



Generic Emergency Response Plan

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Contents

1	Plan concept.....	9
1.1	Introduction	10
1.1.1	Aim.....	10
1.1.2	Objectives	10
1.1.3	Scope of the plan	10
1.1.4	Limitations.....	10
1.1.5	Equality impact assessment	10
1.2	Ownership of emergency planning.....	11
1.3	Background	12
1.3.1	Our responsibilities	12
1.3.2	Definition of emergency for Natural England	12
1.3.3	Types of emergency	13
1.4	Plan summary	14
1.5	Plan process summary.....	15
1.6	Governance for integrated emergency management.....	16
1.7	Contingency plan landscape	18
2	Notification of possible emergencies.....	19
2.1	Office hours.....	20
2.2	Out of hours arrangements	20
2.2.1	Duty officers.....	20
2.2.2	Incident managers	20
2.2.3	Strategic cover	21
2.2.4	Periods of heightened risk	21
2.2.5	Call handling	21
2.2.6	Defra contacts.....	21
2.2.7	Christmas break emergency contact arrangements.....	22
3	Incident assessment and plan initiation	23

3.1	Incident assessment	24
3.1.1	Authority to assess an incident	24
3.1.2	Slow onset emergencies	24
3.1.3	Sudden impact emergencies	24
3.1.4	Summary response documents	24
3.1.5	Determining an emergency has occurred	25
3.1.6	Determining the response level required by the emergency	26
3.2	Initial internal communication	28
3.2.1	Staff responsibilities	28
3.2.2	Incident awareness	28
3.2.3	In business hours	29
3.2.4	Out of business hours	29
4	Response	31
4.1	Activating the response	32
4.1.1	Responsibility	32
4.2	Overall response structure	33
4.3	Scalable response	34
4.4	Incident management team	36
4.5	Incident management team roles:	37
4.5.1	Incident manager	37
4.5.2	Communications	37
4.5.3	Technical assessment	38
4.5.4	Managing our response	38
4.5.5	Logistics/Project support	38
4.6	Role of operational management	40
4.7	Role of tactical management	41
4.8	Role of strategic management	42
4.9	Timetables & daily Routine	43
4.9.1	Management of and awareness of the incident	43

4.9.2	Considerations in timetable development	43
4.9.3	Daily routine	44
4.9.4	Example of daily routine for national scale emergency	44
4.10	Corporate services business partners	46
4.11	Communications management.....	47
4.12	Internal communication methods	48
4.12.1	Emergency response intranet site.....	48
4.12.2	Issue of a staff notice or group email	48
4.12.3	Telephone cascade.....	48
4.13	Press office and public liaison	49
4.13.1	Action required.....	49
4.13.2	Role of our press office	49
4.13.3	Public liaison	50
4.13.4	Internet based communication	50
4.14	Information management	51
4.14.1	Important reminder.....	51
4.14.2	Establish incident management team email address	51
4.14.3	E-communications	51
4.14.4	Audio conference recording	51
4.14.5	Audio and web conference	52
4.14.6	Situation reports.....	52
4.14.7	Communications log	52
4.14.8	Overall incident log	52
4.14.9	Personal incident log.....	53
4.14.10	Rolling brief.....	53
4.14.11	Information handling	53
4.14.12	Database development	53
4.15	Financial management.....	54
4.15.1	Finance team actions.....	54
4.15.2	Financial escalation	54
4.15.3	Financial scheme of delegation (FSoD).....	54

4.16	Procurement	56
4.16.1	Single tender actions	56
4.16.2	Government procurement cards (GPC)	56
4.16.3	Inventory items for use in an emergency	56
4.16.4	Defra catalogues	56
4.16.5	Preventative procurement (Slow onset emergencies)	56
4.16.6	Procurement team actions	56
4.17	Emergency volunteers register	57
4.17.1	Accessing the register	57
4.17.2	Engagement of emergency volunteers	58
4.17.3	Maintaining the register	58
4.18	Overtime and on-call for emergencies	59
4.18.1	Policy	59
4.18.2	Eligibility	59
4.18.3	Attendance outside of normal working hours	59
4.18.4	Call-out payment	59
4.18.5	On-call allowance	60
4.19	Escalation of an emergency	61
4.19.1	Escalation from local scale to regional scale	61
4.19.2	Escalation from regional scale to national scale	61
5	Response completion	62
5.1	Stand down	63
5.1.1	Responsibility	63
5.2	Feedback and learning (debrief)	64
5.2.1	Ownership of debrief	64
5.2.2	Debrief preparation	64
5.2.3	Post emergency debrief	64
5.2.4	Post emergency report format	65
5.2.5	Ensuring implementation of actions	65
5.2.6	Letting people know	66

5.2.7	Cost recovery.....	66
5.2.8	Performance management	66
6	Maintaining preparedness.....	67
6.1	Training.....	68
6.2	Exercises.....	68
6.3	Updating the plan and supporting documents.....	69
7	Action sheets.....	70
7.1	Purpose.....	71
7.2	Duty officer action sheet.....	72
7.3	First receiver action sheet	73
7.4	Incident manager action sheet	74
7.5	Technical assessment lead action sheet.....	75
7.6	Managing our response lead action sheet	76
7.7	Logistics/Project support action sheet.....	77
7.8	Communications management action sheet	78
7.9	Press office action sheet	79
7.10	Finance team action sheet	80
7.11	Procurement team action sheet	81
7.12	Health and safety principles	82
7.13	Health and safety – Immediate action.....	83
7.14	Emergency operations centre	84
7.14.1	Opening an office out of hours.....	84
7.15	Command groups provisional meeting agenda.....	87
7.16	Organisation and Information Flowchart	88
8	General information.....	89
8.1	Title and signatures.....	90
8.2	Distribution	91

8.3	Amendments	92
8.4	Plan review.....	93
8.5	Exercises.....	94
8.6	Glossary	95
9	Appendices	98
9.1	Situation report template	99
9.2	Communications log.....	100
9.3	Personal incident log.....	101
9.4	Overall incident log.....	102
9.5	Rolling brief	103
9.6	Expenditure sheet	104
9.7	Lessons learned action tracking table	105
10	Annexes	106
10.1	Natural England emergencies risk register	107
10.2	Summary response document index.....	109
10.3	Example response structure for local scale emergency	110
10.4	Example response structure for regional scale emergency.....	111
10.5	Example response structure for national scale emergency.....	112

List of Figures and Tables

<i>Figure 1.1 Plan process summary</i>	15
<i>Figure 1.2 Proposed contingency planning governance</i>	17
<i>Figure 1.3 Natural England Contingency Plan Landscape</i>	18
<i>Figure 3.1 Incident awareness matrix</i>	28
<i>Figure 4.1 Overall response structure</i>	33
<i>Figure 4.2 Scalable response</i>	34
<i>Figure 4.3 Emergency response management matrix</i>	35
<i>Figure 4.4 The incident management team</i>	36
<i>Figure 4.5 Example emergency response timetable</i>	45
<i>Figure 4.6 Communication management overview</i>	47
<i>Figure 6.1 Emergency Plan Exercise Programme</i>	68
<i>Figure 7.1 Map of 24 hour opening offices</i>	86
<i>Figure 7.2 Organisation and Information flowchart</i>	88
<i>Figure 10.1 Response structure for local scale emergency</i>	110
<i>Figure 10.2 Response structure for regional scale emergency</i>	111
<i>Figure 10.3 Response structure for national scale emergency</i>	112
<i>Table 3.1 Decision making support for activation of Emergency Plan</i>	25
<i>Table 3.2 Response level definitions</i>	26
<i>Table 3.3 Determining the response level and escalation</i>	27
<i>Table 4.1 Current financial scheme of delegation in an emergency</i>	54
<i>Table 10.1 Natural England Emergency Risk Register</i>	107

1 Plan concept

1.1 Introduction

1.1.1 Aim

The aim of this Natural England Generic Emergency Response Plan is to provide staff with a quick and easy practical guide for responding to any emergency incident of any scale that Natural England may face (including animal disease, severe weather or natural disaster, major accident etc).

The Natural England Generic Emergency Response Plan initiates the system for responding to emergencies, ensuring proportionate governance and guidance and enabling the formation of an Incident Management Team whose role it is to manage the response to the emergency.

This will enhance and formalise Natural England's capability and resilience by providing one general approach to emergencies and providing the context and governance for individual more detailed plans to operate effectively.

1.1.2 Objectives

The Objectives for the plan are:

- To ensure a scalable, co-ordinated and integrated response by Natural England.
- To detail how the response will be organised at all levels of the organisation and the relationship between the central, regional and local tiers in Natural England during an emergency response, including the initiation of Business Continuity and Disaster Recovery measures where required.
- To co-ordinate Natural England's emergency response with those of other responding agencies (e.g. Defra, Environment Agency, Animal Health etc).
- To establish structures to allow delivery of Natural England statutory responsibilities, as far as reasonably practicable, within an emergency.
- To provide detailed structure for Natural England's initial response to an emergency through to recovery.

1.1.3 Scope of the plan

To ensure as far as practicable and proportionate that Natural England is able to respond to any hazard or threat that may threaten delivery of its strategic objectives.

1.1.4 Limitations

Natural England's Emergency response will not address threats and hazards that can be considered as day to day risk or 'routine' risk and can be managed within 'business as usual'.

1.1.5 Equality impact assessment

The Emergency Response Project incorporates the outputs of an Equality Impact Assessment into the development of the project.

1.2 Ownership of emergency planning

Overall ownership for Emergency Response is with the Chief Executive of Natural England. However, day-to-day management and preparedness is with the Executive Director, Regional Delivery.

The Chief Executive and Executive Directors will ensure:

- They are familiar with this plan and its contents.

The Executive Director, Regional Delivery will ensure:

- That all plans fit under the wider remit of Natural England's governance of emergencies as detailed within this plan including Emergency Response, Business Continuity, Disaster Recovery, any specific plans (e.g. Marine Pollution Response Plan) and statutory duties operational guidance.
- The conducting of exercises to the schedule detailed within the plan.
- The delivery of training to the schedule detailed within the plan.

Regional Directors and ELG members will ensure:

- They are familiar with this Plan and its contents.
- They identify relevant staff under their jurisdiction with potential responsibilities under this plan.
- Staff understand their potential roles as described within the Plan and receive appropriate training and guidance.

The Director, Regulatory Services and Access will ensure:

- Maintenance of the plan and supporting documentation, including contact details, to the schedules outlined in the plan.

Natural England Staff

- No matter the size of the emergency, staff may be brought in to the response from anywhere within Natural England if required. All staff within Natural England should be aware that the response to a large emergency might require a 'whole of agency' response.

1.3 Background

1.3.1 Our responsibilities

Our remit is set out in the legislation that established us as the public champion of England's natural environment.

Our general purpose is

'To ensure that the natural environment is conserved, enhanced and managed for the benefit of present and future generations, thereby contributing to sustainable development.'
(Natural Environment & Rural Communities Act 2006)

What we do

Natural England is the government's advisor on the natural environment. We provide practical advice, grounded in science, on how best to safeguard England's natural wealth for the benefit of everyone.

Our remit is to ensure sustainable stewardship of the land and sea so that people and nature can thrive. It is our responsibility to see that England's rich natural environment can adapt and survive intact for future generations to enjoy.

We work with

Farmers and land managers; business and industry; planners and developers; national, regional and local government; interest groups and local communities to help them improve their local environment.

What we are not responsible for

Following Royal Assent of the Marine and Coastal Access Bill, Natural England is no longer a responder for purposes of the Civil Contingencies Act 2004. As a result, we are not designated as a Category 1 or 2 responder and therefore we are not statutorily required to meet the requirements of the Civil Contingencies Act.

1.3.2 Definition of emergency for Natural England

Natural England defines an "Emergency" as:

1. An immediate event or situation that either threatens, or causes, serious harm or damage to our people, our property (assets, records and systems) and people using our property.
2. Serious and immediate damage to nature conservation or landscapes, or the prevention of enjoyment of the environment.
3. An immediate event or situation that either seriously threatens, or disrupts, our ability to deliver our programmes, our statutory duties or the ability of land managers to deliver agreed land management arrangements.
4. When we are required to assist other government agencies or partners in responding to a nationally significant event or situation where they have the leading role.

This is applicable at the following scales:

- **National** - An emergency with a high and potentially widespread impact that requires a centralised and strategic direction and support; e.g. a widespread outbreak of a notifiable animal disease such as foot and mouth.

- **Regional** - An emergency that has, or threatens, a wide and prolonged impact requiring sustained regional and central co-ordination and support, e.g. a major marine pollution incident.
- **Local** - An emergency with a narrower focus requiring regional support as required, e.g. major flooding at a regional office.

Remember that incidents occur regularly. A business as usual response is usually sufficient to deal with most incidents.

There will also be incidents that may be emergencies for other organisations, but at such a scale that they do not trigger our formal response and we will deal with these through a business as usual approach.

1.3.3 Types of emergency

There are a number of different types of Emergency/Incident. These can be categorised under two types –

‘Sudden Impact’ Incidents

Or

‘Slow onset’ Incidents

Sudden impact

A sudden impact emergency will usually demand an immediate response to the situation. This will require immediate action and decision-making. For example a flood at a Natural England building or a pipeline explosion on a National Nature Reserve.

Slow onset

A slow onset emergency may be anticipated or will enable a more planned response as the likely nature of the situation may be tracked or followed as it develops; for example the spread of pandemic influenza.

We will consider a request from another government department or agency within this, as Natural England staff are likely to be aware of a developing situation before the request is given. A request in its own right will usually give scope for considering any response or commitment.

1.4 Plan summary

In an emergency, the Generic Emergency Response plan provides for:

- a clear notification process;
- an assessment of whether the incident constitutes an emergency;
- an assessment of the initial scale of an emergency – Local, Regional, or National;
- summary response documents to provide key information for most emergencies that involve Natural England;
- the governance appropriate to each level of emergency;
- the setting up of the response structure appropriate to the scale;
- support for the response process;
- links with Business Continuity and IT Disaster Recovery;
- ending the emergency response; and
- learning lessons.

Outside an emergency it provides for:

- governance of emergency planning;
- a testing regime to maintain preparedness; and
- the ongoing management and updating of the plan.

1.5 Plan process summary

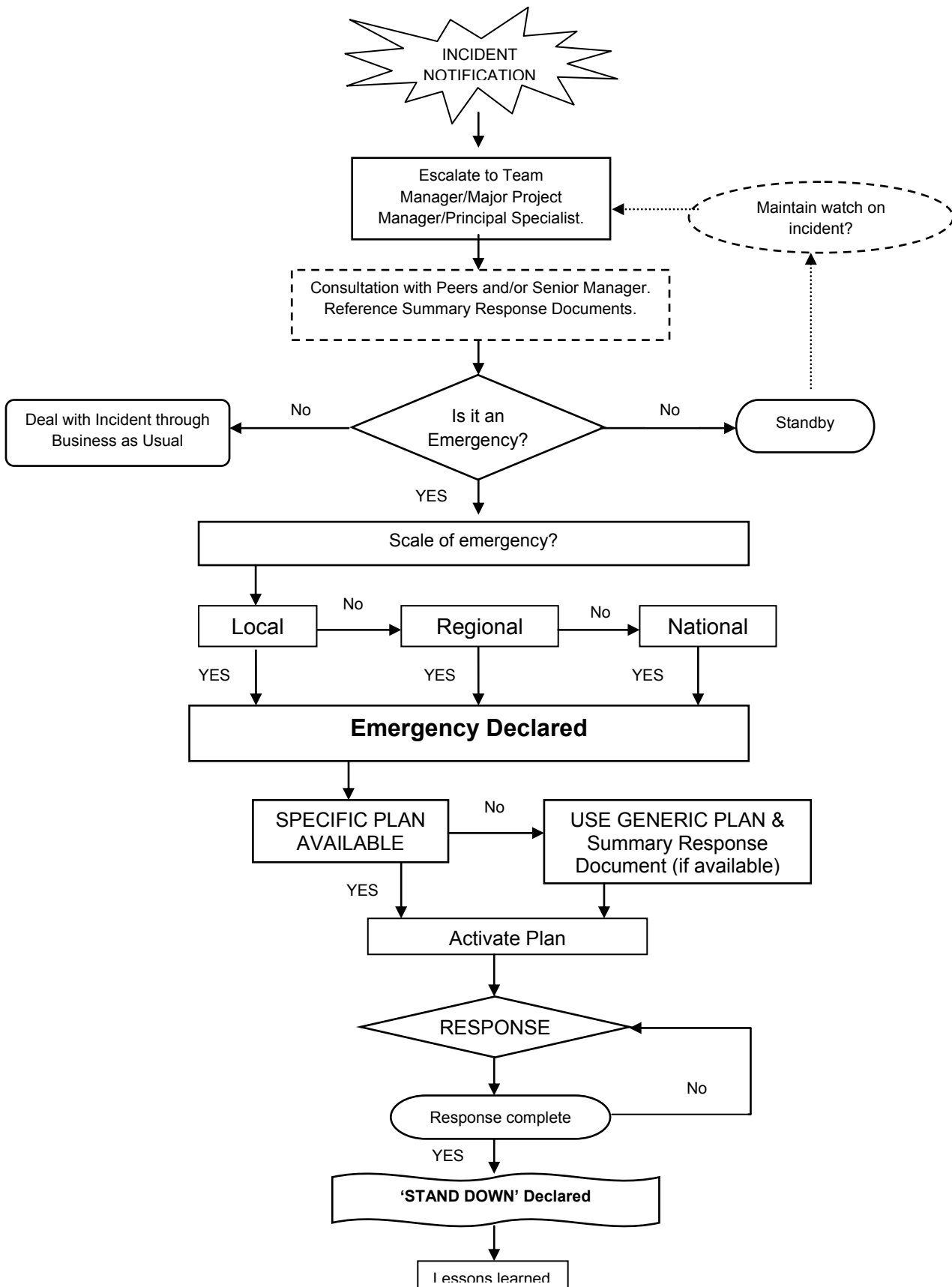


Figure 1.1 Plan process summary

1.6 Governance for integrated emergency management

Contingency Planning Board

Comprising members from across Natural England's interests to assume the governance and oversight of planning, training, testing and exercising across Emergency Response, Business Continuity and Disaster Recovery.

