

Rhondda Cynon Taf
County Borough Council

County Borough Emergency Plan



RHONDDA CYNON TAF

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PLAN MAINTENANCE AND REVIEW

The Resilience and Sustainability Manager will be responsible for the development and maintenance of this plan. It will be reviewed every three years or following any significant incidents, changes to the Council or publication/revision of Government legislation and guidance.

All Agencies / Services of the Council referred to in this plan will be responsible for advising the Resilience and Sustainability Manager of any significant changes that may affect the plan.

A current version of the document will be held on the Council's section on Resilience Direct and a hard copy will be held in Clydach Vale (Pavilion C), Sardis House and the Council's Emergency Control Room.

Number	Date of Amendment	Amended By	Detail
1	August 2022	Ian Woodland	Full Review

FOREWORD

Major incidents are relatively infrequent, however when they do occur they can seriously threaten our lives, environment and economy. Recent examples of the Council's responses to incidents such as Storm Dennis and COVID have shown the importance of having robust procedures in place. Incidents can take a range of forms, requiring different responses depending on their nature and scale. The purpose of this plan is to assist Rhondda Cynon Taf County Borough Council in responding to and recovering from major incidents or emergencies. The response will be proportionate to the incident which can range from major incidents to small but possibly unusual emergency situations.

The Council accepts its responsibility to 'care' for its communities in emergency situations; consideration is also given to the needs of visitors to the Borough.

We have a crucial role to play in supporting the blue-light services and our communities in the initial hours and days of the response to the emergency. We also have the role of leading the effort to help people, communities and businesses to return to normality as soon as possible following an incident.

Often what is expected in an emergency is the same service that is carried out on a daily basis, but under different circumstances; these can be challenging or even extreme. The information contained in this Plan offers guidance and direction, but every incident will be different and will require staff to display flexibility, professionalism and initiative.



Chris Bradshaw
Chief Executive



Cllr. Andrew Morgan
Leader of the Council

Information Security

In the event of an emergency / business disruption, all reasonable steps must be taken to ensure that consideration is given to the Council's Information Security responsibilities in order to safeguard and protect all data that is gathered or given out, both manual and electronic.

At all times, all service areas are responsible for complying with information security related policies and procedures, e.g.

- The UK General Data Protection Regulations 2016 (UKGDPR)
- The Data Protection Act 2018 (DPA)
- Environmental Information Regulations 2004
- Freedom of Information Act 2000

Most information disclosure requests can be accommodated via existing relevant council procedures. In the event of an emergency giving rise to information disclosure that cannot be accommodated via existing procedures, the Council service area that owns the information will liaise with internal and external colleagues, including Council legal advisers if necessary, to deal with the matter.

This should be considered in line with the Cabinet Office publication - **Data Protection and Sharing – Guidance for Emergency Planners and Responders**, the key principles of which are shown below. [View Guidance](#)

- Data protection legislation does not prohibit the collection and sharing of personal data - it provides a framework where personal data can be used with confidence that individuals' privacy rights are respected.
- Emergency responders' starting point should be to consider the risks and the potential harm that may arise if they do not share information.
- Emergency responders should balance the potential damage to the individual (and where appropriate the public interest of keeping the information confidential) against the public interest in sharing the information.
- In emergencies, the public interest test will generally be easier to meet than during day-to-day business.
- Always check whether the objective can still be achieved by passing less personal data.
- Category 1 and 2 responders should be confident in asserting their power to share personal data when lawful in emergency planning, response and recovery situations.
- The consent of the data subject is not always a necessary pre-condition to lawful data sharing.
- You should seek advice where you are in doubt - though prepare on the basis that you will need to make a decision without formal advice during an emergency.

The Cabinet Office publication “Data Protection and Sharing – Guidance for Emergency Planners and Responders” has been endorsed by the Ministry of Justice, the Information Commissioners Office, the Department of Health, the Local Government Association and the Association of Chief Police Officers amongst many others.

EQUALITY AND DIVERSITY

The Councils Equality and Diversity Policy Statement notes:

The Council is committed to promoting equality and diversity in employment and in service delivery.

We aim to be a Council that values and respects all employees, job applicants, customers, residents living in our area and visitors coming to the area. We believe that everyone living in and working in Rhondda Cynon Taf has the right to be treated fairly and to live free from discrimination.

We will work to ensure that everyone in our communities is able to access our services and information. We will consider people's different needs as we develop our services and practices and aim to ensure that our approach is inclusive of everyone.

As employers we will work to promote a positive working life for all employees. We aim to create a workplace culture that is free from harassment and discrimination whereby people's differences are respected and valued, rather than just tolerated.

We aim to promote an environment in Rhondda Cynon Taf whereby we challenge prejudices, stereotypes and negative assumptions about people and groups of people.

We recognise that we are better able to serve our communities if the diversity in our communities is reflected among our employees. We believe that our Council is enriched by people's differences and we will work to ensure that this message is communicated throughout Rhondda Cynon Taf.

Every attempt should be made to comply with this statement, noting that in emergency situations due regard is given to equalities compliance, during the emergency situation however the priorities will always focus on saving life and individuals safety.

WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015

The Well-being of Future Generations Act challenges Public Bodies to think and work together differently for the benefit of residents both now and in the future to create a secure and sustainable future for Wales. The Act defines all Local Authorities in Wales, as well as 22 other Public organisations, as Public Bodies. All 44 Public Bodies must meet the same legal requirements.

44 Public Bodies

Welsh Minsters	22 Local Authorities	Local Health Boards
Public Health Wales NHS Trust	Velindre NHS Trust	National Park Authorities
Fire and Rescue Authorities	Natural Resources Wales	The Arts Council for Wales
Sports Council for Wales	The National Library of Wales	The National Museum of Wales

This legal requirement is to carry out Sustainable Development (SD) i.e. making sure that decisions we take today don't compromise the ability of future generations to meet their need. In Wales, SD is defined as a process of improving the **Economic, Social, Environmental and Cultural** Well-being of people and communities. A video made by the Welsh Government about the Act can be seen [here](#) and there is a quick overview of the requirements available in the easy to read [Essentials Guide](#).

The implementation of the Act is overseen by the [Future Generations Commissioner](#) for Wales, whose role is to be the guardian of future generations.

In order to meet the requirements of the Act, Public Bodies must, among other things

1. set and publish well-being objectives
2. take all reasonable steps to meet those objectives
3. publish a statement about well-being objectives
4. publish an annual report of progress

In [November 2016](#), the Council agreed that so far as possible, it will embed the requirements of the Act into how it manages its business. In [March 2017](#), Cabinet adopted the Council's Priorities as set out in its first **Corporate Plan - 'THE WAY AHEAD 2016-20'**, as its Well-being Objectives. This has been further developed in the [Council's Corporate Plan for 2020-2024 - 'MAKING A DIFFERENCE'](#). The latest annual report of progress is contained within the Council's annual [Corporate Performance Report](#), which was [approved by Council](#) in October 2021.

Introduction

Introduction

This plan is a generic document which has been designed as a guide to response. It is recognised that incidents vary enormously in degree of response required and impact on the Community. Responding agencies will use experience and knowledge to deal in a flexible way with any incident.

Rhondda Cynon Taf County Borough Council accepts its responsibility to 'care' for its communities in emergency situations; consideration is also given to the needs of visitors to the Borough. The Council has prepared and will maintain a plan capable of dealing with a range of eventualities, including major incidents, which are the primary focus of this plan.

A Major Incident is defined as:

An event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency.

They are dealt with in three generally accepted stages.

- i) The mitigation of the effects of the incident,
- ii) The restoration of life to normality and rehabilitation,
- iii) Recovery and regeneration of the scene to an acceptable state as soon as practicable.

The local authority role is initially to support the emergency services and later to take the lead in co-ordinating the restoration, rehabilitation and recovery from any incidents.

In responding to these incidents the Council is aware that it must work in partnership with a number of other organisations, particularly the emergency services. This major incident plan integrates with the South Wales Local Resilience Forums Management of Major Incidents Roles and Responsibilities and Multi-Agency Coordination Group Implementation Protocol (MACG), which sets out the principles of the multi-agency response to major incidents. Both documents recognise that the role of each organisation will be affected by the nature of the incident and the different stages of the response. For the Council this could change its role from one of being supportive to the emergency services to undertaking the lead role.

In preparing and responding to emergencies the Council will follow the universally adopted of Integrated Emergency Management (IEM). IEM is a structured 'all hazards' approach to the management of any disruptive challenge whatever its cause, nature or consequence. It comprises six related activities:

ANTICIPATE	-	The need to ‘horizon scan’ for new hazards or threats that may cause potential emergencies.
ASSESS	-	The analysis of emergencies to understand their likelihood of occurrence and impact (incorporating health and economic elements).
PREVENT	-	Activities to reduce the likelihood or impacts of an emergency.
PREPARE	-	Developing and validating emergency plans to test response arrangements for known risks and unforeseen events.
RESPOND	-	The decisions and actions taken to deal with immediate effects of an emergency.
RECOVER	-	The process of rebuilding, restoring and rehabilitating the community following an emergency.

Whilst major incidents are the primary focus of this plan, it needs to be recognised that other emergency situations can arise which, although not sufficiently serious to warrant the implementation of major incident procedures, would still require a significant response from the Council. The plan, therefore, is sufficiently flexible to cope with these lesser situations, since a lack of immediate attention could well result in an escalation of an innocuous situation into something far more serious.

This Plan refers to emergency response and business continuity in line with Civil Contingency Act definitions and those provided in the HM Government Guidance ‘Emergency Response and Recovery’.

Emergency: “An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or the security of the UK or of a place in the UK.”

A Major Incident is any emergency that requires the implementation of special arrangements by one or more of the responding agencies for:

- The initial treatment, rescue and transportation of a large number of casualties;
- The involvement either directly or indirectly of large numbers of people;
- The handling of a large number of enquiries likely to be generated both from the public and the news media, usually to the police;
- The need for the large scale combined resources of two or more of the emergency services;
- The mobilisation and organisation of the emergency services and supporting organisations e.g. local authority, to cater for the threat of death, serious injury or homelessness to a large number of people.

Response: “Response encompasses the decisions and actions taken to deal with the immediate effects of an emergency. It is the decisions and actions taken in accordance with the strategic, tactical and operational objectives defined by emergency responders. At a high level these will be to protect life, contain and mitigate the impacts of the emergency and create the conditions for a return to normality. In many scenarios it is likely to be relatively short and to last for a matter of hours or days – rapid implementation of arrangements for collaboration, co-ordination and communication are, therefore, vital. Response encompasses the effort to deal not only with the direct effects of the emergency itself (e.g. fighting fires, rescuing individuals) but also the indirect effects (e.g. disruption, media interest).”

Recovery: “The process of rebuilding, restoring and rehabilitating the community, following an emergency.”

Business Continuity Management (BCM): “Holistic management process that identifies potential threats to an organisation and the impacts to business operations that those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability for an effective response”.

Aim, Objectives and Scope

Aim

Is to provide guidance to Council Staff and Services on the procedures and actions that will be put in place in the event of a major incident or emergency to ensure that Rhondda Cynon Taf County Borough Council can establish an effective and proportionate response to any emergency or major incident in a timely, coordinated, and effective manner.

Objectives

- To ensure a co-ordinated major incident response and the continuity of service delivery;
- To provide generic guidance on the response to emergencies;
- To outline emergency management and business continuity responsibilities of the Council;
- To ensure control is established at a senior level within the service areas affected.

Scope

The procedures and policies contained within this plan provide a guide for those officers involved in an emergency where specific arrangements are yet to be developed.

The plan does not go into detail on the roles and responsibilities of other Category 1 Responders; that information is included in the South Wales Local Resilience Forum – Management of Major Incidents Roles & Responsibilities.

The document will not replace the emergency and business continuity arrangements for individual services.

This plan is not intended to be activated for every emergency. However, if an emergency reaches a point where it exceeds the capability of individual Services to respond and manage independently the plan can be invoked.

Legal Position

Civil Contingencies Act - 2004

This is the most important piece of legislation impacting on the delivery of Resilience in Rhondda Cynon Taf. The Act, and accompanying regulations and non-legislative measures deliver a single framework for civil protection in the United Kingdom.

The Act is separated into two substantive parts:

- Part 1: focuses on local arrangements for civil protection, establishing a statutory framework of roles and responsibilities for local responders.
- Part 2: focuses on emergency powers, establishing a modern framework for the use of special legislative measures that might be necessary to deal with the effects of the most serious emergencies.

The Act divides local responders into two categories depending on the extent of their involvement in civil protection work and places a proportionate set of duties on each. Category 1 responders are those organisations at the core of emergency response (e.g. emergency services, local authorities). Category 1 responders are subject to the full set of civil protection duties. They are required to:

- Assess the risk of emergencies occurring and use this to inform contingency planning;
- Put in place emergency plans;
- Put in place Business Continuity Management arrangements;
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- Share information with other local responders to enhance co-ordination;
- Co-operate with other local responders to enhance co-ordination and efficiency; and
- Provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only).

The Local Government Act - 1972

Section 138, whilst not relating specifically to emergencies, is the general power that enables the council to incur whatever expenditure it considers necessary, without the prior consent of the secretary of state. Although it is incumbent upon the council to inform them as soon as possible when an emergency or disaster involving destruction of, or damage to, life or property occurs, is apprehended or is imminent.

Local Government and Housing Act - 1989

Section 155 gives legal base to the Emergency Financial Assistance Scheme. The emergency financial assistance scheme is a discretionary scheme, which may be activated to give special financial assistance to local authorities that would otherwise be faced with an undue financial burden of providing relief and carrying out immediate work due to large scale emergencies.

Section 156, gives legal authority to the council to undertake contingency planning to deal with a possible emergency, if the council is of the opinion that such planning is appropriate.

Local Government Finance Act – 1988

Section 88B is to make Special Grants to Local Authorities for purposes, which may include disaster response. Application should be made to the National Assembly for Wales who will initiate the process.

Housing (Wales) Act – 1996

This contains a statutory duty for the Council to exercise a priority need for accommodation to a person who is homeless or threatened with homelessness as a result of an emergency such as flood, fire or other disaster.

Control of Major Accident Hazard Regulations (COMAH) – 2015

As a result of the type and quantity of chemicals held at some sites, they may be covered by the COMAH Regulations, these define those sites covered by the regulations as Upper Tier or Lower Tier Sites which come with certain expectations of the site operators.

The COMAH Regulations were introduced to require operators of Upper Tier establishments to prepare and keep up to date onsite emergency plans and to supply necessary information to their local authority, who are required to prepare an offsite emergency plan.

There is one Upper Tier establishment in Rhondda Cynon Taf covered by the Regulations (the Royal Mint) and an off-site plan has been developed for the site.

Pipeline Safety Regulations – 1996

The Regulations place a duty upon Rhondda Cynon Taf County Borough Council to prepare plans in respect of 11 designated pipelines within the Borough. All 11 pipelines carry Natural Gas; 9 are operated by Wales and West Utilities and 2 are operated by National Grid. Separate plans have been created for pipelines operated by the two companies.

Finance

In the event of an emergency incident, it is highly likely that there will be expenditure incurred in dealing with the incident. It is important that all costs are accurately accounted for; some or all costs may be recoverable from other sources for example insurance, from those causing the harm or through the Welsh Government Emergency Financial Assistance Scheme.

The Director of Finance and Digital Services will be responsible for providing advice and updates to Officers and Elected Members and for ensuring clear arrangements are in place for the acquisition, expenditure and monitoring of finance during every phase of an emergency situation. They will:

- Liaise with individual services with a view to ensuring that appropriate contract clauses are included in Competitive Tenders as necessary. This is intended to ensure that any successful contractor will be aware of their full obligations to the local authority and of the local authority's financial obligations to them in the event of an emergency.
- Issue specific financial codes which will be used by individual services to record their expenditure when responding to an emergency. Detailed practical arrangements will be introduced but it must be stressed that it is vital that expenditure is properly and fully recorded and reconciled periodically.

This is specifically important where outside assistance may be required (e.g. Emergency Financial Assistance Scheme) where proper records will be required to support any application made. Appendix 5 is a draft memo to Director/Heads of Service on the use of financial codes during emergencies. This letter has been circulated so that all Services are familiar with the arrangements prior to any emergency. A reminder (see Appendix 6) will also be circulated by the appropriate officer at the time of an emergency so that the principles of posting expenditure to the appropriate financial codes are reinforced.

