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MOBILISATION PROCEDURE – TO SUPPORT ENHANCED OR MAJOR INCIDENT RESPONSE

Introduction and Aim

This procedure has been developed to ensure that the organisation has an appropriate process to enable the mobilisation of colleagues to support an enhanced or major incident response in a timely and effective manner.

This procedure defines the roles and responsibilities of those involved in the mobilisation process and the criteria and procedures for selecting, deploying, and managing colleagues during an enhanced or major incident response.

Please see the [Public Health Wales Emergency Response Plan](#) for details of response levels.

Procedure Commitment

There is an expectation that all staff, including Organisational Leaders and People Managers make every effort to support and co-operate in the implementation of this procedure in order to enable Public Health Wales to fulfil its obligations.

Our organisational values of working together, with trust and respect, to make a difference will guide our approach to the discussion and agreement of mobilisation arrangements. In the event of any disagreements, we manage the conversation respectfully and we will use support available through Healthy Working Relationships to resolve the matter.

As detailed in our Emergency Response Plan, the organisation will ensure that there are arrangements in place to support staff during an enhanced or major incident response including:

- Provision of long-term support;
- Availability of psychological support;
- Training;
- Alternative methods of support.

Staff are also encouraged to seek support through contacting their mobilised and/or substantive line manager, through People and Organisational Development, and externally as necessary.

Supporting Procedures and Written Control Documents

[All corporate policies and procedures are available on the Public Health Wales website](#)

Other related documents are:

- [Emergency Response Plan](#)
- Business Continuity Plan
- Infection Prevention Control Policy
- Duty of Candour
- Health and Safety Policy
- Mental Wellbeing policy
- Information Governance Policy

Scope

This procedure applies to all employees within Public Health Wales.

This procedure covers the mobilisation of staff within the organisation. The mobilisation of staff from other NHS Wales organisations will be covered by all-Wales arrangements for mutual aid, as set out through NHS Wales Employers/ NHS Confederation.

This procedure covers the mobilisation of staff to support enhanced or major incident responses, such public health emergencies. For details of the different types of emergency that may require response, please see 'Types of emergency - Table 2' in the [Public Health Wales Emergency Response Plan](#).

Equality and Health Impact Assessment	An Equality, Welsh Language and Health Impact Assessment has been completed and can be viewed on the policy webpages.
Approved by	People and Organisational Development Committee
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Group with authority to approve Supporting procedures	People and Organisational Development Committee
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Disclaimer:

If the review date of this document has passed, please ensure that the version you are using is the most up to date either by contacting the document author or [Corporate Governance](#).

Summary of reviews/amendments				
Version number	Date of Review	Date of Approval	Date published	Summary of Amendments
V1	July 2023	08/11/23	10/10/24	New procedure developed

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1. Procedure Statement

This procedure has been developed to ensure that the organisation has an appropriate process to enable the mobilisation of staff to support an enhanced or emergency response in a timely and effective manner.

This procedure defines the roles and responsibilities of those involved in the mobilisation process and the criteria and procedures for selecting, deploying, and managing staff during an enhanced incident response as set out in the Emergency Response Plan.

Please see the [Public Health Wales Emergency Response Plan](#) for details of response levels.

2. Scope

This procedure applies to all employees within Public Health Wales.

This procedure covers the mobilisation of staff within the organisation. The mobilisation of staff from other NHS Wales organisations will be covered by all-Wales arrangements for mutual aid, as set out through NHS Wales Employers/ NHS Confederation.

This procedure covers the mobilisation of staff to support enhanced incident responses, such as major incidents and/or public health emergencies. For details of the different types of emergency that may require response, please see 'Types of emergency - Table 2' in the [Public Health Wales Emergency Response Plan](#).

3. Roles and Responsibilities

For details of all roles involved in enhanced and major incident response, please see the [Public Health Wales Emergency Response Plan](#).

3.1 Strategic Response Director

- Complete Dynamic Risk Assessment (see Section 8 of the [Public Health Wales Emergency Response Plan](#)), to confirm any requirement for additional internal support and expertise (and/or mutual aid from external partners).
- Provide information on the emergency situation and response strategy.
- Monitor and evaluate the emergency response and ensuring its quality and accountability.
- Inform the Strategic Response Group, including People and OD, of mobilisation requirements and agree a reasonable timeframe for mobilisation.

- Work with Organisational Leaders to establish whether the resources required can be made available without impacting the organisation's service delivery obligations - determine any business critical functions, and agree the most appropriate use of available staff resource.
- The Strategic Response Director must ensure appropriate command and control structures are in place to facilitate the coordination of requested mobilisation support.

3.2 Organisational Leaders, including Executive Team

- Work with People and Organisational Development (OD) to identify suitable staff for deployment based on the staffing needs and criteria provided by the Strategic Response Director.
- Work with the Strategic Response Director to establish whether the resources required can be made available without impacting the organisation's service delivery obligations - determine any business critical functions, and agree the most appropriate use of available staff resource.

