

Department for Environment, Food and Rural Affairs

Flood Management Division

Defra Lead Government Department Plan for Flooding in England

Revised May 2008

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EXECUTIVE SUMMARY AND PLAN CONCEPT

This document sets out Defra's plans and procedures for fulfilling its Lead Government Department role for flood emergencies in England. It has been produced to ensure compliance with the generic framework for emergency management that is provided by the Cabinet Office's Civil Contingencies Secretariat, the Civil Contingencies Committee, Cabinet Office Briefing Room (COBR), Regional Resilience Teams (RRTs) within Government offices for the Regions (GOs), and Gold, Silver and Bronze commands to lead the operational response on the ground.

The Plan will generally be operated by Defra's Flood Management (FM) Division and their Senior Management (Director General, Natural Environment Group and Water Director) and is supported by a separate Flood Emergencies Telephone Directory.

Key roles and responsibilities in relation to flood emergencies is set out in Table 1 and are explained in more detail in Annex 1. Para 2.5 sets out the central guidance on the Lead Government Department's role in handling an emergency and Section 5 shows how this Plan addresses those requirements.

The Environment Agency leads in flood forecasting and warning and will generally provide Defra with the first notification of actual or predicted flooding. This information will be assessed by Flood Management Division who will as necessary trigger the arrangements in this Plan including possible escalation within Defra and across Government. Section 4 sets out the detailed arrangements that will be applied by FM Division (and their Senior Management) in an escalated event; Appendix A contains checklists for all key players to use in an emergency. Annex 2 shows the arrangements FM Division will make to ensure they can make an adequate response to a flood emergency, including the provision of 24/7 cover through On-Call Officers.

Table 2 (in Section 3) describes how the response will change for different levels of emergency (from "local" to "catastrophic"):

- For lower level events, Defra will co-ordinate the cross-Government response and will handle within the Department;
- Higher level events will still be co-ordinated by Defra but through COBR;
- More serious events will be fully escalated to central co-ordination by CCS (with Defra support) within COBR.

Within Defra, the response to serious flooding will be assessed and managed via:

- Holding Emergency Management Boards (Annex 3);
- Holding Bird Tables (Annex 6);
- Coordination by FM Division or, for a prolonged or serious event, a Flood Briefing and Information Unit (Annex 4).

For all events at or above Level 1, Defra and EA will work jointly for assessment and briefing purposes.

All other policy areas of Defra, and all other Government Departments, are required to assess and manage the impacts of flooding on their interests and contribute to the central co-ordination within Defra and/or CCS.

Regular briefing on the flooding and its impacts will be produced by Regional Resilience Teams (within Government Offices for the Regions) and the Environment Agency. Table 3

in Annex 5 sets out what their briefing should cover (as well as more general communications issues); templates are at Annexes 7 and 8. Timing of this briefing must conform to the battle rhythm established at the outset of the flood event (Annex 9 contains a default model). However, requests for *ad hoc* information from EA and RRTs (and Ministerial/VIP visits to the flood affected areas) should be managed so as not to overburden the local responders or detract from the emergency response. The Flood Briefing and Information Unit will play a “gatekeeper” role in this respect.

SECTION 1: INTRODUCTION

Aim and Purpose of Lead Government Department Plan

1.1 The Department for Environment, Food and Rural Affairs (Defra) is the Lead Government Department for flood emergencies in England. This document aims to set out Defra's plans and procedures for fulfilling that Lead Government Department role.

1.2 Key roles and responsibilities in relation to flooding events are set out in Section 2 and summarised in Table 1. A checklist of key actions and decisions is in Appendix A. More detail on the framework (including responsibilities and legislation) for flood risk management in England is set out in Annex 1.

Scope

1.3 This plan applies to flooding from:

- rivers;
- the sea;
- groundwater;
- surface water;
- artificial waterways/canals; and
- dam failure.

1.4 This plan does **not** apply to:

- drought, drinking water and sewerage emergencies (including national security incidents) which are the responsibility of Defra's Water Supply and Regulation (WSR) Division; or
- damage caused by severe weather – eg wind or storm damage – (which is the responsibility of Civil Contingencies Secretariat (CCS) and CPSD within Defra) .

1.5 This Lead Government Department Plan applies only to **England**. Flooding (and severe weather) elsewhere in the UK is dealt with by the Devolved Administrations (see Flood Emergencies Telephone Directory).

Flooding from groundwater and surface water (including drainage systems)

1.6 There is potential for significant flooding from eg surface water. Improvements in the identification and management of risks, including roles and responsibilities, are currently under consideration. Meanwhile Defra will operate the principles of this Lead Government Department Plan in relation to any serious flooding that arises from these other sources.

Flooding from breaches or other accidents to artificial waterways/canals.

1.7 British Waterways manages some 2,200 miles of waterways and has its own emergency plans in place which include dealing with the breach of a canal or reservoir embankment. It has link plans for each of its 9 geographic areas (Business Units) that include arrangements for liaison with the Local Resilience Fora (LRF) Category 1 and 2 responders (including emergency services).

1.8 The plans identify local means of co-ordination between British Waterways and the response of local emergency services. The plans also set out the measures to ensure business continuity in the event of specific identified threats. A named person in each Business Unit is responsible for attending Local and Regional Resilience Fora and for keeping British Waterways and emergency services updated with current contact information.”

Relationship to proposed Flood Emergency Framework

1.9 Sir Michael Pitt’s Interim Report on the Summer 2007 floods (published in December 2007) recommended that “*Defra needs to urgently develop and share a national flood emergency framework*”. Defra is leading a substantial programme of work for producing that Framework. Meanwhile Lead Government Department Plan is operative in relation to any potential flooding that arises in the short term.

SECTION 2: EMERGENCY PLANNING BASIS

Cabinet Office documents

2.1 This Plan builds on the provisions of the Civil Contingencies Act 2004. It also draws on, and should be read in conjunction with, the following Cabinet Office documents:

- *Central Government Arrangements for Responding to an Emergency – Concept of Operations (CONOPS)*¹
- *The Lead Government Department and its role – Guidance and Best Practice*²
- *Guidance on Developing a Multi-Agency Flood Plan* (revised version about to be issued).

Civil Emergency Planning

2.2 An effective response to major emergencies is ensured through effective planning and preparation. The Government promotes best practice through the establishment of integrated arrangements based on proven emergency management principles.

2.3 The Cabinet Office Civil Contingencies Secretariat (CCS) is responsible for ensuring arrangements are in place to deal with foreseeable emergencies that could affect the population. Lead Government Departments are nominated by Cabinet Office to co-ordinate the central government response.

2.4 A central tenet of civil emergency planning is that there should be command and control at strategic, tactical and operational levels. These are exercised within this Plan as follows:

- **Strategic:** by Defra Emergency Management Board (or Cabinet Office Briefing Room (COBR) if so escalated);
- **Tactical:** co-ordination of cross Defra impacts by Flood Management Division (or a Flood Briefing and Information Unit if established);
- **Operational:** by each policy area in Defra, and across-Government, assessing and dealing with the impact on their interests, providing contributions to Defra briefings and situation reports.

Role of the Lead Government Department

2.5 The Lead Government Department concept is described in *The Lead Government Department and its role – Guidance and Best Practice*² and this sets out the action that should be taken in handling an event. Section 5 sets out how those requirements will be fulfilled under this Plan.

2.6 Table 2 (in Section 3) describes how the response will change for different levels of emergency:

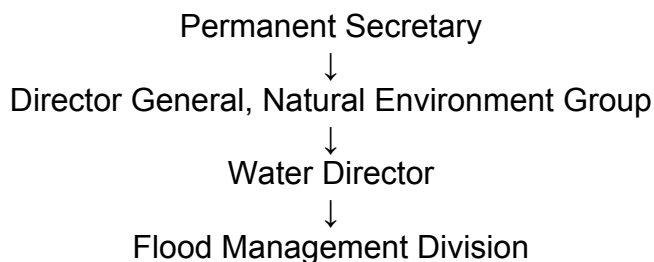
- For lower level events, Defra will co-ordinate the cross-Government response and will handle within the Department;
- Higher level events will still be co-ordinated by Defra but through COBR;
- More serious events will be fully escalated to central co-ordination by CCS, with Defra support, within COBR.

¹ <http://www.ukresilience.info/upload/assets/www.ukresilience.info/conops.pdf>

² <http://www.ukresilience.info/upload/assets/www.ukresilience.info/lgds.pdf>

Role of the Lead Group/Lead Directorate/Lead Division

2.7 Within Defra the organisational structure for flood risk management policy is:



2.8 Flood Management (FM) Division will generally take the lead in managing risk from flooding of the types described in para 1.3 and fulfilling Defra's role under this Lead Government Department Plan (in conjunction with the DG Natural Environment Group and Water Director).

Cross-Defra impacts and co-ordination

2.9 The impacts of flooding could affect policy interests across Defra. In responding to a flood emergency, significant input may therefore be required from other parts of Defra, who would be required to:

- assess, and respond to, the impact of the flooding for their policy area;
- discharge their normal policy and regulatory responsibilities throughout the response to the emergency;
- co-ordinate their response activities with stakeholders both inside and outside Defra;
- disseminate information about their specific activities in the form of Situation Reports and, in doing so, contribute to the preparation of a consolidated brief covering all of Defra's interests; and
- contribute to cross-Defra co-ordination (see para 2.10).

2.10 It is essential that the impacts of flooding are co-ordinated across all affected parts of Defra to ensure that Ministers are briefed on the full picture and are able to represent this across Government and, for instance, to Parliament. Within this Plan there are three key means for achieving this:

- Emergency Management Board (see Annex 3); and/or
- participating in "bird tables" and teleconferences (see Annexes 6 and 9); and/or
- contributing briefing for co-ordination by Flood Management Division (or a Flood Briefing and Information Unit if established) (see Annex 4).

2.11 Contingency Planning and Security Division (CPSD), Finance, Legal, HR, IT, Science Directorate and Communications Directorate will support this cross-Defra response.

Role of Other Government Departments and Agencies

2.12 Other Government Departments and Agencies are required to assess and respond to the impact of flooding for their policy area, including by discharging their usual policy and regulatory responsibilities. They should also contribute to a co-ordinated Government effort to manage the response to flooding, whether operated by:

- Defra as Lead Government Department, (through the proposed Flood Briefing and Information Unit in a serious flood);
- CCS;
- Regional Government Office (as in Table 1); or
- another Department which undertakes any co-ordinating role (eg Communities and Local Government in relation to flood recovery).

2.13 A regular and effective two-way flow of information on the flooding and its impacts across all affected Departments (including the Government Offices for the Regions) will be necessary to ensure that all play their proper part in relation to a flood emergency.

Key roles and responsibilities for managing flooding events

2.14 The key roles and responsibilities in relation to flooding events is set out in the Table 1. *It is important to note that neither Defra, nor any other Central Government Department, is responsible for the operational management of a flood event; this is the responsibility of local responders, normally led by the police.* More details on roles and responsibilities of relevant organisations are contained in Annex 1.