The development of each area will continue to sit in the most appropriate parts of the organisation, but the board ensures consistency and join up.

The board members will act to champion Integrated Emergency Management as a part of business as usual.

The board is responsible for ensuring Natural England's Emergency Plans can be benchmarked with the appropriate Expectations and Indicators of Good Practice Set for Category 1 and 2 Responders published by the Cabinet Office (Ref: 2940268/0409).

The recommendation is that the board includes members with the following roles:

- Executive Director, Regional Delivery;
- Director, Regulatory Services & Access;
- Director, Systems, Knowledge and Information
- Director, Organisational Development;
- Director, Finance;
- Regional Director;
- Director, Communications;

The staff identified as having lead responsibility for Emergency Response, Business Continuity and Disaster Recovery should attend.

External stakeholders shall be invited onto the board to provide additional challenge and assurance. These are:

1. a representative from Defra's Contingency Planning and Security Division (CPSD), possibly the Head of; and
2. a representative from the Environment Agency or LACORS (Local Authorities Co-ordinators of Regulatory Services).

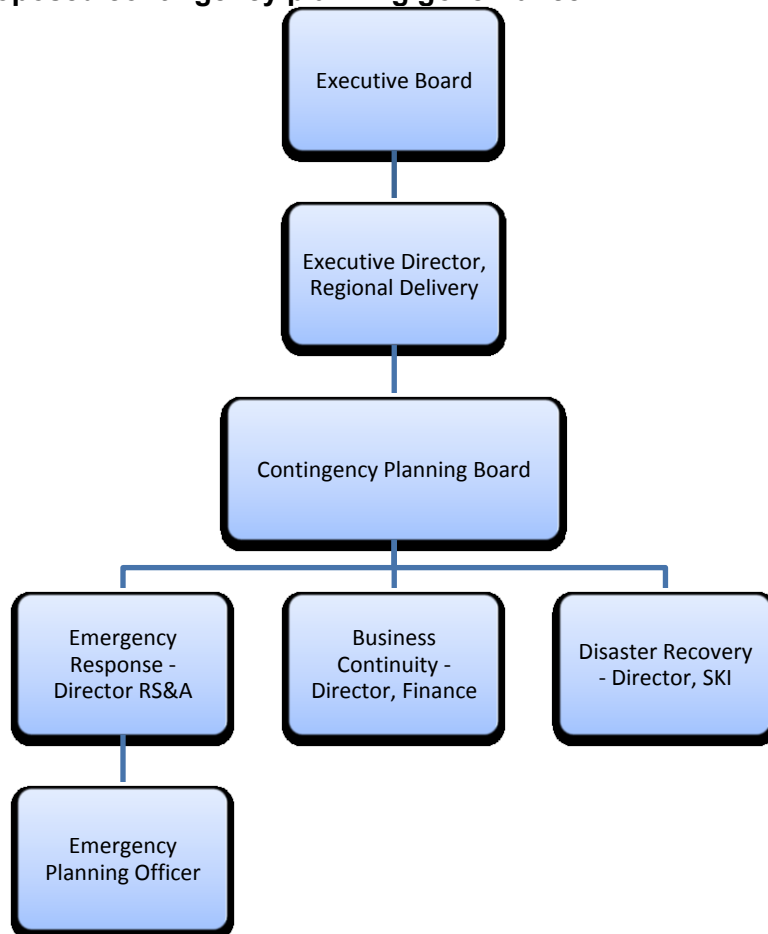
See [Figure 1.2](#) (pg.17) for how this board fits into the overall management arrangements for Natural England.

Emergency Planning Officer

To support the board and ensure the day-to-day ownership of Emergency Planning arrangements a permanent post is required. This post acts as secretariat to the Contingency Planning Board as well as ensuring the ongoing maintenance and validity of Natural England's Emergency Response arrangements across the organisation.

The Emergency Planning Officer acts as an 'adviser' in local and regional scale emergencies, but is formally part of the Secretariat in National Emergencies.

Figure 1.2 Proposed contingency planning governance



1.7 Contingency plan landscape

The family tree below details the relationship of contingency plans across Natural England.

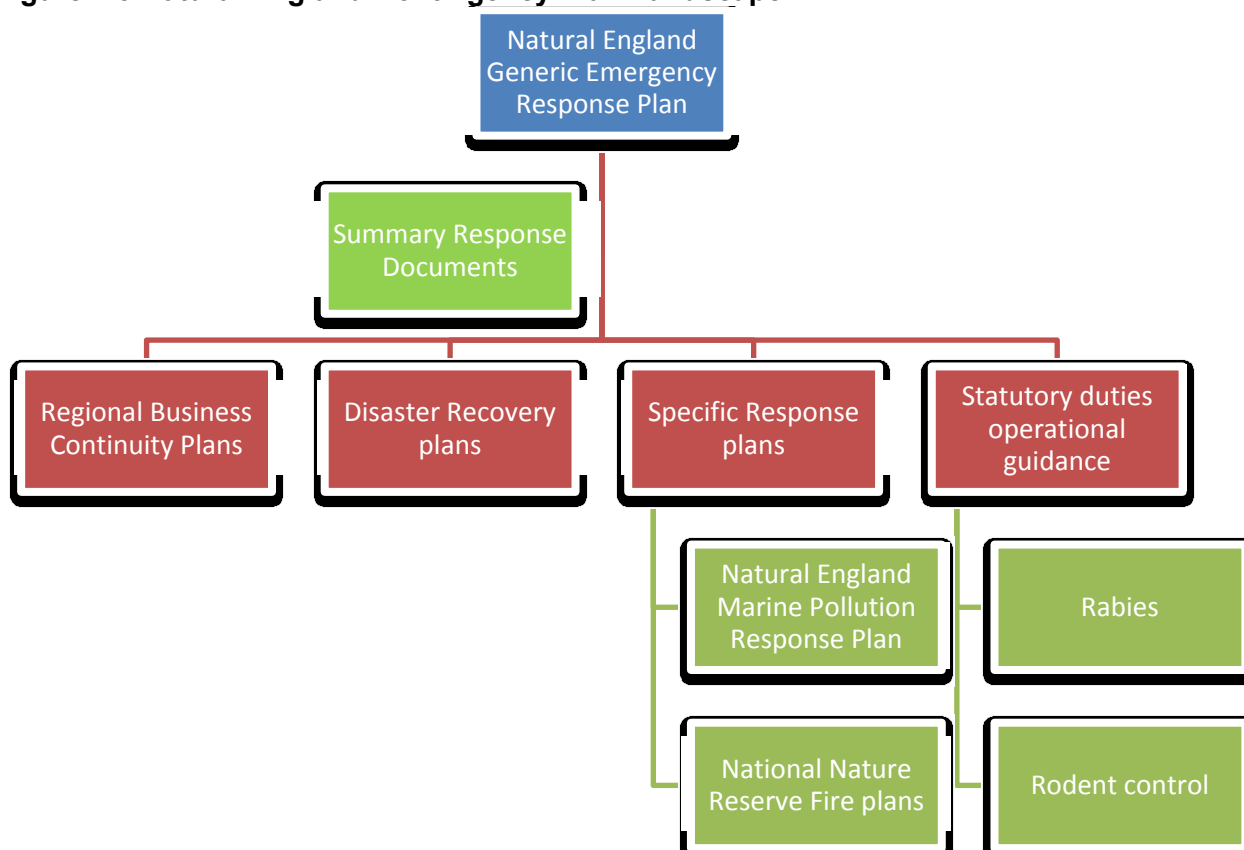
Summary Response Documents is based provide brief guidance on a range of identified hazards and threats to support the response through the Generic Plan.

Business Continuity and Disaster Recovery sit within the organisational structure identified here; Corporate Services lead their development.

Specific response plans provide detailed incident management for regularly occurring events and activation can be independent of the Generic Response plan e.g. Marine Pollution Response Plan.

Statutory duty guidance supports Natural England in delivering statutory roles with respect to incidents led by other organisations.

Figure 1.3 Natural England Contingency Plan Landscape



2 Notification of possible emergencies

2.1 Office hours

(Monday-Friday 08.30 to 16.30 excluding bank holidays and Christmas Closedown)

Within normal office hours, we will rely upon our established chain of command and communication systems for receipt, assessment and response to notification of possible incidents.

Incidents will pass to those most appropriate to deal with them through direct contacts into Natural England or via the CTOPS operating service.

2.2 Out of hours arrangements

Given the nature of Natural England's business and the potential for incidents, we have formalised out of hours contact arrangements.

This structure uses a sensible approach to risk, reflecting the likelihood of incidents we may be involved in responding to and our potential role in any response.

1. An emergencies Duty Officer contact number is available via the out-of-hours CTOPS answer service.
2. One (1) person will be on-call acting as Duty Officer on a national basis to receive details of incidents from this number.
3. This person acts to takes details of the incident and the initial contact.
4. They are then responsible for assessing the incident and then if appropriate making best endeavours to contact the likely responsible work area/region to take ownership of the incident or escalating the incident as required.
5. Each work area/region to provide a list of prime contacts that may be available to respond and take on management of an incident. The designated Incident Managers will usually be the first point of call. These people are not formally on call.

2.2.1 Duty officers

A group of Natural England staff, have volunteered to make up the roster for this service.

Individuals are on-call for no longer than one (1) week at a time and on-call payments etc are available to them as per the on-call policy.

The Emergency Planning Officer will coordinate the rota for the Duty Officer.

The central Duty officer contact telephone number is: [REDACTED]
Email address: [REDACTED]@naturalengland.org.uk

2.2.2 Incident managers

There will be a minimum of two (Delivery Leader/Senior Specialist/Team Leader or Delivery Manager/Principal Specialist) volunteers per region / national delivery team trained in the role of Incident Manager to support our emergency response arrangements. This will create a cadre of around twenty people across the organisation with the appropriate skills.

In the event of an emergency, any one of the recognised Incident Managers can be called upon and taken out of their day-to-day work to provide the Tactical lead for the response by heading up the Incident Management Team. Incident Managers will not be on-call, but will be the likely first point of call to manage an incident should one occur outside work hours.

2.2.3 Strategic cover

To ensure we maintain the Strategic-Tactical-Operational arrangement, the Duty Officer and Incident Manager will have access to Strategic (Director-level) cover, over weekends and bank holidays.

They will be required to check for messages from the Duty Officer via voicemail and email every 2 hours between 09.00 and 20.00 each day they are providing cover. When the Strategic cover receives a message, they should return the call to confirm the support required.

If the Duty Officer believes a reported incident is an Emergency, as defined by the Generic Plan, then they would seek ELG agreement through the Strategic Cover rota to activate the plan. The ELG member will support the Duty Officer in implementation of the plan at the appropriate level, and then in checking appropriate support and communications handling by the Incident Manager.

Messages need checking a minimum of every two hours. If there is no message, the default arrangement will be for them to check in with the Duty Officer for a report once on each day they are providing cover. This will ensure oversight of any live incidents.

2.2.4 Periods of heightened risk

When necessary, there may be an extension of the system to place other appropriate regional and national team staff on-call to receive messages from the first responder and ensure a rapid response.

2.2.5 Call handling

The CTOPS answer service will be provided with details the contact phone number for use in emergencies.

They will act as the first line to filter incoming out-of hours calls based on guidance provided by Natural England.

They will then route appropriate calls through to the Duty Officer number.

2.2.6 Defra contacts

The current limited number of Natural England staff needs expanding on the Defra contact list for emergency notification.

This will provide greater resilience in terms of numbers of staff likely to see and therefore to act upon a Defra notification. This will also enable establishment of a rota system for checking for Defra notifications, rather than relying on a limited number of key individuals.

The following contact points need adding:

- Natural England enquiry centre – this will provide access to central contact point;
- The Duty Officer email account that all people on the on-call rota can access for incoming messages;

- Executive Director, Regional Delivery; and
- Press office out of hours contact details.

2.2.7 Christmas break emergency contact arrangements

The development of the Christmas contact list will continue as an exercise in its own right. The Emergency Planning Officer is responsible for this. A Quick Guide (QG02) is available to provide guidance on the management of this exercise and the information required.

3 Incident assessment and plan initiation

3.1 Incident assessment

The purpose of this section is to outline the steps to assess and initiate an emergency response.

3.1.1 Authority to assess an incident

Incident assessment may be by any member of staff of Delivery Manager/Principal Specialist/Team Manager grade or above or by any nominated officer or deputy, as circumstances require.

3.1.2 Slow onset emergencies

Due to their nature, Slow Onset emergencies are more likely to result in activation of the Emergency Response plan from the top-down rather than the bottom-up. As receipt of notification is likely before the incident actually impacts, this gives more time for considering activation, so enabling people to be on stand-by.

With regard to notification from Defra of animal health emergencies, there is likely to be an informal notification or warning ahead of any formal confirmation of an emergency in progress.

3.1.3 Sudden impact emergencies

Action required:

1. **Record information** - First responders at any level within the organisation to sudden impact emergencies should gather as much information about the incident as possible.
2. **Inform** - Depending upon their grade, they should pass information immediately up the chain of command to any person with the authority to activate the Emergency Plan as described in 3.1.1.
3. **Consult** – Where possible, this person should then consult with a senior manager or peers to determine whether an emergency has occurred and the potential scale of the emergency [Refer to Summary Response Documents; Table [3.1](#) (pg.25) Table [3.2](#) (pg.26) and Table [3.3](#) (pg.27)].

If an emergency is in progress then:

4. **Respond** – Authorised officer Activates Plan, Nominates Incident Manager and initiates tasks.

3.1.4 Summary response documents

Whenever assessing an incident check to see if an appropriate Summary Response Document is available. These provide key information to support the assessment and management response to a number of incidents. The list of Summary Response Documents is available at [10.2](#) (pg.109) and the documents are available on the Intranet.

3.1.5 Determining an emergency has occurred

Table 3.1 Decision making support for activation of Emergency Plan

Step	Decision required.	If 'Yes' go to	If 'No' go to
1.	Has an event, incident or situation occurred which threatens serious damage to our employee welfare or assets (property, records and systems)?	5	2
2.	Has an event, incident or situation occurred which threatens serious damage to nature conservation or landscapes, or the prevention of enjoyment of the natural environment?	5	3
3.	Has an event, incident or situation occurred that threatens our ability to deliver our statutory duties or the ability of land managers to deliver agreed land management arrangements?	5	4
4.	Has the assistance of Natural England been required by another government department or agency to respond to a nationally significant event, incident or situation where they have the leading role?	5	5
5.	Has an event, incident or situation occurred which would be likely to seriously obstruct the ability of Natural England to continue to perform its functions?	7	6
6.	Has an event, incident or situation occurred which makes it necessary for Natural England to act to prevent, reduce, control or mitigate the emergency's effects, or otherwise take action?	7	8
7.	Can management of the event, incident or situation occur without significant reduction or alteration of normal day-to-day activities and without acquiring additional resources?	8	9
8.	NOT AN EMERGENCY Manage event, incident or situation through normal business processes.		
9.	EMERGENCY! Activate Natural England's Emergency Plan.		

3.1.6 Determining the response level required by the emergency

The classification of emergencies into levels provides guidance on the resources likely to be required to respond effectively. In particular, whether management of the emergency should be at a local scale, regional scale or is a wider (national) scale response from across Natural England required.

Determination of Natural England's response to an emergency is by a combination of factors. These include:

- type and nature of the emergency;
- environmental significance of affected areas;
- potential threat to wildlife populations and habitats;
- potential threat to access and landscape etc;
- number of staff likely to be committed to the response;
- number of staff disrupted from business as usual activity;
- number of staff endangered by the incident; and
- potential threat to delivery of Natural England objectives.

Table 3.2 Response level definitions

	Local scale	Regional scale	National scale
Description	An emergency with a narrow focus requiring regional support as required.	An emergency that has, or threatens, a wide and prolonged impact requiring sustained central co-ordination and support.	An emergency with a high and potentially widespread impact that requires a centralised and strategic direction and support.
Examples	Major flooding at a regional office.	Major marine pollution incident.	Foot and mouth disease.

Table 3.3 Determining the response level and escalation

Resource provision	Local scale	Regional scale	National scale
Local area	Yes	Yes	Yes
Regional area	Possible	Yes	Yes
National		Possible/Likely	Yes
Other agency involvement		Possible	Likely
Escalation steps			
Scale of incident exceeds local area resources	→		
Scale of incident exceeds regional resources		→	
Scale of incident requires an extensive response			→

Note: these tables are for general guidance only. Common sense should govern all decisions to activate the Emergency Response Plan.

When in doubt, a response should be over-escalated. The response can be withdrawn or scaled back if not required.

3.2 Initial internal communication

3.2.1 Staff responsibilities

Any member of staff who declares an emergency must communicate up through the chain of command within their own or other part of the organisation to the level they consider most appropriate for incident management. They should also ensure notification of the appropriate Executive Director, or even the Chief Executive.

