lead officers/teams will need to be confirmed from relevant policy and health professional areas to deliver each of these aspects of communication, as appropriate. The HRT Co-ordinator, Health Desk Manager and

Communications Leads will need to ensure a structure is in place to ensure co-ordination of consistent health information and advice at both central and local levels.

Public and Media

12.1 To ensure provision of accurate, timely and consistent advice to the public across the UK in emergencies, a national communications strategy has been developed, led by central Government. A combined press and information News Co-ordination Centre (NCC) will be established within the Cabinet Office to work closely with the DH Press Office.

12.2 NCC will provide a 24hour capability to co-ordinate public communications and prepare and circulate top line briefings to departments, WG and other devolved administrations.

12.3 The WG Communications Division (Strategic Planning, Finance and Performance) will co-ordinate public and media information in Wales, working with HSSG Public Health Wales and strategic co-ordination centres (SCC). Working from the ECC(W), liaison will also be established with NCC and DH Press Office.

12.4 HSSG will nominate key health spokespersons and the Communications Division will ensure they are briefed on the latest media issues.

12.5 Key communication partners for HSSG will be:

- DH, including on international issues;
- the WG Press Office and other divisions;
- Public Health Wales and PHE;
- the NHS and Health Emergency Co-ordination Centres; and
- Health professionals.

12.6 The Communications Division, working with the HSSG and in consultation with Public Health Wales and Public Health England, will prepare and arrange distribution of public health advice via, as appropriate, media briefings, information leaflets, posters, NHSDW, relevant web-sites and social media. This advice will also be circulated to NHS Wales and to police led strategic joint agency co-ordination centres. Where appropriate the Communications Division will also liaise with DH and NCC about TV, radio and advertising including the production of Welsh language versions.

12.7 Public Health Wales and Health Boards must work together with LRF partners to develop co-ordinated arrangements for dissemination of public health information within the local community. They should ensure that the lead organisation for informing and advising the public is agreed with LRF partners, that arrangements are integrated with those of other services and that they are in accordance with national strategies. They should agree key spokespeople

for giving interviews and briefing the media locally and take account of the potential need to give interviews in the Welsh language.

12.8 Public awareness messages should, where possible, include details of actions that the public are expected to take to complement response arrangements and mitigate pressure on health services.

12.9 Public information on the wider social impacts and response in Wales will be co-ordinated nationally through the WG Communications Division and locally through the police led SCG.

Health Care Professionals and NHS Organisations

13.1 The following protocol sets out clear lines of authority and responsibility for communications issued by WG health professionals to their respective professional audiences during a major infectious disease emergency.

13.2 There are likely to be two types of communication from WG health professionals to colleagues in the service:

- 'Urgent' material that the health professional wishes to issue without undue delay;
- 'Non-urgent' but still important information.

13.3 The aim is to ensure that the information WG issues is consistent across the range of health organisations, professions and disciplines, is streamlined as far as possible through a single communications route and is logged for future reference.

13.4 Health professionals who are considering issuing advice or guidance should contact the HSSG Communications Team, who will be able to advise on timing, communication methods, editorial and presentational issues. Such early discussion will also help build the Communication Team's understanding of overall health professional communication requirements.

13.5 Advice or guidance from health professionals should, whenever possible, be agreed with the Communications Team before it is issued. 'Urgent' material should be discussed with the Communications Manager for the HSSG or a member of the team.

13.6 The Communications Team will keep a log of all advice and guidance issued by the HSSG.

13.7 Non-urgent communication will be reserved, as far as possible, for a regular e-newsletter compiled by the Communications Team, guided by WG health professionals and in consultation with Public Health Wales. The newsletter circulation list will be based on the mailing list for the HSSG's Chief Executives' bulletin. A key principle of distribution is that, where appropriate, the newsletter

will be sent to a single contact in an organisation for onward dissemination. The newsletter will also be published on the WG website.

