

Incident Management: Enabling Action Plan 2015 – 2020

Our Action Plan

What we want to achieve:

The environment, people and economy of Wales benefit from there being less frequent and less severe environmental incidents

Why do we want to achieve this?

To deliver the following benefits:

- Increased public understanding of and care for the environment leading to behaviour change and less environmental incidents
- Improved quality of Wales' air, land, water and biodiversity
- Less detrimental impacts upon people and the economy –making communities more resilient and attractive places to live and work in

How will we achieve our aim and deliver the associated benefits?

We will do this by working actively and co-productively with others to:

- Define our role so that it is integrated, effective and communicated in a clearly understood manner when preparing for and responding to each type of incident
- Review how we deliver that role to ensure it is risk based, consistent and focuses on where and how we can maximise the contribution we can make to the management of incidents
- Be an industry best public body, applying best practice to ensure our activities do not cause any environmental incident
- Raise awareness that preventing incidents helps create a pollution free, healthy environment that has major benefits for peoples' well being, local economies and resilience to climate change

Three **overarching principles** form the basis of our delivery. These are that:

- Our work takes place within a natural resource management framework, optimising social, environmental and economic benefits
- During an incident our incident management role takes priority over other work
- We use an evidence based approach, focussing our role and actions that deliver the greatest multiple benefits for people and communities

The following tables give overarching areas of work through which we aim to deliver our identified outcome and associated benefits. Each Directorate Delivery Plan will provide a more detailed programme of work, including key internal and external partners. Please note that the actions in the tables have not been prioritised but are presented in order of the activities we need to either develop (from new), enhance (an existing activity) or continue.

We will report annually on our progress and we will strive to deliver our activities outlined in the Action Plan over the next one to two years to link in with our integration work of the workforce. We will implement our actions through the Incident Service Review Project.

1. Define our responder role so it is integrated, effective and clearly understood when planning for or responding to each type of incident.

Our priorities are to:

- Identify opportunities to work better together
- Identify and prioritise activities that bring the greatest benefits to Wales' people, communities and natural resources.
- Realise opportunities to work once for Wales and ensure smarter use of our resources
- Be an informed, influential and capable advisor to incident partners, fora and groups

	Action	How will we do this?				Why will we do this?				Activity	Lead and support Directorates (Lead in bold)
		Promoting our standards in being exemplar in our own activities	Promoting our integrated incident response	Risk based balanced approach to preparedness and response to incidents	Promoting evidence about the value of resilient ecosystems and the environment	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion	D =Develop E =Enhance C=Continue	
1.1	We will define and clearly communicate where we are best placed to lead the management of an incident and where we are best placed as an environmental advisor to support when others lead.	✓	✓	✓	✓	✓	✓	✓	✓	D	KSP , National Services, Operations North & Mid, Operations South, Communications
1.2	We will review how we undertake our role as a core member of Local Resilience Fora to ensure we deliver it in the most influential yet efficient manner.		✓	✓		✓	✓	✓	✓	D	KSP, National Services , Operations, Communications
1.3	We will review our existing roles in all other incident groups to ensure we deliver those in the most influential yet efficient manner.	✓	✓	✓	✓	✓	✓	✓	✓	D	KSP, National Services , Operations North & Mid, Operations South
1.4	We will identify any new social, economic or environmental group/for a which we have a role to provide input about preventing and managing incidents		✓	✓	✓	✓	✓	✓	✓	D	KSP , National Services, Operations North & Mid, Operations South, Communications
1.5	We integrate and apply our knowledge on natural resource management in our role to advise all types of Fora and when speaking to other partners, facilitating a more integrated approach to managing incidents.	✓	✓	✓	✓		✓	✓	✓	D	KSP, National Services , Operations North & Mid, Operations South, Communications
1.6	We will enhance our operational interface with Local Resilience Fora to be more effective in incident preparation, response and recovery phases.		✓		✓	✓	✓	✓		E	KSP, National Services, Operations North & Mid, Operations South
1.7	Where there are all Wales or UK level issues we will work together with Welsh and UK Governments and organisations to champion the needs of		✓	✓	✓	✓	✓	✓	✓	E	KSP , National Services

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	NRW and the natural resources of Wales.										
1.8	We will learn together from major incidents in Wales, ours and multi-agency and incorporate the learning points from our partners as appropriate to our business.		✓	✓		✓	✓	✓	✓	E	KSP, National Services , Operations North & Mid, Operations South, Communications
1.9	We will revise operational guidance on delivering our roles to ensure a consistent and efficient approach across the organisation		✓	✓	✓	✓	✓	✓		E	KSP, National Services , Operations North & Mid, Operations South
1.10	We will effectively and efficiently deliver our statutory responsibilities of the Civil Contingencies Act		✓	✓	✓	✓	✓	✓		C	KSP, National Services, Operations North & Mid, Operations South , Communications
1.11	We will explore all training and exercising opportunities with our Local Resilience Fora partners to optimise the incident preparedness of ourselves and others.	✓	✓	✓		✓	✓	✓		C	KSP, National Services, Operations North & Mid, Operations South , Communications

2. Review how we deliver our role to ensure it is risk based, consistent and focuses on where and how we can maximise the contribution we can make to the management of incidents.