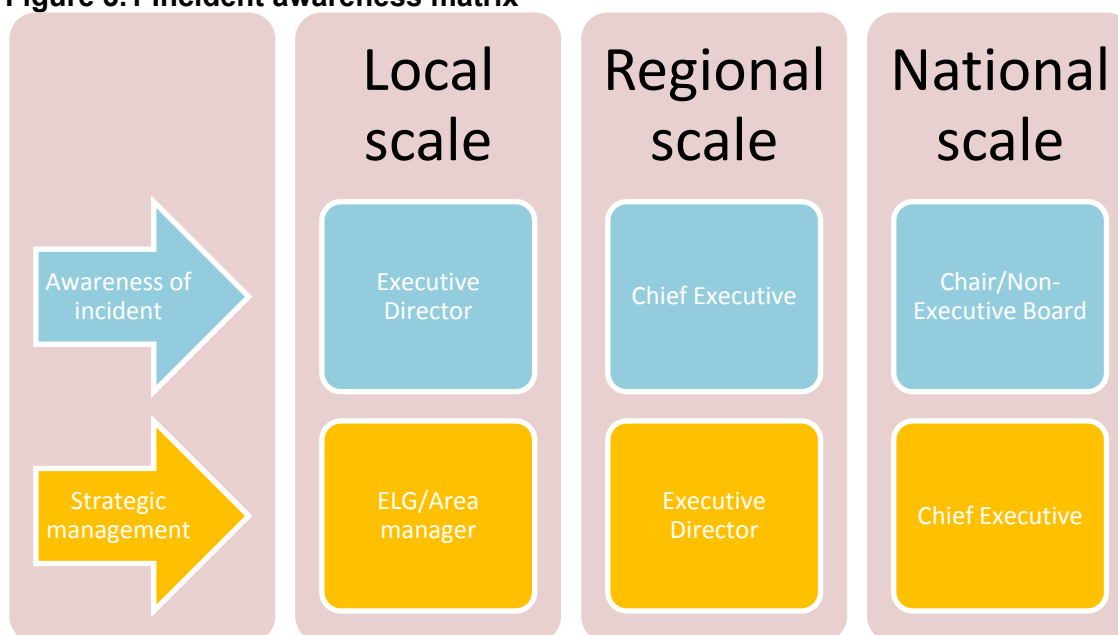
3.2.2 Incident awareness

The awareness of an incident within Natural England must be at least one grade above the grade of the staff providing the Strategic management of the incident. The full detail on management structure for emergencies is in Section 4: [Response](#) (pg.31).

This keeps senior management in the loop and able to support the response if required. This also ensures they are not caught out, by being unaware, if questions from external sources arise.

The Figure 3.1 Incident **awareness** matrix below demonstrates this:

Figure 3.1 Incident awareness matrix



3.2.3 In business hours

(Monday-Friday 08.30 to 16.30 excluding Bank Holidays and Christmas Closedown)

Escalate incident notification through line management as appropriate by calling and send incident information or Situation Report (Sit-Rep) in following priority order to one of following Receiving Officers or equivalent.

1. Regional Business Manager
2. Area Manager
3. Regional Director

If not available, defer to Team Leader or other Senior Manager available.

Senior manager

- Is the incident on a National Nature Reserve (NNR)?
 - ✓ Yes - Contact the NNR Senior Reserve manager or Local NNR site management staff. If required escalate to Regional Management chain to take lead.
- Senior Manager (and NNR Senior Reserve manager) to assess whether an emergency is in progress?
 - ✓ Yes – activate Emergency Plan and Nominate Incident Manager.
- Ensure notification as follows based on scale of emergency.

Notifications:

Local scale emergency:

1. call and email sit-rep to Regional Director
2. call and email sit-rep to Team, Area or Business Manager (or equivalent)
3. call and email sit-rep to appropriate Team Leader
4. email (& text alert) sit-rep to Executive Director, Regional Delivery

Regional scale emergency:

1. call and email sit-rep to Regional Director
2. call and email sit-rep to Team, Area or Business Manager (or equivalent)
3. call and email sit-rep to Executive Director, Regional Delivery
4. email (& text alert) sit-rep to ELG and Executive Director, National Delivery

National scale emergency:

1. call and email sit-rep to Executive Director, Regional Delivery
2. call and email sit-rep to Regional Director or ELG member
3. email (& text alert) sit-rep to ELG and Executive Director, National Delivery
4. email (& text alert) sit-rep to Executive Directors
5. email (& text alert) to Chief Executive

3.2.4 Out of business hours

(All other times)

Duty officer

- is it a national scale emergency?
 - ✓ Yes - escalate to ELG providing Strategic Cover.
- is it a regional or local scale emergency?

- ✓ Yes - attempt to contact Regional Contact points for them to assume responsibility (Incident Managers should be first point of call)

No response:

- is the incident on a National Nature Reserve?
 - ✓ Yes – Attempt to contact the National Nature Reserve Senior Reserve Manager. If required escalate to Regional management chain to take lead.

If no response, Duty officer escalates to Strategic Cover, and enact notifications as appropriate.

Follow up notifications:

Local scale emergency:

1. email sit-rep to Strategic Cover
2. email sit-rep to Regional Director
3. call and email sit-rep to Team, Area or Business Manager (or equivalent)
4. call and email sit-rep to appropriate Team Leader
5. email (& text alert) sit-rep to Executive Director, Regional Delivery

Regional scale emergency:

1. call and email sit-rep to Strategic Cover
2. call and email sit-rep to Regional Director
3. call and email sit-rep to Team, Area or Business Manager (or equivalent)
4. call and email sit-rep to Executive Director, Regional Delivery
5. email (& text alert) sit-rep to ELG and Executive Director, National Delivery

National scale emergency:

1. call and email sit-rep to Strategic Cover
2. call and email sit-rep to Executive Director, Regional Delivery
3. call and email sit-rep to Regional Director or ELG member
4. email (& text alert) sit-rep to ELG and Executive Director, National Delivery
5. email (& text alert) sit-rep to Executive Directors
6. email (& text alert) to Chief Executive

4 Response

4.1 Activating the response

4.1.1 Responsibility

The first member of staff informed by [3.2 Initial internal communication](#) (pg.28) is responsible for ensuring the activation of the plan at the appropriate scale.

They will either take on the role of Incident Manager or nominate a more appropriate person if that person is readily available.

They also take over responsibility for informing other appropriate members of staff.

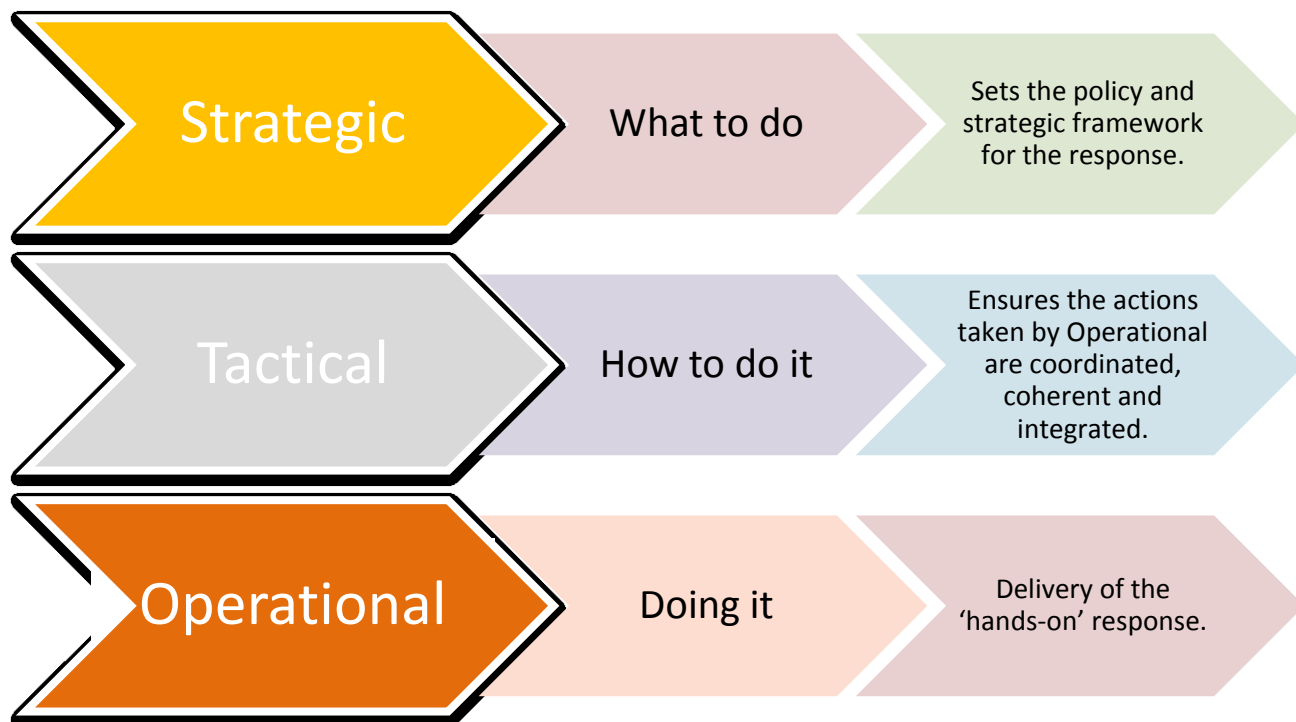
Note: If required, review the designation of the Incident Manager when higher levels of management become involved in the response.

4.2 Overall response structure

Whatever the emergency, the default position is to consider imposing a Strategic – Tactical - Operational chain of command.

The following diagram summarises the overall elements and roles within any response.

Figure 4.1 Overall response structure



4.3 Scalable response

The scale of the incident will act to define those involved in responding to the emergency at the various levels of command. [Figure 4.2 Scalable response](#) (pg.34) and [Figure 4.3 Emergency response management matrix](#) (pg.35) below demonstrate who needs to be involved in the management structure for the emergency response depending upon the scale of the incident.

Figure 4.2 Scalable response

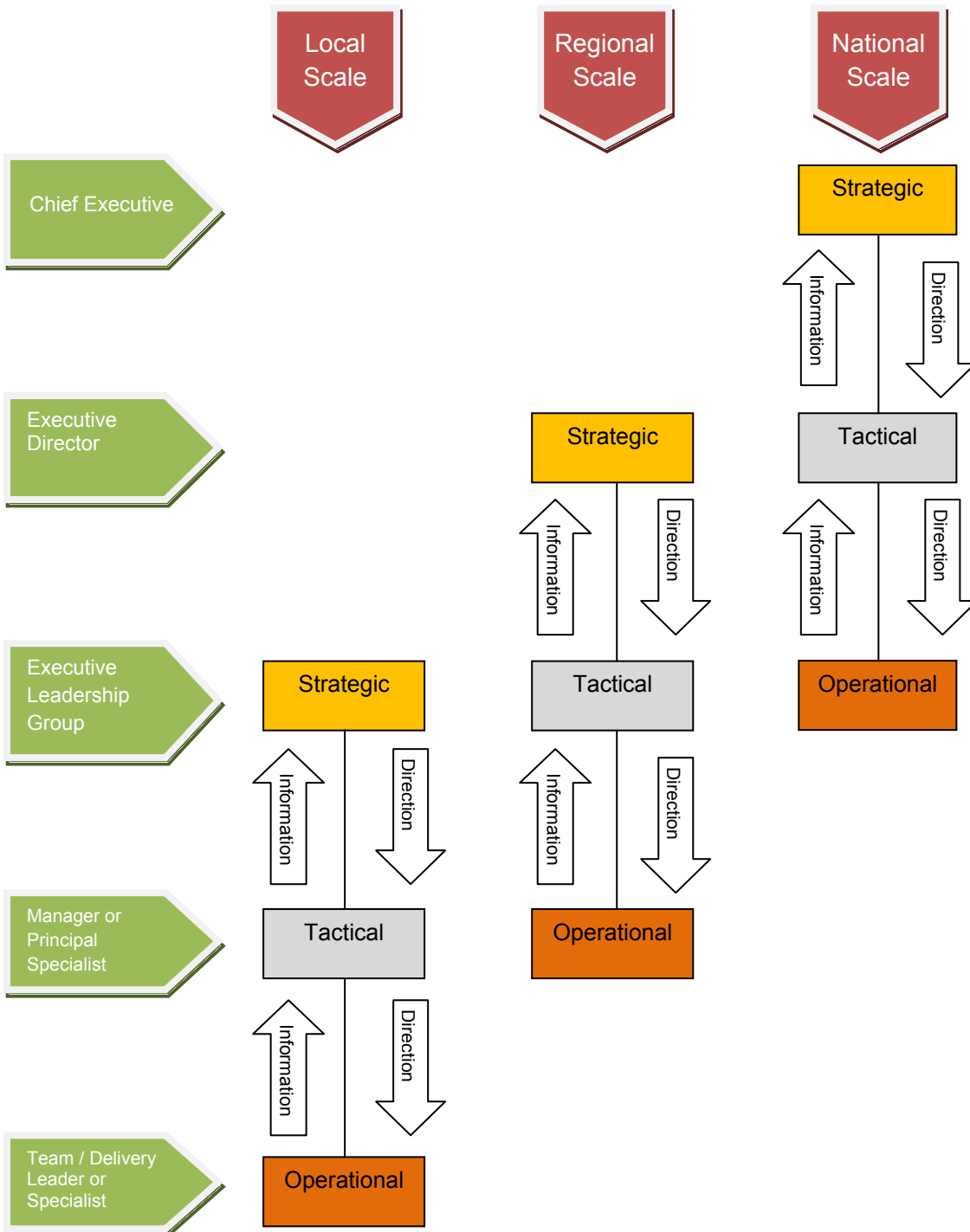
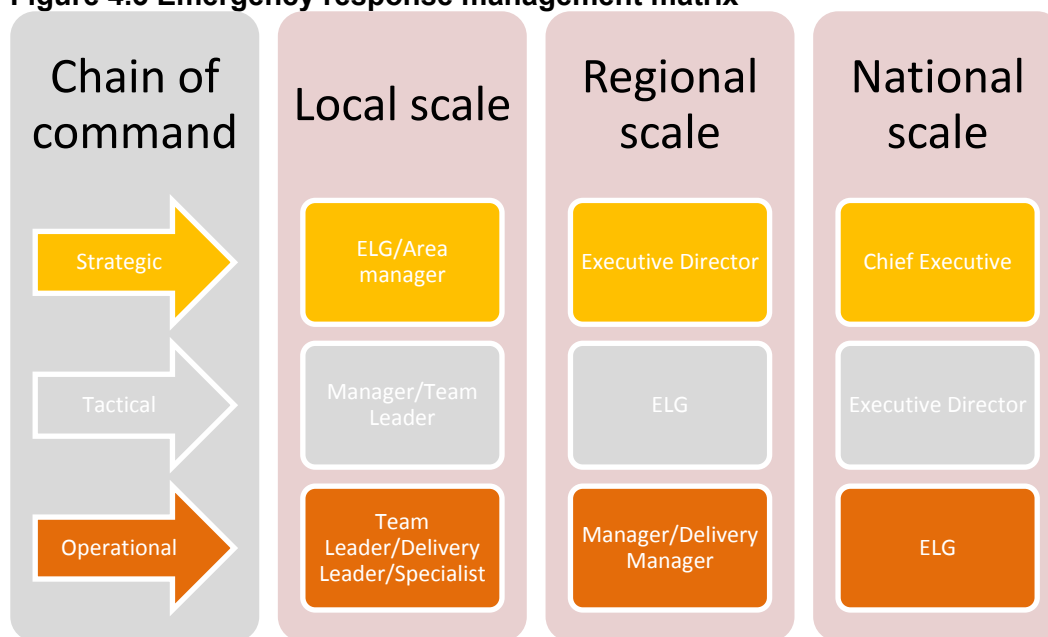


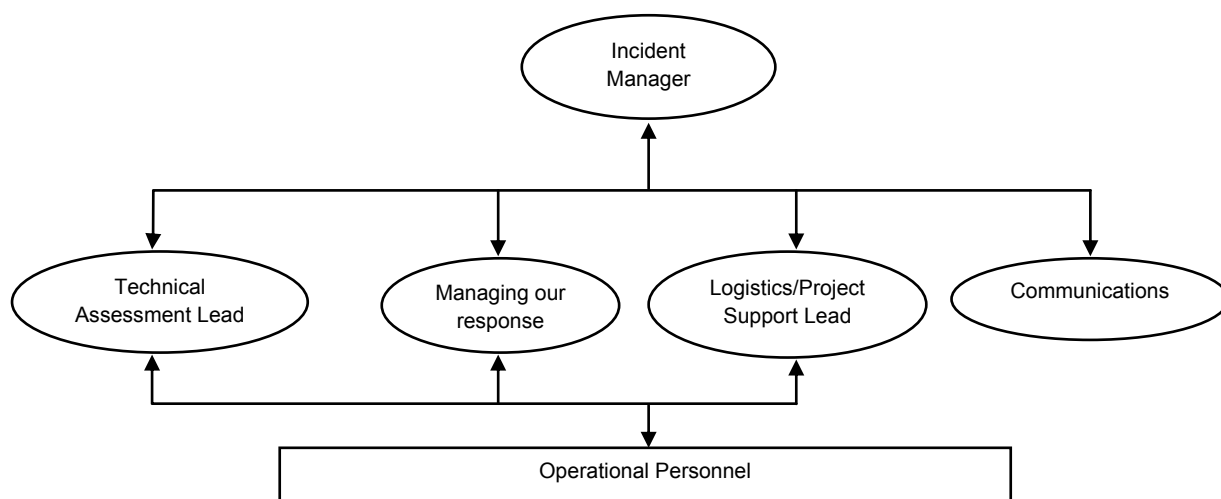
Figure 4.3 Emergency response management matrix



4.4 Incident management team

Establish an Incident Management Team to deliver the response to any emergency declared by Natural England. This is applicable whatever the scale of incident.