13.8 Clearance will be by the CMO or Director General (or their nominated deputies), with the head of the HSSG Communications Team copied in. Draft copy will also be sent to Public Health Wales for information.

13.9 External enquiries regarding the newsletter or its contents will initially be directed to the Communications Team who, where appropriate, will forward the enquiry to the relevant health professional. The Communications Team will keep a record of all enquiries and WG responses.

Finance

14.1 Early consideration will need to be given to ensuring the identification of the financial implications of decisions arising from the response, including those upon NHS organisations. Where necessary, the Finance Director will nominate an officer to work with the HRT in order to record and capture estimated financial information on capital and revenue implications of those decisions.

Professional Advice

15.1 The Heads of Profession role is to ensure that their advice is available to support the health response in relation to their professional responsibilities. In an emergency, the generic responsibilities of health professionals include:

- responding to requests for professional advice and support;
- considering the potential impact of the emergency in their professional area;
- if necessary, participating in the HRT, based in ECC(W) if appropriate, and working closely with the HRT Co-ordinator to ensure an integrated response;
- establishing professional networks to ensure engagement in the response;
- keeping NHS professional networks informed in accordance with agreed communications strategy and seeking appropriate support;
- co-ordination, as appropriate, of the engagement of health professionals.

NHS Performance Impacts and Data Gathering

16.1 The Delivery and Performance Directorate role is to ensure that arrangements are in place to monitor the impact on the NHS of the emergency, including on performance targets. In an emergency, responsibilities include:

- if necessary, participating in the HRT, based in ECC(W) if appropriate, and working closely with the HRT Co-ordinator to ensure an integrated response;
- collating hospital Situation Report (Sitrep) information;
- liaising with NHS managers to ensure continuity of services;
- consideration of escalation measures;

- consideration of relaxation of NHS targets;
- considering cross boundary and county issues, including overseas treatment.

Social Care

17.1 Social Services & Integration Directorate roles are to ensure that arrangements are in place to monitor the impact of the emergency on social care and provide strategic support. In an emergency, responsibilities include:

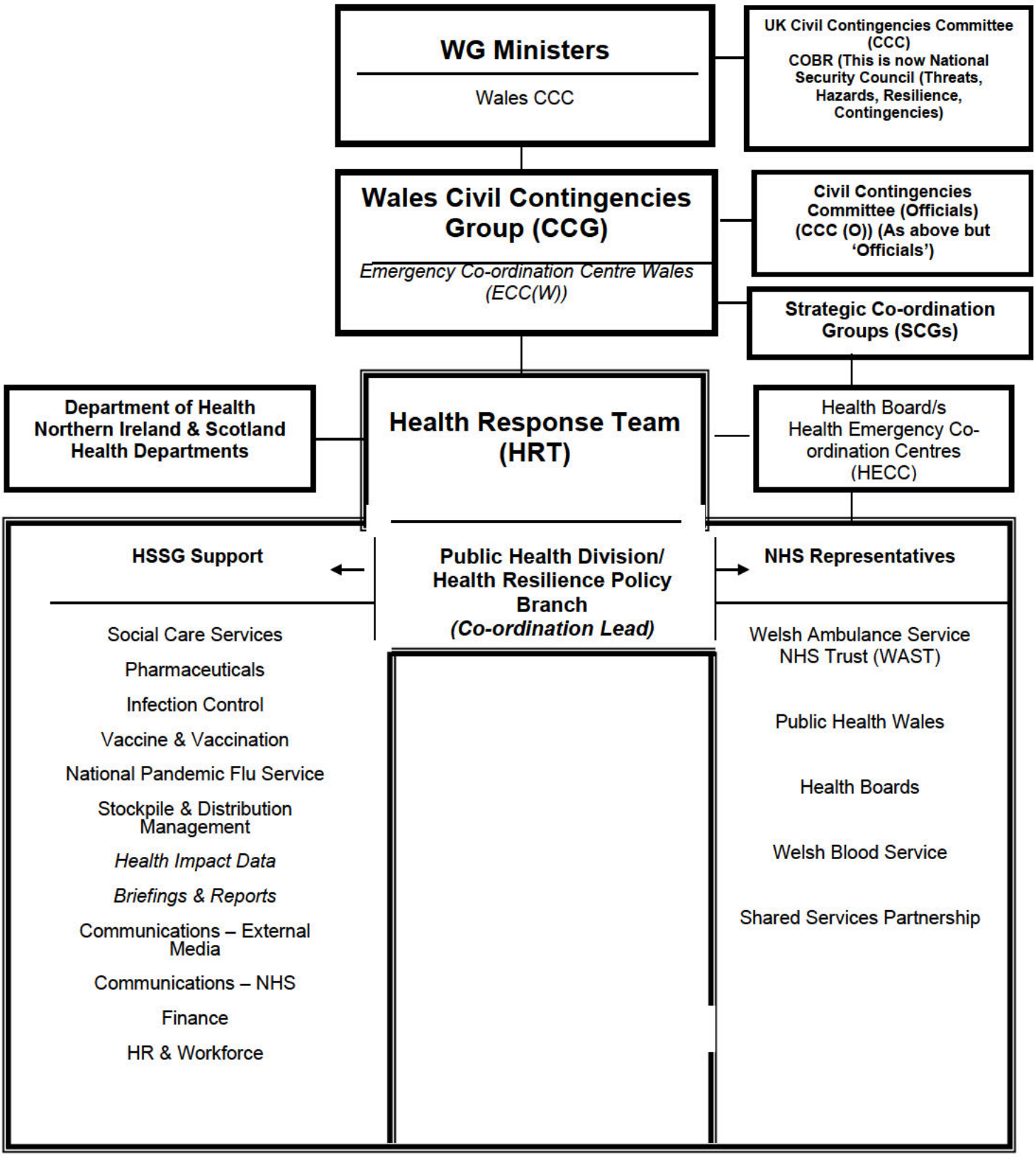
- working with the HRT and Local Government representatives in ECC(W) to ensure a co-ordinated response;
- ensuring social care implications are considered as part of the HSSG's response;
- establish a social services network for information flows and monitoring services;
- consider voluntary/independent sector engagement;
- advice on issues relating to vulnerable groups e.g. on child protection;
- liaison/ advice relating to the interface between the NHS and Social Care;
- advice relating to residential and home care;
- liaison with independent care providers and representative bodies for older people.

HSSG Response Structure

18.1 Figure 2 below sets out the various elements of the HSSG response structure and how it fits into the WG Corporate Structure:

HSSG RESPONSE STRUCTURE

Figure 2



Appendices

Welsh Government Health & Social Services Group
Arrangements for Responding to Emergencies

[redacted]



[redacted]

[redacted] B

January 2019

NHS Organisations' Roles in Emergencies

Welsh Ambulance Services NHS Trust (WAST)

- providing command and control of NHS resources at an incident scene;
- deploying appropriate healthcare resources to provide triage treatment and transport for casualties at the scene;
- using local resources flexibly to provide consistent and essential care;
- ensuring arrangements are in place to access and deploy the national stock of health countermeasures e.g. CBRN/ pandemic flu/ mass casualty incidents;
- planning with neighbouring services and partners to obtain/ provide effective mutual aid support when needed;
- if requested, providing a liaison officer to work with the Health Response Team in ECC(W) and /or attend regular meetings called by WG.