TABLE 1

ROLES AND RESPONSIBILITIES OF RELEVANT ORGANISATIONS

Role	Defra	Environment Agency	Other local responders
Preparing for flooding	<ul style="list-style-type: none"> Ensuring that structures and resources are in place to ensure that Flood Management Division and other parts of Defra can play their part in responding to a flooding event. Encouraging Regional Government Offices and Local Resilience Forums (LRFs) to prepare appropriate emergency plans for flooding and providing guidance. Ensuring central Government has appropriate national planning assumptions for flooding and that annual National Risk Assessments are maintained with CCS. Directing reservoir undertakers to produce flood plans. 	<ul style="list-style-type: none"> Creating flood awareness among at-risk communities. Setting up flood warning systems. Receiving weather, tidal surge and river flow information to assess flood risk. Providing twice weekly Flooding Outlook Statements. Preparing operational plans for managing EA flood risk management systems (including barriers, sluices and temporary defences). Enforcing the reservoir safety regime. 	<ul style="list-style-type: none"> Regional Resilience Forum (RRF) and Regional Resilience Team (RRT) support local planning. Local Resilience Fora lead emergency planning across all Civil Contingencies Act 2004 responders.
When flooding is forecast	<ul style="list-style-type: none"> Using EA Reports to anticipate events (and their likely scale) as far as possible to provide triggers for the right levels of preparedness in central Government. Initiating communications across central government, including press offices and providing situation reports. 	<ul style="list-style-type: none"> Liaison with the Met Office on weather forecasts. Issuing flood warnings. Preparing and operating EA flood risk management systems. Notifying Defra, emergency services and local responders on likelihood and impact of flooding. 	<ul style="list-style-type: none"> Triggering local emergency plans including establishing Gold, Silver and Bronze commands led by the police in accordance with their generic emergency response plans. RRT involvement in SGCs plus potential for Level 1 RCCC if widespread flooding predicted.
When flooding happens	<ul style="list-style-type: none"> Advising Defra Senior Management, Ministers, CCS and other Government Departments and agencies on the developing scale of events. Ensuring effective communications with Parliament, the news media and others (see Annexes 4 and 5). Collecting briefing on the impacts of the flooding on all Defra interests. Working with CCS in escalating or de-escalating the central Government response (see Table 2). Co-ordinating the cross-Government and multi-agency response to the flooding (supporting CCS if event escalated to COBR). Facilitating Ministerial and other VIP visits to the affected areas. Ensuring that clear responsibilities are established for overseeing recovery and aftermath issues. 	<ul style="list-style-type: none"> Providing support to Gold, Silver and Bronze commands. Ensuring continued operation of EA flood risk management systems, warning systems and the EA website. Providing situation reports and other briefing to Defra/OGDs. Supporting Ministerial and other VIP visits* 	<ul style="list-style-type: none"> Gold, Silver and Bronze commands manage emergency response (rescue, shelter, feeding etc). Regional Operations Centre (in GOs) provide Situation Reports and other briefing to Defra/OGDs. GOs help support and coordinate regional recovery activity. GO participate in Level 2 RCCC. GOs support Ministerial and other VIP visits*
When flooding subsides	<ul style="list-style-type: none"> Liaising with Association of British Insurers on insurance issues. Advising on follow-up Ministerial/VIP visits. Ensuring arrangements are in place for identifying any lessons to be learned. 	<ul style="list-style-type: none"> Supporting follow up Ministerial/VIP visits* Inspecting and repairing flood defences Supporting and carrying out lessons identified exercises, and follow-up action. 	<ul style="list-style-type: none"> GOs support recovery Supporting follow-up Ministerial/VIP visits* Supporting lessons identified exercises.

* proportionate input so as not to impact on emergency response or recovery.

SECTION 3: NOTIFICATION AND RESPONSE ARRANGEMENTS

Introduction

3.1 This section sets out briefly the main arrangements for notifying and responding to flooding events; they are explained more fully in Section 4. The arrangements within Defra to review and maintain an adequate response to flooding emergencies are set out in Annex 2.

Notification arrangements for flooding (actual or expected)

3.2 The EA has the primary responsibility for notifying Defra of actual or expected flooding (except for the most local of events – eg where only a few properties have been, or are likely to be, flooded). EA will:

- provide Defra with routine National Flooding Outlook Statements each Monday and Thursday, or more regularly when flooding is forecast.
- provide initial notification of incidents via regional “HELP” (Head Office Liaison Procedures) Reports
- provide regular National Situation Reports (“Nat SitReps”) for flooding from rivers, the sea and dam failure. For the duration of the flood event, Nat SitReps will include National Outlook Statements.

3.3 EA, through the National Flood Warning Duty Officer, will provide Defra with early notification of actual or expected flooding by means of an email and follow up telephone call (to FM or Duty Room according to whether the call is in or out of hours). EA will also ensure that the developing scale of an event is regularly communicated to FM Division through Nat SitReps and other communications as needed (via the EA National Incident Room or the EA National Duty Manager).

Arrangements to Assess and Review the Impact of the Flooding

3.4 On the basis of the information obtained, FM Division will take initial action to assess the situation and initiate appropriate response actions. FM Division will:

- establish contact with other Directorates (including Communications) and Divisions (probably via an initial “bird table” to assess the wider impact on Defra interests and whether the emergency response should be escalated within Defra;
- establish contact with other Government Departments to assess the wider impacts and whether the emergency response should be escalated within Government.

Escalation of the Emergency Response within Defra

3.5 Where an emergency is escalated within Defra, Senior Management will consider:

- establishing an Emergency Management Board;
- creating a Flood Briefing and Information Unit in Flood Management Division;
- co-ordinating the Defra response from the dedicated Emergency Operations Centre working jointly with the Environment Agency.

Escalation of the Emergency Response within Government

3.6 Flooding may range from a very minor and local event that causes some damage to a few properties through to a severe and widespread event that may threaten the lives of people and cause extensive damage to properties and critical infrastructure.

3.7 This plan is designed to support the generic levels of crisis described in CONOPS. “Flood equivalents” for these levels of crisis have been added to assist in decisions about the appropriate level of escalation – see Table 2.

TABLE 2

CONOPS LEVELS OF EMERGENCY

Level of emergency	Description	Level of engagement
3: Catastrophic	A high and potentially widespread impact and requires immediate central government direction and support such as a 9/11 scale terrorist attack in the UK, or a Chernobyl scale industrial accident. eg <u>floods</u> affecting a number of regions, thousands of displaced persons, serious damage to, or threat of, critical infrastructure failure	COBR/Civil Contingencies Committee. PM or nominated Secretary of State leads in the event of a catastrophic incident requiring the involvement of Central Government from the outset to deliver an effective response, or where Emergency Powers are invoked
2: Serious	Has, or threatens, a wide and prolonged impact requiring sustained central government co-ordination and support from many departments and agencies including the regional tier in England. Such challenges would include a major terrorist attack or serious outbreak of animal disease. eg <u>floods</u> in more than one region, hundreds of displaced persons, actual, or risk of, critical infrastructure disruptions	Response co-ordinated from the Cabinet Office Briefing Room (COBR) by the Lead Government Department. The crisis response may require deployment of wider government resources. CCS provides support on impact management and recovery issues.
1: Significant	Has a narrower focus eg prison riots, severe weather or a terrorist attack with limited consequences. eg <u>floods</u> widespread across region, some displaced persons, potential risk to critical infrastructure	The Lead Government Department Minister runs the crisis response from their premises using their own emergency facilities as appropriate. CCS advises as and when necessary.
Local	Events which are routinely handled by the emergency services with local government such as road crashes, localised flooding or industrial accidents. eg local <u>flooding</u> , small scale evacuation, no risk to critical infrastructure	Do not require significant central government involvement and will normally be led by the police including possibly the Gold commander for larger emergencies.

Note: Historically, flooding has tended to create disruption and damage rather than mass fatalities. No thresholds for deaths have therefore been set out above but would be relevant in determining the level of emergency.

3.8 While Table 2 gives a broad indication of the levels of event that the Government might have to deal with, experience has shown that the media and political response to flooding events has been escalated beyond the level which might otherwise be indicated by the descriptions above. For example, the event at Boscastle in 2004 would be classed as “local” on the above scale, or certainly no more than Level 1; but still triggered major media interest and activity across Government. The Summer 2007 floods might well be regarded as Level 2, but the Prime Minister chaired most COBR meetings rather than the

Home Secretary or Defra Secretary of State. In relation to the above scale, a 1953 type flood (when over 300 died and there was widespread destruction over large areas) would certainly be classed as a Level 3 event. So probably would a future major tidal surge, or dam failure affecting a major conurbation or piece of critical infrastructure.

3.9 It is difficult to specify precise demarcations between thresholds as the decision may be directed by any or all of the following: deaths; the media response; number of properties flooded; depth of flooding; impact on the Critical Infrastructure; and many other circumstances which will affect the capability of Defra to handle the response to a Level 1 event. Moreover, an event might start at one level but rapidly change - up or down - with changed weather forecasts or amended scientific modelling; escalation or de-escalation from one level to another can be very rapid. The individual circumstances surrounding an event or events will therefore dictate to what level the emergency response should be escalated or de-escalated and Table 2 should be used as “guidance not gospel”.

Co-ordination Between Central Government and Local Responders

3.10 Where the scale of the emergency warrants it, the local response will be escalated by a local decision to call a Strategic Co-ordinating Group (SCG) and coordinated by the Gold Commander (usually police) through the Gold, Silver and Bronze Commands that have been established to respond to a range of emergencies. The Environment Agency is a Category 1 Responder under the Civil Contingencies Act 2004 and will be present at Command centres during an incident. The response to localised flooding may be run by a Silver Command, or by the local authority.

3.11 The Regional Resilience Teams (RRTs) represent central government at relevant Commands and often act as the Government Liaison Team for the Lead Government Department (ie Defra in the case of flooding). The RRT provides a regional overview of the response activities to Defra and Cabinet Office Civil Contingencies Secretariat. They also act as a conduit for obtaining information on local issues and providing Defra lines to take to the relevant Command.

3.12 Military Aid to the Civil Community (MACC) is available, on application by the relevant Command in discussion with the Ministry of Defence (MoD). MoD would decide how to respond to a request for assistance taking account of the resources at their disposal.

Reporting, briefing and communications arrangements

3.13 Detailed arrangements for reporting, briefing and communications during a flood emergency are set out in Annex 5.

Termination of Emergency Response Activities

3.14 Defra, and other Government Departments, may begin to scale down their involvement in the response when Ministers are satisfied that policy etc requirements have been fulfilled and it is prudent to do so. This is likely to depend on:

- the immediate emergency having passed;
- satisfactory cross-government recovery arrangements being in place;
- local resources being adequate to manage the situation; and

- formal arrangements being in place to learn lessons from the floods. The findings – and related implementation plan – provides an opportunity to draw a line under what has happened.

3.15 Defra Communications Directorate should be involved in developing a scaling down strategy.

Transition to recovery and identification of lessons learned

3.16 CLG is the Lead Government Department for flood recovery.

3.17 Local authorities will generally lead when the emergency response phase shifts into the recovery phase and they will need to report on the impacts that they are dealing with and the activities on the ground.

3.18 See paras 4.37 and A2.13 regarding identifying lessons from flooding events.

SECTION 4 – MANAGEMENT OF A FLOODING EVENT

Introduction

4.1 This Section sets out in detail how Defra will manage a flooding event drawing on the “Emergency Checklist” produced by Defra’s Contingency Planning and Security Division, but reflecting the fact that Defra has no operational role for managing the response to a flood event.

4.2 This section is split into four parts:

- Part A sets out how FM Division will maintain a state of awareness of flooding and deal with the initial notification of a flood event.
- Part B deals with decisions on escalation within Defra and, if appropriate, to CCS.
- Part C sets out the role of Defra Senior Management in an event escalated to them.
- Part D sets out how an event will be managed in COBR.

Part A: Maintaining awareness and initial action by Flood Management Division

Key staff

4.3 Within FM Division the following are designated as Key Staff in relation to a flood emergency:

- the weekly On-Call Officer;
- Divisional Management Team (Deputy Director and Programme Managers); and
- Emergency Planning and Response Lead.