Emergency Financial Assistance Scheme

Under the terms of Section 155 of the Local Government and Housing Act 1989 the Welsh Government may make financial assistance available to local authorities via an Emergency Financial Assistance Scheme.

The Emergency Financial Assistance Scheme is a discretionary scheme, which may be activated to give special financial assistance to local authorities that would otherwise be faced with an undue financial burden of providing relief and carrying out immediate work due to large scale emergencies.

There is no automatic entitlement to financial assistance: local authorities have statutory functions to deal with emergencies and are required to plan accordingly. Any incident for which assistance is sought must involve conditions which are exceptional by local standards and damage to the local authority infrastructure or communities must be exceptional in relation to normal experience. The Minister responsible will decide whether or not to activate a scheme after carefully considering the circumstances. More detailed information on the scheme can be found at: [Emergency Financial Assistance Scheme](#)

Disaster Appeal Fund

Experience has shown that within a very short time of an emergency incident occurring there may be a need to set up a Disaster Appeal Fund to administer donations of money from the public and other sources intended for the relief of victims of the emergency. This task can be included in the business of the Multi-agency Recovery Co-ordinating Group if established.

The British Red Cross Disaster Appeal Scheme (DAS) is a comprehensive guide to setting up a post-disaster appeal fund or funds. Launching an appeal via the traditional route – by setting up a charitable trust – can be both laborious and time-consuming. The Red Cross already has all the processes and mechanisms in place to immediately launch an effective and wide-reaching appeal. Once the decision has been made to go ahead, they can efficiently, effectively and legally run a disaster appeal as a standard Red Cross operation. However, all money raised will go into a separate account, which may only be used for the purposes of that particular appeal.

Mutual Aid

Mutual Aid is defined as:

“An agreement between Category 1 and 2 responders and other organisations not covered by the Act, within the same sector or across sectors and across boundaries, to provide assistance with additional resource during an emergency, which may overwhelm the resources of an individual organisation.”

The WLGA have agreed a protocol (see Appendix 7) for Local Authorities within Wales which operates under the following principles:

- i) In the event of an emergency arising requiring resources beyond those available to one Authority it will be of benefit to our Emergency Arrangements for Authorities to render each other mutual aid and assistance.
- ii) Mutual Aid and Assistance will be subject to recompense of proper financial costs and can be instigated by any Service Director or more senior officer or an Emergency Planning Officer acting on their behalf.
- iii) This approach provides a consistent baseline arrangement between all Local Authorities in Wales but does not cut across any existing detailed arrangements.

The Emergency Services have their own arrangements for mutual aid which operate on a day to day basis and these will continue.

RHONDDA CYNON TAF CBC

Introduction

Rhondda Cynon Taf C.B.C. has an important role to play in a wide range of emergency situations. This role will vary with the nature and phase of the emergency. Potentially the expertise of any Service could be required, either for front line delivery to the public or in a supporting role to other Services or other agencies' front line staff.

The primary areas of responsibility of the Council will be an extension to their normal role, they will be to:

- support the emergency services and other agencies involved in response to an emergency;
- provide support services for the local and wider community;
- co-ordinate recovery and return to normality of affected communities, business and the environment;
- maintain the authority's normal service at an appropriate level;
- co-ordinate the response of the voluntary sector organisations.

An outline of the structures and general overview of the various services of the Council is included as Appendix 4.

Co-ordination during the initial stage of an incident will be achieved via Environmental Health Out of Hours Operator/Emergency Planning, an officer is available 24/7; an officer can be contacted via the Councils Contact Centre.

The Chief Executive with support from the Senior Leadership Team (SLT) will be responsible for managing the Councils response to incidents and briefing Elected Members.

The Council operates a lead officer principle where the Chief Executive / Senior Leadership Team will nominate a lead Director to co-ordinate the Councils response; until this takes place the Director of Frontline Services will fulfil the role. The Plan activation is designed to provide the necessary framework, whereby the services and resources of the Council can be quickly marshalled and deployed to mitigate the effects of a major incident and to aid in the recovery efforts. Any member of the Senior Leadership Team or Cabinet are able to activate this plan; Appendix 1 is a list of Senior Leadership Team and Cabinet Members.

Emergency Control Room

The Council has a dedicated Emergency Control Room. This facility will be used by Senior Officers of the Council to manage the response to incidents that will provide an effective location with facilities for the strategic response and coordination of any major incident or emergency.

Depending on the nature, scale and phase of an emergency officers from other response agencies may provide liaison officers to the site.

The decision to open the Emergency Control Room can be made by any member of the Senior Leadership Team. It can be accessed by contact to the Resilience and Sustainability Manager or via CCTV; Senior Leadership Team Members also have passes to the facility.

It benefits from dedicated audio-visual equipment, pc's, access to CCTV, the ability to monitor the media, Wi-Fi, direct dial links to Abercynon and Dinas depots and a back-up generator.

Sustainability of Response

In the early stages of a major incident consideration needs to be given to whether there is a need to sustain the Council's response over a prolonged period of time; the early stages of response can be extremely demanding, and managers must factor in staff replacement and welfare. If this is the case consideration should be given to putting staff on standby and the potential need for mutual aid, shift patterns and handover arrangements.

Experience has shown that senior managers are least likely to consider the impact of the incident on themselves and must also be part of any shift/handover arrangements.

Handover & Handover Briefing

During protracted incidents and a long emergency phase, it may be necessary for officers to undertake a handover. The officer handing over should ensure that the next representative is fully briefed in the incident response and prepared for what may be expected of them including role/responsibilities. The best method to hand over is face to face but this may not always be possible.

As good practice, it may be advantageous to send the latest sit-rep along with latest press statement to the next officer in advance and take the time to go through the JDM model during the briefing. Here are some considerations to assist in the process:

- Latest Situation update
- Impacts of incident on the area but also on the Council and the running of services
- Any strategic priorities set by the SCG and corporate direction for the Council
- Warning & Informing strategy
- Decisions taken and the rationale and any that are still required.
- Actions completed and outstanding if any. Resources committed during shift and for next shift. Capabilities and availability of resources
- Health & Safety as well as Welfare Arrangements
- Financial considerations/budget coding
- Key contact and officers
- Issues to consider in priority order for next shift
- Short to long term considerations
- Details of next meeting / battle rhythm

Staff Health and Safety

All staff involved with incident response must be aware of the Councils health and safety procedures; staff at no times should expose themselves or others to unnecessary risks. Staff should be aware of the Health and Safety implications of any activities they are undertaking in relation to an emergency. Staff should follow safe procedures and wear appropriate ppe. They should act in accordance to the safety instructions of their managers and the emergency services, particularly at the scene of the incident. However, due to urgency and the rapidly changing nature of major emergencies, it is likely that more reliance will be placed on dynamic risk assessment. Awareness of hazards and their potential to cause harm will need to be addressed by all levels of response. Concerns relating to the safety of work requested or undertaken should be escalated immediately.

It is important that managers and staff recognise their limits in recognising potential hazards and if necessary must seek competent advice before proceeding with an activity.

Safety in the Inner Cordon at the Scene of an Emergency

To ensure compliance with Health & Safety Legislation, the Fire & Rescue Service, operates an Incident Command System (ICS) involving the nomination of an Incident Commander at all incidents that it attends. The size and nature of the incident will reflect the scale of ICS used. The Fire and Rescue Service are responsible for the safety of all personnel within the inner cordon.

Safety in the Outer Cordon at the Scene of an Emergency

South Wales Police will usually control outer cordons, and may also establish traffic cordons to prevent unauthorised vehicular access. Control of access to the cordon areas will be achieved by the identification of access points and the recording of the entry and egress of essential personnel. Access through the outer cordon for essential non-emergency service personnel should be by way of an Access Control Point.

Dynamic Risk Assessments

Due to the wide range of scenarios which staff from responding organisations may face, it is not practical to attach generic risk assessments to this document. However, each organisation involved in the response an incident must be mindful of risks and put adequate control measures in place.

To support the generic risk assessment process, it is necessary that a system of continual dynamic risk assessment is undertaken based upon the circumstances prevailing at any emergency. A record of the assessments made (either before or during the emergency) together with reasons for any subsequent decisions must be kept.

Staff Welfare

Staff engaged in major emergency response can find the experience emotionally challenging. Exposure to traumatic sights or close contact with people who have just experienced or witnessed a traumatic event can be distressing.

Crisis management involving long working hours combined with intense activity that demands quick decision making is potentially stressful. Careful selection of staff for such roles can help to minimise any risk. Management awareness of those staff with personal links to individuals directly involved in the disaster or direct links to similar events in the past should also form part of the criteria for responding personnel selection.

Managing shift lengths and rotation of staff, structured breaks with adequate refreshments and opportunities to engage in informal discussion with colleagues away from the "front line" can also help to minimise potentially damaging stress.

Staff should be made aware of the Council's counselling service and how to access it, and also aware of training and exercising events so that they are better prepared to cope in an emergency.

Elected Members

It is critical that Elected Members be kept informed of those incidents affecting or having the potential to affect their communities. This will be achieved via the on call officer for Emergency Planning/Environmental Health if they are involved with the incident or via the appropriate Senior Leadership Team Officer / Cabinet Member. Appendix 2 and 3 are contact details for Councillors and a map of wards for RCT.

Elected members have a dedicated Members hot line that they will use to report incidents.

Elected Members, have a very important role to play in assisting communities before emergencies happen. It can start with awareness or planning before incidents or at times of major incident. It can be in the immediate 'response' phase that often only lasts hours or days or in the 'recovery' phase where, over weeks and months, communities try and get back to normal. Elected Members can offer:

- Political Leadership** - ensuring that the Council is meeting its obligations under the Civil Contingencies Act, in terms of preparing for and responding to emergencies
- Civic Leadership** - providing a focal point for the local area during an emergency situation
- Community Leadership** - helping to increase community resilience, and supporting communities' emergency responses and through the period of recovery

Elected Members have several roles to perform:

- i) Involvement in making key policy decisions and possibly having to consider recommendations from either the strategic coordination group or the recovery co-ordination group on strategic choices.
- ii) Cabinet Members will be advised by service heads about the effects of any incident on the service for which they have responsibility. They may also be asked to approve courses of action or expenditure in line with Council standing orders and practice.
- iii) The Leader or Cabinet Members may also make statements to the Press.
- iv) Non Cabinet Members will have a substantial role in supporting the community which might include:
 - a) Ensuring the flow of information to and from the community, signposting members of the public towards the right agency to get the support they need;
 - b) Being available to identify the needs of individuals and the wider community and passing information to the appropriate part of response organisation via officers representing the council. Helping identify residents known to them to be vulnerable or in need of special assistance;

- c) Chairing meetings of local groups of affected residents;
- d) Representing the community at the appropriate Recovery Coordination Subgroup meetings.
- e) Assisting with visits to the scene by V.I.P's or other dignitaries from outside the Borough.

The Leader will be informed of any major incident and will work with the Senior Leadership Team in authorising the use of resources and finance which is directed to the response.

PREPAREDNESS

Introduction

The Civil Contingencies Act 2004 requires Category One Responders to work together in preparing for, responding to and recovering from emergencies. The extent of the council's involvement will vary enormously depending on the phase, subject and circumstances; this will range from relatively minor role acting in support of the emergency services, to undertaking the lead role. It is essential that the Council maintain a flexible management system capable of reflecting the extent of its actual role.

Sudden Impact Emergencies

A sudden impact emergency is one that occurs without warning e.g. house fire or burst water main.

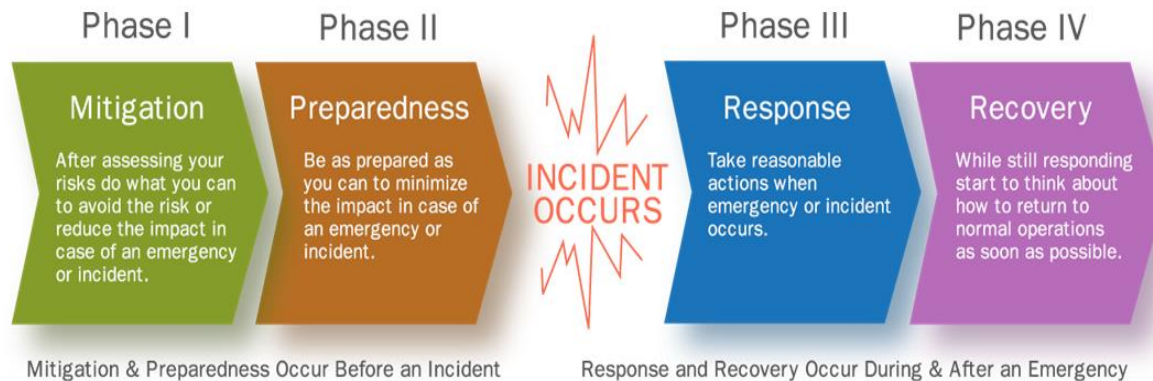
The Council usually receives information of sudden impact emergencies via telephone call from the police, other emergency services or Council services. A major incident is therefore likely to be notified by this route also. The call will most likely come into the Councils Contact Centre or direct to Emergency Planning.

Rising Tide Emergencies

Rising tide emergencies are developing situations which are deteriorating to the point where serious consequences become likely to occur. The lead-in time presents the opportunity to manage the risks and prepare for the consequences.

Certain agencies have established early warning mechanisms for directly notifying the Council and partners to advise an increased risk in relation to a particular hazard.

Phases of an Emergency



- Mitigation - This describes activities designed to reduce or eliminate the probability of a disaster and to reduce the vulnerability of people and communities to the negative impacts of a disaster. Mitigation and Prevention seek to reduce the cycle of disaster damage and generally are intended for long-term sustained effects.
- Preparedness - This is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing plans for delivering capabilities when needed for an incident; this phase represents a continuous process.
- Response - Response encompasses the decisions and actions taken to deal with the immediate effects of an emergency. It is the decisions and actions taken in accordance with the strategic, tactical and operational objectives defined by emergency responders. At a high level these will be to protect life, contain and mitigate the impacts of the emergency and create the conditions for a return to normality.
- Recovery - Recovery can be described as a co-ordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

They entail two levels of activities: (1) short-term recovery to return vital life support systems to minimum operating standards and (2) long-term recovery activities that may continue for several years.

South Wales Resilience Team (SWRT)

The SWRT is made up of the seven local authorities within the South Wales Local Resilience Forum area and is aimed specifically at the professionals employed in the Emergency Planning occupation.

Its objective is to raise the standard and quality by having consistent systems and processes that allows for alignment between sub-regional and local levels to be more robust and to

- have an agreed work programme that is delivered effectively, co-ordinated and integrated appropriately
- agree and co-ordinate a training development/exercise programme
- **provide a coherent view on Local Authority Emergency Planning issues within South Wales**
- advise and offer guidance to guide for the South Wales Local Resilience Board to ensure they have a robust basis for strategic planning.
- **share, wherever appropriate, the lessons learned from emergencies and exercises in other parts of the UK and overseas, and make sure those lessons are acted upon to improve the seven Local Authorities arrangements where relevant.**
- ensure team members are utilised effectively and that further opportunities for collaboration are identified avoiding duplication and achieving cost efficiencies.

South Wales Local Resilience Forum (SWLRF)

The planning for, and responding to, large scale emergencies cannot be done in isolation. Established as a requirement of the Civil Contingencies Act 2004, Local Resilience Forums are the principal mechanism for multi-agency collaboration/co-ordination and ensure the effective delivery of those duties under the Act that need to be developed in a multi-agency environment.