Figure 4.4 The incident management team



Specific functions include:

- Co-ordination of the operational response
- Technical assessment of the incident
- Management of the Natural England Response
- Logistics/Project Support to the response
- Communications for the response - Internal and External
- Management of the Emergency Operations Centre (can be virtual)

4.5 Incident management team roles:

4.5.1 Incident manager

Appoint an Incident Manager for all emergencies.

The Incident manager will be responsible for the following:

- Establishing and managing the Incident Team commensurate with the scale of the incident.
- Co-ordinating Natural England's response, including those staff and resources committed to the emergency.
- Appointing the following roles as required:
 - Technical assessment Lead
 - Managing our Response Lead
 - Logistics/Project Support Lead
- Liaising with and ensuring Communications appropriate to the incident
- Liaison with Corporate Services Business Partners i.e. Organisation Development, Health and Safety, Finance and Procurement

Note: During 2010/11, there is a plan to train a core of approximately twenty members of staff to be Incident Managers.

In the advent of an emergency, any one of these members of staff would then be available for selection to manage the emergency response.

The identity of trained Incident Managers will be on the Emergency Response intranet site and within the Generic Emergency Response Plan.

4.5.2 Communications

The role of Communications is to manage the release of information both internally and externally regarding the incident and Natural England's response to the incident.

Responsibilities of Communications:

- Internal communication – managing the information requirements of Natural England staff e.g. staff notice
- External communication – managing information given to the public and media (e.g. internet, press briefings)
- Customer communication – ensuring appropriate and timely information is given to agreement holders, site users etc
- Stakeholder management – ensuring appropriate and timely information is given to Defra, stakeholder organisations, MP's etc

4.5.3 **Technical assessment**

The roles of Technical Assessment are to co-ordinate information about the emergency and determine the most appropriate people within Natural England to feed information into the response.

Technical Assessment responsibilities:

- Establishing and managing the evidence and policy input from across Natural England;
- assessing the implications of the emergency on Natural England's interests and recommending solutions;
- preparing and issuing situation reports for escalation and informing communications; and
- information exchange with operational partners and responding agencies.

4.5.4 **Managing our response**

Managing our response deliver the direct response and maintain direct management of staff deployed to respond to an emergency.

Managing our response responsibilities:

- Delivering the actions approved by the Incident Manager;
- health and Safety – ensuring all staff (including external volunteers and contractors) are working within a safe environment;
- ensuring the deployment of staff appropriate to the emergency; and
- tracking staff working hours and involvement in the response and ensuring their connection to Natural England management.

4.5.5 **Logistics/Project support**

May be required to provide the assistance and support to meet the requirements of the response.

Activities that support may be required for include:

- Information Management
 - Maintenance of accurate records of expenditure throughout the incident.
 - Maintaining records of all correspondence, reports, logs, briefings, situation reports etc.
- Procurement – purchasing resources or services required by the Incident Team;
- transportation – both for staff travelling to, from and within an emergency. Also to support the response to the emergency;

- accommodation and subsistence – for staff on location or away from normal place of work and if appropriate for those supporting the response from their home office;
- communications equipment – ensuring that sufficient is available. May also include establishing Information technology links; and
- provision of clerical support as required by the incident.

4.6 Role of operational management

Delivery of the management of 'hands-on' work at the incident site(s) or associated areas. Where appropriate, they will act on delegated responsibility until higher levels of management are established.

Responsibilities include:

- Assessing the nature and extent of an immediate emergency.
- Preparing and implementing an initial plan of action.
- Conducting on-going risk assessment and management in response to the dynamic nature of emergencies.
- Working in co-operation and communicating effectively with other responders.
- Identifying any resources required and deploying them to meet the demands of the response.
- Communicating any resource constraints to the relevant person, or find suitable alternatives.
- Monitoring and protecting the health, safety and welfare of individuals during the response.
- Liaising with relevant organisations as required for an effective response.
- Identifying where circumstances warrant a Tactical level of management and engage with the tactical level as required.
- Fully recording your decisions, actions, options and rationale in accordance with current information, policy and legislation.
- Considering whether circumstances warrant escalation and advising accordingly.

4.7 Role of tactical management

Ensuring that the actions taken by OPERATIONAL are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency. It includes formulating, implementing and reviewing tactics that inform the operational response, and identifying where situations may warrant a strategic level of management.

Responsibilities include:

- Obtaining sufficient information to determine the status of the response.
- Formulating a plan that takes account of all available information.
- Implementing tactics in a timely manner, confirming roles, responsibilities, tasks and communication channels.
- Conducting on-going risk assessment and management in response to the dynamic nature of emergencies.
- Reviewing tactics with relevant others including key personnel involved in command, control and co-ordination.
- Determining priorities for allocating available resources.
- Anticipating likely future resource needs, taking account into account of the possible escalation of emergencies.
- Working in cooperation and communicating effectively with other responders.
- Obtaining and providing technical and professional advice from suitable sources to inform decision making where required.
- Providing accurate and timely information to inform the rest of the organisation and public, working with the media where relevant.
- Monitoring and maintaining the health, safety and welfare of individuals during the response.
- Reviewing actions taken at operational level.
- Identifying where circumstances warrant a strategic level of management and engage with the strategic level as required.
- Evaluating the effectiveness of tactics and use this information to inform future practice.
- Fully recording your decisions, actions, options and rationale in accordance with current information, policy and legislation.

4.8 Role of strategic management

Is establishing and reviewing the policy and strategy necessary for a co-ordinated response and ensuring communication of the strategy to responders at tactical and operational level.

Responsibilities include:

- Obtaining and analysing the available relevant information to inform decision-making.
- Making effective decisions based on the best available information.
- Agreeing the policy and strategic framework within which the tactical level will work and ensure effective two-way communication with the tactical level.
- Working effectively in co-operation with partner organisations at a strategic level.
- Confirming strategic decisions agreed with responders and their implementation.
- Taking action to review the strategy, updating or varying the strategy in response to changing situations or information.
- Obtaining and providing technical and professional advice from suitable sources to inform decision making where required.
- Ensuring the strategy reflects any relevant policy, legal framework or protocols.
- Engaging effectively in the political decision making process.
- Reviewing the scale of required resources and ensure their availability.
- Ensuring the development and implementation of an effective communications strategy.
- Ensuring effective delegation to the tactical level.
- Evaluating the effectiveness of the strategy and use this information to inform future practise.
- Fully recording your decisions, actions, options and rationale in accordance with current information, policy and legislation.
- Informing higher management on implications of the emergency for Natural England delivery targets.

4.9 Timetables & daily Routine

The purpose of this section is to provide guidance on the establishment of an order of business for handling the emergency.

Following a pre-determined timetable will help drive work forward and avoid conflicting meetings.

4.9.1 Management of and awareness of the incident

It is important to distinguish those people in the organisation who will be managing the response and those who will need to have an awareness of the situation.

The key principle is that awareness of an incident within Natural England must always be at least one grade above the grade of the staff providing the Strategic management of the incident. This helps ensure that senior management are in the loop and able to support the response if required. This also ensures they are not caught out, by being unaware, if questions from external sources arise. Awareness is also likely to be important for the wider organisation and probably our partners.

[Figure 4.3 Emergency response management matrix](#) (pg.35) illustrates the difference between awareness and management of the incident with reference to the management chain.

4.9.2 Considerations in timetable development

Nature of the emergency

'Slow onset' – information and actions are likely to cascade down the structure from National to Regional to Local.

Or

'Sudden impact' – in the early stages information is likely to flow up through the structure from Local to Regional to National.

Internal factors

When is Strategic Management meeting? Ensure the scheduling of Tactical meetings before or after as appropriate.

When is Tactical Management meeting? Ensure the scheduling of Operational meetings before or after as appropriate.

External factors

Is another agency the Lead Emergency responder? If so, Natural England meetings will need to be based around their timetable. This will enable the cascade of up to date information from this meeting and ensure the accurate reporting of information to the Lead responder.

Media demands for statements and interviews may demand press office briefings at particular times.

Is a Ministerial Briefing required? This may require very early meetings to provide up to date information on the situation.

4.9.3 Daily routine

The sequence of procedural events designed to flow from one to another providing a sense of continuity and familiarity. In particular, the Daily Routine sets out the sequence of events preceding meetings and the processes that follow the meetings.

The detail of this will vary depending on the scale of the incident e.g. for a Local incident there may be few formal strategic level meetings and it is possible that all levels could be wrapped up in one meeting.

4.9.4 Example of daily routine for national scale emergency

The Time Table for a Sudden Impact event at a National Scale with a Natural England only response may be as follows:

Note: This is just a guide; establish a timetable appropriate for your incident response.

Situation reports:

Situation reports come from the Delivery Group and are collated by the Delivery Lead. They then pass to the Assessment Team for assessment of the implications for Natural England. Situation reports from Assessment Group, Logistics Group and Administration Group pass to respective Leads for collation. The deadline for delivery of situation reports is to allow sufficient time for assessment and preparation of briefing for the Operational Meeting.

Operational meeting:

Attending: Incident Manager (Chair), Managing our Response Lead, Technical Assessment Lead, Logistics/Project Support, Communications.

Co-ordinates actions and agrees points for update meeting with Tactical Group or senior management as appropriate. May provide secretariat for the Tactical and the Strategic meetings. Take notes and distributes record and action points.

Tactical meeting

Attending: Lead Executive Director (Chair), Specialist Support, appropriate ELG members, Incident Manager.

Collates response updates and implications for update meeting with Strategic group.

Strategic meeting

Attending: Chief Executive Officer (Chair), Lead Executive Director, other Executive Directors as required.

Assess implications for Natural England interests, determine policy and actions needed to deal with crisis and agree media line. Record of meeting and action note is likely to provide basis of briefings for external parties.

Media briefings

These may take place as required, but messages must be consistent with lines agreed.

Example emergency response timetable for (relatively) normal working day:

Meeting	08.00-09.00	09.00-10.00	10.00-11.00	11.00-12.00	12.00-13.00	13.00-14.00	14.00-15.00	15.00-16.00	16.00-17.00	17.00-18.00
Situation Reports	Yellow	Red	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow
Sit-rep assessment	Yellow	Yellow	Red		Yellow	Yellow	Red		Yellow	Yellow
Operational Meeting	Red		Yellow	Red			Yellow	Red		Yellow
Tactical meeting				Yellow	Red			Yellow	Red	
Strategic meeting				Yellow	Red			Yellow	Red	
Briefing					Yellow	Red			Yellow	Red
Comms/ Media	Red	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow

Yellow	Constant activity – collection and assessment of information.
Orange	Increased activity – updating information and preparation of briefs, agendas, proposals etc.
Red	Deadlines – scheduled meetings, briefings etc

Figure 4.5 Example emergency response timetable

4.10 Corporate services business partners

As well as responding directly to an emergency, it is important that we also maintain our usual business. Depending on the type of incident, this may be stretched by both the direct impacts of the emergency (such as loss of buildings or staff), and the extra workload involved in the response.

The Tactical and Strategic Management in operation for the emergency response must consider the effects of both the emergency and the emergency response on Natural England premises, staff and resources and the implications for maintaining our business. Response arrangements should aim to minimise conflicting demands on key resources (including assets and staff time).

As a result, maintain liaison with Corporate Services Business partners so that they are able to react if required and potentially directly support the Incident Management team:

- Organisation Development
- Finance
- Procurement
- Health and Safety

4.11 Communications management

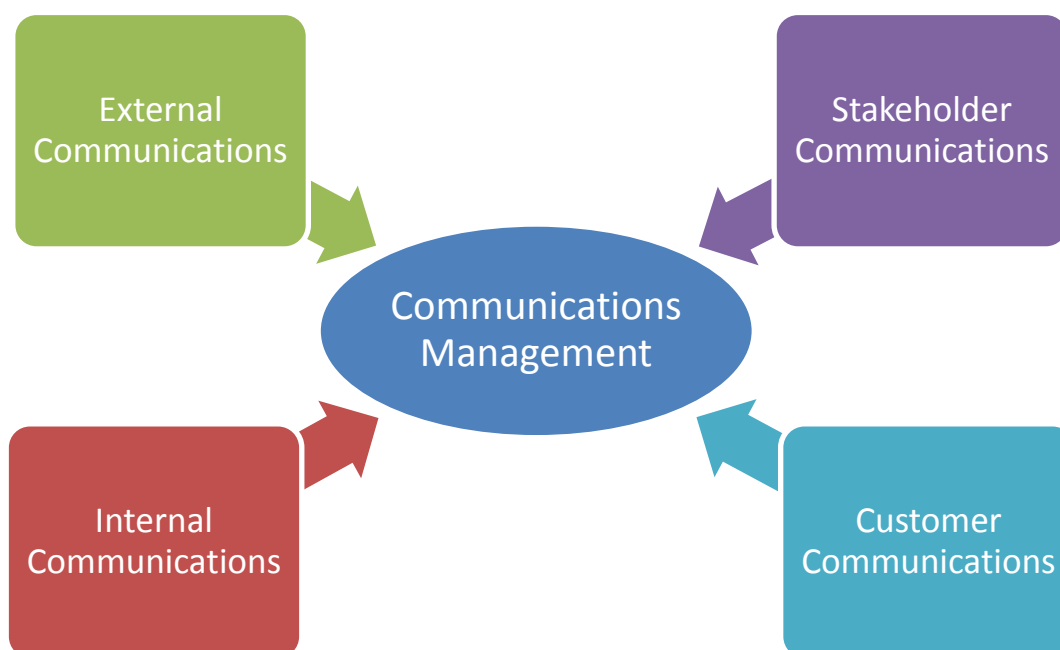
Effective communications are an essential part of an emergency response. We need to deal with the emergency and give confidence internally and externally on our capability to do so.

Successful communication in an emergency comes from providing the right information to three different levels:

1. those people/staff involved in the response
2. those people/staff managing the response
3. those people/staff/stakeholders/customers needing awareness of the response

Building upon this, the following core areas need addressing as a part of Communications management and the different information requirements they may have:

Figure 4.6 Communication management overview



Internal communication – what do Natural England Staff need/want to know?

NB. It is important that rest of the organisation is aware of an incident and our emergency response to it in order to help manage our business effectively and ensure appropriate responses.

External communication – what do the public and media need or want to know?

Customer communication – what do agreement holder, site users need/want to know?

Stakeholder management – what do Defra, stakeholder organisations, MP's etc need/want to know?

Be aware of the recognised need to provide core briefings for Stakeholders, Press, MP's as well as the Natural England Chair and Board.

4.12 Internal communication methods

There are a number of Internal Communication methods already available to inform the wider Natural England.

4.12.1 **Emergency response intranet site**

An emergency response intranet page is available containing the Generic Emergency Response Plan as well as supporting information such as Summary Response Documents.

This site needs development so that it is an active gateway for information on ongoing emergencies.

4.12.2 **Issue of a staff notice or group email**

The issue of quick internal communications to our own staff on the incident and the appropriate response is a key early step in any emergency. For regional and particularly local level emergencies, the issue of the Staff notice can be restricted to the regional or office distribution lists.

There is already clear guidance on who has the ability to issue a Staff notice, the range of circumstances for which an all staff notice is appropriate and how to contact Internal Communications to deliver such a notice.

4.12.3 **Telephone cascade**

Business Continuity guidance states that all teams should have a cascade system for notifying staff and provide a template to support this requirement as well as guidance upon action to take if you are making or receiving the call. In the event that telephone contact is not possible, it may be appropriate to consider emailing or even posting information.

4.13 Press office and public liaison

During emergencies, there will likely be significant requests from the media to Natural England for information surrounding the incident. It is very important to ensure that media messages from Natural England are consistent, factual, relevant and timely.

4.13.1 Action required

Contact the Press Office as a matter of course whether or not the media have become involved. They will co-ordinate and advise on media relations.

Note: if anyone is contacted by the media before lines, procedures and spokespeople have been agreed, they should take details of the caller, say we will be back in touch and then contact the Press Office.

Do not offer a “no comment” – this can often do more harm than good.

4.13.2 Role of our press office

The Press Office will play a key role in the Incident Management Team and provide direct support to the Incident Response Team and management.

In particular, they will:

- Develop Natural England’s incident specific media plan.
- Work with Natural England response staff to write a press notice/statement and then get this signed off internally.
- Send the press notice/statement to the web team to upload onto Natural England’s home page (and the relevant region’s home page) on the internet.
- E-mail the press notice/statement to [redacted]@naturalengland.org.uk to alert Natural England’s Enquiry Service.
- Press team to contact the Web Team and have them upload the agreed Press notice onto the Natural England Homepage and the Regional Page.
- Manage media contact with Natural England response staff, e.g. plan press conferences etc, with the view to minimising disruption to response activities.
- Liaise with media staff from other response agencies, e.g. local government, to ensure the provision of a consistent message to the public.
- Manage Natural England’s wider media response to the incident by liaising with relevant regional press/communications office.

In a significant emergency, the Press Office should send a team member to sit with the Incident Management Team.

As an emergency develops, it may be reasonable to nominate an appropriate Natural England staff member to provide comment in liaison with the Press Office.

If necessary, a Natural England press officer may relocate to the emergency site in support for a 'joined up' approach to press notices/statements with other responders.

Press office contact

The Press Office telephone numbers is [REDACTED] (out of hour's telephone number [REDACTED]). The Press Office is on call 24/7.

Please direct all media enquiries to the Press Office on the numbers above. Please do not talk directly to the media.

4.13.3 Public liaison

The Natural England Enquiry Service will be the first point of contact for most public queries regarding an emergency.

