

Board Paper

7th May 2015

Paper Title	Incident Management Strategy 2015-2020
Paper Reference:	NRW B B 27.15
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Purpose of Paper:	To present the Incident Management approach for NRW to deliver our corporate plan commitments.
Recommendation:	To approve the Incident Management Strategy 2015-2020, the associated Action Plan and indicative Results Based Accounting (RBA) Plan.
Decision Required:	YES

Impact: To note – all headings might not be applicable to the topic	<p>Impact on the Environment: Delivering our incident management role minimises environmental damage and helps natural resource management. Promoting deeper connections between communities and their environment will help people to understand, value and care it.</p> <p>Impact on the Economy: Minimising the frequency and impact of environmental incidents will significantly reduce their local and national economic impacts and improve communities' attractiveness as places to live in, for businesses to invest in.</p> <p>Impact on Community: Community engagement with their environment promotes social cohesion. Impacts on people's physical and mental health will be avoided and opportunities presented to improve quality of life</p> <p>Impact on Knowledge: The delivery of this Strategy will be evidence based - making best use of available data and ensuring robust monitoring and evaluation of our activities. It will also enable us to target our incident reduction campaigns on the sectors/locations where incidents are most prevalent.</p>
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Issue

1. In our Corporate Plan we made commitments to deliver an effective and co-ordinated response to environmental incidents and risks and to help protect and improve the quality of our air, land, sea and water by raising people's awareness to build more resilient communities and ecosystems. These will lead to there being less frequent and less severe environmental incidents, benefiting the natural resources, people and economy of Wales. We have reviewed our approach to incident management and how to make this fit for delivering our purpose and the commitments in our Corporate Plan. The key aspects for the Board to consider are:

- An effective Incident Management Strategy is crucial to our ability to prepare for and respond to any form of environmental incident and. It will influence communities, business sectors and our incident management partners, supporting them through our statutory incident management role and the opportunities Natural Resource Management offers, including on the land we manage,
- By implementing this Strategy NRW is committing to a change in direction for this work, focussing on how we will assist, support and facilitate others to deliver and achieve our outcomes through sharing our expertise, facilities and assets. It also prioritises our role in strategically influencing those incident management agendas which we have the most effective influence on.
- Most of our incidents work fits under the 'Good for People' section of our Corporate Plan. However, the consequences of incidents have far reaching effects across all our activities and programmes. The aims of this Strategy and associated action plan will have clear links across our other strategies, enabling plans and initiatives delivering our corporate Good for Environment, Business and Knowledge priorities. We will ensure that these links are established early in the process of delivery and that they complement each other.

Summary

2. This Strategy will deliver four main components:

As a statutory responder to incidents:

Ensuring that we deliver our incident management role in a risk based and nationally consistent manner, focusing on where and how we can maximise our contribution to the prevention and management of incidents.

Define our role so that it is integrated, effective and communicated in a clearly understood manner when planning for and responding to each type of incident.

As a public body and land manager:

Be an industry best public body, promoting and applying best practice to ensure our activities and the way we manage our land do not cause any environmental incidents.

As an influential adviser:

Promoting compelling evidence on the contribution that an unpolluted, healthy environment makes to people's well-being, local economies and resilience to climate change.

3. We will monitor the progress of these components through the Results Based Accounting approach (RBA). RBA is an outcome focused performance management

system. Welsh Government has tasked us with using the approach throughout our organisation.

4. The role of NRW as an enabling organisation is key to this Strategy - facilitating and encouraging others and working with our partners will be a core part of our work. Helping and influencing partners to deliver where they are best placed to do so, especially when they have a responsibility to respond, both on and off our own managed land, will be embedded in our work.

Background

5. Incident management is an important statutory function it brings us into contact with the public when they are at their most vulnerable. It should be recognised we are not an emergency service and like all our activities it is being reviewed to ensure we offer the best value for money. It's important, as the board identified in the business planning review last year that the activity is done to achieve the wider benefits for the natural resources of Wales. Hence there needs to be a focus on prevention and on integration across all environmental media.. This strategy will set the direction for the efficiency review that is underway so that we have an affordable and fully integrated preventative service by 2020. It also outlines the breadth of NRW's remit that relates to incident management. It includes the way in which we prepare for, prevent, respond to, deploy and learn from all types of environmental incidents. Please note: Health and Safety incidents are currently managed through the legal responsibilities of line managers The Strategy will provide co-ordination and direction to those aspects so they align with our delivery of natural resource management across the business. We will do this by:

- Delivering an effective and consistent response to the likelihood and consequences of environmental incidents, such as pollution events, floods and disease outbreak.
- Managing our business and the way in which we, and others, use the land that we manage.
- Providing advice to the public, business and other organisations on a resilient natural resource management approach to incidents.

6. The Strategy will guide our incident management resource so that we offer an influential and integrated service using the skills and support of the necessary staff and specialists throughout the organisation. Our role will be embedded in our core delivery activities and our role to influence will be more strategic. Incident management is one of our most important core functions and maintained on a 24 hour 365 day basis. It is a role that frequently brings us into direct contact with the public, particularly at times when they are most in need of help. Our incident work is divided into six key areas of work:

- Prevent: use evidence and incident causes to direct our preventative work and protective regulatory regimes. Influence legislation, policy and operational activities including our future natural resource management principles to provide resilient ecosystems.
- Prepare: Assess risks; communicate clearly and provide useful information; provide training and exercises; organisational resilience; work with our partners for planning, training and exercising; provide guidance and plans and focus on natural resource management.
- Respond: Use trigger points for our actions; warn and inform; follow emergency plans; ensure clear communication; organisational readiness; ensure our plans are accessible.