Health Boards (HBs)

- deploying appropriate healthcare resources to care for casualties either at the scene or at a hospital site;
- ensuring that direct healthcare resources can be mobilised quickly to support local hospitals or to sustain patients in the community, should hospital services be reduced or compromised for a period;
- having arrangements in place to harness and effectively utilise primary and social care/ local authority resources where needed to support, for example by setting up ad hoc emergency facilities for triage, assessment, treatment or delivery of mass prophylaxis or vaccination;
- with support from Public Health Wales, taking steps to safeguard the health of the local population and monitor those who may have been affected;
- with support from Public Health Wales, having systems in place rapidly to disseminate health advice to the public;
- if requested, providing a liaison officer to work with the Health Response Team in ECC(W) and /or attend regular meetings called by WG.

Public Health Wales

- providing a 24-hour public health capability in responding to public health emergencies;
- providing advice and support to the NHS and WG;
- providing operational leadership to deal with communicable diseases;
- liaising with PHE and other external organisations as necessary, to secure specialist advice and mutual aid arrangements to create additional capacity;

- ensuring that the public health response is integrated with NHS management at local, regional and WG level and with the multi-agency emergency planning arrangements based around police areas;
- establishing a Scientific and Technical Advice Cell (STAC) if required or requested by the Police;
- if requested, providing a liaison officer to work within the Health Response Team in ECC(W) and /or attend regular meetings called by WG.

[redacted]

- providing mutual aid arrangements with Public Health Wales so that additional capacity can be made available to the public health response.

Appendix C

Health Emergency Response Co-ordination Structures

National co-ordination of the health response must take account of existing health and multi-agency structures that operate within the four Local Resilience Forums based on police areas. Through these arrangements health co-ordination is achieved in the following ways:

Health co-ordination at the scene

When a major incident is declared by any of the emergency services, WAST will ensure that the NHS response at the scene is co-ordinated, that adequate resources are deployed and that communication channels are established.

Local multi-agency co-ordination

The Police will lead the establishment of arrangements to co-ordinate the multi-agency response establishing strategic, tactical and operational command and control structures within their force boundary and, if necessary, between Police force areas. Health services will be appropriately represented within these structures by the respective Health Board, Public Health Wales and WAST. For some emergencies such as local outbreaks or flooding, these may not trigger the emergency services major incident arrangements. In these circumstances multi-agency co-ordination arrangements are determined locally, with local authorities possibly taking the lead role in place of the Police.

Local Resilience Forum (LRF) Health co-ordination

Strategic Co-ordinating Group

There is a statutory requirement on responding organisations to collaborate at the planning stage within the four Local Resilience Fora (LRF) in Wales, based on police boundaries. Health Boards, Public Health Wales and WAST all participate in these collaborative planning arrangements. In the response to an emergency, NHS planning ensures that there is appropriate representation at strategic, tactical and operational multi agency controls. If necessary, Health Boards may also establish arrangements to provide for enhanced co-ordination of the NHS response e.g. establishing a Health Emergency Co-ordination Centre (HECC) to facilitate NHS co-ordination during an emergency, either on the Health Board or police area boundary. NHS organisations involved in the response will be either directly represented within the HECC or will maintain regular communications links. A key responsibility of the HECC will be to ensure information is passed effectively between the local health response organisations and their representatives at the Police Strategic Co-ordination Centre. The HECC also provides a single point of contact for liaison between the WG Health Response Team in ECC(W) and local health responders. Health Boards may request a liaison officer from WG HSSG to facilitate provision of information from the HECC to ECC(W). WG staff based in regional offices may be appropriate for this role.

Public Health co-ordination

Public Health Wales has responsibility for overall strategic management of public health measures during emergencies and would, if necessary, establish their emergency co-ordination centre in Cardiff. Management of the operational public health response is normally led by the local CCDC or officer on-call working closely with the HB Director of Public Health. If there is a threat to public health, the Police will request Public Health Wales to provide advice and if necessary they may request them to establish a Scientific and Technical Advice Cell (STAC).

National/UK health co-ordination

HSSG will, if necessary, put into place a Health Response Team (HRT) to co-ordinate a national level health response and support the local NHS decision-makers. This team will work as part of an integrated Wales and UK response structure (see Figure 1 on page 32).