3.3 People and Organisational Development (People and OD)

- Work with Executive Team to identify suitable staff for deployment based on the staffing needs and criteria provided by the Strategic Response Director (through dynamic risk assessment).
- Make administrative arrangements for the deployment of staff, such as mobilisation confirmation letters and role specifications.

3.4 People Managers

- Provide briefing and orientation to the deployed staff on their roles, responsibilities, security, etc.
- Manage the deployed staff during the response and ensuring their supervision, safety, and well-being.
- Meet regularly with staff to ensure personal wellbeing is maintained and appropriate support is provided.
- Ensure communication between receiving manager and substantive manager, i.e. for the purpose of attendance, wellbeing, performance, etc.
- Provide regular feedback and reports on the performance and impact of the deployed staff to Strategic Response Director.
- Provide post-deployment debriefing and evaluation to the deployed staff and identifying their learning needs and opportunities.
- Ensure that communication is maintained with all employees and that colleagues are briefed as necessary (pre-mobilisation, during mobilisation and post-mobilisation).

3.5 Colleagues (all staff of Public Health Wales)

- Keep up to date with issues/ working practices within their normal working area by maintaining appropriate and regular communication with their substantive manager and other colleagues.
- Comply with the relevant health and safety, infection control and other related policies applicable to the premises where they are working, taking every reasonable care for the health and safety of themselves and of others.

4. Process

The criteria for mobilising staff for an enhanced emergency response are based on:

- The Dynamic Risk Assessment completed by the Strategic Response Director.
- The nature, scale and complexity of the situation and its impact on the affected population.
- The existing capacity and resources of the organisation to respond to the situation.
- The availability and suitability of staff from the organisation or its partners (through mutual aid arrangements).

The criteria for selecting specific staff for mobilisation are based on:

- The relevant skills, experience, competence, qualifications and/ or professional registration required for the specific functions of the response.
- The ability to work under pressure and adapt to changing circumstances.
- The availability to be deployed within the timescales required by the situation and level of response.
- The appropriate fitness to work, risk assessment and/ or any specific Occupational Health clearance required for the mobilisation role and location.
- Hours and days of work required.
- Workplace, including potential travel distance / time / modes of transport etc.
- Staff members' personal and/or domestic circumstances will also be taken into consideration when matching staff to mobilised roles.

Wherever possible, staff will be mobilised to support in a capacity that is commensurate with their substantive role and banding. Should it be necessary to mobilise staff into a role that is evaluated at a higher band than their substantive role, pay will be updated to reflect this for the duration of mobilisation. Should it be necessary to mobilise staff into a role that is evaluated at a lower band than their substantive role, pay will be protected at the substantive banding for the duration of mobilisation.

Our values of working together, with trust and respect, to make a difference will guide our approach to discussion and agreement of mobilisation arrangements. If there are disagreements, we manage the conversation respectfully and we will use support available through Healthy Working Relationships to resolve the matter.

The specific process for mobilising staff is set out below:

Responsible person/ group/ team	Activity
<ul style="list-style-type: none"> • IT • Workforce Information Systems 	Shared digital space to be set up to record and report on staff status and suitability for mobilisation
<ul style="list-style-type: none"> • Strategic Response Director • Organisational Leaders 	The Strategic Response Director works with Organisational Leaders to establish whether the staff resources required can be made available without impacting the organisation's service delivery obligations - determine any business-critical functions and agree the most appropriate use of available staff resource.
<ul style="list-style-type: none"> • Strategic Response Director • Staffing Cell 	The Strategic Response Director via the Strategic Response Group confirms the staffing needs for the response and submits a request for mobilisation of staff to via the Staffing Cell, specifying the number, functions, duration, and location of the required staff.
<ul style="list-style-type: none"> • Staffing Cell 	The Staffing Cell reviews the request and verifies the availability and suitability of staff, using the criteria mentioned above.
<ul style="list-style-type: none"> • Staffing Cell • Strategic Response Group 	The Staffing Cell consults with the Emergency Preparedness, Resilience and Response team and Strategic Response Group as needed to clarify and/ or adjust the staffing needs and criteria.
<ul style="list-style-type: none"> • Staffing Cell • People and OD 	<p>The Staffing Cell, with support from People and OD team notifies the Organisational Leaders, People Managers and individual colleagues who are identified and selected for mobilisation and obtains their confirmation.</p> <p>In the event of volunteers for mobilisation or where staff are identified but not selected for mobilisation, the People and OD team will inform any colleagues</p>