Maintaining awareness

4.4 All FM Key Staff should remain on constant alert to the possibility of serious flooding arising. This will be done by:

- Maintaining general alertness to weather conditions via normal media;
- Reading the EA’s Flooding Outlook Statement produced every Monday and Thursday and sent to the “floodemergencies” mailbox;
- Checking the EA Website (or “floodemergencies” mailbox) for flood warnings, especially at times of heightened flood risk (the On-Call Officer should do this out of hours).

Receiving notification of serious flooding (actual or forecast)

4.5 EA will notify FM Division of serious flooding (actual or forecast) as follows:

- (a) **immediate** e-mail notification (ie their “HELP Report”) to the “flood emergencies” mailbox floodemergencies@defra.gsi.gov.uk; **and**
- (b) **immediate** follow-up phone call to FM Division **020 7238 6239** (out of hours to Defra Duty Room **020 7270 8960** which will in turn notify the FM On-Call officer). EA’s National Incident Room may contact the FM On-Call Officer directly.
- (c) **as the scale of the event becomes clearer**, further such messages should be given to FM Division (by email and phone call as above)

4.6 However, FM Key Staff should not underestimate media reports of floods simply because EA has not provided the first information – EA may be unaware or there could have been communications failures.

Gathering immediate information

4.7 The person in FM Division first hearing of the flooding emergency should collect the following essential early information from the EA, so far as possible:

- When and where has flooding happened (or is predicted)?
- Extent of the floods (actual or potential)
- A general prognosis – is the situation improving or deteriorating?
- The status of media interest.
- Relevant details of EA response including whether they are participating in Gold etc commands.
- Any other information which the EA may have (eg about deaths, evacuation).

4.8 NB Information received at the immediate onset of flooding is likely to be partial and subject to later substantial revision. Apply great caution when using or relaying such information.

Dam breach

4.9 It is important that all FM Division staff recognise that the flooding from Dam Failure is now within the responsibility of the Division and is covered by this Lead Government Department Plan (see Annex 1, paras A1.11-A1.14). The action to be taken is no different from other forms of flooding. However, the potential for dam failure causing catastrophic flooding (ie substantial loss of life and property) needs to be recognised and factored into the consideration of the action to be taken on reports of actual or threatened failures.

4.10 Because of the special reservoir safety legislation, the following additional questions should be asked by the FM person being first notified:

- When was the dam last inspected?
- What is its risk category?
- Has the reservoir undertaker informed the local emergency services?
- Has an inspecting engineer been appointed?

Immediate action to be taken by FM Division

4.11 A judgement needs to be formed on the seriousness of the flooding, actual or potential. Based on this, decisions need to be made on whether immediate action should be taken to inform:

- Defra Contingency Planning and Security Division; and/or
- Defra Ministers; and/or
- Defra senior management; and/or
- Defra Communications Directorate; and/or
- CCS (where the Central Government response should be escalated to COBR); and/or
- Others (eg CLG or Number 10) in consultation with CCS.

Action outside of office hours by FM On-Call Officer

4.12 Out of hours notification will come to the Defra Duty Room which will pass on exactly what they have been told by EA. The FM On-Call Officer may therefore need to consult EA to obtain more information, initially via the National Incidents Team or National Duty Manager or Thames Barrier.

4.13 Outside office hours the actions in paras 4.5–4.11 will be taken by the FM On-Call Officer. Timing will be one of the main determinants whether the situation is sufficiently serious to require immediate action as in para 4.11. Notifications in the middle of the night of actual or potential flooding at:

- Local or Level 1, with as yet no media interest, can wait until work resumes (or more social hours if it is at the weekend);
- Level 2 or 3 cannot wait.

The Regional Resilience Team in the relevant GO can also help with this assessment.

4.14 If the situation is sufficiently serious the FM On-Call Officer should if possible consult the FM Deputy Director on the action that should be taken.

4.15 The FM On-Call Officer should also use the Flood Emergencies Telephone Directory to alert (in no particular order):

- the Duty Defra Press Officer, who may need quick lines to take;
- the Duty Officer for the relevant Regional Government Office(s);
- CCS Duty Room (if there is an immediate risk of the event escalating to COBR);
- Other Government Departments, eg DfT if a main railway line or motorway is flooded; BERR if power supplies are at risk. Do this through Defra Duty Room, or the Defra Duty Press Officer if all else fails (they will have contacts with other duty Press Officers).

4.16 Whilst all the above should normally be covered it is not exhaustive: the response will generally depend on the event itself and how the FM On-Call Officer gets involved.

4.17 FM On-Call Officer will hand over the incident to FM Division's Deputy Director when office hours resume. This will involve explaining all information received, and action taken, out of hours.

Action inside office hours

4.18 FM Division will deal with:

- notifications received inside office hours for which they will take the actions in paras 4.5–4.11; and
- those handed over by an FM On-call Officer.

4.19 If the event is Level 1 or above, FM will produce an immediate brief, accurate situation report summarising what has happened (or is predicted) and decisions on how it should be handled, including media handling lines, and email it to:

- Defra Ministers
- Special Advisers
- Defra Management Board Members
- Defra Communications Directorate
- Defra contacts in "Bird Table" Participant list (Annex 6)

- CCS
- GO for Region(s) affected
- Other Government Departments (especially CLG, BERR, DCSF, HMRC, MoD, DH, Met Office, DfT, HMT, DWP)
- Others, as advised by CCS – eg Number 10

4.20 FM Division will then activate the arrangements for dealing with the flooding event (see Section 2, Table 1 *When flooding happens*; and *When flooding subsides*). Communications and briefing will be major issues to manage during and after a flood event and create almost continuous demands from early morning to late at night. It is important that this burden does not fall on just one or two individuals and FM Division will implement a 24 hour rota system among senior staff for managing flooding out of hours. *(The FM On-Call Officer will not be expected to deal out of hours for the whole week.)*

4.21 FM Division should also ensure that all staff in the Division are aware of what is expected of them. To help facilitate this, a brief get together of all senior staff (“mini bird table style”) should be convened at the beginning of each day (and repeated as necessary during the day) to ensure clarity about the work to be done which they will cascade to their teams. This should be done face to face where possible, or by telecon.

4.22 Annex 4 sets out the arrangements for creating a Flood Briefing and Information Unit. Annex 5 sets out the essential communications issues. In addition, FM Division will contribute to any Defra “bird table” discussions that are established (see Annex 6).

Part B: Escalating a flooding event

Considering escalation

4.23 FM Division’s Duty Officer system, combined with normal working hours, provides 24/7 cover throughout the year to fulfil the roles in this Section in the initial phases of a flood event.

4.24 However, the Lead Government Department requirements on Defra in the event of a serious flooding event include co-ordinating the central Government Response and incorporating these with the impacts across Defra. FM Division is not resourced to undertake all of these roles on a continuing basis without assistance. FM Division should therefore immediately decide whether:

- the event is likely to be relatively minor and non-protracted and can therefore be managed within FM Division (including by reallocating staff from their normal “day jobs”); and/or
- to escalate the response within Defra; and/or
- to escalate the response to COBR.

4.25 There are four aspects to escalating a response that need to be considered:

- Resources – are there sufficient resources within FM to manage the response properly, rather than just working ever harder and longer? Additional support might be drafted in from Water Directorate, Natural Environment Group or by calling on Flexible Resource Teams (when established) or the Emergency Volunteers Register.
- Wider Defra impacts – a major co-ordination role may be necessary – with support from the Defra Contingency Planning and Security Division. For example there

could be major losses to agricultural crops or livestock, water supply could be interrupted, impacts on waste disposal or the rural economy. There could also be concurrent emergencies. Flooding, or a loss of water supply (which may in turn have been caused by a power outage) could create welfare difficulties for farm animals.

- Leadership – the more serious the event the higher it will need to be led within Defra; Emergency Management Board(s) will generally be chaired at a level proportionate to the impact of the flooding.
- Wider cross-Government impacts – the floods may have seriously affected the policy interests of other Government Departments such as critical infrastructure, roads, schools, healthcare, power, telecoms etc. Without escalation, FM Division would need to co-ordinate briefing etc on these impacts.

4.26 Such decision points are likely to be triggered by a range of factors, usually in combination, including:

- the scale, magnitude and impacts of the event (especially major impacts on Defra interests or where the floods have caused other major impacts such as deaths, major infrastructure threats);
- decisions reached with CCS on the seriousness of the emergency and the appropriate level of response;
- criticisms of policy, inadequate warnings or emergency arrangements;
- media interest;
- parliamentary interest.

4.27 These issues are likely to be identified within the first few hours of the event, but could be much sooner in a major event with rapid onset, or could occur over a longer time where successive events have a cumulative impact. The Regional Resilience Team in the relevant GO can also help in this assessment.

4.28 In considering escalation within Defra, FM Division should consider the Levels of Emergency set out in Table 2 and also remember, from experience of previous floods (except very minor ones), that they often produced major demands for:

- briefing of Ministers, including out of hours, both on the flood event and on policy issues that are raised by the media, in Parliament etc;
- co-ordinating briefing on impacts on Defra policy interests (including water supply and agriculture); and
- work to support the cross Government response including COBR meetings and Interdepartmental Ministerial Floods Recovery arrangements.

4.29 NB Defra policy, following Foot and Mouth 2001, has been to initiate a precautionary high level response and scale back as necessary, rather than try to play “catch up” with a rapidly escalating disaster. In that respect it would be best to alert an Emergency Management Board to any potential national flood emergency at the outset. Thus Level 2 and 3 events should almost certainly be escalated immediately, but strong consideration should also be given to escalating Level 1 (or even “Local”) events where there are special characteristics to warrant this (eg deaths, difficult rescue issues, failure to issue flood warnings, significant media coverage, Parliamentary interest, or recent flooding in the same area).

4.30 FM Division should work collaboratively with their Senior Management (ie the DG Natural Environment Group and the Water Director) in decisions about escalation; they will in practice almost certainly know about the floods already. Senior Management should

also be alert to the possibility that FM Division has not escalated an event, but should have done. In such circumstances they should take the initiative in contacting the FM Division Deputy Director to consider whether the event should be escalated.

Part C: The role of Defra Senior Management in an event escalated to them.

4.31 In an escalated event, the DG Natural Environment Group and the Water Director will perform the functions set out below to provide effective leadership and co-ordination of Defra's response to the flooding. Judgement will need to be applied to these roles taking account of all the circumstances of the flood event, including:

- whether the major impacts of the floods affect largely Defra policy areas or for other Government Departments;
- the staffing position in FM Division, Water Directorate, Natural Environment Group, Defra;
- whether Defra faces other major challenges or emergencies at the same time (eg a major animal disease outbreak).

Day 1 issues

Procedural

4.32 DG Natural Environment Group, Water Director, FM Division's Deputy Director (and if possible FM Divisional Management Team) should meet immediately to understand what has happened and what needs to be done, when and by whom, as part of the Defra and Central Government response. Wherever possible, Contingency Planning and Security Division (CPSD) should be involved in this consideration.

4.33 DG Natural Environment Group should appoint a Lead Director (usually Water Director) to provide overall leadership of the Defra response to the flooding. If the Lead Director is unable to perform his/her normal duties these should be delegated to another Director, or to a Deputy Director, unlikely to be significantly affected by the floods.