In a major incident involving mass casualties then enhanced NHS managerial and clinical co-ordination will be needed along the lines indicated in the proposed NHS mass casualty response chart at Appendix J.

Appendix D

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

[redacted]

The role of the Resilience Team

The Resilience Team is responsible for establishing co-ordination of the WG's corporate response to emergencies and will -

- alert WG Departments and co-ordinate support from departments and external agencies;
- facilitate meetings of the Civil Contingencies Group (CCG) or the Wales Civil Contingencies Committee (CCC);
- establish and manage operation of the ECC(W);
- support the involvement of Policy Divisions/Departments in ECC(W);
- act as a focal point for communications between WG Departments, between WG and Central Government (Civil Contingencies Secretariat) and between WG and local multi-agency Strategic Co-ordinating Groups;
- produce situation reports on the situation in Wales for Ministers and officials.

Welsh Government Emergencies Reporting Protocol

Purpose

1. This protocol sets out the procedures for the sharing of information between Welsh Government Departments in relation to incidents where Ministerial briefing is necessary.

2. The protocol also sets out the triggers for central, consolidated briefing from the Resilience Team to all Ministers where an incident has impact across all sectors and where the activation of the Emergency Co-ordination Centre (Wales) is required.

Background

3. Individual Departments regularly brief their Cabinet Secretaries on incidents affecting the services and sectors for which that Cabinet Secretary has portfolio responsibility. For example, Transport regularly brief their Cabinet Secretary on accidents and disruption on the trunk road network or rail, Flood & Coastal Risk Management report to their Cabinet Secretary on flooding and Energy Policy and Regulation report on power outages.

4. Whilst the Resilience Team are copied into all briefing to monitor the wider impact and to decide when central co-ordination of briefing is required, Departments are generally only aware of the impact in their sectors. However, there will be occasions where Departments need to be more fully aware of the wider impacts in the course of their work. An example of this is the Flood Team attending UK Lead Government Department flood teleconferences where they are frequently asked about the wider impact of any flooding in Wales and they would benefit from knowing the position on the roads, on statutory services etc.

Information Sharing

5. To achieve a broader understanding of the impact of any incident affecting Wales, Departments are asked to add the generic e-mail addresses and key personnel from other Departments to the distribution list of any briefings submitted to their Cabinet Secretaries in order to provide that wider awareness.

6. There will be incidents where Departments may not have a particular interest but it will be easier to copy everyone in and let them decide for themselves what response is required than to be selective on who to add to the distribution list.