	who are not selected and provide them with feedback and alternative opportunities to support the response.
<ul style="list-style-type: none"> • Staffing Cell • People and OD 	<p>The Staffing Cell, supported by the People and OD team make the administrative arrangements for the deployment of staff, such as mobilisation confirmation letters, role descriptions, etc.</p> <p>The Staffing Cell, supported by the People and OD team inform substantive and receiving Managers of expectation of release of staff in a timely manner and confirm point of contact in the event of any disagreement or need for escalation.</p>
<ul style="list-style-type: none"> • Receiving People Manager 	The receiving People Manager provides briefing and orientation to the deployed staff on their roles, responsibilities, security, etc.
<ul style="list-style-type: none"> • Staffing Cell • Emergency Preparedness, Resilience and Response • Strategic Response Group 	The Staffing Cell updates the Emergency Preparedness, Resilience and Response team and the Strategic Response Group of the status and details of the mobilised staff.
<ul style="list-style-type: none"> • Receiving People Manager 	<p>The receiving People Manager welcomes the mobilised staff at the mobilisation location and assigns them to their respective functions.</p> <p>The receiving People Manager manages the deployed staff during the response.</p> <p>The receiving People Manager ensures communication with the substantive manager, i.e. for the purpose of attendance, wellbeing, performance, etc.</p> <p>The receiving People Manager provides regular feedback and reports on the performance and impact of the deployed staff to the Strategic Response Group.</p>
<ul style="list-style-type: none"> • Strategic Response Group • Staffing Cell 	Ongoing performance and mobilisation requirements are reviewed and updated through situational reporting mechanism.
<ul style="list-style-type: none"> • Strategic Response Group • Staffing Cell 	The Strategic Response Group will assess the staffing needs for the response at regular intervals during the response and at the conclusion of the response, once a return to business as usual is agreed.

	<p>The Strategic Response Group will confirm to the Staffing Cell any requests for extension or termination of mobilisation arrangements</p> <p>The Staffing Cell, supported by the People and OD team liaise with mobilised staff and their substantive and receiving managers to confirm extension or termination of mobilisation arrangements.</p>
<ul style="list-style-type: none"> • Staffing Cell • Emergency Preparedness, Resilience and Response • Strategic Response Group 	<p>The Staffing Cell updates the Emergency Preparedness, Resilience and Response team and Strategic Response Group of the status and details of the de-mobilised staff.</p>
<ul style="list-style-type: none"> • Substantive People Managers 	<p>Substantive People Managers provide de-briefing and reorientation to the de-mobilised staff on return to their home/ substantive team and make arrangements for any knowledge transfer, training or support required.</p>
<ul style="list-style-type: none"> • Strategic Response Director 	<p>Once it has been decided that an enhanced or major incident response is no longer necessary, the Strategic Response Director will consider standing down the response following review of the Dynamic Risk Assessment and in consideration of escalation and de-escalation criteria.</p>
<ul style="list-style-type: none"> • Recovery Coordination Group 	<p>The Recovery Coordination Group will co-ordinate a post-response review to identify learning and build in improved approaches for future responses.</p>

5. Training

The Emergency Preparedness Resilience and Response (EPRR) team has set out an extensive programme for staff training in key roles, and an internal exercise to test the arrangements throughout 2023/24.

All colleagues are encouraged to complete the ['Introduction to Emergencies' e-learning](#) package available through ESR.

To enable mobilisation, colleagues will be provided with appropriate training required to undertake their mobilised role.

6. Health and Wellbeing

As detailed in our Emergency Response Plan, to ensure the health and wellbeing of colleagues, the organisation will ensure that there are:

- Arrangements in place to support staff during a response;
- Provision of long-term support;
- Availability of psychological support;
- Training;
- Alternative methods of support.

Colleagues are also encouraged to seek support through contacting their mobilised and/ or substantive line manager, through People and Organisational Development, and externally as necessary.

7. Equipment

All colleagues should be provided with appropriate equipment required to undertake their mobilised role. The equipment used must be safe to use, fit for purpose and not give rise to any health and safety risks. The equipment should be maintained in efficient working order and in good repair.

Any concerns regarding equipment should be raised with the receiving People Manager at the first available opportunity.

8. Expenses

Mobilised staff contractual bases will remain the appropriate Public Health Wales premises and travel expenses from home to base are not payable.

Any expenses should be claimed as normal through the e-expenses system, <https://www.sel-expenses.com/>

9. Information Governance

All colleagues should abide by the [all Wales Information Governance Policy and associated procedures](#), regardless of the location from which they work.

All colleagues should ensure that they are up to date with their Information Governance Training.

10. Implementation

All staff need to be made aware of the existence of this procedure which can be obtained on the Public Health Wales Policies Intranet page, and will be publicised via the staff intranet.

People managers should bring the guidance to the attention of their teams.

Whilst training is not offered on this procedure, colleagues can seek any necessary guidance on this procedure from the People and OD team by contacting PeopleSupport.PHW@wales.nhs.uk

11. Equality and Welsh Language

An Equality, Welsh Language and Health Impact Assessment has been completed and has not identified any potential negative impacts (unintended consequences) or gaps.

This procedure will be made available in Welsh on our Policy webpages.

12. Review

This procedure will be reviewed in 3 years' time or sooner if required.

The named lead will monitor this procedure to ensure it is compliant with current legislation, to ensure it is effectively implemented, and ensure that it is reviewed in accordance with the timetable for review.

We are continually looking to improve our employment practices and welcome any feedback you may have in relation to this procedure. Feedback can be provided by emailing PeopleSupport.PHW@wales.nhs.uk or you may wish to feedback via your Trade Union representative.