Key decisions and actions

4.34 The DG Natural Environment Group and Lead Director should consider with the Permanent Secretary (as necessary in consultation with Ministers and CCS) the following key issues:

- Whether an **Emergency Management Board (EMB)** should be established to provide strategic co-ordination of the Defra response, determine lines to take and intervention policy - see Annex 3 for more details.
- Whether **Central Government machinery (ie COBR)** needs to be activated having regard to the Level of event (actual or potential) as in Table 2 – see Part D below regarding handling an event in COBR. The EMB Chairman (or their deputy) will be responsible for:
 - ensuring Defra Ministers attending COBR are briefed on cross-Defra impacts;
 - chairing official level COBR meetings (if CCS do not chair);
 - representing Defra if CCS chair.

(Arrangements should be made to share this burden as COBR may meet very early and very late and through weekends.)

- Whether an immediate cross-Defra **bird table** should be convened to gear up the cross-Defra understanding and response to the flooding. FM Division will decide if bird tables should be established although there should be a presumption that they will be held unless circumstances suggest that they are clearly unnecessary. CPSD may be asked to help in setting up the initial bird tables; this role could then be taken on by a Flood Briefing and Information Unit if and when established.
- What arrangements have been, or should be, made for **flood recovery** (NB CLG is designated as Lead Government Department for recovery from floods).

4.35 The Lead Director should work with FM Division's Deputy Director to ensure that adequate liaison, resourcing, accommodation and similar issues are in place eg:

(a) Creation of a Flood Briefing and Information Unit (FBIU) as set out in Annex 4 – the Lead Director should take personal responsibility for working with Defra Resources Managers to create this Unit, as set out in para A4.3(c) of Annex 4. This includes in particular ensuring that the Unit works with CCS and the Environment Agency in assessing and providing information on the flooding, including to COBR.

(b) Reallocation of resources and reprioritisation of ongoing FM work. Agreement should be reached on what work should be dropped, delayed or done differently.

(c) If the event seems likely to be prolonged or particularly serious, shift working may be necessary (including adjusting working patterns of staff, and perhaps temporarily suspending flexible working, to provide appropriate overlaps in core times). Shifts could be either:

- to cover the office over a long day (eg 08.00 to 20.00) weekdays; or
- to provide continuous 24/7 hour cover.

(d) Confirmation of pre-agreed relative roles and responsibilities of the Lead Director and the FM Division Deputy Director. The FM Deputy Director will normally take responsibility for dealing with issues that impact on flood risk management policy, including defensive and positive briefing on that policy, funding levels etc and overall management of the Flood Briefing and Information Unit (if created). The Lead Director will ensure that cross-Defra impacts are properly assessed and co-ordinated.

(e) Accommodation, security, staffing, welfare etc issues relating to the demands of managing the floods. These will be especially relevant if long hours, shifts or 24/7 working is required.

(f) Dedicated IT support should be available throughout the flooding event, including ensuring robust email links with EA and Government Offices, and maintenance of any flood reporting Extranet site that is created (see IT Contingency Arrangements³).

As the floods progress

4.36 As the floods progress, the Lead Director should regularly review the arrangements put in place for their management. In particular consideration should be given to

³ <http://intranet/ciod/IT/contingencies.asp>

disbanding (or changing the size, shape and functions of) any Flood Briefing and Information Unit. The aim should be to allow seconded staff to return to their “day jobs” as soon as reasonably practicable, with continuing work on the floods being mainstreamed in FM Division.

4.37 The Lead Director should also take the lead in determining what arrangements should be made for identifying lessons from the floods. Options include:

- An independent assessment commissioned by the Environment Agency – as occurred after the Easter 1998;
- An internal Environment Agency assessment – as occurred after the Autumn 2000 floods;
- An independent assessment led by Cabinet Office – as occurred after the Summer 2007 floods.

Part D: Managing an event in COBR

4.38 There are various degrees of management of an event within COBR and the same event can be handled in different ways throughout its duration. Effectively the options are:

- Ministerial level meetings chaired by:
 - Prime Minister, or
 - Home Secretary, or
 - Cabinet Office Minister, or
 - Defra Minister.

- Official level meetings chaired by:
 - CCS Officials, or
 - Defra Officials

4.39 Reflecting the nature of flood emergencies, meetings will often comprise both Ministers and Officials (including EA) and there will also be people phoning in from around the country (eg Gold Commands, Regional Resilience Teams, Government Departments or agencies based outside London (eg Met Office)).

4.40 CCS officials will generally take the lead in making all administrative arrangements for COBR meetings. Each meeting should receive a Common Recognised Information Picture (CRIP) Report which consolidates information received from responders and departments on the impacts and management of the floods. CCS should be supported in its production by the Floods Briefing and Information Unit and EA.

4.41 COBR meetings are generally conducted briskly but provide an opportunity for all participants to set out the situation in their policy or geographical area and raise any issues of concern, including requests for further assistance. The participation of all key players in COBR allows swift and robust decisions to be taken and applied.

4.42 COBR meetings will be held frequently during a flood crisis, often several times a day (and sometimes at unsociable times, eg very late, very early and at weekends). Defra officials will need to attend these meetings either to represent the Department or support Ministers (including briefing them on cross-Defra impacts). This can be very demanding and arrangements should be made to share the burden among senior officials.

SECTION 5: SPECIFIC ACTIONS TO BE TAKEN TO ENSURE COMPLIANCE WITH LEAD GOVERNMENT DEPARTMENT REQUIREMENTS

Introduction

5.1 The Cabinet Office document *The Lead Government Department and its role – Guidance and Best Practice*⁴ sets out the requirements for handling an event. This Section sets out those requirements and how they will be fulfilled (and these requirements are translated into the Checklists for Key Players at Appendix A.

Comparison of Requirements and application in this Plan

<i>Requirement</i>	<i>Application in this Plan</i>
<i>Departments must move into action immediately an emergency arises where Central Government co-ordination is required and where they are designated as having the lead. Normally this will be contained within the Department’s own contingency management arrangements. But where the Department identifies a potential or actual civil emergency that poses a major disruptive challenge to the UK, then it will need to:</i>	Section 4 sets out the arrangements for receiving notification of actual or potential flooding, assessing the seriousness of the event and whether it should be escalated.
<i>Act as the focal point for communication between Central Government and the multi-agency strategic co-ordinating group(s) on the ground;</i>	Defra (and CCS) will receive situation reports from RRTs setting out the situation on the ground (Annex 5). RRTs will represent central Government in relevant Commands (para 3.11) and so act as a conduit for obtaining information on local issues and providing Defra lines to take to the Command.
<i>Produce a brief, accurate situation report on the nature and scale of the emergency and submit this promptly – along with the central briefing for media purposes – to their Minister, copied to the Head of the CCS who will advise on wider distribution (of course, the public will already be receiving briefings from the statutory response agencies through the media and other mechanisms, especially where issues of public safety need to be urgently addressed);</i>	FM Division will do this (see para 4.19 and checklists in Appendix A).

⁴ <http://www.ukresilience.info/upload/assets/www.ukresilience.info/lgds.pdf>

<p><i>Produce a handling plan as soon as possible. This should offer a clear assessment of whether the emergency is within the scope of the Lead Government Department (LGD), or whether support is needed and, if so, what degree of central co-ordination is required. The decision for this will be for the Head of CCS in close consultation with the LGD, the Head of Crisis Management in Defence and Overseas Secretariat (ODSec), the Security and Intelligence Co-ordinator and No 10;</i></p>	<p>Defra will be the lead Department for flooding in England caused by the sources in para 1.3. Para 4.34 sets out the need for Defra to take early decisions, in concert with CCS, on escalation to central co-ordination.</p>
<p><i>Draw upon and apply the relevant capabilities applicable to the emergency in hand and, if required, co-ordinate the support needed from other Government Departments and agencies through COBR;</i></p>	<p>The operational response to a flooding emergency will be strategically managed through Gold etc Commands. Defra (or COBR in an escalated event) will co-ordinate the support from other Government Departments and agencies.</p>
<p><i>Use its authority decisively to take whatever executive decisions and actions are needed from the centre to handle the emergency or to help the local responders to deal with it;</i></p>	<p>The operational response to a flooding emergency will be strategically managed through Gold etc Commands. Insofar as central Government authority is needed this will be provided in concert with CCS.</p>
<p><i>Act as the focal point for information flows between Central Government and, in most cases, sponsored bodies;</i></p>	<p>Defra (and CCS) will receive situation reports from Environment Agency and RRTs/GOs setting out the situation on the ground (Annex 5). As Category 1 responders EA and RRTs/GOs will have a seat at Strategic Coordinating Groups (para 3.10). EA and other bodies (eg Met Office) will be key contributors to cross Departmental consideration of the flooding and prognosis for the event, and will generally participate in COBR.</p>
<p><i>Co-ordinate and disseminate information for the public and the media at the national level, collaborating with other Government Departments, including Cabinet Office/GICS, the News Co-ordination Centre when activated (...) and CCS;</i></p>	<p>Annex 5 covers communication issues more generally with the need for a communications strategy specifically referred to in para A5.4.</p>
<p><i>Account to Parliament and lead in the submission of evidence to any subsequent Government-appointed inquiry; and</i></p>	<p>FM Division (or Flood Briefing and Information Unit) will take the lead in drafting any Parliamentary Statements, responses to Parliamentary Questions etc (see Annex 4). The same will apply to any subsequent inquiry.</p>
<p><i>Learn and share the lessons from the emergency.</i></p>	<p>See para 4.37 and A2.13.</p>

FRAMEWORK FOR FLOOD RISK MANAGEMENT IN ENGLAND

Introduction

A1.1 Flooding is a constant but unpredictable hazard to life and property. Some 5 million people, in 2 million properties, live in flood risk areas in England and Wales. Although the majority of these properties are protected against flooding to varying standards, it is always possible for defences to be breached or overtopped, for example by flood events greater than the design standard of the defences.

A1.2 Flooding from any of the sources covered by this Lead Government Department Plan can be expected in England at any time, including during the Summer as was seen in 2007. Most flood events are local but those such as in Easter 1998, Autumn 2000 and Summer 2007 can be widespread, covering much of the country.

A1.3 Broadly, flood risk is a combination of probability multiplied by consequence:

- Probability – the probability of a flood event happening can be reduced (for example) by providing and maintaining physical defences;
- Consequence – the consequences of flooding can be reduced by providing flood warning systems, contingency planning and building in resilience and emergency response within the framework of the Civil Contingencies Act, 2004⁵.

A1.4 This section goes on to describe:

- the broad framework under which flood risk is managed in England including responsibilities for managing different types of flooding;
- the key organisational roles and responsibilities in relation to managing flooding events.

Broad framework under which flood risk is managed in England

Defra

A1.5 Defra sets the policy, administrative and legal framework for delivery of the flood (and coastal erosion) risk management service in England. However, it is important to note that Defra has no operational role in managing flooding incidents; this is entirely the responsibility of local emergency responders led by the police in the Gold, Silver and Bronze commands. Defra is, however, the Lead Government Department for flooding in England under which it:

- Leads on emergency planning, ensuring that effective planning for flood emergencies takes place at national, regional and local level including by leading the flood emergencies work-stream under the Cabinet Office led Capabilities Programme. This includes assessing the capability of all responders to deal with a range of emergencies.
- Ensures that the cross-government response to flooding and recovery is initiated when floods occur, including collecting and disseminating information on the causes and impacts of the floods. This continues until such time, if at all, that central

⁵ <http://www.legislation.hmsso.gov.uk/acts/acts2004/20040036.htm>

machinery within Civil Contingencies Secretariat takes over and CLG takes over the recovery role. Defra will support these roles.

