# Incident Management

# Enabling Plan 2015 - 2020

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## 1. Introduction

Natural Resources Wales' overall purpose is to ensure that the environment and natural resources of Wales are sustainably maintained, enhanced and used, now and in the future. We can only achieve this if we value and pro-actively engage with communities and businesses to foster mutual understanding and a shared vision, and develop better working partnerships and services. With our move towards natural resource management[1], our work with communities will be considered within a wider management framework, where social, environmental and economic benefits are considered in the round.

We are a Category One Responder[2] under the Civil Contingencies Act 2004, we are subject to the full set of civil protection duties to assess risk, plan, warn and inform, share and co-operate with other responders.

This Enabling Plan presents the high level objectives for how Natural Resources Wales will deliver the priorities in its Corporate Plan that relate to our work preparing for and responding to environmental incidents[3]. Incident management is one of our most important core functions and is maintained on a 24 hour 365 day basis. An accompanying Action Plan sets out more detailed actions.

We will develop our incident management role as part of our overall approach to delivering natural resource management and the prevention of environmental damage. It includes the way in which we prevent, prepare for, respond to deploy staff and recover while learning from all types of incidents. We will prioritise our work to ensure we secure the highest benefits to the environment, people and economy of Wales. We will provide organisational resilience through appropriate preparedness, training, business continuity[4], incident plans and our ability to respond around the clock as appropriate through our duty rotas. 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 outbreaks.
- Running our business and the way that we manage our land as an exemplar
- Providing advice to the public, business and other organisations in delivering a resilient ecosystem[5] approach to incident management.

Managing the likelihood and the consequences of environmental incidents is good for people's health and well being[6], is good for local and national economies and is good for the environment. As such the influence of this Plan is wide ranging and will support the delivery of overarching Welsh Government goals set out in the *Well-being of Future Generations (Wales) Bill* and the *Environment Bill,* and delivery of existing Welsh Government priorities such as *Vibrant and Viable Places*

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[1] See appendices for definition of natural resource management
[2] See appendices for the definition of category one responder under the Civil Contingencies Act 2004
[3] See Appendices 1 & 2 for our definition of 'incidents' & Section 6 for the relevant corporate priorities
[4] See appendices for definition of business continuity
[5] See appendices for definition of a resilient ecosystem
[6] *"Well-being put simply is about 'how we are doing as individuals, as communities and as a nation and how sustainable this is for the future ... It includes ... areas such as health, relationships, education and skills, what we do, where we live, our finances, the economy, governance, the environment and measures of 'personal well-being' (individuals' assessment of their own well-being).* ONS

*Regeneration Framework*[7]*.* It also links closely with priorities set out in our 'Good for People' plans, particularly: *Communities and Regeneration*, *Education and Skills; Enterprise, and; Public Engagement.* This Enabling Plan should be read in conjunction with those as many of the actions are cross-cutting.

## 2. Incident Management and Natural Resources Wales

The remit of Natural Resources Wales covers the management of Wales' air, land, water (in our rivers, seas and underground), plant and animal species. We are the largest public sector body in Wales, managing 7% of the land area of Wales – much of it near to where people live and work: We receive approximately 9,000 calls to our incident hotline (0800 807060) each year and we take steps to help protect people, businesses and the environment from incidents. Approximately one third of our staff are involved in either incident preparation, response, or as dedicated specialist incident roles.

Preventing incidents from occurring in the first place is our ultimate goal, to ensure our natural resources are appropriately managed, and is an intrinsic part of both our incident preparation and regulatory work. As an evidence based organisation we will use data and analysis to communicate a compelling narrative on the clear benefits to communities, the economy and environment from preventing environmental incidents.

The natural resources of Wales are rich and diverse and we need to take priority steps to protect and improve them. We regulate over 1,700 industrial, waste and water sites, protect over 1000 biodiversity and geodiversity sites of national or international importance, directly manage 42 National Nature Reserves, five Visitor centres and 120,000 hectares of woodland as part of the Welsh Government Woodland Estate and manage the risk of river and coastal flooding to 208,000 homes and businesses  such as by issuing flood warnings and providing flood defences. Wales' timber production is worth £400m per year but is vulnerable to outbreaks of pests and diseases such as *Phytopthora ramorum* in larch trees.  Many of Wales' habitats and wildlife species are not in favourable condition, as highlighted in the State of Nature Report (2013). We need to help reverse that trend, and preventing the impacts of incidents is part of that suite of measures. We also need to help to care for our protected landscapes, including Areas of Outstanding Natural Beauty, National Parks and historic landscapes.