Roles and Responsibilities: -

- To provide leadership for the SWLRF
- To approve the South Wales Community Risk Register and ensure it provides a robust basis for planning
- To provide a high level forum for information exchange and networking

- To make strategic linkages and broker relationships and facilitate collaborative working and decide on joint strategic and policy decisions relating to South Wales preparedness and response and which underpin partnership working
- To ensure that appropriate multi-agency plans, procedures, training and exercises necessary to address identified or foreseeable local and wider areas hazards are in place and outstanding gaps identified
- To share, wherever appropriate, the lessons learned from emergencies and exercises in other parts of the UK and overseas, and make sure those lessons are acted upon to improve SWLRF arrangements where relevant
- To ensure that appropriate working groups are established to support the implementation of the Business Plan, commission projects from these groups and to oversee, support, scrutinise, and monitor the work of the sub groups as appropriate whilst ensuring appropriate resources are made available to working groups to fulfil statutory and task-based responsibilities
- To receive reports and recommendations from the Coordination Group on current threat levels, gaps in planning and progress on allocated tasks
- To consider the implications for the South Wales Local Resilience Forum area of legislation, UK Government and Welsh Government initiatives, and decisions of the Wales Resilience Forum, Dyfed Powys, North Wales and Gwent Local Resilience Forums

Membership

Organisations	
South Wales Police	Bridgend County Borough Council
British Transport Police	City and Council of Cardiff
Wales Ambulance Service Trust	City and Council of Swansea
South Wales Fire Rescue Service	Neath Port Talbot County Borough Council
Mid and West Wales Fire & Rescue Service	Merthyr Tydfil County Borough Council
Maritime and Coastguard Agency	Rhondda Cynon Taff County Borough Council
Cardiff and Vale University Health Board*	Vale of Glamorgan County Borough Council
Cwm Taf Morgannwg University Health Board*	Natural Resources Wales
Swansea University Health Board	Dwr Cymru – Welsh Water
Public Health Wales	Welsh Government
Animal and Plant Health Agency	160 th Infantry Brigade
Swansea Bay Port Health Authorities	Royal Air Force
Western Power Distribution	Royal Navy
South Wales Trunk Road Agency	Association of British Ports

South Wales Local Resilience Forum – Community Risk & Community Threat Register

Risk assessment is the first step in the emergency planning process and aims to identify those risks which could result in a major emergency in South Wales. Each risk once identified is then quantified on its likelihood to occur and the probable adverse conditions / impacts which could result.

- Risk Register**
- The Civil Contingencies Act places a duty on Local Resilience Forums to produce and publish a community risk register of potential hazards, taking into account the likelihood of those hazards occurring in the next five years and the risk associated with them. They are then given a risk rating of between low and very high.

The extract below shows the Very High and High Risks from the South Wales Community Risk Register. Link to Community Risk Register - [Community Risk Register](#)

SWLRF030	Accidents & Systems Failures	Failure of the national electricity transmission system	Very High
SWLRF013	Accidents & Systems Failures	Food supply contamination	High
SWLRF032	Accidents & Systems Failures	Regional failure of the electricity network	High
SWLRF046	Accidents & Systems Failures	Major pollution of surface waters and groundwater	High
SWLRF051	Accidents & Systems Failures	Railway accident	High
SWLRF122	Accidents & Systems Failures	Collapse of a major contractor integral to the provision of key public services and construction of critical UK infrastructure	High
SWLRF129	Accidents & Systems Failures	Major social care provider business collapse	High
SWLRF020	Human & Animal Disease	Influenza-type disease Pandemic	Very High
SWLRF021	Human & Animal Disease	Emerging infectious disease	Very High
SWLRF126	Human & Animal Disease	The growth and spread of Antimicrobial Resistance (AMR)	High
SWLRF018	Natural Hazards	Coastal flooding	Very High
SWLRF019	Natural Hazards	Fluvial flooding	Very High
SWLRF038	Natural Hazards	Severe space weather	Very High
SWLRF056	Natural Hazards	Surface water flooding	Very High

SWLRF016	Natural Hazards	Storms	High
SWLRF017	Natural Hazards	Low temperatures and heavy snow	High
SWLRF034	Natural Hazards	Heat wave	High
SWLRF036	Natural Hazards	Volcanic eruption	High
SWLRF106	Natural Hazards	Poor air quality	High
SWLRF110	Serious & Organised Crime	Significant increase in identified cases of child sexual abuse and exploitation	High
SWLRF111	Serious & Organised Crime	Significant increase in the availability and use of Class A drugs (heroin, morphine, crack cocaine and fentanyl) within the UK	High
SWLRF116	Serious & Organised Crime	Significant increase in the laundering of criminal proceeds (including the proceeds of grand corruption) into or through the UK and overseas territories, or using UK-based enablers	High
SWLRF117	Serious & Organised Crime	Significant increase in the non-fiscal fraud and market abuse against the UK	High
SWLRF039	Societal	Large scale public disorder in site(s) in a single city, or in multiple cities, occurring concurrently over several days	High

Threat Register - This is an annex to the Community Risk Register and is a reference tool for the Local Resilience Forum looking at threats (i.e. terrorist incidents) which because of its sensitivity and potential use by adversaries will not be made available in the Community Risk Register.

Business Continuity

The County Borough Emergency Plan is largely concerned with the Councils response to major incidents affecting the Borough. In addition, however, the Council is also obliged to maintain its own business continuity arrangements in order to ensure that it can continue to deliver its emergency and non-emergency functions as far as is practicable in the event of an emergency.

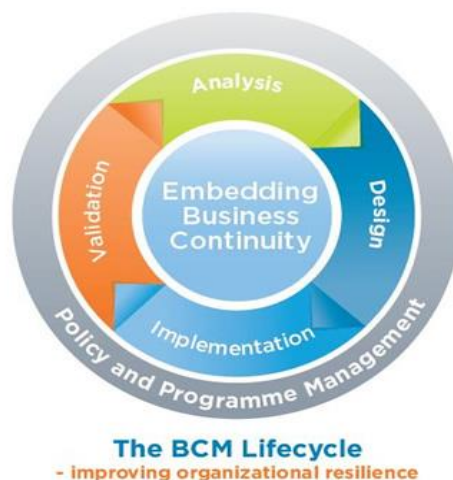
Business Continuity Management (BCM) can be defined as:

“A holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability for an effective response that safeguards the interest of its key stakeholders, reputation, brand and value-creating activities.”

Key activities include:

- Identifying critical functions and their core interdependencies;
- Identifying and managing risks that could impact upon these functions if realised;
- Defining the broad range of resilience and contingency measures that may be put into place to protect these functions;
- Defining recovery arrangements to bring all services back to normal levels

Business Continuity Management (BCM) is therefore an ongoing management and governance process supported by top management and appropriately resourced to ensure Rhondda Cynon Taf County Borough Council is prepared for any disruption or emergency that could affect the delivery of key services.



Emergency Plans

In support of response are a number of statutory and non-statutory plans and arrangements. Statutory are those which the Council are legally required to produce and the non-statutory are based on risk assessment, experience and good practice. These can be a mixture of single agency (the Council), but are more frequently produced on a multi-agency basis. Below is a brief overview of some of the key documents:

Control of Major Accident Hazard (COMAH) Regulations

The Council has a responsibility under The Control of Major Accident Hazards Regulations 2015 to compile an emergency plan to mitigate the offsite effects of potential hazards posed by a site that has been deemed an upper tier site. An establishment is subject to the COMAH Regulations if it has on site any substance specified in Schedule 1 of the regulations above the qualifying quantity.

Rhondda Cynon Taf has one site – **The Royal Mint**

Major Accident Hazard Pipeline (MAHP) Regulations

The Regulations place a duty upon Rhondda Cynon Taf County Borough Council to prepare plans in respect of 11 designated pipelines within the Borough. All 11 pipelines carry Natural Gas, 9 are operated by Wales and West Utilities and 2 are operated by National Grid. Separate plans have been created for pipelines operated by each of these companies.

Fuel

This document is written to consider the impact of fuel shortages on Rhondda Cynon Taf County Borough Council and how it interacts with local partners as well as regional and central government. It has been written to support the principles of The National Emergency Plan for Fuel

Tylorstown Landslip

This plan outlines the specific Council Strategic and multi-agency response to a range of scenario's that could result from a further large-scale landslip at Tylorstown Tip.

Rest Centre

It is sometimes necessary to evacuate people from their homes or certain areas due to risk whether immediate or perceived, and it is the responsibility of the Council to provide shelter for these evacuees. Many emergencies require rest, reception or evacuation facilities. The main purpose of a Rest Centre is to provide evacuees with a safe place where they can receive basic welfare, basic refreshments and temporary rest facilities. A Rest Centre is only opened to provide immediate relief, occupation will be ceased at the earliest opportunity once evacuees can return to their place of origin or other arrangements can be made.

Mass Fatalities

In the event of a major incident resulting in a large number of fatalities, regular mortuary facilities are unlikely to cope with the prolonged mortuary work, forensic investigation and other associated activities.

The Coroner for the area concerned, in consultation with South Wales Police and the Supervising Pathologist will decide if a temporary mortuary should be opened. The Police, on behalf of the Coroner, are responsible for all bodies and personal effects of persons suffering sudden or unnatural death, until such time as the Coroner gives instructions for their disposal.

The mass fatalities plan is a flexible working document which contains generic information about temporary mortuaries and how one would be established and operated for incidents occurring within the Council area.

Animal Health

This contingency plan provides specific information on how and when a local authority should respond to a suspect or confirmed exotic notifiable animal disease outbreak

Off-Site Plan for Taf Fechan & Taf Fawr Reservoir Emergencies

The purpose of this plan is to assist planning for, response and recovery to reservoir inundation emergencies occurring within or impacting upon the administrative boundaries of South Wales Police area (as covered by the South Wales Local Resilience Forum (SWLRF) partners).

This plan is the overarching document, which will be used to inform pre-planning, response and recovery to reservoir inundation emergencies.

Training and Exercising

Training and exercising is an essential part of the emergency planning process which ensures all staff involved in emergency planning and response are able to manage any type of incident to the best of their ability.

Training aims to raise the awareness of staff that have a role in emergency planning and response. It aids the improvement of staffs skills set and competencies in relation to their emergency management responsibilities.

This also helps develop an understanding of how their role fits into the wider picture.

Exercises provide a working environment to test emergency management plans and roles. Exercises will often follow training modules to ensure staff have the grounding knowledge to test the procedures as appropriate.

Training and exercising will be delivered across a number of Levels from internal to Rhondda Cynon Taf, jointly with partner agencies, through to regional organised by the Local Resilience Forum or South Wales Resilience Team through to National via Welsh Government and the Wales Learning and Development Group or even UK wide.

COMMAND CONTROL AND COORDINATION

Introduction

The management of an emergency is based around the concepts of command, control and coordination. The meaning of these three terms are different:

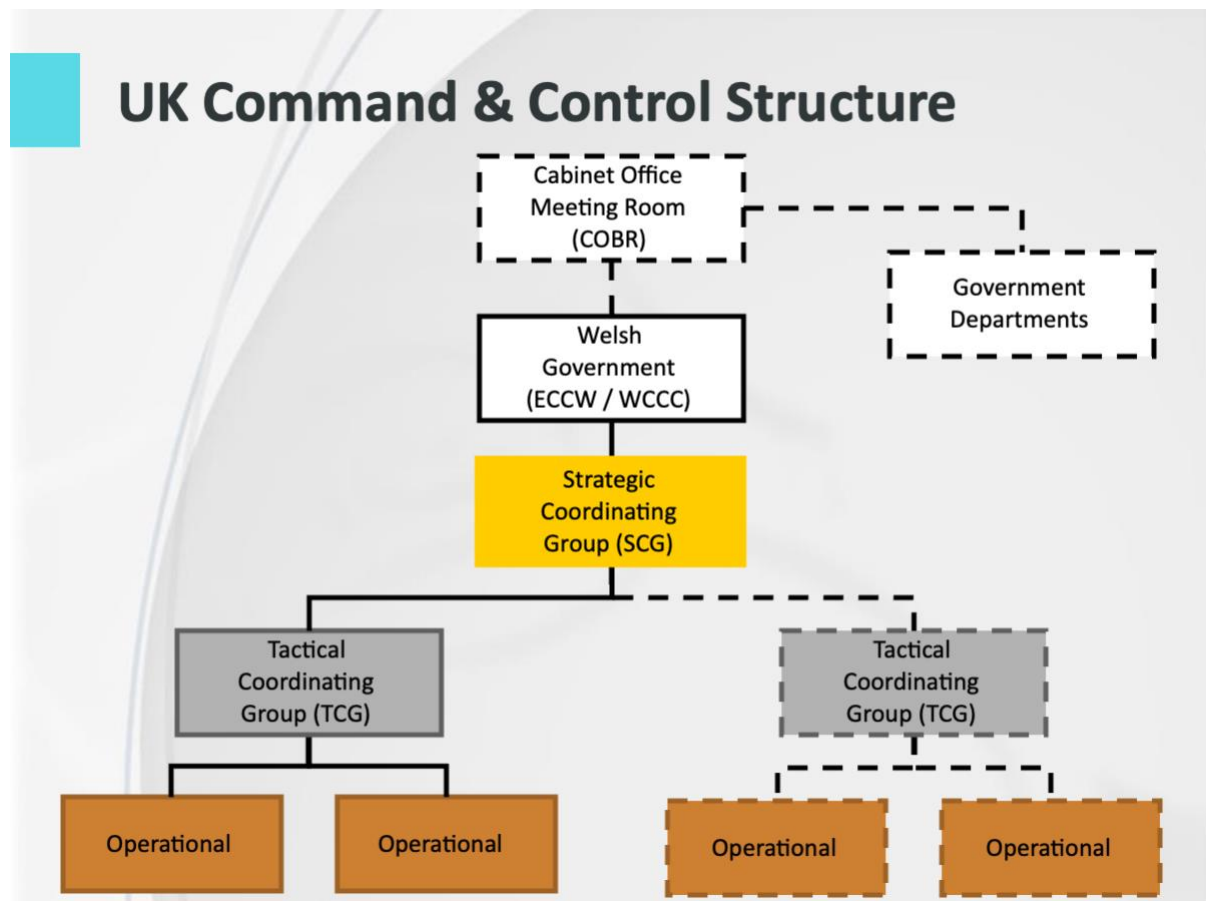
Command is the exercise of vested authority that is associated with a role or rank within an organisation, to give direction in order to achieve defined objectives.

Control is the application of authority, combined with the capability to manage resources, in order to achieve defined objectives. Some organisations define command and control together, but the key element of control is the combination of authority with the means to ensure command intent is communicated and results monitored. While command cannot be exercised by one organisation over another, the authority to exercise control of an organisation's personnel or assets, for a specified time period to attain defined objectives, can be granted or delegated to another organisation. This granting of control does not imply that the responsibility for those resources has been transferred.

Co-ordination is the integration of multi-agency efforts and available capabilities, which may be interdependent, in order to achieve defined objectives. The co-ordination function will be exercised through control arrangements, and requires that command of individual organisations' personnel and assets is appropriately exercised in pursuit of the defined objectives.

Command Structures

In the event of an emergency or major incident, it is necessary to establish a dedicated command structure. The civil contingencies command and control structure is based on Strategic (Gold), Tactical (Silver) and Operational (Bronze) commands. The principles of command and control are scalable and can be applied across different levels from national to local and in a multi-agency setting. Command, Control and Coordination of the incident response is based on a tiered level with defined responsibilities.



In most cases, the response to emergencies will be conducted at the local level by local responders. In some cases, the response can be supported by the Welsh Government or a lead UK Department. The amount and level of support at the Pan-Wales or UK level to the area affected may vary. For the most severe emergencies a co-ordinated combined government response will be essential. The nature of the handling of the UK Government's response to an emergency occurring in Wales will depend on whether or not the subject is reserved or devolved. The Pan Wales Response Plan sets out the arrangements for the Pan-Wales level of Welsh response to a major emergency in or affecting Wales. The decision on whether to activate the Pan-Wales Response Plan (as opposed to local responses which continue to operate according to local arrangements) will be taken by the Welsh

Government in conjunction with the UK Government and Category 1 or 2 responders with lead or major responsibilities in the emergency

During an Emergency Welsh Government may activate the Emergency Co-ordination Centre Wales (ECCW) which is able to link all Strategic Groups in operation across Wales. It will also provide a link to the central government emergency management machinery facilitated by the Cabinet Office.

The ECCW'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-ordination Groups and individual agencies informed about developments which will affect them.



The Command and Control infrastructure may be defined as:

Strategic (Gold) Level

Where a framework of policy and strategy is established. The requirement of strategic management may be restricted to one responding organisation. However, if a multi-agency strategic response is required, South Wales Police will invite representatives from the responding organisations to attend a Strategic Coordination Group established via Microsoft Teams (remote access) or usually at Police HQ, Bridgend; the location will be confirmed upon activation but would normally be in line with the South Wales Local Resilience Forum – Multi Agency Co-ordination Group Implementation Protocol. See Appendix 10 for some advice on Attending a Multi-Agency Coordination Group (MACG) – this could be a Strategic Coordination Group (SCG) or a Tactical Coordination Group (TCG).