- Deploy: effective and resilient resource management for deploying our staff across our organisation in the right place at the right time, with the correct support structure.
- Recover: start the recovery activities and appropriate advice or mitigation measures during the response phase to ensure all consequences are managed to minimise impact to the environment.
- Review: learn from experience; provide key messages for those affected; review procedures and plans as required and adopt improved ways of working

7. The Strategy, Action Plan and RBA approach have been developed with input from the Strategic Incident Management Group, chaired by Executive Director National Services and comprising both Operational Executive Directors and senior staff, an Agile task group, the Incidents and Emergencies efficiency and transformation reviews, input from over 60 technical experts throughout the organisation and consultation with key external incident management partners. The Board Communities Group has also reviewed and contributed to its production.

8. The Strategy is *the* fundamental tool to deliver the transformation of the incident management provision. Its development has identified that virtually every aspect of the role across the business needs to change within the next two year's transformation phase. As such many of the actions in its Action Plan relate to redesigning the fundamental elements of the incident management cycle – what we classify as an 'incident' and how we prepare for, prevent, respond to and learn from them - rather than implementing existing approaches.

Next Steps

9. If approval is given to the Strategy and associated Action Plan and RBA Plan, we will:

- Ensure colleagues across NRW, and external stakeholders, are aware of its status and contents
- Work with colleagues in all Directorates to facilitate the appropriate actions being included in Directorate Delivery Plans
- Apply an RBA approach to monitoring the implementation of the Plan
- Work with colleagues to develop our data and evidence requirements
- Update the Board annually on its progress with ARAC receiving half yearly updates in its overseeing role.

Risks

10. If approval is given then, in light of our reducing resource, NRW will need to ensure that the realignment of our delivery will need to be applied consistently and coherently on both a national, regional and local basis, ensuring resource is focussed where it is required most. Not doing so will risk a misalignment of the use of our resources and those people and areas that could benefit the most from integrated incident management.

11. Delivery of the Strategy will rely on input for many of its actions from the relevant technical experts across the business, working with the one FTE of resource co-ordinating that delivery. This will need to be focussed particularly in the first one to two years to implement a redesigned, more effective role that achieves significant efficiencies right from the very start of the Plan's five year span.

12. Amongst the public and our partners there is an existing high level of awareness and expectation of NRW's incident management role. The design and implementation of our redefined and refocused role will need careful management and communication if we are

to secure their ongoing support. Our cross border work will also be included in our strategic approach as we need to map out and manage any resulting differences to our response at the Welsh/English border.

Financial Implications

13. Our service is Grant in Aid funded from the Welsh Government and it needs to be focussed to deliver efficient and effective value. We need to maintain our incident management work whilst we redesign it at a time when resources are reducing and this will require careful planning across Directorates. Our core work is spread across the business but centred in Operations and National Services. The total expenditure value is estimated at £4m per year for up to 600 staff performing a variety of incident planning, response and recovery roles. Many do so as an element of their day to day role, complemented by a small number of full time incident staff.

14. The action plan includes exploring a more effective cost recovery approach, reflecting the polluter pays principle. We will also be reviewing our regulatory, enforcement and communications approaches with a focus on incident prevention, which is the most cost effective outcome. However despite the resource pressures, if we do not maintain an effective incident management role, the cost to communities, the economy and Wales' environment could be multiplied exponentially as it would on NRW's reputation.

Communications

15. All communication with colleagues, partners and networks will be in line with the recommendations of our recently published Communications Strategy. A well informed public is better able to prevent incidents and more resilient during incidents.

16. We have developed the Strategy using the input of Communications Directorate staff. Section 4 of the Strategy and the activities in the Action Plan set out what will be done to communicate and promote this Strategy.

Information Communication Technology (ICT)

17. We will adopt new technology where ever possible, to provide an effective mechanism for sharing incident knowledge internally and with communities and partners in line with the activities set out in our ICT Strategy.

18. Working together has already taken place as we have identified opportunities such as the device strategy to provide new effective mobile technology for our operational incident workers, creation of systems and via the transition projects to deliver integrated and resilient systems to deliver information and access on a 24 hour 365 day basis across our organisation. This technology provides a foundation to deliver resilient systems and tools to support incident response and allow quick disaster recovery and business continuity planning.

Equality impact assessment (EqIA)

19. NRW has statutory obligations under the Equality Act 2010. An initial screening of this Strategy has been carried out under NRW's Equality Impact Assessment (EqIA) and Stage 1 completed – see Annex 4.

Annexes

Annex 1 – Incident Management Strategy 2015-2020

Annex 2 – Incident Management Strategy Action Plan 2015-2020

Annex 3 - Incident Management Strategy Results Based Accountability Plan 2015-2020

Annex 4 – Equality Impact Assessment - Stage 1, Initial Screening