Our incident management role is underpinned by a range of statutory duties and powers, as outlined in the Civil Contingencies Act 2004, Wildlife and Countryside Act 1981, Plant Health Act 1967, Forestry Act 1967, Environment Permitting Regulations 2010 and the Flood and Water Management Act 2010 amongst others. Our service is Grant in Aid funded from the Welsh Government and it needs to be focussed to deliver efficient and effective value.

Over the lifetime of this Enabling Plan we will enhance the effectiveness of our incident management work, how we work with our partners and liaise with communities. We will do this by fully integrating our legacy organisations' incident

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[7] The Framework charges NRW directly with '*close engagement with local communities in identifying the opportunities available to them.'*

management roles and prioritise our efforts so that we can make the biggest difference.  We have strategic, tactical and operational led work to ensure we have correct governance in place for preventing, preparing, responding, deploying staff and recovering from the impact and reviewing incidents to show what we have learnt and evolved to provide and effective service.

## 3. Our incident response role

We are a Category One Responder under the Civil Contingencies Act 2004, giving us an important legal responsibility to respond directly to incidents and to support the incident management roles of other organisations such as the emergency services, health boards and local authorities by providing advice and information.

We are not an emergency service, it is the police who usually co-ordinate the overall management of a major incident when the incident has the potential for public safety impacts, and local authorities who lead the provision of community support and recovery. As a regulator and advisor we work to minimise the frequency and impact of incidents. Also in our advisory capacity, we provide specialist technical advice and data on a wide range of topics to assist our professional partners in how they undertake their incident management roles and start the recovery work early to minimise environment impacts. As an operator we minimise the likelihood of incidents occurring on the land we manage and maintain our specific incident management assets, such as flood defences. At all times we will deal with any incident in its entirety, considering its direct and indirect consequences including the measures used to manage it.

> By 'incident' we mean:
> A specific event, which is brought to our attention, and is within our areas of responsibility and which may have an environmental and/or operational impact.

Our incident work is divided into six key areas of work:

**Prevent**: use evidence of 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.

Types of incidents in which we have a primary role include those involving:
Flood warning & response
Designated sites
Wildlife crime
Air quality
Control of major accident hazards (COMAH)
Protected species
Pollution (air, land & water)
Plant and animal health
Non-native species
Drought
Maritime incidents
Nuclear and radioactive substances
NRW's Business continuity

In promoting our corporate plan, our stakeholders have told us that most of the businesses we work with share our environmental aims and welcome a more collaborative and streamlined approach. 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. Case study examples can be found in Appendix 3.

By working and learning together we can share experiences that have affected other parts of Wales, look for solutions and provide timely responses in protecting and improving the environment around us. We also learn from others at UK and International levels.

Please note: Health and Safety incidents are currently managed separately through legal line management responsibilities.

## 4. Incident Communication

Communicating before, during and after incidents is crucial to show our proactive engagement with responders, partners and importantly those communities potentially or directly affected by an incident. A well-informed public organisation is better able to respond to an incident, increasing its resilience to cope during and recover after it. Our methods will range from communications such as direct flood warnings, press releases, briefings, to monitoring and managing social media. A key component of this will be our officers and duty managers' ability to access and evaluate incident information not only to manage our resources but also to communicate timely information externally and protect our reputation and role.

We will communicate effectively in each of the types of incident management work we do. In preparing for and reviewing after incidents we will liaise closely and regularly with our partners and stakeholders through, for example, stakeholder groups, Local Resilience Fora, joint working initiatives, trade associations and through our website.

When responding to an incident we will provide clear and timely advice, as well as warnings where relevant. Our role will differ in each type of incident but, either directly from us or via one of our partners, we shall communicate about the impact the incident may have on people's health and wellbeing, on businesses and on the environment.

## 5. Impact of incidents

We need to protect the environment and all our natural resources in Wales by ensuring we have activities and procedures to prevent, prepare, respond and review our role in incidents. Impact scale and breadth can range dramatically from the small minor incidents we deal with on a day to day basis to the major incidents that affects communities.