These queries will most likely take the form of telephone calls but may also be emails and other electronic communication. It is important to provide the Enquiry Service with up-to-date information on the incident and actions taken. The Press Office will provide this service.

The information used by the Enquiry Service is to be consistent with the approach taken by the Press Office. The Incident Management Team will send the briefing materials to the Press Office, and then the Press Office briefs the Enquiry Service. This strategy should also ensure that first the Press Office and subsequently, the Enquiry Service briefing materials up to date with each Situation Report received from the Incident Management Team.

In Local and Regional Level emergencies, the Enquiry Service may require information anyway due to local interest. This information should still come via the Press Office in liaison with the Incident Management Team.

Depending upon the scale or type of incident, give consideration to supporting this service with extra staff or providing 24 hour or late night response.

Enquiry service contact

Enquiry Service telephone number: [REDACTED].

4.13.4 Internet based communication

The Press team will contact the Web Team and request that they upload the agreed Press notice onto the Natural England Homepage and the Regional Page.

Consider uploading the notice onto the Natural England Intranet home page and/or the Emergency Response home page to detail that an Emergency is in progress.

A link to the information on the Natural England Twitter site may also be appropriate.

4.14 Information management

The purpose of this section is to describe the protocols used for managing information as a part of the Emergency Response.

Up to date and reliable information is essential for sound decision making in an emergency. Decisions made in an emergency cannot be criticised if supported by evidence to prove that they were sound judgements based on the information available at the time.

Record the reasons and basis of decisions. These will also help identify lessons learnt from the experience.

Depending on the nature and level of emergency, use the following:

4.14.1 Important reminder

The need to record decisions and actions cannot be emphasised enough.

In the context of any inquiry or audit, it is likely that something not recorded may well not have happened.

4.14.2 Establish incident management team email address

In order to ensure all members of the Incident Management Team have access to all relevant emailed information it is recommended that an incident specific email address be established for use during the duration of the emergency.

This will also assist by distinguishing emails for this emergency from any other that may occur.

Log a request with IBM stating that this is for an emergency and therefore Top Priority: Tel:

██████████

The recommendation is to use the incident name within the email address.

Upon receipt, make this address available to all members of the Incident Management Team and notification sent to partner responders.

4.14.3 E-communications

Retain any form of electronic communication (e.g. SMS/Text message or email) sent or received as a part of the incident management.

4.14.4 Audio conference recording

Global Crossing functionality enables the recording of audio conferences.

To start a recording, press *2 on your phone, then press 1 to confirm that you want to begin the recording. The system will play a message to notify your participants that the call is being recorded.

To end the recording, press *2, then press 1 to confirm that you want to stop recording. The system will play a message to notify your participants that the call is no longer being recorded.

Detailed instructions at: http://www.globalcrossing.com/movies/rec_arch_mgt_audio.html

4.14.5 Audio and web conference

Global Crossing functionality enables the recording of audio and web conferences.

To start a recording using Web Meeting, check the “Record” button on the Conference Controls tab. A prompt box will ask you to name your recording. The system will play a message to notify participants in the conference that the call is being recorded.

To end a recording, un-check the “Record” button on the Conference Controls tab. A prompt box will ask you to confirm that you want to stop the recording. The system will play a message to notify participants in the conference that the call is no longer being recorded.

Detailed instructions at:

http://www.globalcrossing.com/movies/rec_arch_mgt_audio_web.html

4.14.6 Situation reports

Link to [Situation report template](#) (pg.99 sec.9.1)

Use these to describe the nature of, actions taken and the resources committed to deal with the incident.

These are likely to be required for use by the following responders depending upon the scale of emergency:

- emergency assessment process (On call or incident alert receiving staff)
- Operational personnel – to Managing our Response Lead and Technical Assessment Lead
- Technical Assessment Group members to Technical Assessment Group Lead
- Managing our Response Lead to Incident Manager
- Technical Assessment Lead to Incident Manager
- Communications to Incident Manager
- Incident Manager to Communications
- Incident Manager to Regional Director
- Incident Manager to Executive Director, Regional Delivery
- Incident Manager to Executive Board
- Incident Manager to external agencies

4.14.7 Communications log

Link to [Communications log](#) template (pg.100 sec.9.2)

Should be used to record and track press releases, official guidance and communications to staff.

The following roles should use this:

- Incident Manager
- Communications

4.14.8 Overall incident log

Link to [Overall incident log](#) template (pg.102 sec. 9.4)

Use this from the outset of any emergency to record key decisions.

This should include for example: detailing reason for activating the Emergency Response Plan, commitment of resources, activation of Business Continuity Plans, policy decisions, provision of advice, scaling back resources, closing the response.

The following roles should control this:

- Incident Manager
- Information Manager (Logistics/Project Support)

4.14.9 Personal incident log

Link to [Personal incident log](#) template (pg.101 sec.9.3)

As the scale of the emergency escalates, this may be used to record key decisions taken by key individuals prior to recording them on the Overall Incident Log.

It has the potential to be appropriate for the following staff:

- Incident Manager
- Communications
- Technical Assessment Lead
- Managing our Response Lead

Dependent upon the level of response:

- Regional Directors
- Executive Director, Regional Delivery

4.14.10 Rolling brief

Link to [Rolling brief](#) template (pg.103 sec. 9.5)

Use this to provide a regularly updated record of the emergency tracking the progress of the response.

This has particular use to facilitate handovers in responsibility.

Likely to be useful for the following roles:

- Incident Manager
- Communications

4.14.11 Information handling

Even with an emergency in progress, it remains important to remember protocols for information handling and ensure the proper management of sensitive information.

See the following link for further information:



4.14.12 Database development

The scale and nature of the emergency may necessitate development of a more sophisticated database to keep track of events.

In the past databases and applications have been developed for responses including Foot and Mouth and Newcastle disease outbreaks.

The principal contact point to discuss any such requirements is:

- Information Senior Specialist, SKI Small Applications and Solutions Team

4.15 Financial management

The key principle is that if something needs doing to support the emergency response, that it is based on a sound judgement and that the action can be reviewed once the emergency is over.

Staff should be aware that they have support to take action on a sound judgement basis. To this extent, there are no detailed protocols for what Natural England will and will not pay for in an emergency and that lessons learned will follow the event.

In the event of an emergency, money will be found to deal with any issue arising.

4.15.1 Finance team actions

The Finance Team will take control of this part of the emergency response and nominate a Finance officer for the emergency. Their responsibilities are:

- establishing a cost centre or project code for the emergency
- arranging the funding required
- management of the overall accounting mechanism

4.15.2 Financial escalation

Overall, the principle is that greater the money required to deal with emergency, the greater the involvement in the response that the Finance team should have.

4.15.3 Financial scheme of delegation (FSoD)

The activation of Part P of the FSoD will enable a range of staff to commit expenditure:

Table 4.1 Current financial scheme of delegation in an emergency

		Limit	Authorised officer
P.1	Authorisation to activate Part P of FSoD in response to an external emergency.	-	Chief Executive
	Authorisation to activate Part P of FSoD in response to an internal emergency.	-	Executive Director
P.2	Approval to spend and make Contractual Commitment on expenditure to deal with emergencies. Subject to: ➤ Retrospective authorisation of emergency expenditure incurred on a single tender action basis as per limits specified in section D.3	As necessary	Executive Directors/ELG/Heads of
D.3	Single Tender Actions	Over £100,000	Chief Executive
	To authorise justified expenditure, on a single tender action basis, and subject to report to Defra for all	Up to £100,000	Appropriate Executive Director in consultation with Head of Procurement

4.16 Procurement

There are already processes available to use in an emergency and support an emergency response:

4.16.1 Single tender actions

Single Tender actions can be used to support an emergency response. Crucially this requires the activation of Part P of the Financial Scheme of Delegation (FSoD) by the Chief Executive or an Executive Director (Link to [Table 4.1 Financial scheme of delegation \(FSoD\) pg.54](#))

4.16.2 Government procurement cards (GPC)

Purchases for an emergency may be made using GPC. Central Finance has the ability to adjust GPC approvals for officers in an emergency opening up the card to all requirements and categories and to set a higher limit for purchase amounts.

It is important to remember that accounting for purchases will still be required at the end of the emergency.

4.16.3 Inventory items for use in an emergency

The Office for Government Commerce (OGC) provides access to a range of frameworks and contracts for use by Natural England. Included within this is access to Buying Solutions (an Executive Agency of OGC).

<http://www.ogc.gov.uk/>

<http://www.buyingsolutions.gov.uk/>

4.16.4 Defra catalogues

Resources for use in disease outbreaks and other emergencies: Agreements exist with suppliers of services required, particularly those services such as the slaughter, provision of labour and equipment, transport, disposal, valuers etc. Although the agreements are set up with animal diseases in view, many of the services are generic and may apply to other situations, including routine operations.



Links to Catalogues for protective clothing from a range of suppliers plus plant and equipment catalogues as well:



4.16.5 Preventative procurement (Slow onset emergencies)

Staff should also liaise with procurement about the establishment of preventative measures to respond to predictable emergencies. Summary Response Documents should identify potential requirements as far as reasonably possible.

4.16.6 Procurement team actions

The Procurement Team will act to support an Emergency Response. Their responsibilities are:

- Providing support and guidance based on size of incident and prospective purchasing requirements in line with the FSoD.

4.17 Emergency volunteers register

The Natural England Emergency Volunteer register provides access to a list of staff who actively stated they would be willing to help in emergencies. An Executive Director must approve access to this resource.

Those who have volunteered should also have stated when they are willing to work, whether they are willing to travel and whether they would be willing to support an emergency response by working for Defra or another government department.

4.17.1 Accessing the register

Access to the register is through the Natural England Corporate Directory.

1. search for your own NE Corporate Directory entry
2. click on “Advanced Search” – a new window will appear
3. under “Corporate Role”, either type “Emergency Volunteer” or select by accessing “Browse Corporate Role” function
4. click on the magnifying glass “Go Search”


This will display the list of volunteers.

Or

In the “Advanced Search” text entry box, simply type “Emergency Volunteer” and press enter or click on the magnifying glass to access the full list of volunteers.

To refine the search further add additional search terms e.g. “Emergency Volunteer Wildlife”:

Or

Natural England People	▼	Emergency Volunteer wildlife		▶ Advanced Search
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4.17.2 Engagement of emergency volunteers

The decision to use the Emergency Volunteer register to seek staff to support an emergency response needs approval by an Executive Director.

Use the register to search for specific staff or as a starting point for accessing a group of potentially willing staff in an emergency.

Staff may be contacted by any methods available via the corporate directory and if available by personal contact details.

Those leading the request must make Line managers aware of the approach to potential volunteers and their response in order to ensure ongoing cover.

4.17.3 Maintaining the register

Staff are free to update their entry at any time. Issue a reminder every six months to ensure regular maintenance of the register and that new staff have the opportunity to volunteer. This is likely to be through an Inside Natural England Article and an all staff email.

4.18 Overtime and on-call for emergencies

See the Overtime Policy document on the Intranet for full details, available via the following link:



4.18.1 Policy

Obtain prior approval to work overtime or to travel outside of conditioned hours from the appropriate manager. Managers should make every effort to avoid overtime working and, as far as possible, ensure that it occurs only at times of exceptional pressure of work.

Managers should avoid weekends and should always ask for volunteers when arranging overtime. They should also avoid calling on the same groups of people. If, exceptionally, volunteers cannot meet the requirement, managers must give staff at least 48 hours' notice that as a last resort compulsory overtime will be required. Any proposal for compulsory overtime must take proper account of the impact on peoples personal and domestic commitments. It must also include a full risk assessment, including the potential stress impact.

Overtime working at weekends, on public or bank holidays and privilege days, or for long or recurrent periods, should only be allowed in exceptional circumstances. Line managers should not encourage or allow people to work excessively or consistently long hours.

4.18.2 Eligibility

People below the Executive Leadership Group level are eligible for overtime where their manager has given advance approval.

4.18.3 Attendance outside of normal working hours

If you are unexpectedly called to work for a short period outside normal hours, and begin work within three hours of your normal starting time, or finish work within three hours of your normal finishing time, the period must be treated as though it had continued from normal duty (i.e. as if no break had occurred).

When the period of work begins more than three hours before normal starting time, or ends more than three hours after normal finishing time, a minimum three-hour credit counts towards overtime even though the work may have taken less than three hours.

Two or more call-outs on one day would not entitle you to greater credit than if the period of work had been continuous (that is, as if no break had occurred from the beginning of the first period of call-out to the end of the last period).

4.18.4 Call-out payment

When you are called out in an emergency (whether or not in receipt of an on-call allowance) and the work exceeds two hours then, subject to the following paragraph, a credit of one hour in addition to the hours worked will be allowed. This payment may be paid as an alternative to the minimum credit (see above paragraph) where this is more favourable.

Two or more call-outs would not entitle you to greater credit than if the period of work had been continuous (that is, as if no break had occurred from the beginning of the first period of call-out to the end of the last period).

4.18.5 On-call allowance

Definition

Employees in specific posts are eligible for on-call allowance. These employees may be issued with radio pagers or mobile phones. They have a specific rostered commitment to remain continuously and immediately available outside normal office hours for a period of more than 12 hours.

Rates

The current On-call allowance rates are as below; please contact the Shared Services Directorate to check these are still current.

- weekdays for 12 hours overnight £6.25
- weekends and privilege days for 24 hours £18
- bank holidays for 24 hours £22.50

Eligibility

This allowance is payable for specific posts and will not transfer with the post holder to another post. People will not be on-call during periods of annual leave or sickness absence.

Authorisation

The allowance must be authorised and each period of on-call needs agreement with the manager.

Attendance at the office during on-call

If someone who is on-call is required to attend their place of work, this will attract further payment based on the call out rules.

4.19 Escalation of an emergency

4.19.1 Escalation from local scale to regional scale

There may come a point, which could be immediate, that the responders to a Local scale emergency consider that a Regional scale response is required.

The issues that could affect that decision could include:

- multi-team co-ordination is required
- a need for significant extra staff resources.
- a regional scale impact because of the incident.
- a need for greater expenditure than delegated authorities enable i.e. Part P of the Financial Scheme of Delegation requires activation for an Internal Emergency (requires Executive Director approval)

4.19.2 Escalation from regional scale to national scale

As the emergency develops and circumstances change, the responders to a Regional scale emergency may accept direction from the Executive Board or make a judgement and recommendation that a National level of management is required.

Consider the following issues to inform the decision:

- multi-region co-ordination is required
- incident is large scale and highly complex
- multiple sites
- a national scale impact because of the incident
- a need for major extra staff resources.
- If there is a need to activate Part P of the Financial Scheme of Delegation ([Table 4.1](#) pg.25) for an External Emergency (requires Chief Executive approval).

5 Response completion

5.1 Stand down

Base the decision to stand down Natural England staff and resources from responding to an emergency on the levels of activity required to support operations that are outside business as usual.

Declare a full stand down when the measures put in place to respond to the emergency can be dealt with by normal day-to-day operations.

To guide this, the activation table could be run through again to ensure that an emergency is no longer in progress ([Table 3.1 Decision making support for activation of Emergency Plan - pg.25](#)).

5.1.1 Responsibility

The decision to stand down will rest with the highest level of governance currently in operation for the response.

5.2 Feedback and learning (debrief)

Why debrief?

“The debrief is about improvement and continuous development. What went well is just as important as what did not go well.” Dillon (2009).

The purpose of the debrief

- to review processes, procedures, and structures;
- to identify good practice and areas for future development; and
- to promote open and honest discussion.

It is not:

- A review of individuals apart from identifying potential training needs generally; and
- it is not an opportunity to point the finger.

5.2.1 Ownership of debrief

Responsibility for debrief commissioning should lie with the senior member of staff actively involved in the response.

In most instances, the Emergency Planning Officer will be the most appropriate person to provide the day-to-day debrief management and preparation.

5.2.2 Debrief preparation

Following a real event an appropriately nominated person or debriefing team (usually the Emergency Planning Officer) should capture and recover all information.

Ensure that everyone involved is aware of the need to retain the information.

Request any records from those involved at any point in the response and require ‘negative’ returns.

5.2.3 Post emergency debrief

Select a chairperson who was not involved in the event. Ideally, the chair needs to be objective and independent.

The debrief team or person should support the chair as appropriate, providing them with the necessary information, reports, recommendations and draft debrief reports to enable quality assurance.

Ensure appropriate representation from across the teams involved in the response. This should be at all levels. Larger teams may consider it appropriate to hold their own debriefing sessions in order to send nominated representatives to an overall debrief.

Hold the debriefing in a ‘no blame’ environment.

Each formal emergency debrief should have a guide based upon the issues arising from the incident.

Suggested content is as follows:

1. general overview of the emergency

2. initial notification – how did we find out? Was it timely? Did we tell who needed to know?
3. mobilisation – Were plans utilised? Was specialist input or support required? Was there a need for additional support?
4. liaison – did we talk to each other enough? Did Tactical liaise with Operational effectively? Were Strategic appropriately informed? Did we talk to other agencies appropriately?
5. co-ordination – was it clear? Proactive, Decisive? Inclusive?
6. media/public relations issues – media interest; media management.
7. resourcing – enough people? Appropriate people? Equipment? Finance? Procurement?
8. welfare – health and safety, organisation delivery
9. business continuity – able to maintain core delivery? Impact on core delivery?
10. areas for improvement – actions required.
11. summary by Chair and action recorder.

Note that other sections or arrangements for debrief should be added as considered appropriate e.g. environmental or access outcomes and equipment suitability. Once debrief is complete, an 'Action tracking' table should be populated and a debrief report should then be drafted by the nominated person.