A1.6 Defra also provides most of the funding for delivery of flood and coastal erosion risk management, and sets the outcomes and targets that should be delivered for that investment. Funding is directed mainly at the Environment Agency to build and maintain physical defences and also provide flood warning systems. Funding is also provided to local authorities and internal drainage boards for their flood and coastal erosion risk management activity.

A1.7 Defra does not itself build defences, or decide which projects should be carried out; this is undertaken by the “operating authorities” (ie the Environment Agency, local authorities and internal drainage boards) under “permissive powers” meaning that they are able to carry out works but are not generally under a legal obligation to do so. The EA is, however, under a Direction from the Defra Secretary of State to provide a flood warning service for flooding from rivers and the sea.

Environment Agency

A1.8 The Environment Agency (EA) is the principal flood risk management operating authority. EA is empowered to manage flood risk from designated main rivers and the sea. The EA is also responsible for increasing public awareness of flood risk, flood mapping forecasting and warning. EA currently has a general supervisory duty for flood risk management and Defra is building on this to create a strategic overview role for the EA for all flood and coastal erosion risk management.

Local Authorities and Internal Drainage Boards

A1.9 Local authorities and, in areas with special drainage needs, internal drainage boards have powers to manage flood risk from ordinary watercourses (that is those not designated as main rivers).

Surface water, groundwater and artificial waterways/canals

A1.10 See Section 1, paras 1.6-1.8

Dam Failure

A1.11 There is separate legislation related to dam failure. The Reservoirs Act 1975 provides a safety regime for large raised reservoirs which hold, or are capable of holding, more than 25,000m³ of water above natural ground level. The Secretary of State for the Environment, Food and Rural Affairs in England has the following responsibilities under the 1975 Act:

- to appoint specialist engineers to panels, established under the 1975 Act, after consultation with the Institution of Civil Engineers;
- to supervise the enforcement authority, which is the Environment Agency in England. The Secretary of State receives biennial reports from the enforcement authority about the steps it has taken to ensure Reservoir Undertakers comply with the requirements of the 1975 Act.
- powers to direct Reservoir Undertakers to prepare a flood plan setting out the action they would take in order to control or mitigate the effects of flooding from an escape of water.

A1.12 The Environment Agency has enforcement duties to ensure that Reservoir Undertakers comply with the requirement of the 1975 Act. The Environment Agency has reserve powers to take direct action where the Reservoir Undertaker has failed to appoint a panel engineer or to undertake safety recommendations. The Environment Agency also has emergency powers to act where it considers that a reservoir is unsafe and immediate action is necessary to protect people and property.

A1.13 Responsibility for reservoir safety ultimately lies with Reservoir Undertakers. A statutory requirement is placed upon the Reservoir Undertaker to employ a Supervising Engineer and an Inspecting Engineer from the panel of specialist engineers. The Supervising Engineer's role is to keep the reservoir under expert observation and to be available at all hours to attend at any incident and advise on the remedial measures to be taken. All reservoirs subject to the 1975 Act, must be inspected by an Inspecting Engineer at least once every 10 years. More frequent inspections may be necessary in some cases and the Supervising Engineer can request an inspection whenever he/she considers it necessary. The Inspecting Engineer must identify and report on any matters which should be monitored by the Supervising Engineer between inspections.

A1.14 Defra is working with the EA in developing a direction (under the Water Act 2003) to reservoir undertakers to produce Flood Plans for use in the event of a dam breach.

Flood Forecasting and warning

A1.15 The EA has well-established arrangements for securing accurate and timely weather forecasts from the Met Office which enable the Agency to perform their flood forecasting and warning services. The Met Office also provides a Storm Tide Forecasting Service to the EA. Information from the Met Office is synthesised with other EA data, including on river flows, flood risk maps, state of catchment saturation, tides times and heights to help forecast whether flooding is likely at any given time or location. Decisions on whether to issue flood warnings also draw on the judgement by EA's flood warning officers or flood defence engineers. The flood warning codes are:

Flood Watch - Flooding possible. Be aware! Be prepared! Watch out!

Flood Warning - Flooding expected affecting homes, businesses and main roads. Act now!

Severe Flood Warning - Severe flooding expected. Imminent danger to life and property. Act now!

All Clear - An all clear will be issued when flood watches or warnings are no longer in force.

A1.16 Wherever possible the EA aims to issue warnings at least two hours before flooding starts in England. Warnings are disseminated via a number of routes including through:

- direct automatic voice messaging (for which the public have to register) including the new multi-media warning system;
- loudhailer;
- volunteer flood wardens;
- sirens;
- radio and television broadcasts; and
- internet, with the EA's website summarising all warnings in force at any time, updated every 15 minutes.

A1.17 The Environment Agency is considering how to improve the effectiveness of its flood warning systems, including coverage to people who have not taken up the offer of warnings.

The Civil Contingencies Act 2004

A1.18 The Civil Contingencies Act 2004 lists the Environment Agency, as well as the emergency services and local authorities, as Category 1 responders to any emergency, including a flooding emergency. In addition to the risk assessment and planning duties imposed by the Act, there is a duty on Category 1 responders to maintain arrangements to warn the public and to provide information and advice to the public, if an emergency is likely to occur or has occurred. In the context of this Lead Government Department Plan and EA's role, this relates to EA's public awareness campaigns and flood warning systems.

Responding to flooding on the ground

A1.19 Because lead times are generally short, and whether flooding happens at any particular place and its impacts depends very much on the local circumstances, decisions on what action to take in response are of necessity made at the lowest appropriate level. The main response to flooding on the ground will be for Category 1 responders acting in concert. It will usually be co-ordinated by the Police (through the Gold, Silver and Bronze System which reflects the strategic, tactical and operational levels of managing an incident). This structure allows inter-agency co-ordination between police, ambulance, fire and rescue service, local authority and other agencies. At a point, which they will decide, the police commands will hand over responsibility to the local authority, which is responsible for aftermath and recovery issues locally. Note: Comprehensive details are to be found in the Cabinet Office publication *Emergency Response and Recovery* and in the National Recovery Guidance both of which are on the UK Resilience website.

A1.20 Defra FM's interests at Police Commands will be covered by the Environment Agency and RRTs/GOs (*note:* The EA also cover Defra interests where pollution and waste issues arise as a consequence of flooding. Response information can be obtained at the same telephone numbers as given for the national incident room team – Flood Emergencies Telephone Directory).

Regional emergency management structures

A1.21 There is an array of emergency management responsibilities are regional level:

- Government Offices of the Regions (GOs) exist in each English Region;
- GOs contain Regional Resilience Teams (RRTs), which provide a regional overview of the flooding impacts and response, including alerting central Government Departments to instances where their input is needed. The RRT's will also liaise with EA. RRTs will normally establish Regional Operations Centres (ROCs) to support local command structures and collect information for central government. The ROC will liaise with the EA.
- GOs may convene Regional Civil Contingencies Committees (RCCCs) to provide regional-level multi-agency co-ordination. Defra FM's interests at RCCCs will be represented by EA.

- Defra FM will appoint the Regional Nominated Co-ordinator (RNC) in the unlikely event that emergency powers are invoked. This is likely to be the Regional Director of the appropriate GO (at least in the first place).
- Regional Resilience Fora (RRFs) are established by Government Offices to discuss civil protection issues from a regional perspective and to create a stronger link between local and central government on resilience issues. RRFs have no role in responding to emergencies, instead focusing on driving forward the development and coordination of planning for emergencies within each region.
- Local Resilience Fora (LRFs) bring together all Category 1 and 2 responders within a local police area for the purpose of facilitating cooperation in fulfilment of their duties under the Civil Contingencies Act 2004.
- The RRFs and LRFs assess the regional and local risk of flooding and the likely impacts and prepare plans for responding accordingly. The EA is represented on both RRFs and LRFs.

ARRANGEMENTS TO REVIEW AND MAINTAIN AN ADEQUATE RESPONSE TO FLOODING EMERGENCIES

Introduction

A2.1 This Annex sets out what FM Division will do to ensure that it is able to respond adequately to Flood emergencies

FM staff resources, preparedness, training and procedures

A2.2 FM Division makes it clear to all their staff that planning for, and responding to, emergencies is a key part of everyone's jobs, whatever the particular position to which they were appointed.

A2.3 In preparation for serious flooding FM Division will ensure:

- that all staff are familiar with this Lead Government Department Plan, the roles they might be expected to play, and that sufficient numbers are trained, tested and available to implement FM Division's responsibilities as defined in the Plan. Formal training requirements are identified and incorporated into staff training plans, which are reviewed on an annual basis.
- There is clarity about what sort of briefing will be provided and by whom, with a view to rationalising and sharing briefing between different organisations.
- Materials are prepared in advance wherever possible to avoid having to start from scratch at a time of high pressure eg an outline Ministerial Statement to Parliament which sets out the issues that need to be covered with the detail added relating to the actual event.
- Customer Contact Unit hold standard fact sheets, background briefing, lines to take, letters etc that are pre-prepared in advance (as far as possible) and updated on the features of the emergency; they will be able to use these to deal with much correspondence and PQs without reference to FM.
- Arrangements are made in advance for briefing, reports etc to be sent direct to all those who need to see them, including Defra Ministers, senior officials, and other Government Departments.

A2.4 FM Division's procedures will be reviewed and amended to ensure that they support the implementation of this Plan.

FM Weekly On-Call Duty rota

A2.5 FM Division maintains a weekly rota of On-Call Officers throughout the year. The On-Call Officers must ensure they are equipped to receive urgent calls and be able to take the necessary actions and decisions by having:

- This **Lead Government Department Plan (and Flood Emergencies Telephone Directory)** at home.
- The **work mobile phone** with them and turned on at all times. That must have programmed in its directory at least the Defra Duty Room number (020 7270 8960) plus the out of hours numbers of the Divisional Management Team numbers. Failing all else Defra Duty Room can help Plan holders get through to anyone else.
- A **home Broadband or dial up connection** to receive and respond to e-mails etc (depending on the business case a work Blackberry might be provided which could replace the work mobile phone).

A2.6 On-call officers will also be the first point of contact for any flood management policy or media question arising out of hours.

A2.7 Payments are made to On-Call Officers as compensation for the inconvenience of making themselves available out of hours. This payment is not recompense for undertaking significant amounts of work while on-call; overtime or time off in lieu should be claimed if this is necessary.

Exercising

A2.8 FM Division will ensure that its arrangements which support the implementation of this Plan are exercised at an appropriate frequency, including through arranging its own programme of exercises as well as participating in exercises sponsored by EA and other organisations. The timing of these exercises will take account of the period of time between “real” emergencies and whether substantial changes have been made to the procedures.

Business Continuity Planning

A2.9 If a particular emergency affects FM Division’s business in central London and/or the ability of officials to come into the office, then the arrangements described the Division’s Business Continuity Plan would come into effect.

Telephones and email

A2.10 FM Division maintains a dedicated telephone line (020 7238 6239) to receive calls throughout normal working hours (this is a direct line, not subject to “follow me” arrangements). Outside office hours, the Defra Duty Room is permanently staffed and ready to receive notifications.

A2.11 FM Division maintains a dedicated shared “floodemergencies” mailbox for receipt of all communications on a flooding emergency. This is explained in more detail in Annex 5.