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. It is in these scenarios that we are best placed to play a significant role.

### 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. In these situations our role is minimal and mainly in support.

### 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. Again we assess our response to these incidents in line with our procedures.

## 6. Corporate Priorities

Most of our incident work fits under the 'Good for People' section of our Corporate and Business Plans. However, the consequences of incidents have far reaching effects across all our activities and programmes especially if no mitigation or prevention is in place. Incident management work therefore also has strong links into NRW's Good for Environment, Business and Knowledge Themes.

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Our Corporate Plan 2014 -2018 commits us to:

- Delivering an effective response to environmental incidents and risks, such as flood events, pollution and disease outbreak
- Helping communities to work together – improving local environments, such as tackling fly tipping
- Protecting and improving air, land, sea and water quality
- Tackling pests and diseases and invasive non-native species, accepting that the spread of non-native species or disease outbreaks can be unpredictable and may require additional resources if we are to halt their spread
- Building more resilient ecosystems and help halt loss of biodiversity
- Understanding our environment, economy and people better.
- Raising people's awareness of their flood risk and what actions they take
- Reducing the number of serious pollutions incidents using a priorities risk based approach
- Helping decrease the risk of flooding to people and properties by building maintaining and operating flood defences and implementing innovative ways of managing uplands and lowlands to hold and slow down water to help reduce flood risk to communities
- Gaining and maintaining ISO 14001 accreditation for our environmental management and being exemplar in areas of our work

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## 7. Delivering Results

Our primary objective will be to reduce the number of serious incidents in Wales through activities that either reduce the likelihood or severity of an incident occurring (preventative) or by improving our response preparedness to influence the outcome of any incidents that do occur.  In responding to incidents we will follow the Polluter Pays principle and where appropriate, we will seek cost recovery of our time in responding to and preventing incidents causing harm to the environment.

We aim to work in an integrated way when we prepare for and respond to incidents. We will consider the potential and real impacts of each incident, and we will map out the consequences of major and significant incidents looking at the impacts to people, economy and all the pathways that affect Wales' natural resources.

Our role in responding to an incident will differ depending on the incident type. We will influence at all levels and all sectors. This will include the Welsh and UK Governments, the four Wales Local Resilience Fora, business sector groups and organisations operating at local, Wales and UK and international levels. One element of our role will be as a strategic influencer, using persuasive evidence and technical advice to drive preparedness and reduce the likelihood that incidents will happen. The other element will be operational, responding to incidents by providing advice and in some instances actual intervention by our staff to minimise the consequences of an incident, and to monitor recovery from any after effects.

## 7.2 What do we want to achieve?

The overarching aim of this Enabling Plan is that:

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

This supports our statutory duties and powers in providing technical information directly to inform communities, businesses and organisations of risks and the provision of advice for our operational role in managing incidents when they happen.

- 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

## 7.3 How will we achieve our aim?

We will achieve this by working actively 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 incidents
- 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.

## 7.4 Working with others

Working with our customers and communities is a core and essential activity for Natural Resources Wales in order that we ensure that we are responsive to what is required. We will strive to have the right information in the right place at the right time to provide timely, informed and effective decisions.

We know we cannot do this alone and we achieve our desired outcomes through our existing partnerships, such as with the Police, the Fire and Rescue Service, Local Authorities, Partnership for Action against Wildlife Crime, Fly Tipping Wales and national and UK business sectors groups. As a relatively new organisation we will review the wider network of groups and partnerships in Wales, the UK and internationally so that we can identify, maintain and establish links where it is beneficial to do so.

We will learn, train, exercise and respond alongside our partners in the Local Resilience Fora and other groups where appropriate to do so that we maximise opportunities for joint sharing of knowledge and apply a joint operational approach to ensure incidents are dealt with in their entirety.

## 8. Our focus over the next five years

Over the next five years we will enhance our strategic influence and focus our efforts on promoting good practice and the merits of avoiding environmental incidents and on delivering our incident management role in a way that is effective and efficient and fit for purpose.

We will prioritise our activities outlined in the Action Plan to be delivered over the next one to two years to link in with our integration work of the workforce that includes the creation of the new operational teams and embedding the NRM approach so that everyone contributes on this basis.