5.2.4 Post emergency report format

Make this as concise as possible to try to ensure the reading and delivery of actions. This should include:

1. summary analysis and recommendations
2. distribution list
3. contents
4. summary of emergency or exercise overview
5. key issues arising
6. action tracking table (See Annex [9.7](#) pg.105)
7. action tracking process

5.2.5 Ensuring implementation of actions

As a part of the debrief process, an Action co-ordinator should be nominated. This should not necessarily mean that they have the responsibility or authority to implement the actions, but merely to monitor progress and report back to an official body i.e. Executive Director, Regional Delivery or if considered appropriate the Executive Board.

The person identified as being responsible for the action, will be the action Owner. For any action identified, there should be a completion date, along with review dates. It is worth remembering that all debrief material could be disclosed at a future date and failure to implement outstanding actions could be construed as potentially negligent.

5.2.6 Letting people know

In order to ensure integration of any lessons learned into planning arrangements, there are a number of options to consider for updating people:

- intranet/email with key points
- brief update to senior management
- seminar exercise when plan updated
- short briefing to key staff

It may be appropriate that this is the final action from the debriefing to ensure close out of the process.

5.2.7 Cost recovery

Consider the recovery of Natural England costs from third parties as a part of the debriefing of the emergency. Any action to recover costs will be on an emergency-by-emergency basis.

5.2.8 Performance management

An important part of the de-brief process is provision of feedback to inform Performance Management. An individual's performance within the overall response needs consideration by their functional manager for the response and their line manager informed. This will allow us to capture and recognise good performance, identify any training needs, and enhance our ability to learn from experience.

6 Maintaining preparedness

Purpose

The purpose of this section is to outline the actions required to ensure the Plan is current and that Natural England has the ability to implement it effectively. This is through Training, Exercises and regular maintenance of the plan contents.

6.1 Training

The following training programme is proposed for Natural England staff:

- **new staff** - Emergency response should be included as a part of the induction course.
- **all staff** – awareness (e.g. annual cascade brief and/or webinar).
- **Team leaders, business partners** – Should receive up to a half-day's training with refresher every twenty-four months.
- **Duty Officers**– Should receive up to a day's training with refresher every twelve months.
- **Incident managers** – Should receive up to a day's training with refresher every twelve months.
- **ELG and Heads of, plus Executive Director Regional Delivery** - Should receive up to two hours of training with refresher every twenty-four months.
- **Chief Executive and Executive Directors** - Should receive up to one hour of training with refresher every twenty-four months.

6.2 Exercises

Each Natural England Team that may lead an emergency response should do an annual exercise i.e. Regions, Regulatory Services & Access; Evidence; Corporate Services (for human issues e.g. swine flu):

Exercise type	Frequency
Discussion based	Annually
Table top	Once every 3 years
Multi-team	Once every 3 years

Figure 6.1 Emergency Plan Exercise Programme

- Each team to plan and conduct exercises as described in the table above (unless an equivalent real incident has occurred in the previous twelve-month period).
- Tabletop exercises must involve appropriate representation from National Teams.
- The multi-team exercise must involve a minimum of two (2) Regions and a National team based on combined tabletop or control post exercises. All regions must participate in a multi-team exercise once every three years.
- Regional Directors must be involved in the Discussion based exercise at least once every two years.

- Executive Leadership Group must be involved in a Table Top exercise once every 2 years.
- Members of the Executive Group must be involved in the multi-region exercise.
- Otherwise, any of the Executive will participate in a regional exercise wherever possible.

6.3 Updating the plan and supporting documents

Building upon the best practise and maintenance activity adopted by other organisations, adopt the following maintenance timetable for key parts of Natural England's Emergency Response plans:

Section	Location	Review Frequency	Owner
Contact details	Error! Reference source not found. Error! Reference source not found.	Review every month Full update every six (6) months Test details annually	Emergency Planning Officer
Risk assessment	Natural England emergencies risk register	Annual	Contingency Planning Board
Summary Response Documents	Summary response document index	Annual	Emergency Planning Officer
Training schedule	Training	Every 24 months	Contingency Planning Board
Exercise schedule	Exercises	Every 36 months	Contingency Planning Board
Full plan review and reissue (new version)		Every 36 months	Contingency Planning Board

Key sections of the plan need reviewing annually to ensure that they are relevant. They are identified in the plan maintenance schedule (part of the plan) that is annually updated.

Please note that the plan needs updating after every exercise and real emergency response. It also needs updating in response to any restructuring and other changes in the organisation, procedures and technical systems identified in the plans.

The Emergency Planning Officer will be the responsible for leading on these updates.

7 Action sheets

7.1 Purpose

Upon activation of the plan, this section should be the first reference point for anyone with a role.

This details specific actions to assist individuals in delivery of their roles.

The actions sheets for each role act as a checklist, enabling the role holder to mark off each action as it is completed or to add notes on progress.

7.2 Duty officer action sheet

Actions required
<p>Record following information as a minimum:</p> <ul style="list-style-type: none">• date/time• contact details of information source• brief description of incident• location• response actions to date• expected developments• Any other appropriate information
<p>Use Situation Report template (Section 9.1 pg.99)</p>
<p>Assess the incident and likely appropriate response:</p> <ul style="list-style-type: none">➤ No action required or can wait until normal business hours.➤ Local or Regional scale incident – best endeavours attempt to find someone in appropriate region or team to take on the response – Note that these people are not on call (first point of call likely to be Incident Manager). If nobody contactable, act as First Receiver and escalate as appropriate.➤ National scale incident – Duty Officer escalates and informs Strategic Cover.
<p>Follow Phone call with email of Situation Report.</p>
<p>Until the Duty Officer has contacted another person and transferred the incident to him or her, the Duty Officer retains responsibility for Incident Response.</p>

7.3 First receiver action sheet

Actions required:
Confirm contact details for Duty Officer, Incident Informant and receipt of Situation Report.
Check for existence of appropriate Summary Response Document(s) (section 10.2 pg. 109) to support decision-making.
Assess whether the incident is an emergency.
Assess the scale of the incident and the level of response required (If in doubt, escalate the response as this can always be stood down later).
Based upon scale and nature of emergency, consider who may need to be contacted or called out.
Notify the following people as appropriate based on scale of emergency:
<p>Local response:</p> <ol style="list-style-type: none"> 1. (out of hours – email to Strategic cover) 2. call and email sit-rep to Team Leaders as required. 3. call and email sit-rep to other Area Managers. 4. call and email sit-rep to Regional Director 5. email (& text alert) sit-rep to Executive Director, Regional Delivery. <p>Regional response:</p> <ol style="list-style-type: none"> 1. (out of hours – call and email to Strategic cover) 2. call and email sit-rep to other Area Managers. 3. call and email sit-rep to Regional Director 4. call and email sit-rep to Executive Director, Regional Delivery. 5. email (& text alert) sit-rep to ELG and Executive Director, National Delivery. <p>National Response:</p> <ol style="list-style-type: none"> 1. (out of hours – call and email to Strategic cover) 2. call and email sit-rep to Regional Director or ELG member. 3. call and email sit-rep to Executive Director, Regional Delivery. 4. email (& text alert) sit-rep to other ELG and Executive Director, National Delivery. 5. email (& text alert) sit-rep to Executive Directors. 6. email (& text alert) to Chief Executive.
The first member of staff informed by the Duty Officer is responsible for ensuring the activation of the plan at the appropriate scale.
They will either take on the role of Incident Manager or nominate a more appropriate person if that person is readily available.
They also take over responsibility for informing other appropriate members of staff.
Additional information
Note: If required, review the designation of the Incident manager when higher levels of management become involved in the response.

7.4 Incident manager action sheet

Action
Verify nature of emergency:
Where – What – When? Where is the event, what is the event, when did it happen.
Update Situation-Report
Check for existence of appropriate Summary Response Document(s) (section 10.2 pg. 109)
Select the following based on affected interests, and proportionate to nature of the emergency:
<ul style="list-style-type: none"> • Managing our Response Lead/Team • Technical Assessment Lead/Team • Logistics/Project Support Lead (Information Manager)
Send them the Situation-Report (and summary response document) by quickest method and confirm receipt.
Copy in management chain (in case response has to escalate).
Ensure links to Communications and Press Office.
Escalate incident notification to senior management and other NE staff as appropriate.
Ascertain “battle rhythm” i.e. schedule of meetings.
Schedule reporting round and timing of meetings to meet “battle rhythm” – delivery of situation reports from Leads.
Consider development of a Staff Notice with Internal Communications regarding the emergency and in particular if any action is required of them e.g. visit restrictions.
Assess situation reports and prepare briefing and agenda for first and subsequent Group Leads Meetings.
Inform Logistics/Project Support lead whether response is led from actual or virtual Emergency Operations Centre.
With Group Leads, determine response.
With Group Leads and Press Office, determine Media line.
Brief senior management on the response and the implications for Natural England.
Consider need to request activation of Part P of Financial Scheme of Delegation (Table 3.1 pg. 54) by Executive Director or Chief Executive to enable purchases to deal with emergency.
Assess need to work long hours and alert OD, Security, Buildings Management accordingly.
Remember to Log all decisions and actions.
Additional information
Consider the Business Continuity aspects of the Response.
The Incident Manager should avoid attending as a liaison officer to multi-agency groups as they are required to co-ordinate the activation of the response structure.

7.5 Technical assessment lead action sheet

Action
Identify initial Environmental Advice & Analysis, Evidence, National and Regional team representatives to form into Technical Group based on affected interests, and proportionate to nature of the emergency.
Send Situation-Report by quickest method and confirm receipt.
Copy in management chain (in case response has to escalate).
Inform representatives of reporting round and timing of meetings to meet prescribed "battle rhythm".
Assess reports and recommendations from technical group on the implications of the emergency on Natural England's interests and recommend solutions.
Prepare situation reports for escalation and informing communications.
Additional Information
The Technical Assessment Lead or a representative from the Technical Assessment Group is likely to be the most appropriate person to represent Natural England to other agencies or multi-agency groups.

7.6 Managing our response lead action sheet

Action
Identify regional and national teams or team members to form into the Managing our Response Group based on affected interests, and proportionate to nature of the emergency.
Send Situation-Report by quickest method and confirm receipt.
Copy in management chain (in case response has to escalate).
Inform representatives of reporting round and timing of meetings to meet prescribed "battle rhythm"
Prepare situation reports for escalation and informing communications.
Deploy Group members to appropriate work areas as the scale of the response requires.
Track staff directly involved in the response and ensure their connection to Natural England management.
Health and Safety – ensure all staff (including external volunteers and contractors) are working within a safe environment.

7.7 Logistics/Project support action sheet

Action
Contact Finance Team and inform them of Emergency in progress. Inform them of activation of Part P of Financial Scheme of Delegation. Request direct assistance if appropriate to response. Notify all relevant staff of any cost centre or project codes for use in relation to incident expenditure.
Contact Procurement Team Leader and inform them of Emergency Response activation. Inform them of activation of Part P of Financial Scheme of Delegation. Request direct assistance if appropriate to response.
Contact other Business Partners as appropriate to inform them of Emergency Response in operation.
Contact IBM and request establishment of group email address/account and inform all members of Incident Management Team when available (IBM tel: [REDACTED]).
Identify and send out relevant contact numbers and email addresses to Incident Management Team and relevant Operational partners.
Establish and maintain overall log of all communications and decisions.
Set up and maintenance of financial records relating to the emergency. Formal financial controls may not be in place from the outset of the incident and therefore it is vital the following information is recorded: <ul style="list-style-type: none"> • The expenditure incurred or the services provided. • Details of the agency/person requesting the expenditure or service. • Person authorising the expenditure.
Act as Information Manager ensuring maintenance of records of all actions, decisions, correspondence, reports, situation reports, briefings etc.
Provision of secretariat for meetings, briefings.
Ensure all staff involved are aware of any reporting requirements and provide templates for recording e.g. personal decision logs, staff time.
Source resource requirements for Delivery Group.
Source requirements for accommodation and subsistence.
Ensure communications equipment is available, including any Information Technology links.

7.8 Communications management action sheet

Action
Assume control of key communication functions as a part of the response.
Identify Communications manager and inform Incident Manager.
Consider Internal Communications: <ul style="list-style-type: none"> ➤ What do Natural England Staff need/want to know (e.g. staff notice, intranet update)?
Consider External Communications: <ul style="list-style-type: none"> ➤ Connection to Press Office.
Consider Customer Communications: <ul style="list-style-type: none"> ➤ Do agreements holders, site users etc need/want informing of anything?
Consider Stakeholder Management: <ul style="list-style-type: none"> ➤ What do Defra, Stakeholder organisations, MP's etc need/want to know?
Produce core briefings for Stakeholders, Press, MP's as well as the Natural England Chair and non-Executive Board.
Ensure overall management of correspondence handling that may result due to our response to the incident.

7.9 Press office action sheet

Action
Lead development of incident specific media plan.
Work with Incident manager, Communications management, Group leads, Tactical and Strategic commands as appropriate.
If required, write a press statement and get internal sign off. <ul style="list-style-type: none"> • Send statement to web team. • Email the press notice/statement to the Natural England Enquiry Service.
Manage media contact with Natural England response staff, e.g. plan press conferences etc, with a view to minimising response activities.
Manage Natural England's wider media response to the incident by liaising with relevant regional press/communications office.
Depending upon scale of emergency, send a team member to sit within Emergency Operations Centre.
Maintain ongoing responsibility for briefing the Natural England Enquiry Service with updates.
Ensure Enquiry Service have ability to cope with enquiries.
Additional Information
Press office may need to consider a twenty-four (24) hour press/media approach for the duration of the incident.
All documentation, logs and records are required to be kept for audit, inquires and debriefing
Web team: Upload press statement on to the Natural England Intranet home page and/or the Emergency Response home page (and relevant region(s) home page) to detail that an Emergency is in progress.
Consider updating the Twitter site with a link to the information.

7.10 Finance team action sheet

Action
Take over Finance management for the emergency.
Nominate Finance Officer to be key point of contact for duration of emergency based on level of emergency and notify Incident Response Team (Incident Manager and Logistics/Project Support).
Set up Cost Centre or Project Code for emergency and notify Incident Response Team (Incident Manager and Logistics/Project Support).
Establish monitoring and accounting process for the emergency.
Provide ongoing support to Incident Management Team.
Escalate situation-reports as required through Finance line management.

7.11 Procurement team action sheet

Action		
Nominate Procurement Officer to be key point of contact for duration of emergency based on level of emergency and notify Incident Response Team (Incident Manager and Logistics/Project Support)		
NB. Depending upon potential scale of emergency, this may be Local Buyer.		
If Part P of FSoD (Table 4.1 pg.54) has been activated then confirm purchasing options with Incident Support Team.		
Provide ongoing support to Incident Response Team.		
Escalate situation reports as required through Procurement Team line management.		
Further Information		
Single Tender Actions		
To authorise justified expenditure, on a single tender action basis, and subject to report to Defra for all contracts of £100,000.	Over £100,000	Chief Executive
	Up to £100,000	Appropriate Executive Director in consultation with Head of Procurement
Single Tender Actions to engage ex-employees, including Board Members, within 2 years of leaving Natural England require consultation with Director of OD and Executive Director approval prior to commitment.	Up to £50,000	Appropriate ELG/Head of in consultation with Procurement Team Leader
Note – once approved, the single tender action is subject to FSoD delegations in D on Contractual Commitment.	Up to £10,000	Appropriate ELG/Head of

7.12 Health and safety principles

Health and Safety remains of paramount importance during an emergency response.

Existing responsibilities remain in place and there will be the added requirement to ensure the evaluation and management of new and developing risks throughout the course of the emergency and potentially as a part of any recovery from an emergency.

The Board and Executive Board have overall responsibility for all health and safety matters within Natural England.

Directors and line managers are responsible for managing all health and safety aspects associated with the matters under their control.

Every person who works for Natural England, in any capacity, is responsible for promoting good health and safety practices and preventing work-related injuries and ill health.

In particular, all employees regardless of their position are responsible for:

- a) ensuring their actions and decisions contribute towards a healthy and safe work environment;
- b) helping Natural England to achieve its health and safety policy and maintaining its standards;
- c) following the precautions, systems and processes relevant to their work;
- d) raising any problems or concerns they are unable to resolve with the appropriate line manager;
- e) reporting all work-related injuries, ill-health and other incidents; and
- f) complying with their legal duties.

Natural England fully supports the principles of the Health and Safety Executive.



7.13 Health and safety – Immediate action

Immediate action to take at the scene of a major injury or serious incident:

- Remain calm
- Obtain first aid / medical assistance
- Make the area safe to prevent further injuries
- If a fatality has occurred - call the Police
- Record the details of the people involved and any witnesses
- Preserve the scene for investigation
- Contact a member of the National Health and Safety Team without delay

Reporting

All injuries (regardless of severity) and other hazardous incidents must be reported using form OHS1, which is available on Natural England's health and safety intranet site.

This is so that action can be taken to prevent someone else suffering a similar or more serious injury.

Health and Safety contacts

24hour Emergency [REDACTED]
National health and Safety Team [REDACTED] [\[REDACTED\]@naturalengland.org.uk](mailto:[REDACTED]@naturalengland.org.uk)

7.14 Emergency operations centre

Depending upon the nature of the incident and the scale of response required by Natural England, it might be appropriate to establish an Emergency Operations Centre (EOC). This may be useful to separate the Emergency Response from ongoing business as usual activities and bring key participants together.

Whilst this is usually a physical location, given the nature of Natural England, it's resources and office locations around the country, it is possible that a virtual Emergency Operations Centre could exist or that parts of the EOC could be at different locations.