The Council representative on the Multi-Agency Strategic Co-ordination Group (SCG) will be of sufficient seniority to make executive decisions on behalf of the Council and would normally be at Director Level.

Council Strategic Group

The role of the Council Strategic Group is to agree the strategic response of the Council to an emergency. The Strategic Group will be chaired by the Chief Executive or a nominated Director. The Strategic Group will be made up of the Senior Leadership Team and any specialist officers and support staff deemed necessary by the Chair.

The purpose of Council Strategic Group is to:

Set strategic priorities for the Council's response, with reference to the strategy set by the SCG (if activated)

- Monitor progress of the response against these priorities, and take actions as needed
- Agree key public messages
- Consider the wider impacts and longer-term issues
- Manage key stakeholders.

The Council has a dedicated Emergency Control Room designed to manage an incident at a Strategic Level. It is divorced from the operational parts of the response whilst being able to maintain contact with key people and is designed for the Strategic Managers to have access to as much information as possible to support decision making. They may also send liaison officers to any multi-agency Coordination Groups established.

Tactical (Silver) Level

Where the policy set by the Strategic Level (Gold) is implemented by prioritisation of tasks and procurement / allocation of resources. Again, where a multi-agency tactical response is required, South Wales Police will request responding organisations to attend a Tactical Coordination Group, established via Microsoft Teams (remote access), or a Police Base Command Unit sites Pontypridd/Merthyr; this will be confirmed upon notification.

Council Tactical Group

The role of the Council Tactical Group is to work between the layers of strategic and operational command and have the responsibility of interpreting strategic decisions and developing and coordinating the tactical plan to pass to operational commanders. The Tactical Group will be chaired by a Lead Director nominated by the Strategic Leadership Team. The Tactical Group will be made up of Senior Staff from the Council and any specialist officers and support staff deemed necessary by the Chair.

The group must ensure that updates are available for the Council Strategic Group therefore a battle rhythm for updates and meetings must be established early to ensure effective two way communication to support the effective response.

Operational (Bronze) Level

Where resources are deployed and tasks carried out, in accordance with decisions made at the Tactical Level (Silver). Multi-agency coordination at this level will be at the multi-agency Forward Control Point (FCP - Multi-agency Bronze). All responding agency representatives prior to attending the incident scene will attend either the Rendezvous Point (RVP) or Forward Control Point (FCP).

Operational officers will concentrate on the specific roles within their area of responsibility, for example managing floods or providing assessment and support to those affected.

Forward Control Point (FCP)

Any service's command and control facility nearest the scene of the incident, responsible for immediate direction, deployment and security. This might be either an Operational / Bronze or Tactical / Silver facility depending on the circumstances of the incident.

RESPONDING TO EMERGENCIES

Introduction

The Civil Contingencies Act 2004 requires Category One Responders to work together in response to emergencies; the Council is a Category One Responder. It has a significant role to play in the wide range of emergencies situations that may arise within our boundaries, the role will vary based on the scale, nature and needs of the emergency. The Council could be involved either in the front line delivery of service to the public or in a supporting role and are likely to be the lead agency in recovery.

The primary areas of responsibility of the Council will be an extension to their normal role, they will be to:

- support the emergency services and other agencies involved in response to an emergency;
- provide support services for the local and wider community;
- co-ordinate recovery and return to normality of affected communities, business and the environment;
- maintain the authority's normal service at an appropriate level;
- co-ordinate the response of the voluntary sector organisations.

The South Wales Local Resilience Forum – Management of Major Incidents Roles and Responsibilities document provides an overview of the roles and responsibilities of partner agencies. Copies are available on Resilience Direct or from the Resilience and Sustainability Manager.

More information on the Roles and Responsibilities of Council Services and the management structures can be found as Appendix 4.

Plan Activation

The Council operates a lead officer principle where the Chief Executive / Senior Leadership Team will nominate a lead director to co-ordinate the Councils response; until this takes place the Director Frontline Services will assume the role. The Plan activation is designed to provide the necessary framework, whereby the services and resources of the Council can be quickly marshalled and deployed to mitigate the effects of a major incident and to aid in the recovery efforts. Any member of the Senior Leadership Team or Cabinet are able to activate this plan. A separate contact directory for senior staff for each service is maintained by Emergency Planning, the services should also have in place procedures for contacting their staff/contractors.

Triggers can include but are not limited to:

- Any of the emergency services declaring a Major Incident and request assistance from the Council;
- An incident occurring or that has the potential to occur that would warrant a significant involvement from the Council;
- A significant Business Interruption / Business Continuity issue for the Council;
- An event – e.g. threat of industrial action, civil disorder, or epidemic that threatens to escalate to a point where it has the potential, or is likely to have a significant impact on Rhondda Cynon Taf; or
- Notification is received of a Major Incident in a neighbouring Authority that is likely to significantly impact on any part of Rhondda Cynon Taf.

Notifying South Wales Police

Any partner organisation experiencing or having knowledge of a current or potentially disruptive major incident or emergency should contact the South Wales Police Force Incident Manager (SWP FIM) to jointly assess the situation to determine the appropriate level of multi-agency command coordination required. A decision to declare a Major Incident will be made by the Chief Executive / Deputy and Leader/Deputy in discussions with the Lead Director for the incident and Emergency Planning. To notify the SWP FIM of an incident:

- 1 – Call the Public Service Centre (PSC) FIM Desk via: (telephone number available via Emergency Planning / Environmental Health Duty Officer and all SLT Members have been provided with the number).
- 2 – Ask to speak to the FIM
- 3 – State your full name, organisation role and contact details
- 4 – State clearly that you wish to declare a major incident and/or require a Multi-Agency Coordination Group (MACG) to be called, because of the potential for a major incident to occur - this could be a Strategic Coordination Group (SCG) or a Tactical Coordination Group (TCG).
- 5 – Provide as much information as possible using a METHANE report
- 6 – Follow any instructions the FIM may give you

M/ETHANE Report

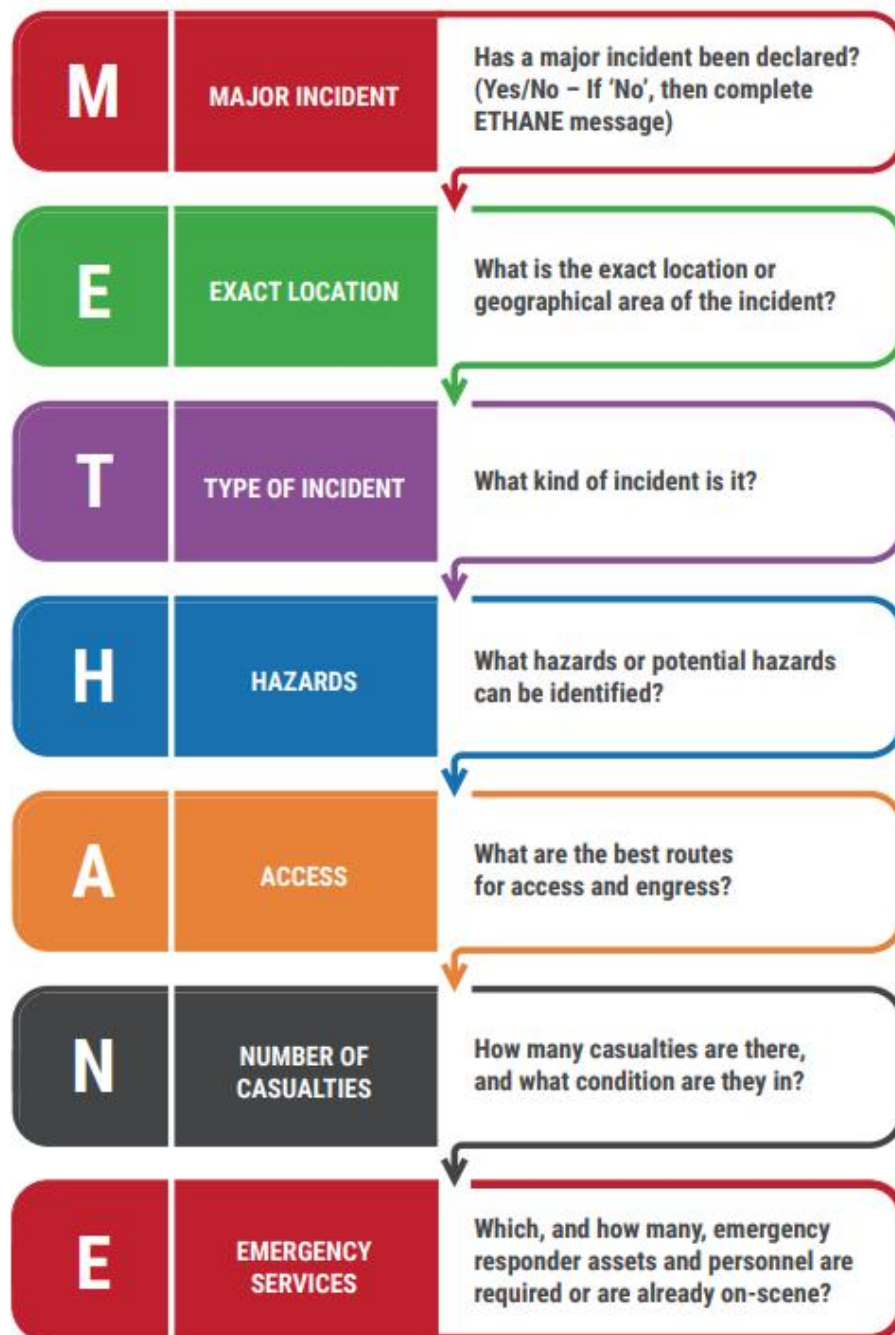


Figure: M/ETHANE model

Appendix 13 is a blank METHANE report to complete before calling SWP FIM.

SWP FIM will assess the information and notify you that the MACG activation process has started

Response Strategy

An important part of the activation and response to an incident is to develop the strategy that is to be followed. This can be a multi-agency approach via the Strategic / Tactical Coordination Groups or single agency for incidents only affecting the Council. Appendix 14 is an extract from the South Wales Multi-Agency Coordination Group Arrangements (MACG) that can be used for developing a multiagency/single agency response strategy.

The JESIP Joint Doctrine notes that:

“In a joint response, a common understanding of any relevant powers, policies, capabilities and procedures is essential so that the activities of one responder agency complement rather than compromise the approach of other responder agencies.”

Stand Down

The Standing Down of the Local Authority response to a Major Incident is likely to be a phased operation as some services will be needed for longer than others. Some incidents such as major infectious diseases can come in waves which will require multiple movement between the response and recovery phases. The decision to stand down will be communicated to all staff using the same processes as the activation and will be made by the most senior level of command in operation; for major incidents this is likely to be via the Senior Leadership Team. It is possible that the stand down is not the end of the incident, but more a move to issues being dealt with using normal procedures.

It is important to note that a stand down may only denote the conclusion of the response phase and the recovery phase may still be on going.

The need for accurate record keeping is of paramount importance. Records may be open to public inspection. There must be a clear audit trail with comprehensive records of timings notifications decisions, actions and expenditure which will be retained by Emergency Planning.

Debrief

Once the decision to stand down is made managers are to hold hot debriefs of staff to note any ongoing issues and capture any immediate concerns / lessons. This is also an opportunity to check on the welfare of staff. It is essential that following an incident all staff involved in the response have the opportunity to attend a debrief. The aim of debriefing is to ensure that the positive and negative elements of the

response are captured, and any lessons which can be learnt, are identified. Debriefing also gives staff an opportunity to air their views, supporting their personal recovery. It is important to note that the debriefing process does not seek to apportion blame or identify solutions and that the views of all those participating are valued and respected equally irrespective of their role or position within the organisation.

Depending on the severity of the incident, two different forms of debriefing may be undertaken:

- **Hot Debriefing** – conducted immediately after the incident to capture the 'here and now' issues whilst they are still raw and before the individual has had time to reflect.
- **Cold or Structured Debriefing** – conducted within a month of the incident or exercise and captures the details of the event after people have had an opportunity to reflect on their experiences. This form of debriefing usually lasts between 60 and 90 minutes. The times and dates for this are to be established as soon as possible after the 'Hot Debrief'.

The Emergency Planning Team will lead on the debriefing process which may involve bringing in an external party to deliver any debriefs and will support the production of reports outlining any recommendations.

Debriefs may be multi-agency and/or just for Rhondda Cynon Taf, decisions on who to attend the multi-agency debrief will be made by the Senior Leadership Team based on the circumstances of the incident. Every effort should be made to hold internal debriefs prior to multi-agency ones.

Recovery

Recovery can be described as a co-ordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

In many scenarios, the emergency response phase can be relatively short in contrast to the recovery phase which may take months or years to complete. Recovery addresses the consequences of emergencies and continues until the disruption has been rectified, demands on services return to normal and the needs of those affected have been met.

Recovery is more than the replacement of what has been destroyed. The rehabilitation of those affected is best achieved when the community is involved in the process.

Recovery is an integral part of the emergency management process. It is distinct from but will usually overlap with the Response phase and these can be defined as:

Response – *“The actions taken to deal with the immediate effects of an emergency.”*

Recovery – *“The process of rebuilding, restoring and rehabilitating the community following an emergency.”*
(*Emergency Response and Recovery Guidance, HM Government*)

The Councils across the South Wales Local Resilience Forum area have developed a recovery framework.

Aim:

The aim of the Recovery Framework is to outline **the Council’s** approach to Recovery following an emergency or disaster and to complement multi-agency local arrangements. It has been developed to conform to the National Occupational Standards for Civil Contingencies CC AH2, which describes how to manage community recovery.

Objectives: to provide –

- A framework for senior managers to adopt and develop the Recovery Strategy Template already provided in the SWLRF Framework.
- An operational working document and toolkit for Recovery.
- A common framework for those involved in the Recovery process.
- A work format for the Council’s Recovery Working Group & sub groups.

An important part of the recovery from an incident is to develop the strategy that is to be followed. This can be a multi-agency approach via the Strategic / Tactical Recovery Groups or single agency for incidents only affecting the Council. Appendix 15 is an extract from the South Wales Multi-Agency Coordination Group (MACG) Arrangements that can be used for developing a multiagency/single agency recovery strategy.

A Recovery Coordinating Group (RCG) will give a strategic overview of, and give direction to monitor progress within an agreed set performance management regime.

The Council will:

Chair the Recovery Working Group and provide other officers to assist as required.

- Lead on providing support to the local community and residents.
- Deal with any highways issues as required, such as road closures, clean up, etc.
- Implement, with the support from other agencies, a communications strategy.
- Deal with school closures or school children that may be affected by the incident.
- Provide Environmental Health advice.
- Lead in the management of waste including sourcing specialist contractors to dispose of toxic waste.
- Co-ordinate the support from the voluntary agencies.
- Provide local political involvement.
- Provide humanitarian assistance i.e. Humanitarian Assistance Centres if needed.
- Provide alternative accommodation for displaced persons (if appropriate).
- Work with utility suppliers to co-ordinate the restoration of the utilities services.
- Link in with other agencies to provide advice and support on business and economic regeneration.

Warning and Informing

Good public communication is vital to the successful handling of any emergency and should be incorporated in all contingency planning. When an emergency occurs, the key communications objective will be to deliver accurate, clear and timely information and advice to the public, so they feel confident, safe and well informed. In the event of an Emergency or Major Incident there will be an immediate and sustained requirement to provide timely and accurate information to the public. Emergencies and Major Incidents attract intensive news media interest requiring considerable resources to satisfy the demand for information. The Council has tried and tested methods of providing information to the public on both emergency and non-emergency situations and regularly work with partner agencies in doing so.

A key issue during any emergency is to try and ensure consistency in the information provided by the different agencies involved. In the confusion that often follows an incident, it can be a difficult and lengthy process to establish clear, concise and accurate facts and figures about what has happened. However, the media will have an insatiable appetite for these details and will continue to seek information wherever and from whoever they can.

A media cell may be established which will act as the press office for the incident. It may vary in size from one press officer to larger units staffed by media professionals from a range of responder organisations (e.g. emergency services, local authorities, Natural Resources Wales and the Maritime and Coastguard Agency). This cell is known as the media communications cell.

The media communications cell should report to the Strategic Co-ordination Group (SCG), enabling the press officers to advise on and assist with media issues. This includes feeding back incoming intelligence from the media (which can be an important source of information) while preserving the SCG chair's privacy and allowing crucial decision making to be conducted without the pressure of immediate media scrutiny. Consequently, media organisations should not normally be granted access to the media communications cell.