The Action Plan sets out priority actions across NRW to help us plan and deliver our work.

The activities that can help make a real difference include:

- Reviewing the way in which we categorise, prioritise and respond to each type of incident so we focus our efforts on the ones where we can make the biggest difference in protecting people and/or the environment
- Full integration of the incident management procedures and rotas from our legacy bodies to deliver a co-ordinated, efficient and an integrated approach to incident management
- Communicating clearly about our role, the advice we can provide, and when an incident occurs communicating clearly with affected communities so that they understand the risks, impacts and our response actions
- Developing and promoting our incident culture to produce an incident impact assessment process so that all incident consequences are identified, impacts assessed and protective measures taken
- Raise awareness of the costs of environmental incidents to people and the economy and promote a prevention is better than cure culture
- Developing a competency training framework to provide our incident responders with the right skills for our broad remit and ensure they are robust enough to take informed decisions.
- Embracing new technology wherever possible, to provide an efficient mechanism of providing knowledge across the business and with

- communities and partners in the right place at the right time
- Embedding an incident learning process to show where we have implemented changes in response to issues identified during incidents
- Reviewing and identifying where our wider technical skills in the business can support our incident response, provide better knowledge and where appropriate provide expertise to other organisations.
- Be industry best on our own estate and in our wider activities that have potential to cause an environmental incident, ensuring we put in place appropriate mitigation to prevent or stop such an event

## 9. Monitoring and Evaluation

Each year, we will monitor and evaluate our plan and progress against the action agreed priorities in the Action Plan. This approach will allow us to identifying gaps, review, adapt policy and provide solutions to evolving issues.

## 10. Reviewing our work

In addition to monitoring and evaluating our contribution through our Results Based Accounting Plan, we will regularly review our strategic work and report annually to ensure it remains fit for purpose.

We will provide an annual progress report to the Board and report to ARAC on a half yearly basis.

We will also request and act on customer feedback as a core and routine part of our service delivery, undertake customer satisfaction surveys and publish the results of these with improvement plans where needed.

# Appendix 1: Definitions

By '*incident*' we mean:

A specific event, which is brought to our attention, and is within our areas of responsibility and which may have an environmental and/or operational impact.

An incident is a specific event or occurrence, not usually an ongoing situation of which we are already aware.

An incident can either happen in a single location or in multiple locations at the same time or sequentially (such as flooding).

Such events are brought to our attention through reports from members of the public, emergency services, local authorities, other regulators, industry, Natural Resources Wales staff and other parties.

*Incident Categorisation*
Incidents within our area of responsibility, we categorise according to the impact (or potential) to the environment:

Category 1- major, serious, persistent and or extensive impact or effect on the environment, people and/or property

Category 2 - significant impact or effect on the environment, people and/or property

Category 3 - minor or minimal impact or effect on the environment, people and/or property

Category 4- no impact

*Service level*
We will undertake a risk based approach to incidents where our response will be proportionate to three main factors,
- Our ability to take action to prevent or mitigate impact to the environment
- our role within the incident, and
- our professional reputation in influencing the greater public interest

We currently attend all major and significant incidents within 2 hours during office hours and 4 hours outside office hours and other incidents on a risk based approach. We will be reviewing our service levels.

*Civil Contingencies Act 2004 and Category One Responder*
The Civil Contingencies Act 2004, and accompanying non-legislative measures, delivers a single framework for civil protection in the UK. The Act is separated into 2 substantive parts: local arrangements for civil protection (Part 1); and emergency powers (Part 2).

Part 1 of the Act and supporting Regulations and statutory guidance 'Emergency preparedness' establish a clear set of roles and responsibilities for those involved in

emergency preparation and response at the local level. The Act divides local responders into 2 categories, imposing a different set of duties on each.

Those in Category 1 are organisations at the core of the response to most emergencies (the emergency services, local authorities, NHS bodies and *Natural Resources Wales*). Category 1 responders are subject to the full set of civil protection duties. They will be 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
- provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only)

Category 2 organisations (the Health and Safety Executive, transport and utility companies) are 'co-operating bodies'. They are less likely to be involved in the heart of planning work, but will be heavily involved in incidents that affect their own sector. Category 2 responders have a lesser set of duties - co-operating and sharing relevant information with other Category 1 and 2 responders.