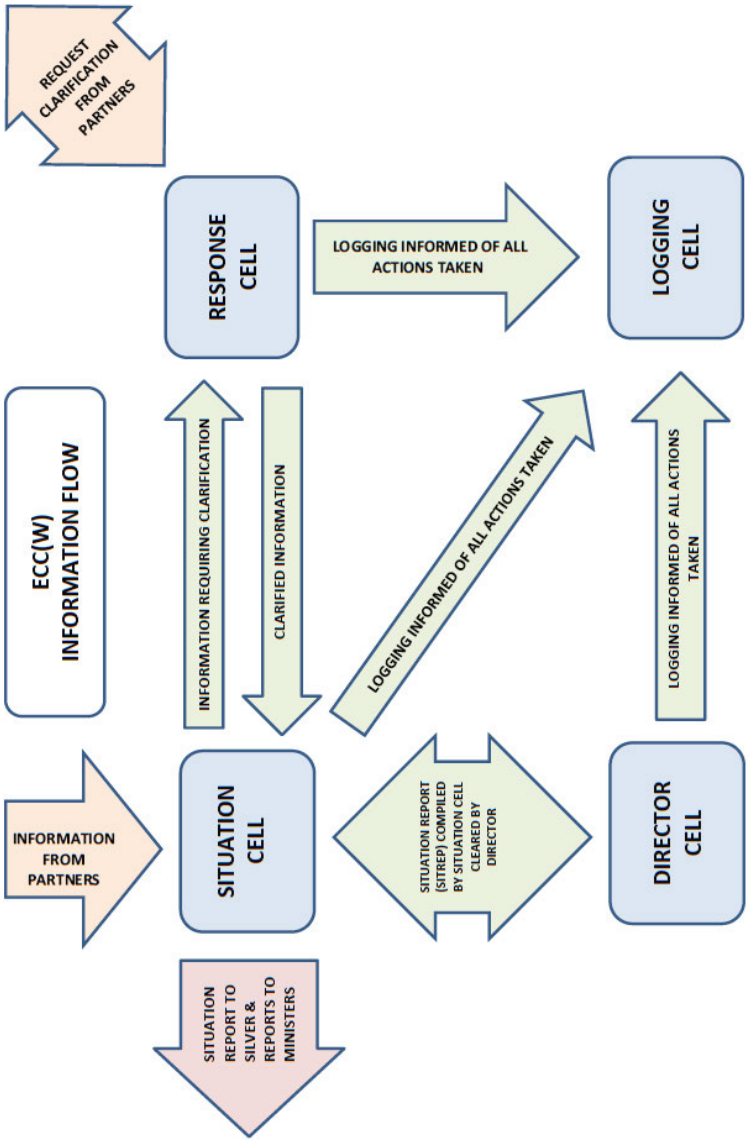
Central Briefing

7. The Resilience Team will monitor all reporting centrally and will decide, in discussion with leads in each Department, where central briefing to all Ministers is required. This will not preclude Departments providing more detailed briefing to their Cabinet Secretaries where they believe this is required but a central situation report to the First Minister, copied to all Cabinet Secretaries and Ministers, will be generated with the key issues by the Resilience Team. Whether Departments want to continue their separate, detailed sector briefings or rely upon the single, central briefings will be a matter for them but there needs to be consistency in the information provided.