No staff, other than with authority to do so by the Senior Leadership Team are permitted to talk to the press, any requests to do so should be redirected to the Council's Media Officers. Responsibility for co-ordinating the Council's media response lies with the Service Director of Democratic Services and Communications.

Logging

Officers must be aware that the decisions they make during an incident will be used to evaluate the authority's response to the emergency. It is possible that their actions will come under close scrutiny by subsequent inquiries or investigations. Consequently officers should never rely on memory alone and all matters relating to an emergency must be recorded (see Appendix 8 for guidance on logging).

All responding officers are responsible for logging their own actions and decisions contemporaneously.

A decision later found to have been flawed can be defended if the information upon which it was made at the time was properly captured.

Different types of logs:

Decision Logs	Record of decisions/actions by an individual agency or by the SCG including rationale based on information known at the time.
Incident Logs	Entries on incident and series of events e.g. a member's contemporaneous notes of the incident.
Minutes of Meeting	Capture information, discussion & decisions. May be produced with action logs attached, to show what outstanding tasks may be required.
Sit-rep	Sit-rep may be requested by an SCG, Welsh Government or others. It is a record of decisions and actions taken.

A decision log provides:

- An accurate, 'at the time' record of all significant decisions made
- An audit trail of decisions, along with the reasons for making them based on the information available at the time
- A record of new information or changes in the situation
- A record of risk critical information from all agencies
- A way of helping the handover between commanders/members

It is recognised that in the majority of instances message forms will be used as opposed to incident logs. The distinction between the two is not always clear but it is recommended that message forms are used for receiving and passing messages only. These messages could be requests for assistance, resources or information. Similarly a message form should be used when such requests are acknowledged or when requests are initiated.

Incident logs differ in the sense that they are a chronological list of the decisions made **(including the reasons for the decision)** when responding to an incident. They should be completed whenever decisions on a course of action are taken. Incident log entries can be entered retrospectively if it is necessary to summarise the contents of individual message forms.

The incident logs will then provide a chronological record of a services/Council response to an emergency.

Personal incident logs should be maintained by each individual officer responding to an incident and who are responsible for undertaking actions and making decisions in response to the event. Personal incident logs should be kept by the individual and should not be completed by another person acting in their stead, as they are an account of the actions and decisions the responding officer undertook. Individual logs will need to be kept for Strategic, Tactical, and Operational levels of command, and any Business Continuity Response Group.

Personal incident logs will help account for the decisions and actions made in response to the emergency after it has been resolved. They will also be used to identify any lessons to be learnt and areas of improvement.

Incident logs may also be used in a court of law or during a public enquiry by a judge, who will use them to decide if reasonable decisions were reached at the time. These cases may take many years to come about and log books may be seen as the only reliable account of an individual's actions.

The need for accurate record keeping is of paramount importance. Records may be open to public inspection. There must be a clear audit trail with comprehensive records of timings notifications decisions, actions and expenditure which will be retained by Emergency Planning.

Joint Emergency Services Interoperability Programme (JESIP)

The Joint Emergency Services Interoperability Programme (JESIP) was established in 2012 to address the recommendations and findings from a number of major incident reports. Its purpose is to provide emergency service commanders with a framework to enable them to effectively respond together. However, the principles described are also applicable to the wider range of Category 1 and 2 response organisations and can be applied to smaller scale incidents, wide-area emergencies, and pre-planned operations.

The Joint Doctrine sets out guidance on what responders should do and how they should do it in a multi-agency working environment, in order to achieve the degree of interoperability that is essential to a successful joint response. It does not constitute a set of rules to be applied without thought, but rather seeks to guide, explain and inform. It provides commanders, at the scene and elsewhere, with generic guidance on what actions they should undertake when responding to major and complex incidents and the principles are equally relevant to day-to-day joint operations.

The principles for joint working should be used during all phases of an incident, whether spontaneous or pre-planned and regardless of scale. They support the development of a multi-agency response and provide structure during the response to all incidents. The principles can also be applied during the recovery phase. The principles illustrated in the diagram below are presented in an indicative sequence, although they can be applied in a different order if necessary.



The joint decision model is designed to **help commanders make effective decisions together**. As they establish shared situational awareness, they can develop a common operating picture. The model used is shown below, for more detail on the principles and the programme - [JESIP](#).



Commanders should use the Joint Decision Model (JDM) to help bring together the available information, reconcile objectives and make effective decisions – together. Like most decision models, the JDM centres around three primary considerations:

SITUATION	DIRECTION	ACTION
What is happening? What are the impacts? What are the risks? What might happen and what is being done about it?	What do you want / need to achieve in the first hour (the desired outcomes)? What are the aims and objectives of the emergency response? What overarching values and priorities will inform and guide this?	What do you need to do to resolve the situation and achieve your desired outcomes?

Decision Controls

Decision-making in incident management should be a continuous process that follows a general pattern of:

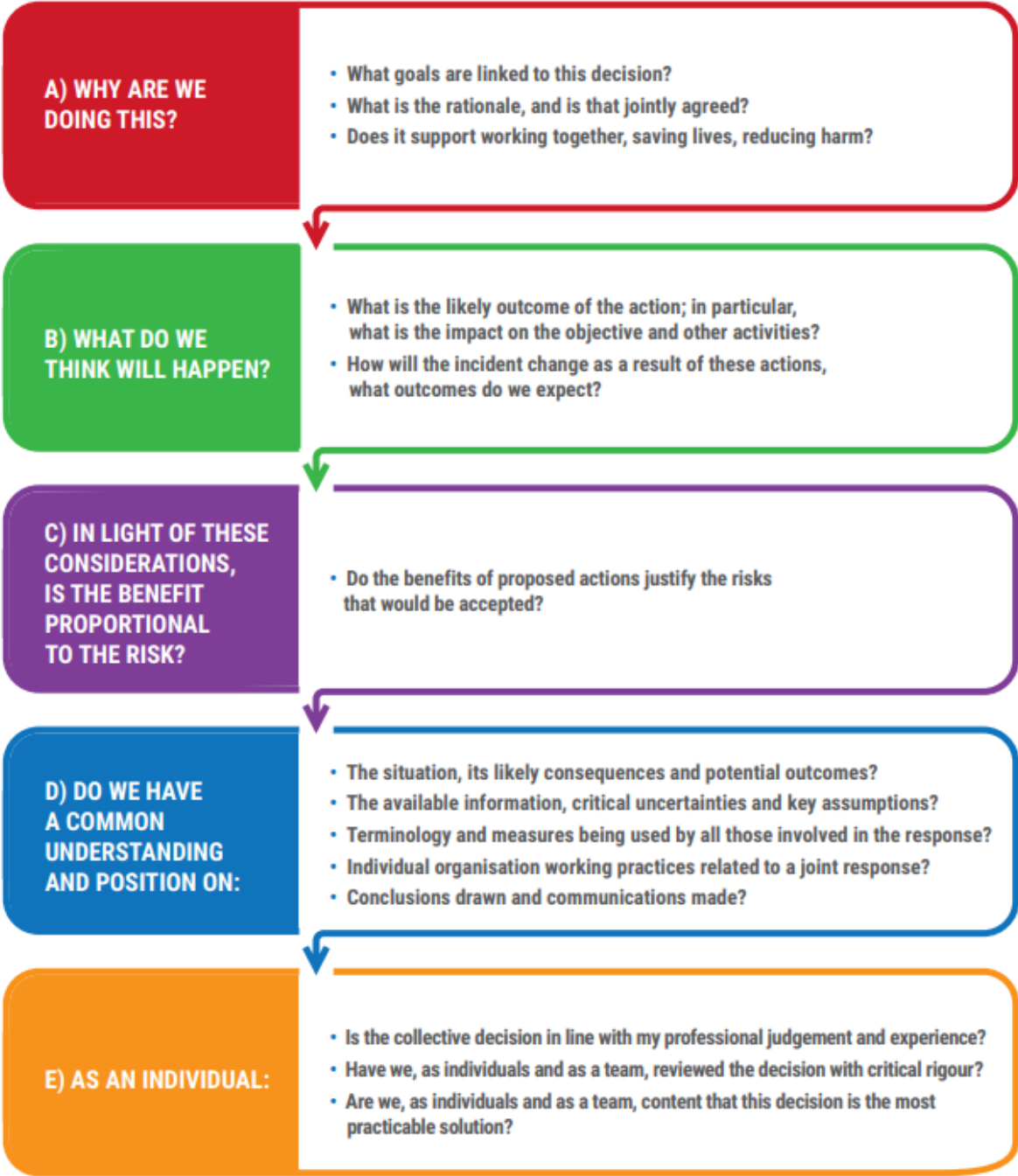
- Working out what is going on (situation)
- Establishing what your objectives are and what you need to achieve (direction)
- Deciding what to do about it (action), all informed by a statement and understanding of overarching values and purpose, including which organisations are required

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

Decision controls support and validate the decision-making process. They encourage reflection and set out a series of points to consider before making a decision.

Note that points (a) to (d) in the following diagram are intended to structure a joint consideration of the issues, with (e) suggesting some considerations for individual reflection.

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



Incident Assessment

Meeting Preparation – Building a Picture

Once notified of the time and location of a Strategic or Tactical Coordination Group attendees will need to prepare for the initial meeting. This can be multi-agency or Council. Officers should:

- Obtain situation reports from the Council / your service;
- Notify any officers from the Council who you require to assist you;
- Assess your ability to attend the SCG/TCG, consider deputies or Teams;
- Assess the impact of the incident on the Council / your service;
- Assess what assets and skills the Council / your service has to assist with the incident.

Start to develop your shared situational awareness report. Consider the following factors in your impact analysis A template can be found at Appendix 12 to support this.

HEALTH	- direct effects (fatalities and injuries) and indirect (strain on health services)
SOCIAL AND WELFARE	- Evacuation, disruption of essential services, community tension, public order
ENVIRONMENTAL	- Pollution of land, air and water and damage to plants and animals etc
ECONOMIC	- International, National, regional, local – direct and indirect
POLITICAL	- Central Government, Welsh Government, Local government
MEDIA	- Mainstream and social media profile and public communication
ORGANISATIONAL	- Implications for critical service of partner organisation
LEGAL	- Considerations
ETHICAL	- Considerations

Military Aid

The support of the armed forces to civil authorities in the UK is officially termed Military Aid to the Civil Authorities (MACA).

MOD's role is concentrated on 2 main areas:

1. Providing niche capabilities, which MOD needs for its own purposes and which would not be efficient for the rest of government to generate independently, for example Explosive Ordnance Disposal (EOD).
2. Standing ready to support the civil authorities when their capacity is overwhelmed. The armed forces provide this support from spare capacity, so it is subject to the availability of resources, without affecting core MOD objectives. The MOD does not generate and maintain forces specifically for this task.

This is because:

- the requirement is unpredictable in scale, duration and capability requirement
- experience suggests that requirements can usually be met from spare capacity
- it would involve using the MOD budget to pay for other government departments' responsibilities, which would not normally happen

MACA considerations:

The provision of military assistance is governed by 4 principles. MACA may be authorised when:

1. there is a definite need to act and the tasks the armed forces are being asked to perform are clear.
2. other options, including mutual aid and commercial alternatives, have been discounted; and either
3. the civil authority lacks the necessary capability to fulfil the task and it is unreasonable or prohibitively expensive to expect it to develop one; or
4. the civil authority has all or some capability, but it may not be available immediately, or to the required scale, and the urgency of the task requires rapid external support from MOD.

Notwithstanding the above, under exceptional circumstances, agreed usually at ministerial level, it may be necessary to waive temporarily the above criteria. This may include major events of national and international importance, or for an event that is catastrophic in nature.

As there are no standing military forces for these tasks, military support is not guaranteed. When military support is provided the civil authorities normally have to pay for it, in line with HM Treasury rules.

The armed forces can be brought in to deal with a range of situations including, but not limited to:

- natural disasters, helping people in severe weather situations, such as flooding, where there is a need to protect human life, property and alleviate distress;
- network failure or disruption; animal disease outbreaks or public health epidemics; and public service related industrial disputes that affect our safety or security, or disrupt transport or communications links;
- criminal or terrorist activity, providing specialist expertise in specific circumstances;
- after a terrorist attack where armed military personnel may be deployed to locations usually guarded by armed police officers, to enable those officers to undertake other duties;
- bomb disposal: known officially as ‘explosive ordnance disposal’; this can be related to terrorism, or involve unearthing a bomb from the Second World War
- mountain rescue, involving the Royal Air Force Mountain Rescue Service, to support the civil authorities by helping people in danger;
- UK waters: protecting our territorial waters, ports, ships and energy installations from terrorist attack, protecting fisheries, preventing drug or people smuggling;
- UK airspace: detecting and deterring aircraft approaching UK sovereign airspace and protecting UK and NATO monitored airspace.

Asking for help from the military:

Military aid can be requested and may be approved subject to the MACA principles listed earlier. Military resources cannot be guaranteed to be available on demand and are paid for by the civil authority or requesting government department, not the MOD, except in cases where there is an imminent danger to life. Overall responsibility for dealing with domestic crises lies with the relevant lead government department.

The devolved administrations in Scotland, Wales and Northern Ireland may also request MOD assistance through their territorial departments.

All requests for military help by civil authorities are made through the MOD Operations Directorate and will require specific ministerial approval. In extreme situations, where life is at immediate risk, military personnel and resources may be made available without the need for prior ministerial authorisation.

The provision of military assistance is explained in the MOD Joint Doctrine Publication which can be found on the following link - [Operations in the UK: the defence contribution to resilience \(JDP 02\)](#).

Roger Waters is the Executive Lead for the Council and Ian Woodland the designated Single Point of Contact. Appendix 16 gives a brief overview of the applications process and includes examples of the request forms.

APPENDICES

Cabinet / Senior Leadership Team

Cabinet

- Cllr Andrew Morgan - Leader
- Cllr Maureen Webber - Deputy Leader & Council Business
- Cllr Rhys Lewis - Education & Youth Participation
- Cllr Tina Leyshon - Corporate Services and Climate Change
- Cllr Mark Norris - Development and Prosperity
- Cllr Ann Crimmings - Environment and Leisure Services
- Cllr Bob Harris - Public Health and Communities
- Cllr Gareth Caple - Health and Social Care

Senior Leadership Team

- Chris Bradshaw - Chief Executive
- Paul Mee - Group Director of Community & Children's Services and Deputy Chief Executive
- Roger Waters - Director Frontline Services
- Barrie Davies - Director of Finance & Digital Services
- Richard Evans - Director of Human Resources
- Louise Davies - Director of Public Health, Protection & Community Services
- Gaynor Davies - Director of Education & Inclusion Services
- Simon Gale - Director of Prosperity & Development
- Dave Powell - Director of Corporate Estates
- Andy Wilkins - Director of Legal Services and Monitoring Officer
- Christian Hanagan - Service Director - Democratic Services & Communications

Councillors

WARD	MEMBER(S)	WARD	MEMBER(S)
ABERAMAN	Julie Cook Sheryl Evans Tina Williams	ABERCYNON	Marcia Rees-Jones Rhys Lewis
ABERDARE EAST	Steve Bradwick Victoria Dunn	ABERDARE WEST & LLWYCOED	Ann Crimmings Gareth Jones Sharon Rees
BEDDAU & TYN-Y-NANT	Julie Barton Richard Yeo	BRYNNA & LLANHARAN	David Evans Geraint Hopkins Janine Turner
CHURCH VILLAGE	Graham Stacey Gaynor Lesley Warren	CILFYND	Hywel Gronow
CWM CLYDACH	Mark Alan Norris	CWMBACH	Jeffrey Alan Elliot Mustapha Maohoub
CYMER	Gareth Caple Ryan Evans	FERNDALE & MAERDY	Susan Morgans Jayne Smith
GILFACH-GOCH	Aurfron Roberts	GLYN-COCH	Doug Williams
GRAIG & PONTYPRIDD WEST	Jayne Brencher Tina Leyshon	HAWTHORN & LOWER RHYDFELEN	Cathy Lises
HIRWAUN, PENDERYN, & RHIGOS	Karen Morgan Adam Owen Rogers	LLANHARY	Barry Stephens
LLANTRISANT & TALBOT GREEN	Sarah Jane Davies Glynne Holmes	LLANTWIT FARDRE	Karl Johnson Sam Trask
LLWYN-Y-PIA	Wendy Lewis	MOUNTAIN ASH	Andrew Morgan Wendy Elizabeth Treeby