Category 1 and 2 organisations come together to form 'local resilience forums' (based on police areas) which will help co-ordination and co-operation between responders at the local level.

*Natural Resource Management*
Natural resource management is about managing our natural environment in a joined up way that delivers real outcomes for the environment, people, local economies, and communities. NRM aims to make the most out of the natural resources present whilst building the resilience of natural systems for long term benefits.

Resilient Ecosystem:
Resilient ecosystems are healthy, biodiverse and productive ecosystems which are better able to provide the essential service on which society depends and respond and recover to disturbance or an event.

*Business Continuity Incidents*
We will have business continuity and recovery arrangements in place to ensure our business is resilient during periods of disruption so we can continue to deliver priority business activities and recover from any disruption as quickly as possible. A business disruption can have an impact to staff, ICT systems and workspace.

## Appendix 2:  Incident sectors

| Incident Sector | Description/ Sub sector |
|---|---|
| Forestry | Current UK Forestry standards (mandatory) include impact to plant health, illegal felling, protected habitats and species, biodiversity, scheduled monuments etc., rights of way, forest access, visitor health safety, Water Framework Directive, illegal activities on our land |
| Biodiversity, nature conservation and countryside | Current documentation include: Environmental Damage Regulations, conservation duties, statutory protected sites, non-statutory sites, protected species, biodiversity action plant species and habitats; maritime advisory role; wildlife crime. |
| Environment Management | Radioactivity, Nuclear, Control of Major Accident Hazards (COMAH)<br>Currently NRW manages radioactive incidents with expert technical advice and support from the Environment Agency radiation specialists. Radioactive contamination can affect air, land and water as well as public, plant and animal health. |
| | Air/Odour/noise<br>Currently includes: effects on human senses, amenity value |
| | Water contamination:<br>Any spillage or discharge to noxious, poisonous or polluting matter to surface waters or groundwater will be presumed to have an impact.<br><br>Currently includes: Bathing waters, water quality physical, biological chemical, amenity, industrial/commerce/agricultural impacts, abstractions, fisheries/habitats potential effect on human health. |
| | Land contamination<br>Currently includes impacts on soil, the built environment and anything which is part of the terrestrial ecosystem (such as plants and animals)<br>Currently assessment is limited to activities or substances under our regulation.<br>Currently includes: physical, biological chemical contamination, potential human health effects, amenity, nature conservation, property, industry, commerce, agricultural. |
| Fisheries | Currently includes: illegal fishing, fish kills from non-pollution sources, fish disease, illegal fish introduction, fisheries habitat damage. |
| Water Resources | Currently include: permitted or unpermitted abstractions or impoundments; change of water course/ground water flow due to dry weather or drought; loss of flow; includes similar consequences to land and water. |
| Navigation | Currently include: any incident that occurs on a waterway where we are the competent authority for navigation and has the potential to, or is impacting on people, property or the environment |
| Floods | Currently includes: actual or potential flooding, or damage to a nature conservation site, from land drainage works; any report of flooding from rivers, tidal activity or rising groundwater; forecasted or actual rainfall, tidal activity or rising groundwater that requires a warning or reactive work; obstructions damaged or failed assets; reservoirs. |

## Appendix 3: Case Studies

| Case Study 1 | A road tanker, carrying hazardous chemicals, collided with other traffic and left the road and entered the River X. Emergency services closed the road upon arrival and requested assistance from Natural Resources Wales. No casualties at scene. The lorry's diesel tank ruptured with 150 litres lost to the river, the front compartment of chemical tanker holding 5,000 litres of landfill leachate also ruptured and leaking into river. Approximately 1 km downstream the river enters an estuary with a shell fishery, Sites of Special Scientific Interest and popular bathing beach. |
|---|---|

**Prepare**

- work with other responders in the Local Resilience Forum to produce contingency plans which includes our role and others role in responding, procedures and share information
- maintain our procedures and training
- understand and prepare to alleviate risks
- undertake proactive educational and preventative work across high risk incident causes
- identify sensitive receptors and notify affected stakeholders
- assess impact and scale
- generate reports to the wider business and Welsh Government
- liaise and work with other responders as appropriate, Police who lead public safety and evacuation, Fire and Rescue Service to provide equipment, training and guidance
- assess any potential public health risks and notify Public Health Wales
- trigger our operational response
- put in place staff to manage the incident
- assess and prepare for appropriate enforcement action
- provide updates and important take action media messages following the one voice principle