Facilities including Defra Emergency Operations Centre

A2.12 The facilities available to Defra through which it maintains a state of emergency preparedness are described in the Defra Emergency Planning Guide. A particular asset is dedicated Emergency Operations Centre (EOC) located in Whitehall Place. If FM Division can respond to an emergency on its own, or with a small amount of “imported” support, it should be possible to manage the response from the desks allocated to FM. However, should a more significant response be needed (eg if the emergency requires establishing a joint London Situation Room with the Environment Agency, or involves a number of Defra policy interests and/or other Government Departments, then the EOC may well be the best

place to undertake this co-ordination. Alternatively, other forms of joint working with the EA may be appropriate. Among the considerations applying to use of the EOC are:

- Its location – Whitehall Place – is handy for COBR meetings but less so for briefing Defra Ministers;
- Its IT and communications (eg video conferencing) equipment is state of the art and readily on tap;
- It takes staff away from the day job, which is useful in avoiding diversions but can also separate them from colleagues who need to be consulted and/or informed of developments or who may have something to offer on a part-time basis.
- The fact that Contingency Planning and Security Division (CPSD) would help relocate the response to the EOC and ensure that the EOC is supported.

Lessons Identified Reports

A2.13 Lessons Identified Reports will be produced following termination of the response to an actual emergency or participation in a major exercise. In preparing a Lessons Identified Report, the opportunity would be taken to review the response activities, leading to the identification of 'good points' and 'points for improvement'. Where appropriate, lessons identified would be disseminated to EA, GOs and other relevant Government Departments or organisations. A clear implementation plan will be put in place for ensuring that lessons identified are applied and put into practice, including through modification of this Plan. GOs will generally have an input into these reports (and may sometimes coordinate them).

Revisions to this Lead Government Department Plan

A2.14 This Plan, and the arrangements which FM Division has developed to support its implementation, will be regularly reviewed and where necessary updated including through lessons identified following responding to real emergencies or through participation in emergency exercises.

A2.15 The Head of FM Division, or nominated Deputy, will annually consider whether:

- the Plan satisfies regulatory responsibilities;
- communications channels and interfaces are operating correctly;
- actions arising from previous reviews have been satisfactorily implemented;
- issues arising during the response to real emergencies and/or through participation in exercises are reviewed and incorporated as necessary; and
- available and planned resources are sufficient.

Flood Emergencies Telephone Directory

A2.16 FM Division has produced a Flood Emergencies Telephone Directory which is a comprehensive list of contacts in Defra, EA, GOs, CCS and other Government departments who may need to be involved in a flood event. Copies of the Directory are issued to all contacts within it and it is their responsibility to inform FM Division of any changes to contact details.

Costs of dealing with a flood emergency

A2.17 Defra's Finance, Planning and Resources Directorate (FPRD) have an emergency plan to assimilate all the costs incurred across Defra in any emergency. It requires the allocation of a single project code for all expenditure incurred. Cost centre managers

should be aware of how to implement this, but FM Division (as Lead Division) needs to initiate it with a request to FPRD.

A2.18 Guidance will be issued to other Defra partners (eg EA, British Waterways and English Nature) on mechanisms they should have in place for capturing incremental costs arising from flooding that are sufficiently robust to satisfy NAO and external auditor requirements (and on what costs are attributable, in each of these organisations, to flooding).

Liaison with other Government Departments

A2.19 FM Division maintains a network of official contacts across all relevant Government Departments to help ensure that this Lead Government Department Plan continues to be fit for purpose, the Flood Emergencies Telephone Directory is kept up to date, and that relevant contacts are immediately identified when flooding next occurs.

EMERGENCY MANAGEMENT BOARD (EMB)

A3.1 This Annex draws on material produced by Contingency Planning and Security Division for their Generic Lead Government Department Plan, adapted for a flooding emergency.

Flood Emergency Management Board – Chairman’s Responsibilities

- Identify the battle rhythm adopted by Defra (or CCS if event escalated to COBR)
- Arrange a meeting to assess the impact of the crisis on Defra interests (timed to provide briefing for any COBR Meeting)
- Chair Emergency Management Board – ensure appropriate Defra policy and support interests are invited/attend
- Identify strategic issues to be taken to COBR
- Identify policy issues
- Formulate a strategic policy to mitigate the effects of the emergency
- Develop a communications strategy to inform staff and public about the emergency
- Attend any COBR Meetings
- Brief across Defra on policy issues and proposals for mitigation
- Inform any COBR Meetings of Defra “Lines to take”/communications strategy
- Provide feedback to Flood Emergency Management Board of action points from any COBR Meeting
- Inform Ministers of implications of the emergency for Defra interests
- Provide briefing for Ministerial attendance at COBR.

Flood Emergency Management Board - Terms of Reference

The Aim and Objectives of the Flood Emergency Management Board are:

Aim To assess the impact of the emergency on Defra interests, and set the strategic direction of the Department’s response.

Objectives

- Assess the impact of the emergency on Defra interests and implications for future policy;
- Formulate a strategic policy to mitigate the effects of the emergency;
- In consultation with the LGD develop a communications strategy to inform staff and public about the emergency and Defra’s response;
- Inform Ministers of implications of the emergency for Defra interests.

Flood Emergency Management Board - Membership

Chair: Permanent Secretary or Director General, Natural Environment Group or Lead/Water Director or Flood Management Deputy Director *

Members: Director General, Natural Environment Group
Director, Water
Deputy Director, Flood Management Division
Representative from Environment Agency (at invitation of Chairman).

Others, depending on the impacts for Defra of the flooding: **

Representative for DG Chief Veterinary Officer
Representative for DG Food and Farming Group
Representative for DG Strategy and Evidence Group
Representative for DG Climate Change Group
Representative for DG Legal Group
Representative for DG Service Transformation Group
Representative for Director of Finance
Representative for Chief Information Officer Directorate
Representative for Communications Directorate
Representative from IBM

Secretariat: FM Division supported by Contingency Planning and Security Division and/or others if required

* Chair will depend on seriousness of the flooding (deputies may be nominated)

** Representation should be commensurate with the Chair of the EMB and at a level capable of making strategic decisions in respect of their areas of responsibility. Representatives should keep their DGs briefed on developments.

Draft EMB Agenda (Example)

Flood Emergency Management Board (1st Meeting)

Provisional Agenda

1. **Welcome & Introductions** – reason for meeting – EMB role (**strategic & briefing to inform Defra representative at COBR**) + **set Aim & Objectives for EMB** + determine Defra response (**will need to be reviewed in light of strategic targets for cross-government response set by Lead Government Department (LGD)/COBR**)
2. **Nature of Crisis** – what has happened – latest situation report – response arrangements – Defra role (**utilisation of legislative powers to mitigate impact on environment, food and rural interests - briefing Ministers – information and advice to the public**)
3. **Options:**
 - **Policy** - modify or change policy; relaxation of regulation enforcement, deferment of new policies and use of emergency powers
 - **Legal** – provide advice on legal responsibilities and risks associated with policy changes
 - **Financial** – assessment of cost, absorption of costs, what can Defra afford?
 - **Human Resources** – allocation of resources, ability to sustain business as usual, flexibility of resources
4. **Impacts - Considerations:**
 - **Resilience** – Defra’s ability to absorb impacts and maintain business as usual
 - **Sustainability** – Defra’s ability to maintain level of response in short and longer term
 - **Critical Business Functions** – agree allocation of critical business functions that must be maintained across Defra and identify resources that can be reallocated
 - **Reputation** – Identification of reputation issues, political and policy implications
5. **Communications (working with Cabinet Office’s News Co-ordination Centre (NCC) &/or Lead Government Department’s Press Office):**
 - **Media** - Press statements, bids for interviews, lines to take
 - **Public** - Information requirements and advice; website content
 - **Parliament** – Ministerial statements and announcements
 - **Staff** – Information and messages to staff (including those representing Defra such as EA and GOs)
6. **AOB**
7. **Next meeting:**
 - **Schedule** – determine frequency of meetings and who should attend

Flood Emergency Management Board (2nd & subsequent Meetings)

Provisional Agenda

1. Welcome & Introductions:

- **Reason for Meeting** – provide feedback from central government meeting (LGD/COBR)
- **EMB role** – confirm role (**strategic & briefing to inform Defra representative at COBR**) and Aim & Objectives for EMB in light of Lead Government Department / COBR decisions, actions and policy

2. Nature of Crisis:

- **Update on crisis** – review latest situation report, implications for Defra – Defra role (**utilisation of legislative powers to mitigate impact on environment, food and rural interests - briefing Ministers – information and advice to the public**)

3. Options:

- **Policy** - Consider proposals to modify or change policy; relaxation of regulation enforcement, deferment of new policies and use of emergency powers
- **Legal** – Consider advice on legal responsibilities and risks associated with policy changes
- **Financial** – Consider assessment of cost, absorption of costs, what can Defra afford?
- **Human Resources** – Consider allocation of resources, ability to sustain business as usual, flexibility of resources

4. Impacts - Considerations:

- **Resilience** – Review Defra's ability to absorb impacts and maintain business as usual
- **Sustainability** – Review Defra's ability to maintain level of response in short and longer term
- **Critical Business Functions** – Review and confirm critical business functions that must be maintained and re-allocate resources accordingly
- **Reputation** – Review Identification of reputation issues, political and policy implications

5. Communications (working with NCC & LGD Press Office):

- **Media** – Assess media reactions, review lines to take, consider Press statements, and bids for interviews
- **Public** – Review Information requirements and advice; website content
- **Parliament** – Review Ministerial statements and announcements
- **Staff** – Update information and messages to staff (including those representing Defra such as EA and GOs)

6. AOB

7. Next meeting:

- **Schedule** – determine frequency of meetings and who should attend

FLOOD BRIEFING AND INFORMATION UNIT

A4.1 This Annex sets out issues around the creation of a Defra Flood Briefing and Information Unit (FBIU) immediately it becomes clear that a major flood has happened that is likely to require a prolonged or highly intensive response.

Role of the FBIU

A4.2 The FBIU's role would be subordinate, but complementary, to any Emergency Management Board and will include:

- (a) working alongside the Environment Agency (and CCS as appropriate) to produce briefing on the flooding for:
- COBR meetings (ie Common Recognised Information Picture (CRIP) reports);
 - Defra Emergency Management Board;
 - Defra and other Ministers (and senior officials) including for attendance at COBR;
 - Number 10; and
 - any Ministerial Floods Recovery Group.
- (b) to fulfil (a) above, the Unit will collect, assess and quality assure information from:
- across Defra on the impacts of the floods (on eg agriculture, water supply, sewerage, waste, rural economy). Contacts across Defra would need to be pre-established for this purpose and activated as soon as the floods start;
 - FM Division on flood risk management issues (eg briefing on funding, response arrangements etc);
 - Other Government Departments;
 - Government Offices for the Regions.
- (c) act as a Gateway for all briefing requests ie:
- receive and log all briefing requests (ie everyone who requires briefing will need to go through the FBIU);
 - assess their reasonableness, being prepared to take a tough line on apparently unreasonable requests. This role will need to take account of:
 - how important the information sought is likely to be in relation to the additional pressure it will create on those expected to provide the information;
 - how easy it will be to provide;
 - and what similar information has already been provided (weeding out duplicated or very similar requests).
 - allocate briefing requests appropriately;
 - receive and quality assure the material provided; and
 - return it to the requestor.
- (d) ensure that an effective “battle rhythm” is established (see Annex 9) so that situation etc reports are received in time (from GOs, EA, Defra policy divisions and (if appropriate) other Government Departments) to provide timely and effective briefing for Ministers and senior officials involved in Emergency Management Boards, COBR, Recovery Meetings etc.