WARD	MEMBER(S)	WARD	MEMBER(S)
PENRHIW-CEIBER	Adam Fox Ross Williams	PENTRE	Norman Howell Morgan Georgina Elizabeth Williams
PEN-Y-GRAIG	Lisa Ellis Craig Middle	PEN-Y-WAUN	Louisa Addiscott
PONTYCLUN CENTRAL	Martin Douglas Ashford	PONTYCLUN EAST	Paul Binning
PONTYCLUN WEST	Wayne Owen	PONTYPRIDD TOWN	Dawn Susan Wood
PORTH	Ros Davis Sarah Hickman	RHYDFELEN CENTRAL	Maureen Webber
TAFF'S WELL	Jill Bonetto	TON-TEG	Cai Preedy
TONYPANDY	Gareth Wyn Hughes	TONYREFAIL EAST	Danny Grehan Dan Owen-Jones
TONYREFAIL WEST	Dawn Parkin Karen Webb	TRALLWNG	Mike Powell
TREALAW	Wyn Hughes	TREFOREST	Steve Powderhill
TREHERBERT	Scott Emanuel Will Jones	TREORCHY	Sera Evans Bob Harris
TYLORSTOWN & YNYSHIR	Robert Bevan Julie Edwards	UPPER RHYDFELEN & GLYN-TAF	Loretta Ann Tomkinson
YNYSYBWL	Tony Burnell Amanda Jane Ellis	YSTRAD	Emma Louise Dunning Geraint Owen Jones

Ward Map



Rhondda



Map Produced By Corporate Estates Design Team
based on information supplied May 2022

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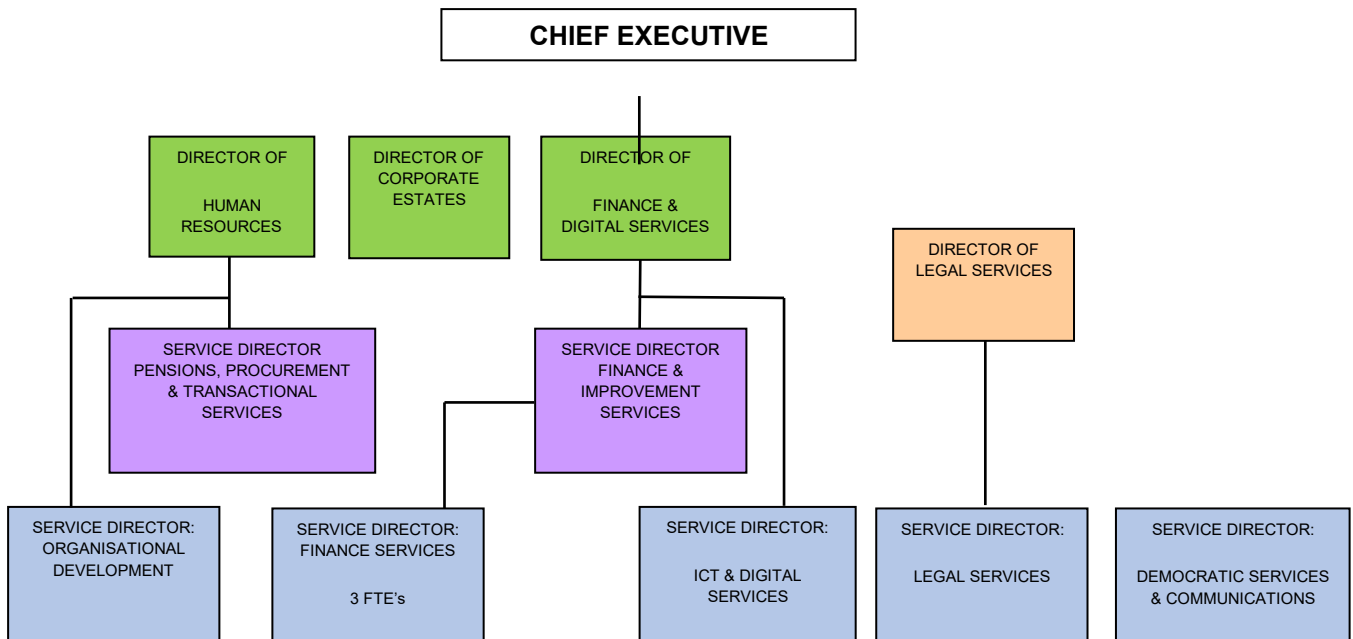


Map Produced By Corporate Estates Design Team
based on information supplied May 2022

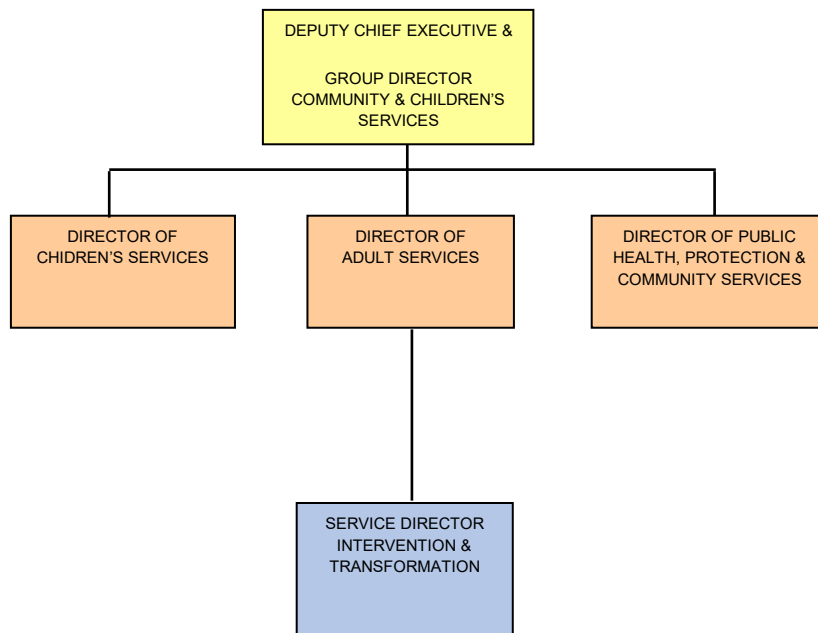
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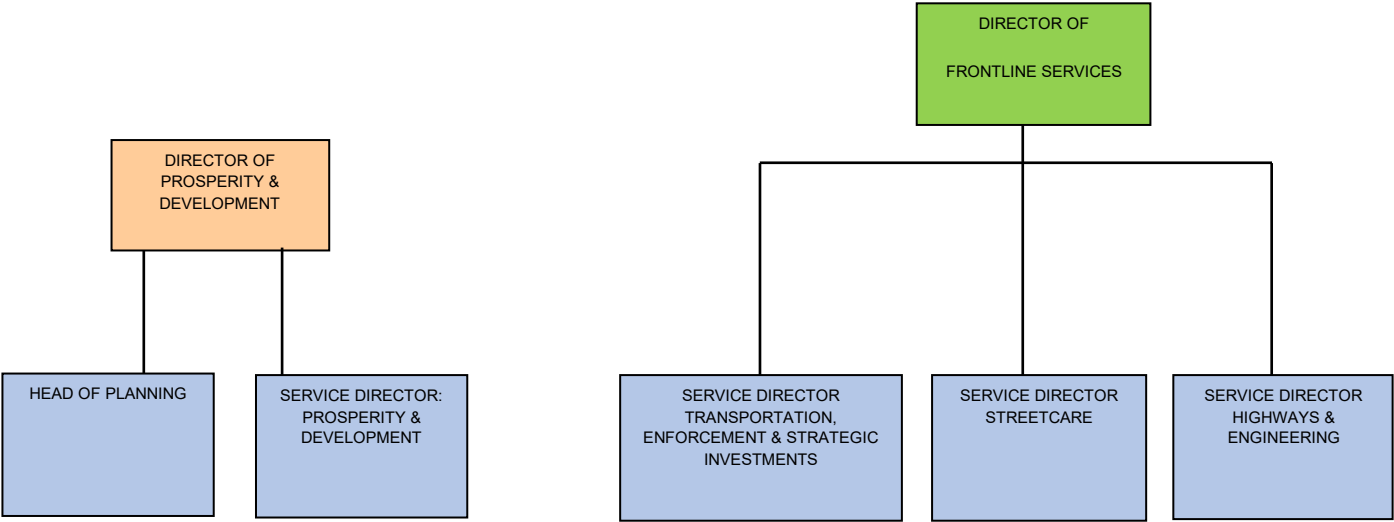
COUNCIL SERVICES / STRUCTURE



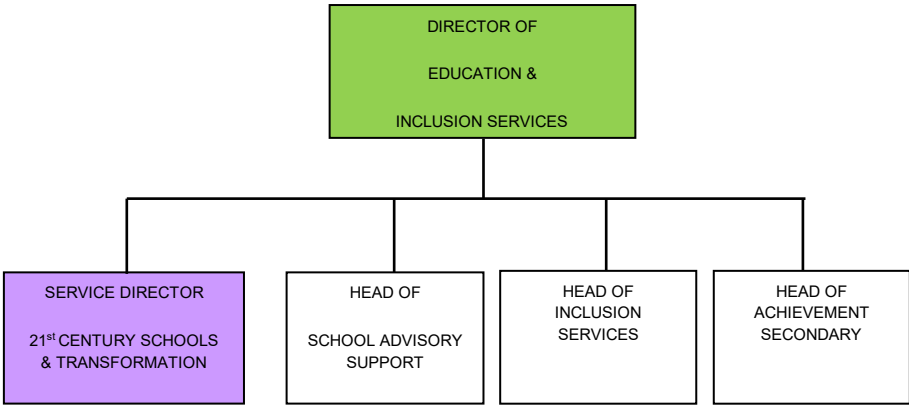
COMMUNITY & CHILDREN'S SERVICES



PROSPERITY, DEVELOPMENT & FRONTLINE SERVICES



EDUCATION & INCLUSION SERVICES



Chief Executive / Senior Leadership Team

The Chief Executive and Senior Leadership Team will have overall responsibility for co-ordinating the Councils response to incidents at a Corporate Level. They will decide whether to establish a Council Strategic or Tactical Group and will nominate officers to attend any multi-agency coordination groups established. They will also designate a lead officer should there be a need to establish a recovery working group.

They will ensure, as far as is practicable, the normal services of the authority are maintained. Any change to service delivery level will be considered by the Senior Leadership Team.

They will lead the authority's media response and ensure the Leader is briefed as appropriate on all aspects of the incident and response.

Human Resources

Human Resources will advise managers on Policies (Council, National, E.E.C) which impact on incident response. They will ensure that Trade Unions are informed and consulted in regard to unusual staffing issues during the incident response. They will also lead on Health and Safety policy advice to managers who have staff responding to any event, alongside any follow up learning and development sessions or workforce planning matters that emanated from the event.

It is also important that staff welfare is considered during and after an incident and RCT provide Occupational Health Care and Wellbeing Advice to staff employed by the Authority who are involved in the response or are otherwise affected by the incident.

Corporate Estates

They (and/or building control) will be responsible for providing advice on the safety of buildings involved in the incident if required by the emergency services, by providing specialist officers (building surveyors, electricians, etc.). They may undertake emergency works to buildings to make them useful for purpose in emergency response or identify empty Council buildings for use in response. In addition, it may be necessary to provide emergency / temporary minor repairs to buildings to ensure security or safety of the public. They also have access to specialist contractors so may be required to procure services as appropriate to assist in the response (e.g. demolition, fencing, etc.).

Finance & Digital Services

It is important to ensure appropriate financial management arrangements are in place to monitor and allocate financial resources for the incident; consider using separate codes to record details of expenditure to an emergency, it is vital that expenditure is properly and fully recorded. There may be a need to advise elected members and officers on their levels of authority to expend monies in support of the response. Finance will advise elected members and officers as to the sources of finance available to local authorities when responding to an emergency, which could include any of the following:

- Services budgets, Corporate Funds, Litigation;
- Court action against the person or organisation who is deemed to have caused the emergency;
- Emergency Financial Assistance Scheme funds i.e. Finance made available via Welsh Assembly;
- Other lesser sources as appropriate.

For larger incidents and / or where there is third party blame there would be a need to ensure that information is collated to support any claim to Government (or the National Assembly) for financial aid (e.g. Emergency Financial Assistance Scheme or European Funding). This is to include claims from third parties who may be deemed responsible for the incident. They will ensure that insurance and risk management advice is readily available to Council managers as necessary. Finance will be able to advise in collaboration with colleagues on any Disaster Appeal Fund that is established.

Access to communications (landline and mobile) as well as computers and other devices/programmes is critical to response. Support may be required to maintain/enhance this.

Public contact and information provision will be important during any emergencies and if managed well will take pressure off those responding, in order to support this the facilities of the 24 x 7 x 365 Contact Centre and One for All Centres are critical. There may also be a need to set up help lines and the facilities and skills of the staff in the contact centre may support this.

Procurement

Procurement will advise on procurement / contract policy of the Council and can negotiate for the acquisition of specialist services and resources for which contracts do not exist. They can consult with contractors to ensure immediate needs are met so as to provide for an appropriate response. For some incidents and particularly for slow burn or potential incidents they can monitor/discuss the impact of any incident on local contractors (security of supply for normal service and incident response).

Legal

Legal will help ensure the Council complies with its legal obligations and powers and will advise, as appropriate, Elected Members and Officers on legal issues. They will also ensure that all records of the incident are collected and kept in case any legal enquiry or court case follows; if required to do so by the Chief Executive. Should the need arise legal will help prepare any legal papers required as a result of an incident and will ensure that the Council is properly represented at any Enquiry, Inquest or Court Proceedings.

Legal will convene any appropriate meetings of elected members and ensure they are properly briefed and advised as to their role in the response to an incident and policy scrutiny and legal oversight is appropriately managed within the context of any incident.

If an election is scheduled during any response phase, ensure as far as is practicable, that the ballot is effected according to electoral law.

The Council's Insurance officer is part of the Legal Service.

They also provide support to the Coroner.

Democratic Services & Communications

During an incident interaction with and the impact from the media (and Social Media) will play an important part of our response. Where needed staff will be provided to attend the Police Media Briefing Centre if one is established and they will also monitor the media and respond to requests for information. Democratic Services & Communications advise staff and Elected Members on media response and ensure adherence to the Council's Media Policy and will prepare in conjunction with relevant staff or Elected Members press releases. It is normal procedure to co-ordinate press releases with response partners and in particular the Police Media Briefing Centre; although during the recovery phase the Council may lead on this.

Community & Children's Services

Community & Children's Services

The Service will take a lead for the authority in the assessment and provision of personal care and support to those affected by emergencies. This could include the provision of buildings for the shelter and feeding of displaced persons or attendance at other facilities such as rest centres or in the community. The service would also lead with support from emergency planning on the co-ordination of the volunteer response. The service will also liaise with partners both internal and external to the Council, for example the Health Service, in the joined up support to those affected by emergencies. The Service may provide advice on and specialist equipment which could be made available for persons with a disability. It can provide specialist staff and equipment to assist with communication (e.g. signing, Braille, etc.). It can also access Specially Adapted Vehicles with drivers to assist with evacuation.

They will act with partners such as Police Family Liaison Officers (FLO) in relation to support of the families of deceased persons.

Public Health, Protection & Community Services

Public Health, Protection and Community Services can provide temporary emergency accommodation, buildings and staff for shelter and feeding of displaced persons. The service can also make parks, playing fields, leisure centres and community centres available, as necessary, to aid in response to an incident. The service can also provide practical support, advice and assistance to vulnerable people during an emergency and in recovery.

They can provide specialist staff and equipment for environmental monitoring purposes, as well as providing advice on Public and Environmental Health and chemicals and their effects to Staff, Elected Members and the Public. They may provide officers to enforce the Food and Environment Protection Act in collaboration with the Welsh Assembly Government if necessary. They may also provide officers to serve as members of any:

- a) Outbreak Control Team formed
- b) Any Health Advisory Team established at a Strategic Control Centre.

They will provide officers and equipment to assist in the management of animals either farm, domestic or feral.

