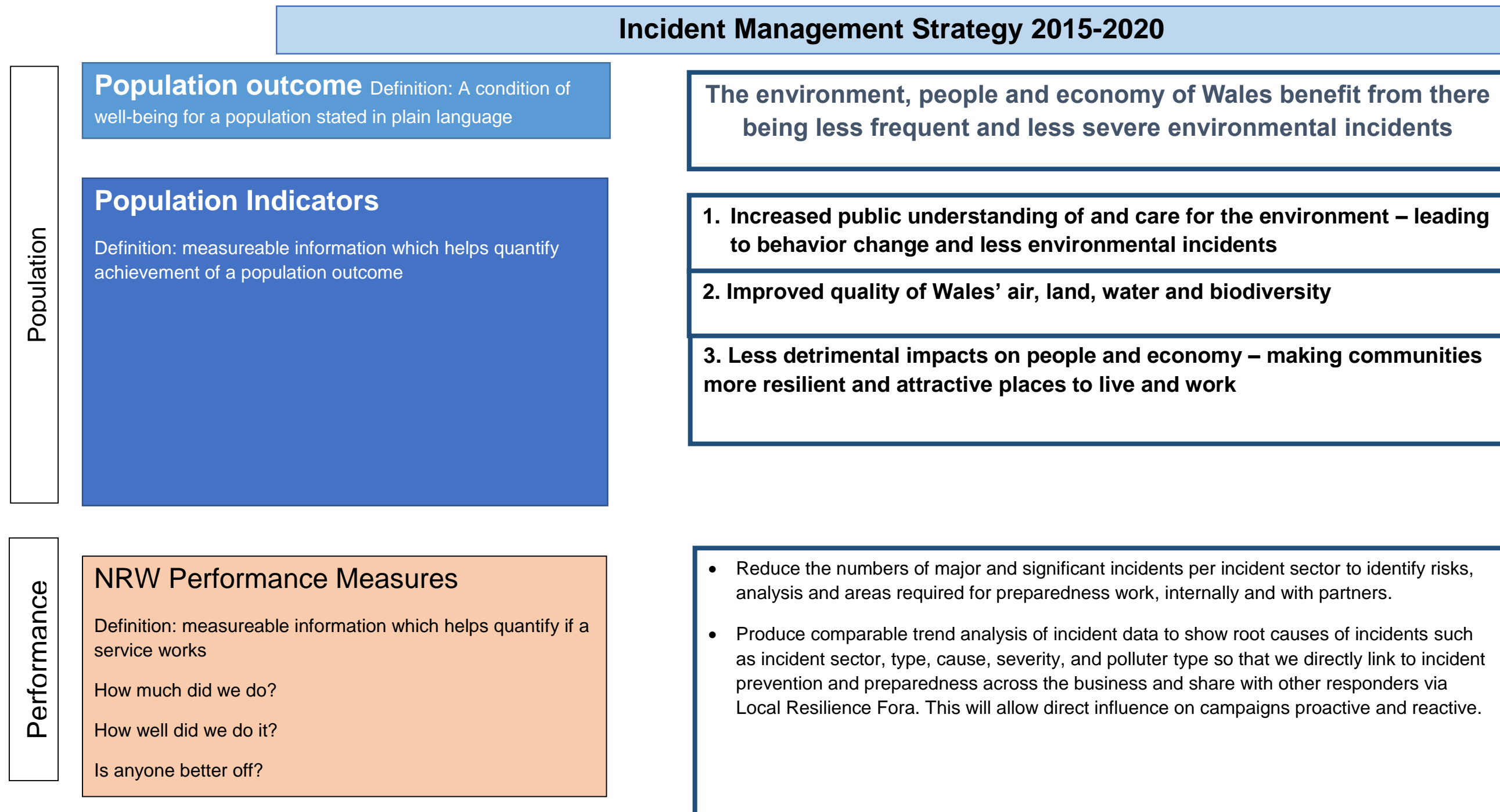


Incident Management Strategy 2015 – 2020: Results Based Accountability Plan

What is Results Based Accounting?