- (e) ensure situation reports, CRIP reports etc have appropriate distribution (preferably by their originators rather than requiring onward distribution by the Unit).
- (f) ensure that relevant flood management expertise from FM and EA is used effectively to ensure quality and accuracy of statements and responses and anticipate developments.
- (g) work with Communications Directorate, EA, CCS, CLG and Other Government Departments in producing a single and consolidated core script on the floods, their impacts, management, and Government etc response for use in response to the media etc. A key challenge would be to ensure the consistency of messages (including key facts) between different organisations. This includes a need to liaise and share information with GNN as link to local responders and GO.
- (h) draft all Defra Ministerial statements on the floods and work with the CCU on responses to PQs, Ministerial correspondence etc.
- (i) organise regular “bird tables” to share information and views among all policy interests in Defra, including the sharing of issues raised in COBR meetings and also to look forward to the challenges and issues that may come up. The FBIU should draw on the expertise of Contingency Planning and Security Division in setting up and holding bird tables and establishing a “battle rhythm”.
- (j) (in liaison with CD eComms team) ensure that the Defra public website is updated with relevant information about the floods with links to other relevant sites either within Defra (such as the Flood Management Division pages) or outside (eg Environment Agency).
- (k) (in liaison with CD eComms team) facilitate effective use within Defra of any Extranet site to collect and manage information relating to the floods.
- (l) monitor, manage and brief for VIP visits to the flood affected areas – seeking to ensure that these are coordinated and do not impact on the emergency response.
- (m) maintain a running log of the events for use in any subsequent lessons learned report or subsequent inquiry
- (n) maintain a running log of lessons identified to which all people involved in the flooding are encouraged to contribute.

Establishment, Membership and Management of the FBIU

A4.3 A staged approach would be made to establishing the FBIU.

- (a) For a relatively minor event, management of which is unlikely to be prolonged, the functions of the FBIU (without necessarily creating it as such) would be performed by staff within FM, where necessary by reallocation of staff and reprioritisation of work.
- (b) For a rather more significant, or prolonged, event FM would still try to handle but with significant reprioritisation (eg suspension of all existing “day job”).

(c) For what appears likely to be a major or prolonged event then the Lead Director would take personal responsibility for establishing the FBIU in conjunction with Defra Resource Managers. The size and composition of the FBIU would need to be kept flexible so as to reflect the severity and impact of the floods. We would, however, expect it to be headed by at least a Grade 7 and to include experienced staff from within the Communications Team in FM Division. Other staff would be brought in who have shown significant competence in issues relevant to the floods including in particular (a) managing demands under pressure and (b) rapidly drafting quality brief and other material for Ministers. These staff might be drawn initially from within Water Directorate or the wider Natural Environment Group but could also come from elsewhere in Defra, especially to reflect where the impacts are most significant (eg agriculture, food distribution, waste, rural economy). The Head of the FBIU would report to the FM Deputy Director to create clear lines of responsibility. However, he/she would be encouraged to act reasonably autonomously so as not to divert the FM Deputy Director from his other roles and also to become the “expert” in the cross Defra impacts of the floods and so support the FM Deputy Director in briefing Ministers etc. (Also, as non-experts in flood risk management they should be able to quality assure briefing from FM Division, and ask questions, from a lay perspective.)

A4.4 At whatever level the FBIU is created, it should almost certainly include people seconded by the Environment Agency, particularly to brief Ministers on regional issues and technical assessment of the floods.

Evolution of the FBIU

A4.5 The nature, role and existence of the FBIU would need to be kept under constant review especially where staff outside FM are seconded to it. In that case the FBIU should be closed down as soon as it reasonably can, and work “mainstreamed” within Flood Management Division or elsewhere.

A4.6 The ability to set up the FBIU rapidly, be flexible about the number of staff assigned to it and for how long, and then being willing to close it down immediately it is no longer needed, will make the initial decision to escalate all the easier.

COMMUNICATIONS, INFORMATION, BRIEFING AND PUBLIC RELATIONS ISSUES

Introduction

A5.1 Annex 4 sets out the arrangements for establishing a Flood Briefing and Information Unit in FM Division to handle such issues relating to the flood event. This Annex builds on that setting out the key roles that communications, information, briefing and public relations play in the management of a flooding event, and the arrangements for dealing with these issues.

A5.2 It is necessary to communicate both proactively and reactively in a flooding event. The nature of communications may vary according to whether or not Parliament is sitting (eg whether important messages are communicated via written or oral Parliamentary Statements or only by News Release). The Flood Briefing and Information Unit will take the lead in working with Communications Directorate, Customer Contact Unit and other Government Departments in developing a communications strategy (and roles and responsibilities) that are tailored to the particular flood event. Typically the requirements will include:

- Ministerial (and other VIP) visits to the flood affected areas.
- Ministerial Speeches and/or statements to Parliament.
- Producing brief situation reports and (with Defra Communications Directorate) media briefing on the nature and scale of the flooding.
- Maintaining up to date briefing, Q&A and consistent lines to be used in answering Parliamentary Questions and correspondence from MPs and members of the public.
- Referring correspondence, enquiries etc to other Defra Division or other Government Department which has policy responsibility for the issue (eg sewer flooding to Defra Water Supply and Regulation Division and transport disruption to DfT).
- Monitoring of incoming emails (shared email address).
- Logging of telephone calls (caller, time, subject, deadline requested, to whom delivered).
- Ensuring that the Defra website includes well-signposted material that meets a variety of customer needs, such as information for the public on where to get help; an explanation of “who does what” and information on policy/funding.
- Follow up briefing/monitoring of the recovery effort, including further Ministerial visits.

A5.3 It is vital that Defra immediately identifies all of the cross-Defra impacts of the flooding event and that these are fully recognised in dealing with the media; for example, while there may be a tendency to focus on the flooding itself, the fact that it might have caused substantial agricultural losses should be recognised and appropriate messages communicated (eg via BBC Radio 4’s Farming Today programme).

A5.4 FM Division will work with Communications Directorate and others Government Departments to develop a **separate communications plan** for:

- ensuring that all impacts and response to flooding issues are adequately identified and captured;
- informing Ministers, Parliament, the public, Defra staff and stakeholders of what is going on in an emergency;
- setting out requirements for:
 - Internet sites
 - Defra intranet messages
 - Press/media briefings
 - PR staff to accompany Ministers or VIP visits etc.
- disseminating Defra lines to take;
- co-ordinating press briefings and other publicity with Environment Agency and others to ensure that consistent messages are given;
- monitoring the media and issuing immediate rebuttals of any misinformation or inaccuracies in reporting;
- use of stakeholders or intermediaries to communicate with the public in affected areas, and who should trigger this.

Reports on the flooding situation – EA and GOs

A5.5 EA and GOs will provide Defra and other Government Departments with situation reports on the flooding event as set out in Table 3.

TABLE 3

EA AND RRT REPORTING ARRANGEMENTS

Report type and mailbox	Environment Agency	Regional Resilience Teams
<p>Routine flood warning reports floodreports@defra.gsi.gov.uk</p> <p>The Flood Emergencies Telephone Directory sets out the wider circulation that FM on-call officer will give to these reports.</p>	<ul style="list-style-type: none"> • Automated Flood Warning Reports giving the current status of warnings/watches throughout England (and Wales). • 	<ul style="list-style-type: none"> • None
<p>Reports on flooding situation floodemergencies@defra.gsi.gov.uk</p> <p>The Flood Emergencies Telephone Directory sets out: (a) the wider circulation that should be given to these reports; and (b) to whom FM will forward them.</p>	<ul style="list-style-type: none"> • Outlook Reports giving the weather forecast and outlook for flooding over the next few days are sent to Defra on Monday and Thursday each week throughout the year. These are the first indication of whether or not there is likely to be flooding. • HELP (Head (Office) Emergency Liaison Procedures) Reports when flooding is expected, the first quick report from the local EA flood defence office. • Situation Reports when EA open National Incident Room - see Annex 7 for template. 	<ul style="list-style-type: none"> • Situation Reports when flooding events trigger local emergency plans (see Annex 8 for template).

A5.6 It is extremely important that the correct mailboxes are used, both to ensure that the right one is checked at times of great pressure, but also to avoid clogging up the “floodemergencies” mailbox with routine reports.

Protocol for EA and RRT Situation Reports and requests for additional briefing

A5.7 Annexes 7 and 8 set out the templates for the issues that should be covered, respectively, in the situation reports provided by EA and RRTs. This information is vital in ensuring that the Central Government response is appropriately targeted and communications are accurate. The EA and RRTs should ensure that proper resources are made available to collecting and passing on this information as accurately as possible. For its part, Government will seek to ensure that any requests for further information are reasonable, necessary and understandable and will not divert staff from managing the emergency (see the “Gatekeeper” role of the proposed FBIU in Annex 4).

A5.8 It is important to note the following in relation to EA and RRT situation reports:

- Timing of their submission must be in accordance with the “battle rhythm” established for the flood emergency (see Annex 9);
- EA situation reports will cover information on the flooding and the prognosis based on weather forecasts etc.
- RRT reports will generally cover the impacts of the flooding and how these are being managed (including deaths, rescue, humanitarian assistance, infrastructure and properties flooded).
- When counting “flooded properties” it is important to include all types of flooding covered by this Lead Government Department Plan (see para 1.3) but only to count:
 - households where the habitable part has been affected; and
 - businesses whose trading has been affected.
- Government is investigating creating an Extranet site to receive and share information during emergencies, in which case reporting arrangements would be revised.

A5.9 When counting households and businesses affected please bear in mind that at a later date you may be asked to break down the information between types of tenure (for houses) and split businesses between small, medium and large.

Two notes of caution

A5.10 It should be borne in mind that flooding is not always predictable and forecasting is not an exact science. Flood Warnings and Flood Watches are often not followed by actual flooding. Also, lead times for individual flooding events cannot be guaranteed and sometimes there will be little or no time for public and emergency services to react. Flooding therefore can and does happen unexpectedly (a particular feature of “flash” flooding, eg Boscastle in August 2004). EA’s Outlook and Flood Warning Reports must therefore be treated only as two levels of indication that flooding may occur. However, for extreme events such as surge/tide/weather combinations in the North Sea, some information is likely to be received several days ahead but it is not certain that this will result in actual flooding at any particular location.

A5.11 Also, the flooding situation may be subject to rapid change and information provided about impacts may involve significant estimation which will later require considerable revision. Health warnings should be applied when using any material provided in reports from the EA or RRTs; say only what has been reported, by whom, and when. Defra should report only what has been reported (saying who said it and when).

Reports on the flooding situation – Other Defra Divisions

A5.12 Defra Divisions are responsible for preparing Situation Reports which cover their own policy areas. These will be co-ordinated in FM Division to provide a consolidated picture of the impacts of the flooding across Defra, for use *inter alia* by Defra Ministers. In a serious flood event, this may be done by a Flood Briefing and Information Unit created within FM Division (see Annex 4).

A5.13 A lesson identified from the Summer 2007 floods is that sector facing policy leads should recognise the value of phone in meetings for stakeholders, and this should be incorporated in their emergency planning training. Tele-conferencing and video conferencing are available in the Emergency Operations Centre.

Reports on the flooding situation – Other Government Departments

A5.14 Other Government Departments will frequently be involved in issues arising from serious flooding and its aftermath which means that they should be kept informed and involved, as well as provide briefing on what the floods mean for them and the action they have taken. FM Division will circulate the following information to contacts within the Flood Emergencies Telephone Directory:

- all advice to Ministers; and
- EA Situation reports and RRT reports.

A5.15 Other Government Departments are responsible for preparing Situation Reports which cover their own policy areas. These will be consolidated, with the Defra situation reports, by FM Division (or CCS if the response has been escalated to them). This will be used to prepare authoritative press statements and briefing for Ministers across Government.