If deemed appropriate for a physical EOC to be established, then this should provide the following functionality:

- an effective workspace supported by appropriate, and robust technologies and materials (to support decision-making and information channels);
- clear operating procedures including record keeping and post-incident analysis;
- clear staff roles and responsibilities supported by training;

Depending upon scale of emergency it is recommended that the EOC contain:

- Meeting space for Group Leads and others
- Computer Network connections
- Printing facilities
- Telephones and fax facilities
- TV
- Whiteboard/smartboard/flipcharts
- Access to video conferencing

Most regional offices should already have these facilities available (e.g. conference room) and should nominate a potential EOC location that can be used if deemed necessary.

7.14.1 Opening an office out of hours

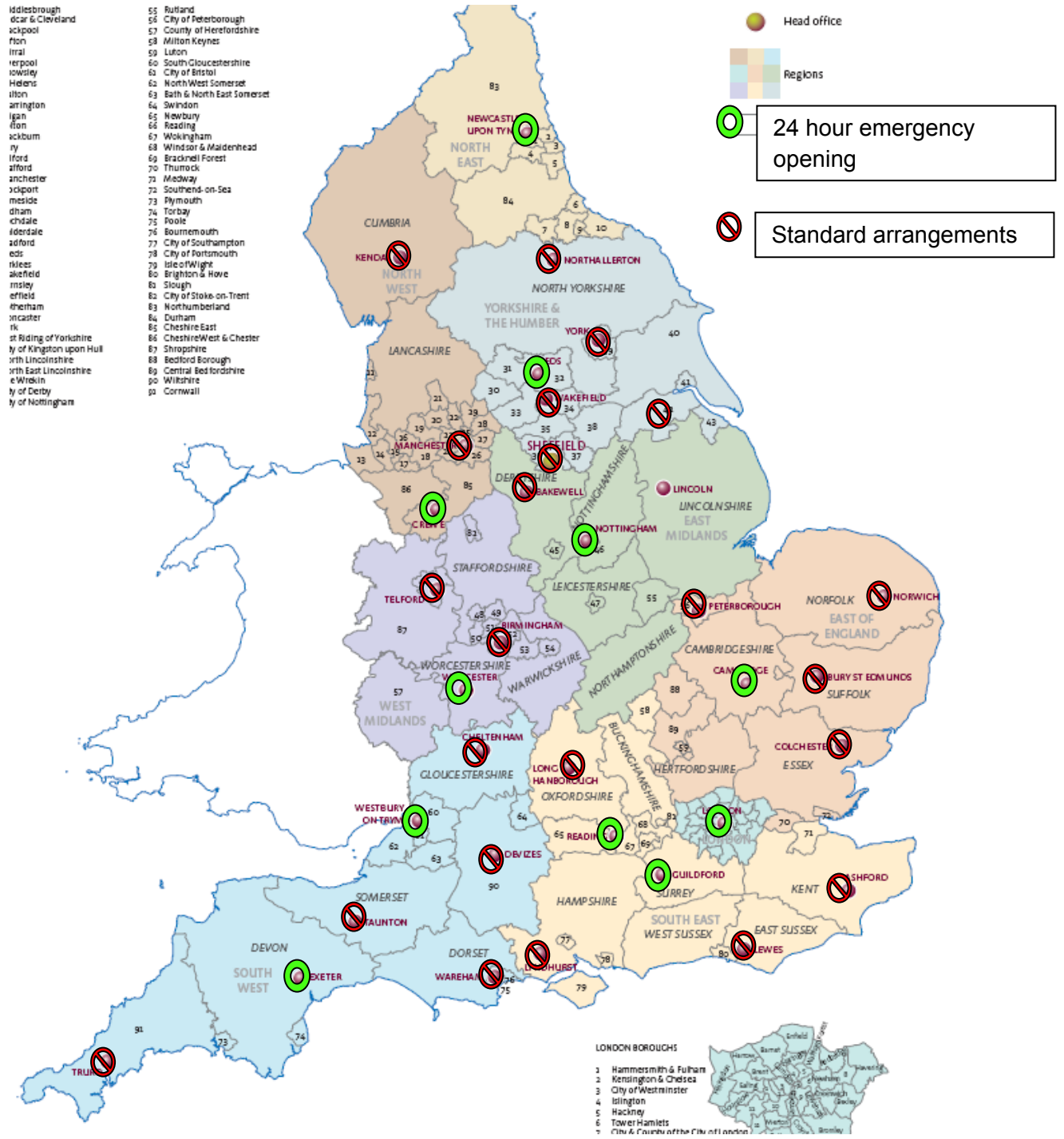
As a part of opening any office out of hours, contact the Interserve helpdesk in the first instance Tel: [REDACTED]

Interserve will ensure that it is possible to open the following offices out of hours:

Region	Office
East of England	Eastbrook, Shaftesbury Road, Cambridge, Cambridgeshire, CB2 8DR
East Midlands	Blocks 6 & 7 Government Buildings, Chalfont Drive, Nottingham, NG8 3SN
London	Floor 6, Ashdown House, 123 Victoria Street, London, SW1E 6DE
North East	Quadrant, Newburn Riverside, Newcastle upon Tyne, NE15 8NZ
North West	Electra Way, Crewe Business Park, Crewe, Cheshire, CW1 6GJ
South East	Victoria House, London Square, Cross Lanes, Guildford, Surrey, GU1 1UJ

	Block A Government Buildings, Coley Avenue, Reading, Berkshire, RG1 6DT
South West	Block 3, Government Buildings, Burghill Road, Westbury on Trym, Bristol, BS10 6NJ
	Levels 8, Renslade House, Bonhay Road, Exeter, Devon, EX4 3AW
West Midlands	Block B, Government Buildings, Whittington Road, Worcester, Worcestershire, WR5 2LQ
Yorkshire & Humber	Government Buildings, Otley Road, Lawnswood, Leeds, West Yorkshire, LS16 5QT

Figure 7.1 Map of 24 hour opening offices



7.15 Command groups provisional meeting agenda

1. Welcome & Introductions
2. Nature of Emergency – what has happened – latest situation – response arrangements – briefing senior management
3. Impact on Natural England interests – who else is affected?
4. Policy/Delivery/Statutory duty implications and options – what should Natural England do?
5. Legal responsibilities – what must Natural England do?
6. Communications – statements and public information requirements including advice to stakeholders and customers – who else needs notification?
7. Financial implications – emergency financial procedures
8. Emergency Operations Centre – role – location – manning – reporting lines
9. Any other business
10. Next meeting – schedule of meetings – membership of group (wider consultation?)

Log all decisions taken and why and all actions agreed

Bird table meeting rules

Hold Bird tables standing up, with participants contributing in the same order each time. Contributions should be brief, well focused on immediate key issues, should be objective not speculative and delivered as quickly as possible.

If the Bird table includes use of Audio or audio & web-conference then remember that this can be recorded (See [4.14.4 pg.51](#) and [4.14.5 pg.52](#) for further details):

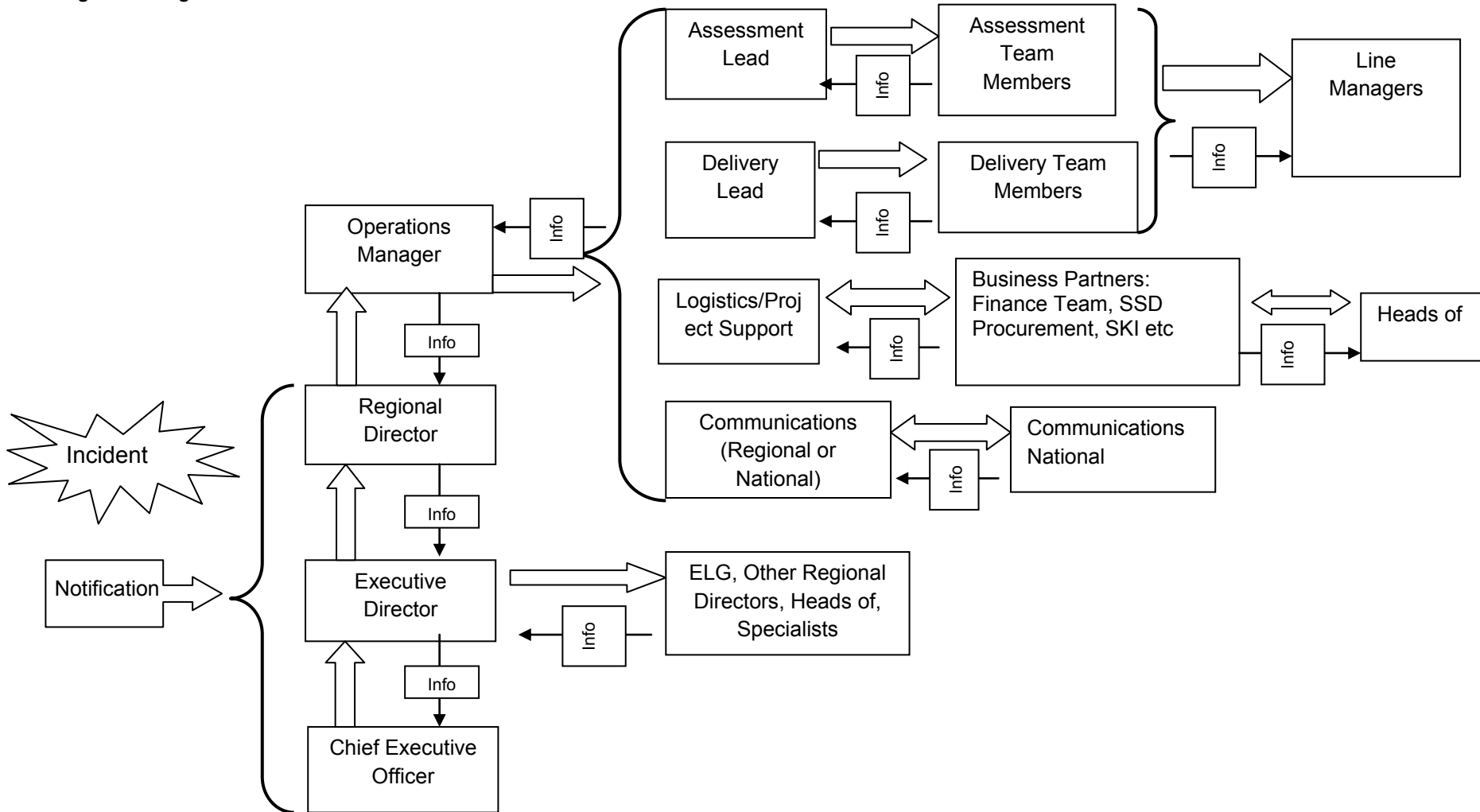
Audio conference (basic instruction):

To start a recording, press *2 on your phone, then press 1 to confirm that you want to begin the recording. The system will play a message to notify your participants that the call is being recorded.

To end the recording, press *2, then press 1 to confirm that you want to stop recording. The system will play a message to notify your participants that the call is no longer being recorded

7.16 Organisation and Information Flowchart

Figure 7.2 Organisation and Information flowchart



8 General information

8.1 Title and signatures

Title: Natural England generic emergency response plan

This plan owner is: Executive Director, Regional Delivery

Only the 'Owner' of the plan can authorise any alterations.

The 'Owner' will ensure that:

- The master document is retained together with relevant supporting documents.
- The level of circulation of the plan is determined and details are recorded of copyholders.
- It is updated and reviewed.
- It is tested and exercised.
- Health and safety issues are regularly risk assessed.
- Changes and amendments are circulated to plan holders promptly.
- Electronic versions are updated.

Further information and advice on any of the above elements can be obtained from:

Plan prepared by:

██████████ - Delivery Leader, Emergency Response

Date:

Approved by:

██████████ - Executive Director, Regional Delivery

Date:

8.2 Distribution

This Natural England Generic Emergency Response plan is for internal staff with a role to play within the response to an Emergency.

This plan (and subsequent updates) is distributed in electronic format to the following people for storage on their laptops, Blackberry's or for printing.

1. Duty Officers
2. Incident Managers
3. Executive Directors
4. Executive Leadership Group
5. All staff on the on-call register
6. All staff on the Christmas contact list
7. Any staff identified within the plan
8. Any staff nominated to hold a copy of the register by 3 to 5.

All members of staff will be able to access the plan as required through the Emergency Response Intranet page.

An edited copy of the plan will be available through the Natural England internet for stakeholders to access. This version will not contain any personal details.

The Emergency Response Officer will update the validity of the distribution list annually.

Distribution list:

Name	Role	Team	Location	Contact details

8.4 Plan review

Record details of when a complete review taking in all aspects of the plan was completed.

This includes a real use of the plan.

Version number	Date of review	Date of plan update	Next review due	Name

8.5 Exercises

Record details of when the plan was last exercised and include details of the method used i.e. live or tabletop.

This will enable future exercise planners to liaise with previous exercise manager and exchange ideas.

The recording of names having taken part in the exercise also means that in the event of a real incident these people should be used if available.

Date	Type of exercise	Exercise manager	Names of those involved

8.6 Glossary¹

Animal Health

Animal Health is the Government's Executive Agency primarily responsible for ensuring that farmed animals in Great Britain are healthy, disease-free and well looked after.

Business Continuity Management (BCM)

A management process that helps manage the risks to the smooth running of an organisation or delivery of a service, ensuring that it can operate to the extent required in the event of a disruption.

Business Continuity Plan (BCP)

A documented set of procedures and information intended to deliver continuity of critical functions in the event of a disruption.

Category 1 responder

They are the main organisations involved in most emergencies at the local level: for example, the emergency services. Listed in Schedule 1 to the Civil Contingencies Act.

Category 2 responder

They are likely to be heavily involved in some emergencies: for example, utilities and transport companies. Also listed in Schedule 1 to the Civil Contingencies Act.

Civil Contingencies Act 2004

Sets out how civil protection duties should be carried out in England and Wales.

Command and control

Principles adopted by an agency acting with full authority to direct its own resources (both personnel and equipment).

Continuity Planning and Security Division (CPSD)

CPSD is responsible for seeing that the Department (Defra) has up to date and exercised plans for dealing with emergencies in its policy areas (such as flooding, animal health diseases and radiological contamination) and has plans for dealing with business continuity and disasters (such as fire and flood).

Defra

Defra is the UK government department responsible for policy and regulations on the environment, food and rural affairs.

Emergency Operations Centre

Control centre from which the management and co-ordination of response to an emergency is carried out.

Emergency Planning (EP)

Development and maintenance of agreed procedures to prevent, reduce, control, mitigate and take other actions in the event of an emergency.

Emergency Volunteers Register

¹ Where relevant glossary entry definitions have been taken direct from: *Emergency Preparedness* (2004) HM Government Crown Copyright.

Comprises a list of Natural England Staff who have offered to support Natural England in the event of an emergency incident, principally by being willing to respond out of hours.

Environment Agency

UK government agency concerned mainly with rivers, flooding, and pollution.

Exercise

A simulation to validate an emergency or business continuity plan, rehearse key staff or test systems and procedures.

Financial Scheme of Delegation (FSoD)

Details how expenditure is delegated to staff through the budget setting process. The Financial Schedule of Delegations covers all financial functions or functions which have monetary implications e.g. loans, scheme payments etc.

Freedom of Information Act

The Freedom of Information Act 2000 allows the public access, regardless of nationality or country of residence, to information held by public authorities or anyone providing services for them, subject to certain exemptions.

Generic plan

A single plan designed to cope with a wide range of emergencies.

Government Procurement Card (GPC)

The Government Procurement Card - or GPC - is essentially the same as your personal credit cards, except it is for corporate as opposed to personal purchases. GPC cards are issued as an alternative method of payment for low value orders (typically under £500), office purchases and travel and subsistence.

Lead Responder

The response to specific emergencies is often led by a particular organisation recognised as being best trained, equipped or experienced to deal with the incidents. For example the Lead responder for Marine pollution incidents is the Maritime and Coastguard Agency.

Marine Pollution Response Plan (NEMPRP)

The Natural England specific response plan for marine pollution incidents. Providing staff with a quick and easy practical guide as to how to respond.

National Nature Reserve (NNR)

England's National Nature Reserves (NNRs) represent many of the finest wildlife and geological sites in the country. NNRs were initially established to protect sensitive features and to provide 'outdoor laboratories' for research. Their purpose has since widened. As well as managing some of our most pristine habitats, our rarest species and our most significant geology, most Reserves now offer great opportunities to the public as well as schools and specialist audiences to experience England's natural heritage.

Operational

The level at which the management of 'hands-on' work is undertaken.

Plan maintenance

Procedures for ensuring that plans are kept in readiness for emergencies and that planning documents are up to date.

Plan validation

Measures to ensure that a plan meets the purpose for which it was designed, through exercises, tests, staff 'buy-in' and so on.

Recovery

The process of rebuilding and restoring following an emergency.

Risk

Risk measures the significance of a potential event in terms of likelihood and impact.

Risk assessment

A structured process of identifying potentially significant events, assessing their likelihood and impacts, and then combining these to provide an overall assessment of risk, as a basis for further decisions and action.

Sensitive information

Information that is not reasonably accessible to the public because its disclosure to the public would, or be likely to (a) adversely affect national security, (b) adversely affect public safety, (c) prejudice the commercial interests of any person; or information that is personal data, within the meaning of section 1(1) of the Data Protection Act 1998, disclosure of which would breach that Act.

Slow onset emergency

A slow onset emergency may be anticipated or will enable a more planned response as the likely nature of the situation may be tracked or followed as it develops. For example the spread of foot and mouth disease.

Specific Plans

A plan designed to cope with a specific type of emergency, where the generic plan is likely to be insufficient.