Results based accounting is a disciplined way of embedding outcome based decision making into planning, delivery and accountability for partnerships and projects. It uses population outcomes and indicators alongside performance measures. In this case our population is Wales and our performance measures are based on our contribution to delivering the population outcome. The illustration below shows how this works for our Incident Management Strategy:



Incident Management Strategy: Results Based Accounting Plan

We have set out the outcomes we wish to progress and associated activities we will undertake for all our incident management related work.

The population **outcome** of this strategy is that: **The environment, people and economy of Wales benefit from there being less frequent and less severe environmental incidents**

We wish to do this to achieve 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

We intend to deliver the main **outcome** and associated **benefits** under the following **activity headings**, aiming 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 (*as a statutory responder to incidents*)
- 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 (*as a statutory responder to incidents*)
- Be an industry best public body, applying best practice to ensure our activities do not cause any environmental incident (*as a public body and land manager*)
- 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 (*as an influential adviser*)

These activity headings are used to group the actions within the Action Plan.

This indicative **Results Based Accountability (RBA)** plan sets out how NRW intends to assess progress with delivery of our Plan, in particular the benefits at the Wales (population) level from reducing the frequency and severity of incidents. Where possible we have incorporated relevant measures that are already part of NRW’s Corporate Plan reporting processes. This RBA Plan sets out how we will measure the work NRW delivers (the performance measures) that contributes to the desired Wales outcome of **the environment, people and economy of Wales benefit from there being less frequent and less severe environmental incidents**. We will apply the same RBA approach to monitoring and evaluating the implementation of the Action Plan.

NB – There is currently one performance measure as our baseline data is being developed from legacy systems, so the RBA indicators are indicative. These are likely to be subject to change once we have further developed our baseline data and future alignment with such indicators from incident statistics, legislation changes and the State of Natural Resources Report.

What’s the Wales picture in relation to the incident management strategy main outcome: the environment, people and economy of Wales benefit from there being less frequent and less severe environmental incidents?

Table 1: What is the Wales picture in relation to environment, people and economy of Wales benefit from there being less frequent and less severe environmental incidents?	
Population Outcome	Our role is easily understood, consistent across Wales and we improve the resilience of people, communities and economy of Wales.
Population Indicator	Less frequent and less severe environmental incidents
Baseline and target	<p>[Our baseline data is being developed from our legacy systems and we are exploring Welsh Government reporting sources)</p> <p>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. We will use the results 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.</p>
Data source:	Source: NRW Incident Recording System, State of the Environment Reports , Welsh Government Incident reports

Table 2: What is the Wales picture in relation to environment, people and economy of Wales benefit from there being less frequent and less severe environmental incidents?					
Population Outcomes	Increased public understanding of and care for the environment		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
Interim population outcomes	More people caring for the natural environment		Improved quality of our natural resources		Increase of public, community and economic resilience
Population Indicator	Less frequent and less severe environmental incidents		Less frequent and less severe environmental incidents		Less frequent and less severe environmental incidents
Baseline and target	[Data to be developed]		(Data to be developed)		(Data to be developed)
Data source:	NRW Incident Recording System, State of the Environment Reports , Welsh Government Incident reports		NRW Incident Recording System, State of the Environment Reports , Welsh Government Incident reports		NRW Incident Recording System, State of the Environment Reports , Welsh Government Incident reports

The story behind the curve

We have an opportunity to implement change to protect the environment, people and economy of Wales by there being less frequent and less severe environmental incidents. We will do this by maintaining our incident management work and prioritising our efforts so that we can make the biggest difference.

Our aim is to ensure that Wales has increasingly resilient and diverse ecosystems, and we must promote opportunities and advice to respect the limits of natural process that continue to be our life support system. This means working together from the start, through evidence based preventative programmes and awareness raising, linking in with trade bodies and partnerships in talking about the reduction of potential and real impacts, considering rural and agricultural business as well as industry alongside biodiversity protection. By working and learning together we can share experiences that have affected other communities of Wales, look for solutions and provide timely responses in protecting and improving the environment around us.