They may be responsible for investigating events under the Health and Safety at Work etc. Act if jurisdiction is with the Council. They can draft and if necessary serve any appropriate Abatement, Enforcement or Improvement notices in consultation with legal services and any response partners.

They also offer specialist advice and support around licensing, community safety, petroleum, pollution, hazardous substances and managing the deceased (inc. Temporary Mortuaries).

They are able to offer advice on procurement of material and services in the recovery phase of an incident (counterfeit goods or “cowboy” suppliers and tradesmen).

Prosperity, Development & Frontline Services

Prosperity & Development

Prosperity & Development (and/or Corporate Estates) will provide building control staff to advise on the safety of buildings and structures and can provide information and advice on management of the built and open environments (listed buildings, SSSI's, etc.).

During the recovery and regeneration phase Prosperity & Development will play an important role with advice to the Business Community on Business Continuity and Business Recovery Issues (including vacant premises and availability of grant aid from all sources). They may assist in the organisation of the regeneration phase by managing the clearance of the scene including the use of outside contractors as necessary or may help negotiate for the use of buildings or land in the ownership of third parties for use in the response to incidents. They can also work with appropriate agencies to provide retraining opportunities for communities to enable the re-establishment of industrial and service industries in the regeneration phase of an incident.

Marketing and design may also be required to assist in the production of information for the public.

Frontline Services

Frontline Services will be able to work with partners and the public to provide advice on waste disposal issues (including special/contaminated waste) and site clearance. This may also include the provision of vehicles, equipment and staff for the collection and transportation of waste from the incident scene.

The impact on and maintenance of the highways infrastructure/network, including work with partners around trunk roads, is an important issue during emergencies. Staff from Frontline Services will be able to provide advice/works on the maintenance and repair of the highways infrastructure. They will also be able to liaise with the police and public transport operators on transportation and highways network management.

Depot staff will be able to assist the Emergency Services in cordoning the affected area and provide advice on traffic management, including advice on the clearance of suitable access routes (snow or rubble clearance).

Keeping our fleet working whilst responding to incidents is critical to our ability to deliver services, the service will be able to advise and make staff available for the maintenance of vehicles and plant being used in response. This role can be extended to making available vehicles and plant in the ownership of the Council to assist in response whilst considering the continuation of service and/or providing advice on the acquisition or identification of specialist vehicles and plant as well as acquiring hire, vehicles and plant deemed essential for response to any incident.

The Service will manage all Engineering and Works of the Authority.

The service will play a significant role in the recovery phase of any emergencies particularly around the recovery and regeneration of the scene.

The emergency planning role will be in preparation, planning, training and support/response during and after incidents.

Education & Inclusion Services

It is important that even during emergencies we strive to ensure as far as is practicable that children receive their statutory education in terms of available days.

Education will liaise with School Governors and Head Teachers in relation to school based incidents and will assist when required to prepare for the return to school of pupils and staff affected by an incident.

They are able to provide specialist staff (e.g. Educational Psychologists) to support Head Teachers in pupil management in affected schools. They can also provide if necessary, care for children in evacuation centres to release parents, to respond to the incident, including the preparation of property for a return home.

It is important that education staff collaborate with Community and Children's Services in providing a personal care and support service. They can also liaise as necessary with partners such as the Health Service in providing information to pupils, staff or parents. They may also assist in the provision of information to the public by making available professional staff e.g. Library Service.

Education may be required to assist if appropriate with providing feeding services to the public or with providing buildings, for shelter and feeding of displaced persons.

DRAFT MEMORANDUM

TO:

FROM: Director of Finance and Digital Services

EMERGENCY ACTION - ACCOUNTANCY ARRANGEMENTS

In the event of an emergency situation occurring, it is essential that all personnel are aware of arrangements in hand to deal with such events.

Detailed emergency plans have been prepared to cover the main requirements.

However, as expenditure is going to be incurred for which no specific finance has been provided, it is essential that all such expenditure is clearly identified and recorded when it is committed

(i.e. when orders are placed and/or accounts paid) so that possible sources of finance can be considered as the extent of the situation is identified and evolves. It is also essential that all records are retained for subsequent review and scrutiny.

I provide below an outline of the arrangements required, together with the officer(s) to contact for specific arrangements to be made for the particular emergency:-

Officers to Contact:

Recording arrangements:

All expenditure needs to be recorded as it is committed whether it be staff time, vehicles, buildings, hire of outside services, purchase of materials, stores etc.

Details of all staff used (with times) to be recorded on the appropriate logging records on a daily basis.

Other costs (including use of stores) and payments for outside services etc. to be requisitioned on appropriate vouchers, certified by appropriate staff.

Financial codes to be set up, notified accordingly and recorded as appropriate on requisitions and invoices. Code or codes used to be agreed in advance with Accountancy.

All requisitioned items to be recorded in the appropriate log record together with the financial code to be charged.

Invoices to be paid against the appropriate cost code and recorded on the logging record against the relevant requisition entry.

All internal requisitions (stores etc) to be clearly identified as being chargeable to the appropriate financial code.

Monitoring Arrangements

At periods to be agreed, entries shown against the relevant financial code in the accounting records will be reconciled with the supervisory officer's logging record to ensure all costs have been properly and fully identified.

At an agreed time after the emergency the relevant operational officer shall agree with the appropriate accountant a final statement of expenditure on the emergency action.

I must stress the importance of proper accounting in such circumstances as no advance funding is possible and subsequent funding may only be secured subject to appropriate accounting arrangements.

I must also stress the need to be fully aware of the basic accounting requirements in advance of such an event and regular contact with the accountancy personnel and interim arrangements are an essential prerequisite to effective control.

DRAFT MEMORANDUM

TO: All Service Directors and Heads of Service

FROM: Director of Finance and Digital Services

“INCIDENT DESCRIPTION” - RECORDING FINANCIAL INFORMATION

You will be aware of the incident referred to above and it is important that all information of a financial nature, which relates, to the emergency, in part or in full, is properly recorded and retained.

In this regard, specific financial codes have been established so that expenditure committed to the emergency can be posted separately and consequently may be analysed at the conclusion of the incident. A memorandum which outlines the accountancy arrangements to be followed has been circulated to all Chief Officers on and a full listing of the financial codes for use during emergencies has been made available to of your service.

I must emphasise that detailed records of all expenditure must be retained as some or all of it may be recoverable; failure to use the appropriate financial code could result in costs being irrecoverable.

Mutual Aid Agreement

WLGA Executive Board

Item 09

25th January 2019

MUTUAL ASSISTANCE IN THE EVENT OF EMERGENCY SITUATIONS

Purpose

1. To request the Executive Board reaffirm the principles and policy statement made by the WLGA in October 2004, in relation to mutual aid in emergency situations, between local authorities in Wales.

Background

2. Some incidents impact well beyond administrative boundaries; some have such huge impact that the resources of those dealing with the contingency are fully deployed with those matters that need to be addressed; some events overwhelm, and for some services 'normal service' has to be abandoned. Local authorities in Wales have faced such events: the Sea Empress, Foot and Mouth Disease, the Towyn Floods for example.
3. The Emergency Services have established arrangements for rendering each other mutual aid in emergency situations; in some cases this is provided for through statute, although there are informal agreements. In contrast, local government has no established and uniform system for the provision of mutual aid. Some authorities have entered into arrangements with some of their neighbours, however, the formality and nature of these arrangements vary from complex legal documentation to general statements of intent contained within emergency plans. In some areas such as Powys, who border 13 authorities, the formal legal process may be impracticable.
4. The existing arrangements have operated successfully on the few occasions that they have been implemented. There is though, a need for consistency and transparency of approach where local government can be seen to support each other; there is most surely an expectation in the minds of the public that local authorities provide mutual aid where serious incidents occur and the need to demonstrate a high level of commitment to mutual aid is particularly important when we consider the greater impact scenarios that unfortunately are now seen as credible following, for example, severe weather conditions; and a number of terrorist attacks both at home and abroad.

Issues

5. From time to time, the Welsh Government and partner emergency responder organisations seek a firm commitment by local authorities in Wales, to render mutual support in emergency situations.
6. It is apparent from previous work on this subject, that the precise form and nature of mutual aid within specific disciplines, is dependent upon a number of factors, not least the resolution of issues such as legal empowerment and insurance liabilities.
7. The use of this simple policy as a baseline arrangement upon which the specific details can be attached at a later date, continues to appear sensible.
8. It is suggested that the WLGA adopt the following policy statement on this issue and commend its' approach for adoption by all member authorities.

“In the event of an emergency arising requiring resources beyond those available within our respective Councils, it would benefit our emergency arrangements if we could render each other mutual aid and assistance.”
9. Such assistance would be subject to recompense of proper financial costs and could be instigated by any senior officer of the Council.
10. This approach should not cut across any existing detailed arrangements but would provide for a consistent baseline level arrangement between all local authorities within Wales.

Recommendations

11. **Members are asked to:**

Affirm the mutual aid principle contained in paragraph 8 to this report.

Report cleared by: Cllr Dafydd Meurig
Spokesperson for Regulatory and Frontline Services

Author: Simon Wilkinson
Policy Officer

Tel: 029 2046 8657

E-mail: simon.wilkinson@wlga.gov.uk

Logging

A number of systems of logging exist, this section provides advice on logging and one example of a log; the principles hold true whichever method is utilised:

- Always use **black** ink;
- Notes should be clear, intelligible and accurate, using plain and concise language. Only include factual information;
- Entries must be in chronological order. Any information found at a later point will be entered at the time found and referenced back to the correct time;
- Log decisions, actions and information; allocated to and completed by (including times and outcomes);
- Mistakes **MUST** be struck through with a single line and initialled by the officer leaving the word struck through visible. **Never** use correction fluid;
- Always enter the date in full and underline with a single solid line;
- Start the log with a brief description of the incident, the name of officer and their role;
- Always use the 24-hour clock for times;
- No blank lines or spaces, all spaces **MUST** be struck through with a solid single line;
- At the end of a shift / handover include entry stating time and person log handed to. Both parties sign the log at this point. Next entry states name of officer completing the log, the time and must be signed;
- At the end of the incident last entry to show the time, date and be signed by the officer completing the log. A solid black line should then be drawn across the page;
- The Resilience and Sustainability Manager / Legal will be responsible for collating and securely storing logs.

Rules for Logging

Good Practice

Logs should be CIA
Clear
Intelligible
Accurate (factual)

Complete in permanent ink
black if possible

Date, Time and sign each
entry. Numbered pages.

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

Reference and attach copies
of maps, statements, etc.

Bad Practice

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

LOG Example

	<u>Thursday, 19/05/2011</u>
	<i>Jon Roberts – Director of Children’s Services – Gold Officer</i>
19.40	<i>Received call from Jane Sutcliffe at the council. Report of a fire at school (although she’s unsure which parts of the building are affected). Police and fire service are on-scene. Jane offered to send someone to the school to assist with the response - I gave her my mobile number and she’ll let me know who will attend. I’ll contact Philip Healy (caretaker) and we’ll aim to arrive at school within half an hour.-----</i>
19.50	<i>Rang Philip. Number engaged.-----</i>
19.55	<i>Rang Philip. Told him about the situation and asked him to meet me at the school entrance as soon as possible. He’ll be there for 8.15pm.</i>
20.05	<i>Received text message from Jane - someone from her team (Andrew Taylor) will meet us at the entrance in about 10 / 15 minutes. Mobile number for Andrew: 07802 388 07802 338 202. JR.-----</i>
20.20	<i>Arrived at school, Philip and Andrew already there. Spoke to fire officer - one classroom ablaze, adjacent ones likely to be severely affected by smoke damage. Unsure of the cause but arson can’t be ruled out at the moment. We’ll have to close the school tomorrow. Also need to arrange a site visit in the morning (provisional time 8am).</i>
20.40	<i>Informed Anna Hughes (deputy headteacher) about the incident. Asked her to notify parents / carers that the school will be closed tomorrow. She’ll arrange for other staff and governors to be told and put a notice on the school website. I’ll contact the radio stations.</i>
	<i>John Roberts Thursday 19/05/2011 21.00</i>

Notes should be recorded in chronological order.

If you make a mistake don’t try to overwrite the original text - cross it out with a single line and start again, never use correction fluid. Initial the change.

Only include times, dates or initials within the margins. Use a 24 hour clock.

Rest Centres

Abercynon Sports Centre
Parc Abercynon
Abercynon
CF45 4UY

Tel: 01443 570022

Llantwit Fadre Leisure Centre
Central Park
Church Village
CF38 1RJ

Tel: 01443 201722

Llys Cadwyn
1 Llys Cadwyn
Pontypridd
CF37 4TH

Tel: 01443 562211

Rhondda Sports Centre
Gelligaled Park
Ystrad
CF41 7SY

Tel: 01443 434093

Tonyrefail Leisure Centre
Tyn Y Bryn Park
Waunrhydd Road
Tonyrefail
CF39 8EW

Tel: 01443 670578

Hawthorn Leisure Centre
Fairfield Lane
Rhydyfelin
CF37 8DJ

Tel: 01443 842873

Llantrisant Leisure Centre
Southgate Park
Llantrisant
CF37 5LN

Tel: 01443 224616

Rhondda Fach Sports Centre
East Street
Tylorstown
CF43 3HR

Tel: 01443 756242

Sobell Sports Centre
The Ynys
Aberdare
CF44 7RP

Tel: 01685 870111

Attending a Multi-Agency Coordination Group (MACG)

Timescales

The calling of a MACG is clearly an exceptional event that only occurs in extraordinary circumstances. Based on the Kerslake Report recommendations there are two timescales of response expected from all agencies.

The two categories and the timescale are as follows:

1- Within office hours

Any spontaneous call-out will require a representative from the agencies called to **attend the MACG within 1 hour.**

2- Outside of office hours

Any spontaneous call-out will require a representative from the agencies called to **attend the MACG within 2 hours.**

Roles and Responsibilities

Individual officers attending the MACG will assume the role of spokesperson for the Council as well as the single point of contact for the flow of information between the group and the Council. The representative will be expected to bring to the group information regarding:

- 1- Resources or help they require
- 2- Resources or help they can offer to other agencies

They will also be required to take back to the Council:

- 1- Requests for resources or help made on it
- 2- Instructions for actions required of it to mitigate the incident or its effects.

Expectations

Individual officers attending the MACG will be expected to have the appropriate leverage and authority within the Council to ensure that its full picture is given to the group. It is also essential that the attendee is able to ensure that any actions required of the Council are fully carried out and in a timely manner.

Where multi-agency coordinating groups are established to define strategy and objectives, it should be achieved through consensus. It is expected that all those responder organisations involved will work together in a directed and coordinated fashion to achieve the groups' strategic aim and objectives.

Joint Decision Model Template Agenda

Item	Item Lead
Introductions (by exception and only where deemed necessary)	Chair
Declaration of items for urgent attention	Chair
Confirmation of decisions on urgent items	Chair
Adjourn as necessary to action urgent issues	
Situational briefing (including any clarifications or recent updates from chief of staff/ information manager/attendees by exception only)	
Review and agree strategy and priorities	Chair
Review outstanding actions and their effect	Chair
Determine new strategic actions required	Chair
Allocate responsibility for agreed actions	Chair
Confirm date and time of next meeting and required attendees (alongside an established meeting rhythm)	Chair
Post Meeting: Distribute record of decisions, ensure decision log is updated and complete	Sec/Chair

Situational Awareness Tool

TOPIC	NOTES / ACTIONS
Health	
Social And Welfare	
Environmental	
Economic	
Political	
Media	
Organisational	
Legal	
Ethical	

M/ETHANE FormAppendix 13

Time

Date

Organisation

Name of Caller

Tel No

M	Major incident	Has a Major Incident been declared? YES/NO <i>(If no, then complete ETHANE message)</i>	
E	Exact Location	What is the exact location or geographical area of incident	
T	Type of Incident	What kind of incident is it?	
H	Hazards	What hazards or potential hazards can be identified?	
A	Access	What are the best routes for access and egress?	
N	Number of casualties	How many casualties are there and what condition are they in?	
E	Emergency Services	Which and how many emergency responder assets/personnel are required or are already on-scene?	

Restricted once complete

Signature

RESPONSE

Constructing the Response Strategy

- A multi-agency strategy should be agreed upon at the first SCG meeting.
- The strategy should be written in conjunction with relevant partners.
- It should include a clear aim and a set of objectives for partner organisations to work collectively towards.