**Respond**

- notify all affected stakeholders such as abstractors , water users to provide expected time and scale of incident
- support emergency services, Police lead public safety issues and Fire and Rescue Service lead on scene, we advise on recovery activities on scene
- advise owners of sensitive receptors such as Sites of Special Scientific Interest, ground water vulnerable areas, bathing beaches, and so on
- advise other affected organisations and other regulators
- assess scale and consequences of incident to the environment, including potential food chain issues
- work with other regulators to review the need to suspend or change permits if pollution affects other activities
- open incident room and support multi-agency command centres to provide liaison officers
- provide updates to Public Health Wales advice and guidance to emergency services
- advise polluter of immediate first aid pollution mitigation measures
- gather evidence as appropriate, work with other regulators
- provide support where appropriate to emergency services
- provide timely and co-ordinated media messages following the one voice principle

**Review**

- review our response and procedures
- learn and change by improving our response
- produce multi agency learning and improved response
- identify best practice and implement
- assess, understand the scale of environmental damage
- undertake impact assessment for major or significant incidents
- monitor environmental damage as appropriate
- review and support other regulators to provide advice and guidance to those affected
- monitor and advise on environmental mitigation or recovery
- provide updates to the media and affected organisations
- follow the Polluter Pays Principle and seek cost recovery
- take appropriate enforcement action
- review the information from the incident to better inform our risk awareness activities
- work with Local Resilience Fora to learn and be better prepared

Note: We have included our prevention, deployment and recovery activities within the three headings above.

## Appendix 3: Case Studies

| Case Study 2 | Typically weather forecast for early spring with a weather front building in the Atlantic and tracking from the West.  Heavy prolonged rain expected with strong winds for a duration of three to five days affecting in the far West first and spreading to all Eastern areas of Wales by second day. Low lying ground saturated and water logged from previous weather fronts and river levels high.  Flooding of low lying land expected. |
|---|---|
| **Prepare** | • raise flood awareness in communities at risk of flooding<br>• work with other responders in the Local Resilience Fora to produce contingency plans which includes our role and others role in responding, procedures and share information<br>• work specifically with Police and Local Authority regarding flood evacuation plans<br>• maintain our procedures and training<br>• receive and interpret Weather forecasts<br>• receive MET Office alerts<br>• undertake weather forecasting and monitoring<br>• river / coastal modelling for impacts<br>• liaise with MET Office<br>• issue Flood Alerts to public, businesses and organisations<br>• generate reports to the wider business and Welsh Government<br>• support other responders as appropriate, Police are the lead for public safety and evacuation, Local Authority for shelter and recovery<br>• assess impacts and  trigger our operational response<br>• undertake proactive checks on river catchments or coastal areas e.g. grid clearance, preventative work such as installation of stop logs<br>• put in place staff to manage the incident<br>• provide  updates and important take action messages via the media following the one voice principle |
| **Respond** | • issue flood Warnings to public, business and organisations<br>• assess and monitor river and coastal levels<br>• maintain our assets<br>• support and provide advice to emergency services, work with Police to advise on evacuation<br>• provide advice to public, business and communities<br>• provide operational response to flooded areas<br>• support any operational work with emergency services and local authorities<br>• provide updates to flood warnings<br>• provide all clear messages direct to public<br>• update media messages<br>• support the local authorities for advice regarding recovery operations<br>• assess environmental damage<br>• provide engineering advice as appropriate |
| **Review** | • review our response and procedures<br>• learn and change by improving our response<br>• contribute to multi agency learning and improved response<br>• identify best practice and implement<br>• assess, understand and survey any flood/environmental damage<br>• maintain / repair assets<br>• provide advice and guidance for repair of other's assets<br>• monitor and advise on environmental mitigation and recovery<br>• support and work with the public, communities and organisations for recovery and guide for future protection, Local Authorities lead the recovery work<br>• review the information we hold about predicted flooding to better inform how we respond, model and forecast our activities<br>• work with Local Resilience Forums to learn and be better prepared<br>• raise flood awareness with the public |

Note: We have included our prevention, deployment and recovery activities within the three headings above.