Our priorities are:

- We will define our incident management role
- We will develop a new integrated incident categorisation approach that focuses our work where we can be most effective
- We will be the industries best in all our air, land and water activities
- We will assess all incidents to identify the potential for public health impact and have a joined up approach with our partners

	Action	How will we do this?				Why will we do this?				Activity D = Develop E = Enhance C = Continue	Lead and support Directorates (Lead in bold)
		Promoting our standards in being exemplar in our own activities	Promoting our integrated incident response	Risk based balanced approach to preparedness and response to incidents	Promoting the value of resilient ecosystems and the environment	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion		
2.1	We will develop a new, streamlined and integrated approach to defining and categorising incidents (and non-incidents) which will inform how we focus and prioritise our resources in both our incident management role and day to day work		✓	✓	✓	✓	✓	✓	✓	D	KSP, National Services, Comms, Operations North & Mid, Operations South, Communications
2.2	We will develop a new, efficient and consistent approach to how we respond to all types of incident and the associated levels of service		✓	✓	✓	✓	✓	✓	✓	D	KSP, National Services , Communications, Operations North & Mid, Operations South
2.3	We will develop a new, efficient and consistent approach to how our day job addresses those environment impacts which are not classed as an incident	✓	✓	✓	✓	✓	✓	✓	✓	D	KSP, National Services, Operations North and Mid, Operations South
2.4	Our organisation will seek accreditation with UKSPILL and other respective standards to ensure the delivery of own incident management work meets the appropriate standards	✓	✓	✓	✓		✓	✓		D	KSP, National Services, Operations North and Mid, Operations South
2.5	We will revise our internal training programmes to meet our operational and strategic requirements and seek joint opportunities with partners for integrated staff training.	✓	✓	✓	✓		✓	✓	✓	E	KSP, National Services, Communications, Operations North & Mid, Operations South, ODPM
2.6	We will review our enforcement approach to ensure we take effective action if the “polluters” remedial actions are unsatisfactory and to recover our costs under the polluter pays principle.			✓	✓	✓	✓	✓		E	KSP, National Services , Operations North & Mid, Operations South, Finance & Corporate Services
2.7	We will enhance delivery of our flood forecasting and warning service to our partners and the public, implementing efficient and effective stand alone NRW systems. We will review our statutory flood warning role and where possible improve its timeliness and accuracy to meet our customers’ needs	✓		✓	✓	✓	✓	✓	✓	E	National Services , Operations North and Mid, Operations South

	Action	How will we do this?				Why will we do this?				Activity	Lead and support Directorates (Lead in bold)
		Promoting our standards in being exemplar in our own land and water activities	Promoting our integrated incident response	Risk based balanced approach to preparedness and response to incidents	Promoting the value of resilient ecosystems and the environment	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion	D = Develop E = Enhance C = Continue	
2.8	We will identify and promote natural resource management opportunities outside our estate that will reduce the frequency and/or impact of for example, pollution, plant disease and flooding.	✓	✓		✓	✓	✓	✓	✓	D	KSP, National Services, Operations North & Mid, Operations South
2.9	We will assess all incidents and identify any potential for public health impact and notify Public Health Wales to ensure a joined up role with partners.		✓	✓		✓		✓	✓	D	Operations North & Mid, Operations South
2.10	We will maintain the additional, co-ordinated procedures that we are required to deliver for the 'Major Incident' class of environmental incidents		✓		✓	✓	✓	✓	✓	E	National Services , Operations North and Mid, Operations South, communications

3. Be an exemplar public body, applying best practice and decisions to incident preparation and response, and to ensure our activities do not cause any environmental incidents.

Our priorities are:

- Responding to incidents will take priority over our day to day work but we will do so in an effective and efficient way in line with our revised classifications – prioritising those of the highest categories that will cause greatest environmental impact.
- We will assess and categorise all incidents on a risk basis for all relevant types of integrated impacts, and respond consistently with a proportionate level of resource
- We will provide our staff with the correct skills and capabilities to prepare, respond and manage resilient ecosystems.