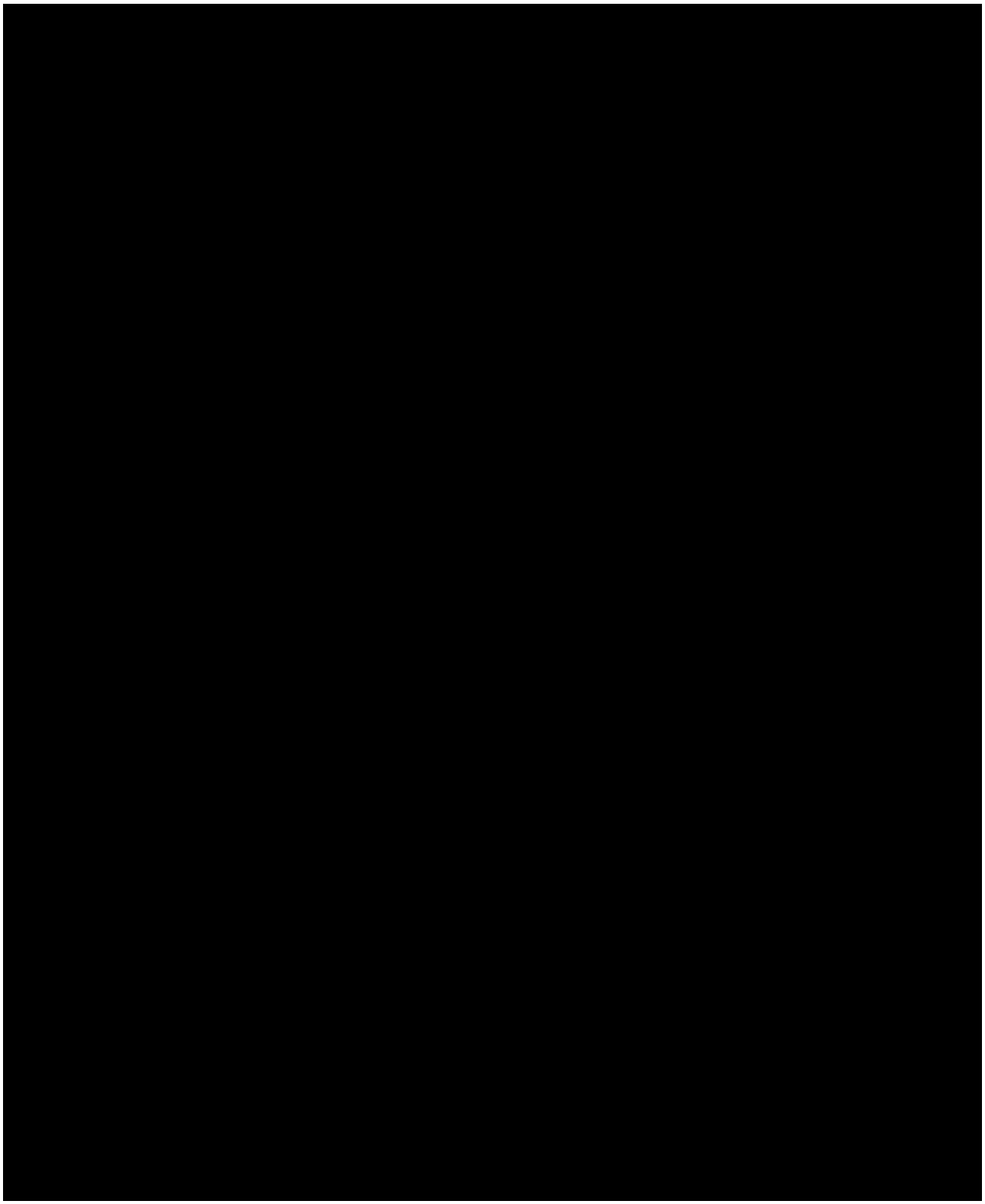
Emergency Co-ordination Centre (Wales) Activation

8. Where an incident occurs where the centralisation of the response is required across Welsh Government Departments, the Resilience Team, in consultation with Departments, will decide whether the ECC(W) needs to be activated and the response procedures under the Pan-Wales Response Plan needs to be activated.