Major and significant incidents have the potential to cost us from thousands to millions of pounds of Wales' economy, our activities include responding to the actual incident, supporting, regulating and advising, to the recovery of the site(s) and community affected. If we do not maintain an effective incident management role, the cost to communities, the economy and Wales' environment would be multiplied exponentially.

If we do not put in place measures to protect our environment then incidents will devalue the worth of our natural resources around us. Our working together helps us reduce impacts and consequences of incidents and we need to define our future natural resource management principles to encompass a joined up approach whether it's with our own teams responding, land owners, regulated industry, groups or alongside emergency responders on scene so that we protect or minimise environmental impact.

To explain the impact of incidents they can be broadly split into the following:

Environmental Impact

This includes short, medium or even long term contamination or pollution of land, water or air with harmful biological, chemical or radioactive matter, flooding, degradation or destruction of habitat, plant or animal species' populations.

Social and well-being Impacts

This includes both the direct health impacts (number of people affected, fatalities, injuries, human illness or physical injury) and the indirect health impacts (such as mental health illnesses) that arise because of the consequences of the incident or an impact on an organisation.

Social impact includes the impact upon availability of social welfare provision; disruption of facilities for transport; damage to property; disruption to the supply of money, food, water, energy or fuel; disruption of electronic or other systems of communication; homelessness, and public disorder or lack of trust in the authorities.

Economic Impacts

The economic impact of the incidents can be broadly divided into demand and supply type consequences which includes both direct (e.g. loss of goods, buildings, infrastructure) and indirect (e.g. loss of business, increased demand for public services, small/large scale damage to transport infrastructure). One off or repeated incidents in a particular location can reduce the area's attractiveness as a place to live in, for businesses to invest in or for people to visit, and as such on tourism which forms a significant part of Wales' economy

What Works

- Working actively with other to 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.
- Continue working with communities and organisations increasing community resilience through such work as flood awareness wales and local resilience for a community risk preparedness. .
- Working to ensure that our communities are well informed and actively involved to reduce the impacts of flood and pollution incidents.
- Working to ensure that the public, communities and organisations, including those we regulate understand, value and protect their environment – reducing serious incidents.
- Learning from incidents and changing the way we manage future incidents, including using innovative and best-practice ways of working.
- Working with stakeholders, the public, business to raise awareness of best practice, promote sustainable develop while protecting our natural resources.
- Develop incident educational materials that promote the value of unpolluted, healthy natural resources to communities and business sectors, including those we regulate.
- Following our one voice principle to ensure a consistent message is given to stakeholders, business and the public for before, during and after an incident has occurred.

Data development	
Ensuring data can be from legacy incident recording systems to provide us a meaningful base line of data to identify and measure to identify patterns (such as incident sector, type, cause, severity, and polluter) and emerging trends for incidents in Wales are captured and analysed.	Exploring other data sources within NRW and externally, such as State of the Environment Report and Welsh Government incident reporting to provide us with data collection sources.
Developing NRW's new incident recording system to record all our environmental incidents across the organization to provide the auditable recording of our response, actions, our results and reporting elements.	Developing an evidence based communications programme, collecting and analysing incident information to identify trends and issues that will influence our 'prevention' agenda. These results will target proactive campaigns (communications, enforcement, our own incident preparedness etc) at the locations and/or topics where incidents are most frequent or most severe.

In year performance measures [to be identified and developed]	
Challenges	<ul style="list-style-type: none"> • Establishing data collection for a new incident recording system to provide the management and recording of our environmental incidents. • Changes related to attitudes and behaviors are more difficult to influence and assess • Influencing others when they are best placed to lead the management of an incident and where we are best placed as an environmental advisor to support and vice versa. • Providing clear measureable links between our preventative work and less frequent and severe incidents. • Providing professional and consistent responses to our greatest risks during financial and organizational pressures.