	Action	How will we do this?			Why will we do this?				Activity	Lead and support Directorates (Lead in bold)
		Promoting our standards in being exemplar in our own land and water activities	Promoting our integrated incident response	D = Develop E = Enhance C = Continue	Promoting the value of resilient ecosystems and the environment	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion	
3.1	In developing our incident culture we will embed an incident impact assessment process for all incidents so that incident consequences are identified, impacts assessed and protective measures taken.	✓	✓	✓	✓	✓	✓	✓	D	National Services , Operations North and Mid, Operations South, KSP, Communications
3.2	We will embed a continual improvement process to ensure we both learn and implement changes to our work from issues identified during incidents.	✓	✓		✓	✓	✓		D	National Services , Operations North and Mid, Operations South, KSP, ODPM
3.3	We will adopt new technology where ever possible, to provide an effective mechanism for sharing incident knowledge internally and with communities and partners.	✓	✓	✓			✓		D	ICT , National Services, Operations North and Mid, Operations South, KSP
3.4	We will assess our need for tools and technical skills and identify the best way to acquire them, from within NRW or externally, and utilise them.	✓	✓	✓	✓	✓			D	National Services , ODPM, Operations North and Mid, Operations South KSP
3.5	We will review our national incident risk register to ensure continuing clear accountability for organisational preparedness for the highest risks. We will embed these as priorities in our Directorate Delivery and Business Plans.		✓	✓	✓	✓	✓	✓	E	National Services, Finance and Corporate Planning , Operations North and Mid, Operations South KSP
3.6	We will continue to develop and apply environmental standards such as ISO14001 to how we, and those working on our behalf, manage land and construct and maintain our assets and prevent us causing any incidents.	✓	✓		✓	✓	✓		E	Finance & Corporate Services , KSP, National Services, Operations North and Mid, Operations South
3.7	We will monitor the consistent application of our procedures and business planning across Wales for each incident sector.	✓	✓	✓	✓	✓	✓	✓	E	National Services , Finance and Corporate Planning and all

	Action	How will we do this?			Why will we do this?				Activity	Lead and support Directorates (Lead in bold)	
		Promoting our standards in being exemplar in our own land and water activities	Promoting our integrated incident response	D = Develop E = Enhance C = Continue	Promoting the value of resilient ecosystems and the environment	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion		D = Develop E = Enhance C = Continue
3.8	We will review, develop and manage an efficient duty roster system across Wales with principles such as once for Wales where appropriate and align use of resources with risks and knowledge.		✓	✓		✓	✓	✓	✓	E	National Services , and all directorates.
3.9	We will develop a competency training framework to enable our incident responders to carry out their duties to a high standard.			✓		✓	✓	✓		E	ODPM , National Services, Operations North and Mid, Operations South KSP
3.10	We will review our command and control processes to ensure that we have a simple but effective approach to escalation of resources and reporting to respond to priorities		✓	✓		✓	✓	✓	✓	E	KSP , National Services, Operations North and Mid, Operations South KSP
3.11	We will explore how we document and prioritise incidents from our Incident Communication Centre to our operational duty officers, ensuring correct risk assessment and prioritisation is given with good customer service.		✓	✓			✓			E	National Services ,
3.12	We will provide clear and integrated communications during incidents via ourselves or jointly through partners, a one voice principle, to ensure a consistent message is given to stakeholders, business and the public. This work will complement the communications strategy by exploring our lead role in incidents and multi-agency incidents where we have a lead, regulation, response or advisory role.		✓	✓	✓	✓	✓	✓	✓	E	Communications , National Services, Operations North and Mid, Operations South KSP

4. Raise awareness that preventing incidents helps create a pollution free, healthy environment that has major benefits for peoples' well being, local economies and resilience to climate change

Our priorities are:

- Build a robust evidence base of the social, economic and environmental impacts that incidents cause
- Reducing the numbers of incidents in Wales by implementing evidence based, proactive communication campaigns
- We will identify opportunities in all our work to promote resilient ecosystems and their value to the environment

	Action	How will we do this?				Why will we do this?				Activity D = Develop E = Enhance C = Continue	Lead and support Directorates (Lead in bold)
		Promoting our standards in being exemplar in our own land and water activities	Promoting our integrated incident response	Risk based balanced approach to preparedness and response to incidents	Promoting the value of resilient ecosystems and the environment	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion		
4.1	We will develop an evidence based communications programme, collecting and analysing incident information to identify trends and issues that can be influenced by a 'prevention' agenda.		✓		✓	✓	✓	✓	✓	D	National Services , Operations North and Mid, Operations South
4.2	We will develop incident educational materials that promote the value of unpolluted, healthy natural resources to communities and business sectors, including those we regulate.	✓	✓		✓	✓	✓	✓	✓	D	KSP , National Services, Operations North and Mid, Operations South
4.3	We will develop a mechanism for linking enforcement activities to incident trends so we are better prepared and informed.	✓	✓	✓	✓	✓	✓	✓	✓	D	KSP, National Services, Operations North and Mid, Operations South
4.4	We will use the results of our evidence programme to target proactive campaigns (communications, enforcement, our own incident preparedness etc) at the locations and/or topics where incidents are most frequent or most severe.		✓	✓	✓	✓	✓	✓	✓	E	National Services , KSP, Communications, Operations North and Mid, Operations South
4.5	We will continue our prevention and inspections working with stakeholders, the public, business to raise awareness of best practice, promote sustainable develop while protecting our natural resources.	✓	✓	✓	✓	✓	✓	✓	✓	C	National Services, KSP, Communications, Operations North and Mid, Operations South
4.6	We will continue working with communities and organisations increasing community resilience through such work as Flood Awareness Wales.		✓	✓	✓	✓	✓	✓	✓	C	National Services , KSP, Communications, Operations North and Mid, Operations South