Statutory Duty Guidance

Natural England is tasked with delivering a number of statutory duties in certain situations. These explain how those duties are to be delivered.

Strategic

They establish the framework within which operational and tactical managers work in responding to and recovering from emergencies.

Sudden impact emergency

A sudden impact emergency will usually demand an immediate response to the situation. This will require immediate action and decision-making. For example a flood at a Natural England building or a pipeline explosion on a National Nature Reserve.

Summary Response Documents

Short guidance notes on specific emergencies that Natural England may face. They provide information to support the emergency response through the structure of the Generic Emergency Response Plan.

Tactical

Provides overall management of the response.

9 Appendices

9.1 Situation report template

SITREP prepared by	Name		
	Telephone		
	Mobile		
	email		
	Fax		
	Number of pages attached:		
Priority	Urgent <input type="checkbox"/>	Immediate <input type="checkbox"/>	Standard <input type="checkbox"/>
Final SITREP?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Next SITREP on:
Date/time			
Incident	Name		
	Location		
Brief description of incident and impact on Natural England outcomes			
Summary of response actions to date			
Current strategies			
Summary of resources available/deployed			
Expected developments			
Other information			

9.2 Communications log

Date	Time	Type Tel; Email; Fax; Vid Conf	Originator	Priority Routine Urgent Immediate	What is being reported?	Decision taken	Follow up (date/time)

9.5 Rolling brief

To be used to when handovers in responsibility occur during the emergency response.

Name:	
Region/Work area:	
Date and Time:	
Decisions Taken During Previous Period/Day:	
Actions Discharged During Previous Period/Day:	
Actions Outstanding:	
Questions To Be Addressed:	

9.6 Expenditure sheet

Use the following form to log all expenditure incurred to support the emergency response.
The completed forms may be used later in inquires, legal proceedings or audits as required.

Date	Ref. No	Item detail	Reason	Name of authoriser	Total Cost (£)

9.7 Lessons learned action tracking table

Exercise or Incident Name:.....

Action co-ordinator:.....

No.	Activity area	Sub issue	Positive points	Areas for improvement	Action required	Action owner	Completion date

10 Annexes

10.1 Natural England emergencies risk register

The following list of potential emergencies is a product of the Natural England Risk assessment process and Readiness assessment respectively.

The Contingency Planning Board owns the register, is responsible for its maintenance on an annual basis to ensure that it is current, up to date, and recognises emerging risks.

These were originally built upon the National Risk Register (2008) produced for the Civil Contingencies Act plus consideration of possible risks specifically applicable to Natural England.

The risks included are generally those identified as having a risk rating of High or Very High and those for which there is evidence of them occurring within living memory

Where possible, risks are amalgamated where similar response requirements may be expected. However, where considered appropriate these have been broken down to recognise specific risks to Natural England and its objectives.

The Risk Register forms the basis for the production of Summary Response Documents to support the Emergency Response arrangements.

Table 10.1 Natural England Emergency Risk Register

Risk	Incident owner	Summary response document producer/owner	Summary response document ref.
Disease outbreak			
Exotic animal disease e.g. Foot and Mouth Disease, Avian Influenza, Newcastle Disease, Classical Swine Fever, African Swine Fever, Swine Vesicular Disease, Rabies, Bluetongue, Equine Infectious Anaemia, Equine Viral Encephalomyelitis, West Nile Virus, Glanders and Farcy, Dourine	Regulatory Services and Access/ Regions	Regulatory Services and Access	SRD02
Non-notifiable animal disease e.g. seal phocine distemper	Regulatory Services and Access/ Regions	Evidence	
Plant Disease outbreak	Regulatory Services and Access/ Regions	Evidence	
Severe weather or Natural Disaster			
Natural England managed sites e.g. NNR hit by: major fire, coastal flooding, inland flooding, storms or gales.	Regions	Regulatory Services and Access	
Natural England office e.g. storms or gales, land movement	Regions	Business Partners/KMIS	
Major accident or			

malicious attack			
Natural England office e.g. fire, flooding, explosion.	Regions	Business Partners/KMIS	
Marine Pollution e.g. oil spills, sinking of ships.	Evidence/Regions	Evidence	SRD01
Terrestrial – NE managed sites – including COMAH, CBRN incidents e.g. chemical spill, oil spill	Regions	Regulatory Services and Access	
Terrestrial – wider natural environment - including COMAH, CBRN incidents and contamination of food supply chain e.g. chemical spill, oil spill, dioxin release	Regions	Evidence	
Loss of key infrastructure			
Telecommunications	Regions	KMIS	
Staff not able to work in office e.g. loss of electricity or other key service (water, sewage, heating)	Regions	Business Partners/Estates and Facilities	
Staff denied access to office e.g. fuel crisis, targeted disruptive protest.	Regions	Business Partners/Estates and Facilities	
Other			
Death or serious injury of person(s) on an NE managed site, or in an NE managed office or on NE business.	Regions (and/or applicable line management).	Organisation Development	
Pandemic Flu or other severe disease.	Regions (and/or Organisation Development).	Organisation Development	

10.2 Summary response document index

Ref. No	Title	Owner	Review due	Intranet Link
SRD01	Marine pollution			
SRD02	Exotic animal disease			

10.3 Example response structure for local scale emergency

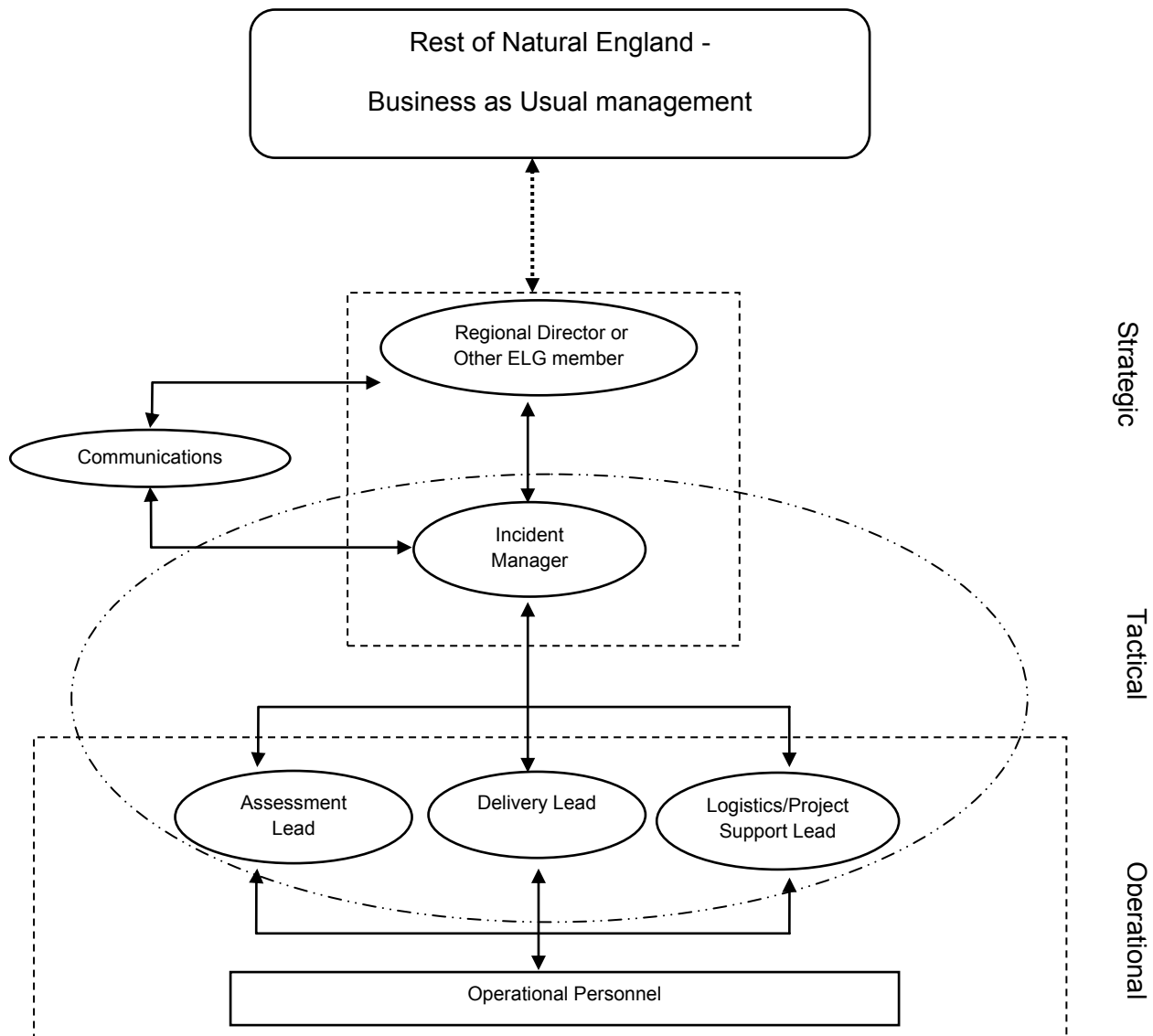


Figure 10.1 Response structure for local scale emergency

For a Local Scale emergency, it is likely that the Incident manager will be a Team Leader (S Level) or Team (Area) Manager (G grade) equivalent. They will draw in staff from their team to respond. Due to the scale, it is possible that Assessment and Delivery could be lead by the same person with Logistics/Project Support brought in to help with the response if required. A Regional Director (or other ELG member) is likely to maintain oversight, although it is unlikely that they will lead the day-to-day management of the response.

10.4 Example response structure for regional scale emergency

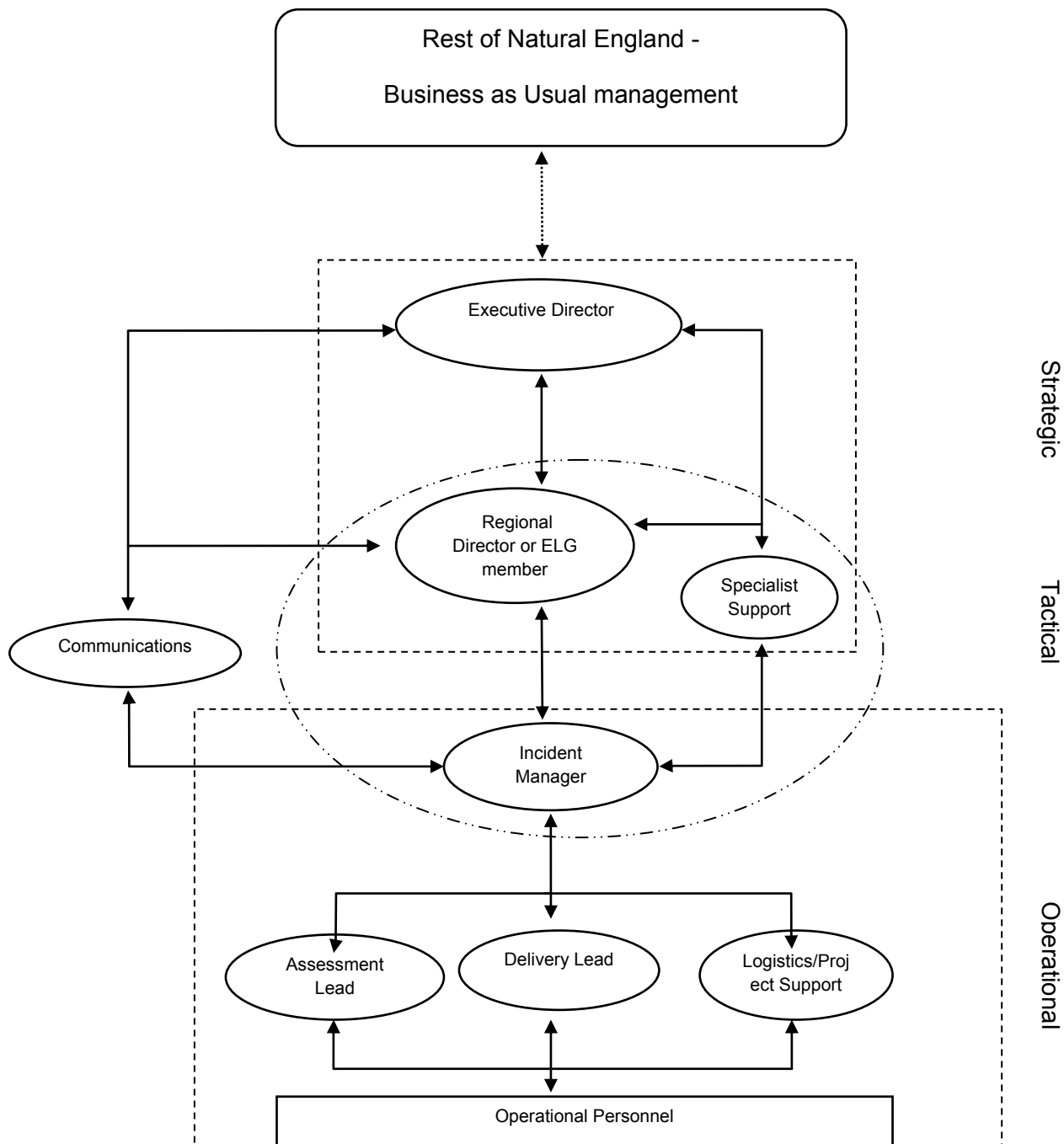


Figure 10.2 Response structure for regional scale emergency

For a Regional Scale Emergency, The Incident manager is likely to be the Regional Business Manager or equivalent (Team Manager) – G grade, but possibly the Regional Director (ELG) in extreme situations. The response will take in staff from a number of the regions teams, possibly including national team staff. At this level of response, oversight and responsibility will belong to an Executive Director, bringing in National Specialists and other appropriate people as required.

10.5 Example response structure for national scale emergency

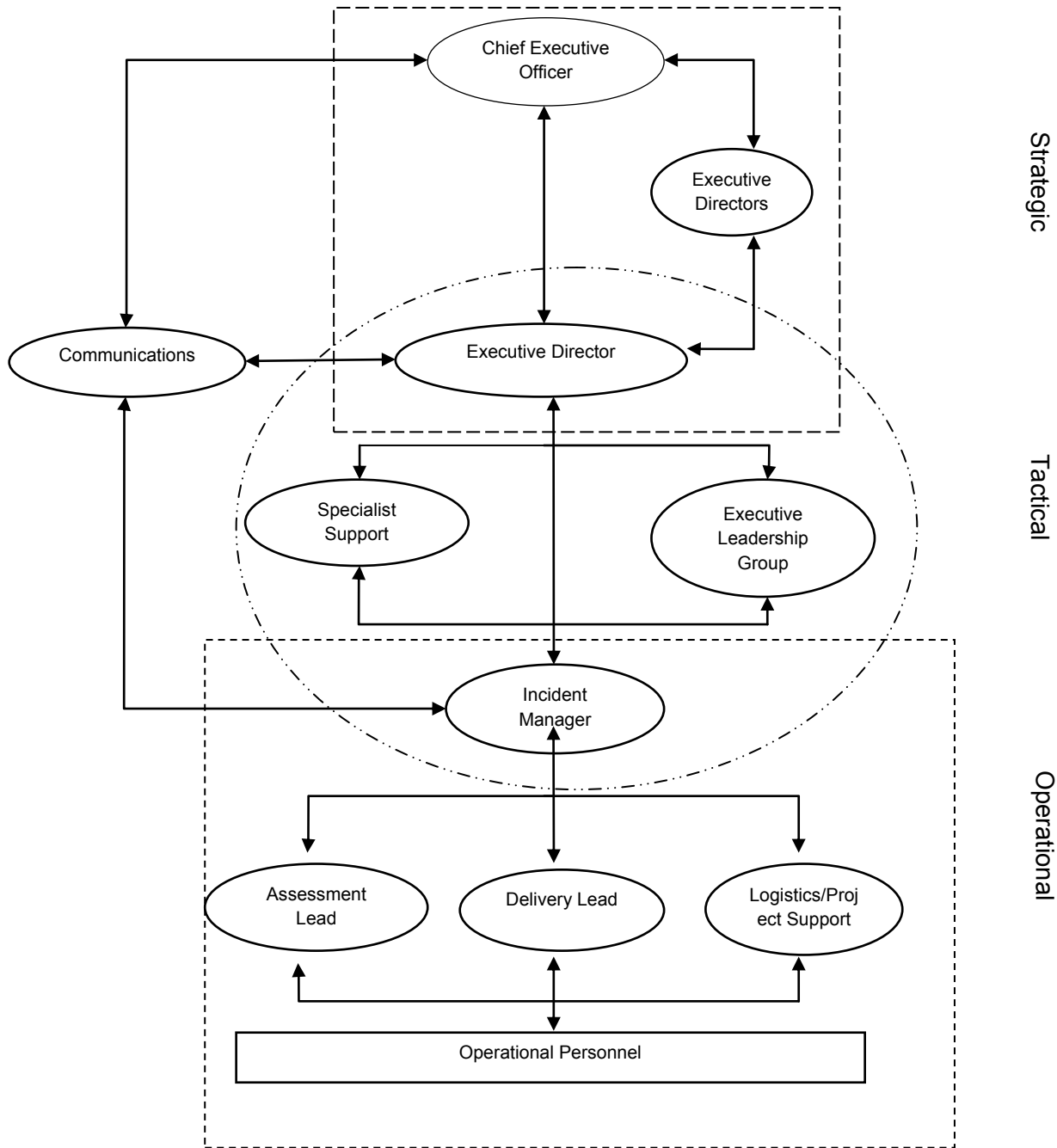


Figure 10.3 Response structure for national scale emergency

For a National Scale Emergency, it is likely that the Incident Manager will be of ELG Level. With such an incident, oversight needs escalating to involve the Executive Board.