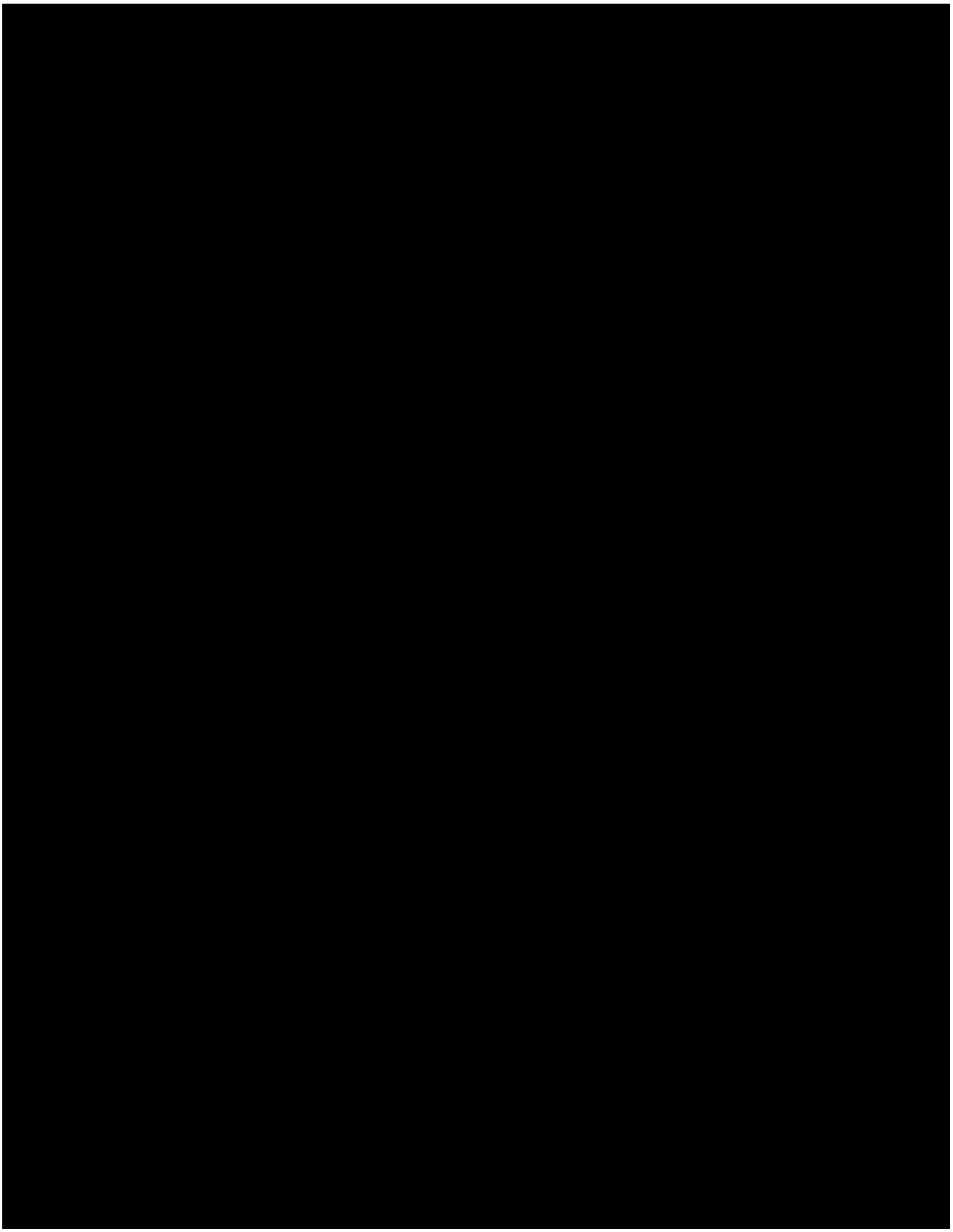
ECC() Flow of Information



Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies



Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies



Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies

Appendix E

[redacted]

Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies

[redacted]

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[redacted]

Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies

[redacted]

January 2019

Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies

[redacted]

Appendix F

[redacted]

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Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies

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January 2019

Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies



Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies

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Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies

[redacted]

January 2019

Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies

Training Records

Appendix K

Name	Swine Flu Response - seat in ECCW '09-'10	Support to Swine Flu Response '09-'10	Basic EP Awareness Feb '10	Exercise Watermark Mar '11	CC & Joint Agency EP & Response Nov '11 Sept '12 Mar '13 Aug '15	Health EP Arrangs & Response Nov '11 Sept '12 Mar '13 Aug '15	Exercise Cambria Guard Jan '12	NATO Summit Briefing 18th Aug '14	NATO Summit Rota Sept '14	HRT Volunteer Awareness June '16	UEFA Rota May-June '17
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Welsh Government Health & Social Services Group - Arrangements for Responding to Emergencies

Name	Swine Flu Response - seat in ECCW '09-'10	Support to Swine Flu Response '09-'10	Basic EP Awareness Feb '10	Exercise Watermark Mar '11	CC & Joint Agency EP & Response Nov '11 Sept '12 Mar '13 Aug '15	Health EP Arrangs & Response Nov '11 Sept '12 Mar '13 Aug '15	Exercise Cambria Guard Jan '12	NATO Summit Briefing 18th Aug '14	NATO Summit Rota Sept '14	HRT Volunteer Awareness June '16	UEFA Rota May-June '17