Strategic Coordinating Group SCG Role

To take overall responsibility for the multi-agency management of an incident and establish a framework. Its guiding objectives are:

- Protect and preserve life
- Contain the incident; mitigate and minimise its impacts; maintain critical infrastructure and essential services
- Create conditions for recovery; promote restoration and improvement activity in the aftermath of an incident to return to the new normality

SCG Responsibilities

The SCG will:

- a) Determine and share clear strategic aims and objectives and review them regularly;
- b) Establish a policy framework for the overall management of the event or situation;
- c) Prioritise the requirements of the tactical level and allocate personnel and resources accordingly;
- d) Formulate and implement media handling and public communication plans, potentially delegating this to one responder agency;
- e) Direct planning and operations beyond the immediate response to manage the recovery process; and
- f) Establish and manage any sub-groups required to assess or manage issues

TOPIC		NOTES
AIMS	These should be general statements concerning the overall goals, ends or intentions	What are your aims?
OBJECTIVES	These are the specific, individual stages that commanders must achieve on the way to achieve their goals	What are your objectives?
<p>In determining the strategy consideration should be given to the end-state, the ways and the means:</p> <ul style="list-style-type: none"> • The desired end-state • The general ways in which this should be achieved • The means required to bring it about 		End-state
		Ways
		Means
DISCUSS AND AGREE THE AIM:		
<ul style="list-style-type: none"> • State the overall purpose. • Does the aim state a singular overall condition to be achieved? • Is the aim realistic? • Is the aim clear, concise and memorable? 		
DISCUSS AND AGREE THE OBJECTIVES		
<ul style="list-style-type: none"> • Do they take account of the common objectives for responders? • Do the objectives identify further actions? • Do the objectives set clear priorities? • The objectives should be focussed, not an exhaustive list of wishes 		
Common objectives for responders that should be considered when devising the response strategy:		
Saving and protecting human life		
Relieving suffering		
Containing the emergency– limiting escalation and impacts		
Providing the public and businesses with warnings & advice		
Protecting the health and safety of responding personnel		

Safeguarding the environment	
As far as reasonably practicable, protecting property	
Maintaining or restoring critical activities	
Maintaining normal services at an appropriate level	
Promoting and facilitating self-help in affected communities	
Facilitating investigations and inquiries	
Facilitating recovery of the community	
Evaluating the response and recovery effort	
Identifying and taking action to implement lessons identified	

RECOVERY STRATEGY

Implementing the Recovery Strategy

- Implementation of the Recovery Management Protocol (RMP) should be considered at an early stage.
- The recovery process usually begins during the response phase. This is so for the longer-term recovery and to inform the SCG to ensure decisions made by the SCG are compatible with the recovery strategy.

Recovery Strategy

Recovery Role

The recovery management phase is usually activated by the chair of the SCG. During the response phase the recovery group will be a sub-group of the SCG. At a suitable phase the responsibility for multi-agency coordination will transfer from the SCG to the Recovery Coordination Group (RCG). Transfer of responsibility is a formal process and should be documented.

The RCG chair is usually a local authority chief executive and their initial tasks for the RCG will be:

- Agree the recovery strategy
- Advise the SCG on matters relating to recovery
- Undertake an impact assessment
- Develop a recovery action plan
- Coordinate activity with other SCG sub-groups as required (e.g. Humanitarian Assistance Steering Group)

A recovery strategy template is attached overleaf. Further information on the working of the RCG can be found in the SWLRF Recovery Management Protocol document.

RECOVERY STRATEGY TEMPLATE

AIMS / OBJECTIVES / TARGETS	NOTES / ACTIONS
STRATEGIC AIM	
To support the community and businesses in their return to normality	
STRATEGIC OBJECTIVES	
Create a comprehensive overview of incident impacts by carrying out impact assessments for: <ul style="list-style-type: none"> • Health & Welfare • Infrastructure & Environment • Business & Economy • Community 	
Determine possible funding streams and provide funding to impacted communities	
Establish effective communication links with communities and ensure the community is full involved the recovery process	
Develop a concise and realistic recovery action plan that can be quickly implemented and, involves the right organisations and fits the needs of the community	
Ensure all organisations work closely with the community and those directly affected, including monitoring and protection of public health	
Reinstate the built environment	
Coordinate the environmental protection and recovery issues	
Establish a pro-active and integrated framework of support to businesses and others in the financial and commercial implications of the emergency.	
Coordinate information and media management of the recovery process with an adequate communication strategy	
Determine if there are opportunities to enhance the resilience of the area: <ul style="list-style-type: none"> • Physical • Social 	

Reduce the risk of a similar incident happening again	
TARGETS	
Utilities are fully functional	
Transport infrastructure is running normally	
Local businesses are trading normally	
Residential issues are fully resolved	

MACA

7

OFFICIAL

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MACA PROCESS

Potential MACA Task Identified:
What is the EFFECT I need to deliver?
Where when what who?
Is it urgent?- has a major incident been declared?
Can my own organisation provide solution?
Can I get mutual support from another Agency?
Is it a major incident? Is there an SCG?
Is there a commercial/third sector solution?

Contact JRLO/MLO on

Exact Requirement Unknown
MAT – Military Assessment Team

Exact Requirement known
MACA – Annex B Request

RLO Wales 202008018

OFFICIAL



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MILITARY ASSESSMENT TEAM REQUEST

Ser	Information	Details
1	Background to Situation	
2	Detailed Assessment to be Conducted	UNDERSTAND/ ADVISE
3	Knowledge Skills & Experience required	CIVILIAN QUALIFICATION?
4	Alternative Assessment Considered	Why Defence?
5	Timings	ASAP means NOW. MATs should not be longer than 48hrs
6	Locations including RVs	One site or several locations
7	J4 Considerations	Logistics/Security Clearance
8	Point of Contact	CIVILIAN POC JMC Wales JRLO: Lt Col Symmons 07919 381544



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MACA PROCESS – ANNEX B

- Be prepared for questions that may be uncomfortable
- In Wales if an Annex B is requesting support in a devolved area, support for request is also obtained from WG Department Head Official and FM with indication of costs

Request for Military Aid to the Civil Authorities (MACA)					
Consult guidance notes whilst completing this form					
TIMING: URGENT/ROUTINE <small>*Delete as applicable</small>					
Requesting Agency	Agency	Operation Name			
Department of State	UK Government Department	JMC/RPoC	160 (Welsh) Bde		
Requesting Point of Contact	Name	POC details	Name	JMC/Wales	
	Role		Role	JMC	
	Tel		Tel		
	Email		Email		
DTG of request		JRLO Aware	Yes		
PART 1 – REQUESTING AGENCY TO COMPLETE SUPPORTED BY MOD LO					
1) Headline summary of situation <small>What has happened and what you are requesting</small>					
2) What is happening? – NOT initially required for URGENT MACA <small>This is required if it is not covered by the summary above</small>					
3) Why must action be taken? – NOT initially required for URGENT MACA <small>This is only required for an exceptional case with the agreement to release it</small>					
4) What is the task required? <small>What action must be taken to complete the task?</small>					
5) What alternatives have been considered? <small>Outline any alternative approaches taken to the MOD to a self-funding response if not able to</small>					
Commercial Alternatives: <small>What cost you pay or have recovered? If funding is the main issue also outline the cost to the MOD?</small>					
Other: <small>Have you considered anything else required to meet your task of capability – eg additional staff/resources, storage management strategy/contract?</small>					
6) Liabilities and charges (delete where applicable)					
6.1) Requesting Authority accepts responsibility for own risk assessment?	6.2) Requesting authority accepts own indemnity against loss, damage, injury or death while on MOD estate <small>For contentious tasks further indemnity agreement may be needed</small>	6.3) Requesting authority aware that costs may be recovered by the MOD? <small>Generally Marginal but if a commercial options available its full cost unless prohibitively expensive</small>			
Yes No N/A	Yes No N/A	Yes No N/A			
Requesting Officer	Delegated Authority	Signature	Date		

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ANNEX B COMPLETION BY DEFENCE

Note:
A Defence Select Committee Inquiry into Defences MACA support means that Defences Operational Record Keeping is under same scrutiny as civilian agencies

PART 2 – MOD LO TO COMPLETE			
MOD Resource Assessment			
7.1) Task	7.2) Suggested Assets	7.3) Timings	7.4) Locations - Report RV/Task Locn:
7.1) Task	x SP for x DAYS	ASAP Means NOW	Training, Task Locations
MOD LO	Name	Signature	Date
PART 3 – MOD LO TO COMPLETE – NOT REQUIRED FOR URGENT MACA			
Risk Statement			
8.1) Risk to Defence Outputs	What Defence Activity must stop to enable this MACA to be supported		
8.2) Risk to Defence Personnel and Equipment	HSAW- SP are not exempt Impact of Task on specialists and equipment (eg flying hours)		
8.3) Reputational Risk	Should Defence be delivering this task? What are the risks to Defence if it does not support?		
PART 4 - COMMENT BY HQ SJC(UK)			
To include a Rough Order of Magnitude (ROM) costing			
TO BE COMPLETED BY HQ SJC(UK)			
HQ SJC(UK) lead	Name	Signature	Date
PART 5 – MOD APPROVAL (COMPLETED BY HQ SJC(UK))			
MOD Approval date	ACTORD	Remarks	
PART 6 – MACA CLOSURE – MOD LO TO COMPLETE			
MACA Completed as planned	MACA completed with the following variations:	MACA Cancelled	
MOD LO	Name	Signature	Date



MACA FORMAL APPLICATION

Request for Military Aid to the Civil Authorities (MACA)			
Date of request			
Requesting Agency		Operation Name	
POC Name		Mil HQ Assisting	160 th Inf Bde and HQ Wales - Brecon
POC Contact Details		Mil POC	Lt Col Jacqueline Symmons Joint Regional Liaison Officer
Department of State Representing Agency		JRLO Aware	
1) Summary of situation – Requesting agency to complete			
2) What is military support sought to achieve? – Requesting agency to complete			
3) Is there a requirement for armed assistance? – Requesting agency to complete			
4) When is the effect required? – Requesting agency to complete			
5) What alternatives have been considered? – Requesting agency to complete			

6) What, When, Where and for how long – MOD LO to complete			
6.1) Effect to be achieved	6.2) What <i>Assets required</i>	6.3) When <i>DTG of all taskings and duration</i>	6.4) Where <i>Location/s</i>
7) Impact Statement – MOD LO to complete			
7.1) Disruption to Defence			
7.2) Hazard Summary			
7.3) Threat Assessment			
7.4) Presentational Issues			
8) Liabilities and charges (delete where applicable) – MOD LO to complete			
8.1) Requesting Authority accepts responsibility for own risk assessment?	8.2) Requesting authority accepts own indemnity against loss, damage, injury or death while on MOD estate or Requesting authority has been issued with an appropriate license from Defence Estates?	8.3) Requesting authority aware that costs will be recovered by the MOD?	
9) Estimated Costs– MOD LO to complete			
10) Comment by HQ SJC(UK)			

Requesting Officer (empowered)		MOD LO	Name
--------------------------------	--	--------	------

to agree spend):			Signed
	Date		Date

Government approvals

Department	Name	Date and time	Signature
Requesting Department			
Ministry of Defence			

Support Documents

These documents can be found on Resilience Direct under Rhondda Cynon Taf CBC – On Call and hard copies are available in the Council's Emergency Control Room.

South Wales Local Resilience Forum – Multi Agency Co-ordination Group (MACG) Implementation Protocol

The aims of this document are as follows:

- To provide information regarding any agency calling an MACG in response to a rising tide or rapid onset incident.
- To provide tools for incident assessment and information sharing
- To provide information regarding effective participation of an MACG

South Wales Local Resilience Forum – Management of Major Incidents Roles & Responsibilities

Provides an overview of the roles and responsibilities of the various responding agencies within the South Wales Local Resilience Forum Area.

South Wales Local Resilience Forum – The Strategic Co-ordinating Group (SCG) Handbook

This is for use by members of an SCG to help them participate and collectively make decisions. It emphasises the need for all responding organisations to work to a joint and co-ordinated approach.

South Wales Local Resilience Forum – Emergency Management & Response at the Tactical Co-ordinating Group (TCG)

This is for use by members of a TCG to help them participate and collectively make decisions. It emphasises the need for all responding organisations to work to a joint and co-ordinated approach.

South Wales Local Resilience Forum – Community Risk & Community Threat Register

Risk Register

The Civil Contingencies Act places a duty on Local Resilience Forums to produce and publish a community risk register of potential hazards, taking into account the

likelihood of those hazards occurring in the next five years and the risk associated with them. They are then given a risk rating of between low and very high.

Threat Register

This is an annex to the Community Risk Register and is a reference tool for the Local Resilience Forum looking at threats (i.e. terrorist incidents) which because of its sensitivity and potential use by adversaries will not be made available in the Community Risk Register.

Joint Emergency Services Interoperability Programme (JESIP) / Joint Decision Model (JDM)

JESIP

The JESIP doctrine sets out the way responders should train and operate and is built upon a common backbone which defines terminology, principles and ways of working. It sets out guidance on what responders should do and how they should do it in a multi-agency working environment. The principles for joint working include: Co-location, Communication, Coordination, Joint Understanding of Risk and Shared Situational Awareness.

JDM

The JDM is organised around three primary considerations:

Situation: what is happening, what are the impacts, what are the risks, what might happen and what is being done about it? Situational awareness is having an appropriate knowledge of these factors.

Direction: what end state is desired, what are the aims and objectives of the emergency response and what overarching values and priorities will inform and guide this?

Action: what needs to be decided and what needs to be done to resolve the situation and achieve the desired end state?

The JDM develops these considerations and sets out the various stages of how joint decisions should be reached.

One of the guiding principles of the JDM is that **decision makers will use their judgement and experience** in deciding what additional questions to ask and considerations to take into account, to reach a jointly agreed decision. They are therefore free to interpret the JDM for themselves, reasonably and according to the circumstances facing them at any given time. Strict adherence to the stepped process outlined in the JDM should always be secondary to achieving desired outcomes, particularly in time sensitive situations

Pan Wales Response Plan

The plan sets out the arrangements for the Pan-Wales level of Welsh response to a major emergency in or affecting Wales.

Data Protection and Sharing – Guidance for Emergency Planners and Responders

This guidance is designed to inform Category 1 and 2 responders and other responders (such as those in the voluntary sector) on the key issues relating to data protection and sharing in emergency planning, response and recovery.

Civil Contingencies Act 2004: a short guide (revised)

A guide that provides a brief overview of the main provisions of the Act.

Cabinet Office – Emergency response and recovery

This guidance aims to establish good practice based on lessons identified from responding to and recovering from emergencies. The Emergency Response and Recovery guidance aims to further develop:

- a shared understanding of the multi-agency framework for emergency response and recovery at the local level, and the roles and responsibilities of individual organisations
- a shared understanding of the role of local and national levels in emergency response, and how they will work together
- a common frame of reference, especially concepts and language, for those involved in responding to emergencies

Local authorities' preparedness for civil emergencies - A good practice guide for Chief Executives

This guide has been written to support chief executives and their senior management team so they can assure themselves and their local resilience forum (LRF) that their authority is well prepared.

Cabinet Office – Lexicon of UK Civil Protection Terminology

Without a common understanding of what specific terms and phrases mean, multi-agency working will always carry the risk of potentially serious misunderstandings, the consequences of which could be extremely severe. Since 2007 CCS has been working with a wide range of partners to build and maintain a single point of reference for civil protection terminology as one of the underpinning elements of interoperable communications and coherent multi-agency working.

The Communicable Disease Outbreak Plan for Wales

This model plan (“The Wales Outbreak Plan”) should be used as the template for managing all communicable disease outbreaks with public health implications across Wales.

To access the South Wales Local Resilience Forum Resilience Direct User Guide this press [HERE](#) and log in to Resilience Direct.

Plan Distribution

- Rhondda Cynon Taf CBC
- Elected Members
 - Senior Leadership Team
 - Emergency Planning
 - Duty Environmental Health Officers
 - Grade 15 and above officers

Copies will also be kept in:

- Emergency Control Room
- CCTV
- Ty Glantaf
- The Pavilions
- Rest Centres
- Abercynon Depot
- Dinas Depot

South Wales Police
British Transport Police
South Wales Fire and Rescue Service
Welsh Ambulance Services NHS Trust
Cwm Taf Morgannwg University Health Board
Public Health Wales
Natural Resources Wales
Military
Local Resilience Forum