Shared briefing

A5.16 Defra will work with other Government Departments in arrangements for core briefing to be developed and shared across Government, to avoid duplication of effort and ensure consistency of messages.

Terminology

A5.17 Terminology should be used accurately, avoiding hyperbole, and ensuring that key messages are highlighted. The media should be corrected for inappropriate usage wherever possible; for example, there can be a tendency to use the term “burst banks” when a river has simply overtopped. The terms “reservoir” and “dam” are also sometimes used interchangeably – a dam is the engineered structure that contains the reservoir water body.

Communications arrangements and role of Defra Communications Directorate

A5.18 Defra Communications Directorate is responsible for co-ordinating the provision of consistent public information, in conjunction with FM and other affected Divisions. They will use all relevant channels to ensure effective communication with the public, including the use of media, websites, helplines, intermediaries etc. They will also liaise with the Government Communications Network (GCN) and Government News Network (GNN) as

necessary, including chairing teleconferences where flooding reaches the “High” threshold in Table 4 (NB these are **not** the same as the levels of flood event set out in Table 2).

TABLE 4

THRESHOLDS FOR COMMUNICATION RESPONSE

Level of media interest	Management Response
LOW (minor event)	EA, Defra FM and Defra Press Office will deal with communications issues arising from flood events with low media interest.
MEDIUM (significant event)	If localised/regional flooding occurs with medium publicity, the Defra Communications Directorate Central Group will be set up to co-ordinate briefing and media issues in liaison with EA, Defra FM and the local GNN in the region affected.
HIGH (serious event)	If there is high media attention resulting from widespread flooding, the NCC will be set up to facilitate the co-ordination of information flows between Defra, other Government Departments, Gold Command and the media.

A5.19 To support the Communications Directorate role:

- FM Division and Communications Directorate will have daily discussions to ensure that emerging issues are identified and briefed upon; and
- FM Division will brief Ministers who in turn will interface with the media and Parliament.

A5.20 To ensure confusing messages are not put out to the media, it is important that Defra Communications Directorate liaise closely with EA and GOs press offices. EA will normally brief on the detail of the causes of the flooding and prognosis of whether it will get better or worse. Local authorities and the emergency services will cover impacts of the flooding, and emergency action being taken to restore normality. Defra will brief on national policy issues including approaches to manage flood risk generally and levels of investment. Defra will also brief on impacts on its policy interests (eg on agriculture, water supply or food distribution).

A5.21 The demands of the media concerning local issues may also be satisfied through the activation of a media briefing centre which may be established at Gold etc Commands. There is a need for GNN input to act as a link between local and central.

Ministerial involvement in the flooding

A5.22 Experience of the Summer 2007 floods demonstrated the value of Ministers playing a key and proactive role in relation to the floods and recovery issues by:

- making regular visits to the affected areas;
- making regular and detailed statements to Parliament;
- quickly establishing responsibilities for Flood Recovery issues in Communities and Local Government;
- holding weekly “phone-ins” (during the Summer Recess) at which any MP could raise constituency issues. These were chaired by CLG Ministers with Defra Ministers also participating (as well as officials from both Departments and EA).

Ministerial and other VIP visits

A5.23 The importance of Ministerial and other visits to flood affected areas has been demonstrated in successive floods. FM Division should therefore work with GOs, EA and Private Offices on timing and locations for Ministerial and other VIP visits to flood areas; the EA may make the arrangements especially for visits immediately after flooding has occurred.

A5.24 However, it is important that such visits do not divert the attention of staff involved in the emergency response, and that all parties recognise that a light touch only is necessary for Ministers undertaking such visits – eg briefing might need to be given orally by EA *en route* to the affected area, to explain the key issues around what has happened and any significant issues in the area.

Generally working with Ministers' Private Offices

A5.25 During a flood everything tends to be urgent. Always send e-mails to Ministers' shared mailboxes (see Flood Emergencies Telephone Directory) **and** to named Private Secretaries; and at least at the outset, ring Private Office to alert them to urgent arrivals.

BIRD TABLES

Regular “Bird Table” meetings provide a useful mechanism for sharing information, reviewing workloads, progress and tasking. The principles of Bird Table meetings are described below but can be adapted to suit the particular purposes and needs of the flood emergency.

<u>PURPOSE</u>	<ul style="list-style-type: none"> • To provide brief and punchy situation reports on all aspects of the operation to those concerned in its management, which may include operational partners and external stakeholders, so encouraging a co-ordinated and co-operative response. • To identify key emerging issues and allocate responsibility for resolving them and reporting back, so creating and fostering feed back loops. • To agree the application of instructions and to task operational teams .
<u>ORGANISATION</u> Timing	<ul style="list-style-type: none"> • Bird Tables contribute to the battle rhythm which is the structure of daily activities - meetings, briefings and reports - that enables the coordination of the operational response. • Bird Tables should be held at fixed times once, twice or three times a day depending on the scale and speed of development of the event.
Conduct	<ul style="list-style-type: none"> • Bird Tables are conducted standing up. • The places round the room and order of speaking should be fixed and unchanging so that the Bird Table manager knows immediately where to look for contributions; Name plates will generally be provided. • Issues identified for action should be taken forward and resolved away from the table and reported back to the next Bird Table.
Participants	<ul style="list-style-type: none"> • Chair -Responsible for leading and directing the Bird Table, maintaining the pace of reporting, drawing out issues, allocating responsibility for issue resolution and promoting their discussion separately from, rather than at, the Bird Table. • Manager - Stands at the right hand of the Chair. Responsible for organisation of the Bird Table and fixing places for participants, calling speakers and recording and circulating actions and issues. • Representatives - Significant policy and operational players or their representatives, able to commit resources and accept tasking. Must speak clearly and for no more than 2 or 3 minutes.
Briefing Aids	<ul style="list-style-type: none"> • Participants should report using a set format covering actions/facts, impacts, resources, communications, and issues for action/decision – “nothing to report” should be stated. • Relevant maps on the Bird Table can provide valuable location references.
Action Notes	<ul style="list-style-type: none"> • Action notes following a set format and covering tasks allocated, issues identified and their resolution should be circulated immediately (within the hour) to at least those attending and also recorded on whiteboards for referral at subsequent meetings.
Invited participants (may dial in if they cannot attend in person)	<ul style="list-style-type: none"> • DG Natural Environment Group and Lead Director • Flood Management: Deputy Director, Divisional Management Team, Emergency Planning and Response Lead, Communications Lead. • Representatives from: Animal Health; Animal Welfare; Climate Change; Communications; Contingency Planning and Security; Crops Hub; Food and Drink Industries (inc Food Security); Livestock and Livestock Products; Marine Fisheries Agency; Rural Policy; Waste Management; Water Supply and Regulation; Wildlife Habitats and Biodiversity; • Private Offices, Ministers and Special Advisers; • EA.

TEMPLATE AND CIRCULATION LIST FOR ENVIRONMENT AGENCY NATIONAL SITUATION REPORTS

**TIMING OF REPORTS NEEDS TO CONFORM WITH THE BATTLE RHYTHM
ESTABLISHED FOR THE EVENT**

**CIRCULATION LIST IS SET OUT IN FLOOD EMERGENCIES TELEPHONE
DIRECTORY**

Template

REPORT TIME:
REPORT DATE:

NATIONAL FLOODING SITUATION AT [TIME/DATE]
REPORT NUMBER [#]

1. EXECUTIVE SUMMARY
2. WEATHER CONDITIONS AND OUTLOOK
3. SUMMARY OF FLOOD WARNINGS IN FORCE
4. REGIONAL/WALES SUMMARIES
5. NEXT REPORT

TEMPLATE AND CIRCULATION LIST FOR GOVERNMENT OFFICE REGIONAL RESILIENCE TEAM REPORTS

TIMING OF REPORTS NEEDS TO CONFORM WITH THE BATTLE RHYTHM ESTABLISHED FOR THE EVENT

CIRCULATION LIST IS SET OUT IN FLOOD EMERGENCIES TELEPHONE DIRECTORY

Template

GOVERNMENT OFFICE FOR [NAME OF REGION]
SEVERE WEATHER AND FLOODING
BRIEF FOR CENTRAL DEPARTMENTS

Brief Number:

Time (24hr):		Lead Official:	
Date:		Email:	
		Phone:	
		Fax:	

Additions to information provided in prior briefs should be highlighted using a light shade background colour (as here).

Contents

1. Key Issues

Current key points and concerns for central government:

- *Priorities of the response*
- *Obstacles to Response*
- *VIP visits etc*

2. Current Situation Report

Include where possible or relevant information relating to:

Impacts

- Extent of flooding
- Fatalities
- Casualties
- Missing persons
- Properties flooded
 - Residential (count only those where the habitable part has been affected)
 - Businesses (count only those with interrupted trading)

NB When counting households and businesses affected please bear in mind that at a later date you may be asked to break down the information between types of tenure (for houses) and split businesses between small, medium and large.

- Vulnerable People (eg elderly) identified as at special risk;
- Numbers displaced:
 - in temporary accommodation provided by LA
 - in other accommodation, staying with family or friends, moved away etc
- Energy supplies
- Water
 - supply interruptions
 - contamination
 - sewerage issues
- Provision of food and drink
- Communications
- Public transport
- Road networks
- Health services
- School or College closures
- Postal Service
- Tourism
- Environmental or Habitat damage
- Agricultural impacts:
 - Livestock losses
 - crop damage, and likelihood of recovery later in the season
- Any public order, community safety, community cohesion issues (eg looting)

Response

- Command and control structures in place (eg Gold commands)
- Military, Police, Fire-fighter, Ambulance deployments
- Evacuation
- Local authority mitigating actions taken (eg warning and informing, sandbag provision)
- Availability and distribution of sand bags to protect property
- Amount of Temporary Accommodation and Rest Centres provided
- Cost implications

Recovery

- Emerging Recovery issues

3. Lines to Take (for Local Incidents only)

Where incidents are cross border, or involve multiple Gold groups, lines will have to be agreed between parties. In such circumstances, this section should be omitted from this report.

4. Recommendations

5. Contacts

6. Other relevant information

MODEL BATTLE RHYTHM AND AGENDA FOR TELECONFERENCES

Model Battle Rhythm

The following is the Default Battle Rhythm that will apply to a flooding emergency

Time	Event	Involving
08.30	EA/Defra update	EA phones Defra to give a quick update on what's happened overnight
09.30-10.00	EA and GO Sitreps sent to flood emergencies mailbox	EA and GOs (Defra then circulate to OGDs and internally)
11.00	CLG chaired teleconference to receive and share info from EA, Met Office and GOs.	CLG Defra FM Defra Comms GOs EA Met Office CCS
12.00	Defra chaired teleconference (optional)	Defra FM, Defra Comms Defra other affected policy divisions CCS EA (OGDs eg BERR, DCSF, DfT)
14.30	Defra internal birdtable	Defra FM and policy leads
14.30-15.00	Updated EA and GO Sitreps sent to flood emergencies mailbox	EA and GOs (Defra then circulate to OGDs and internally)
15.30	CLG chaired teleconference to receive and share info from EA, Met Office and GOs.	As 11.00
16.30	Defra chaired teleconference (optional)	As 12.00
Throughout the day <ul style="list-style-type: none"> • EA and GOs to tell Defra of any major developments; and • EA to forward any HELP reports immediately they are issued. 		

CLG will host teleconferences as part of the generic emergency arrangements that operate with the GOs. Defra, EA and Met Office will participate in these. CLG will provide telephone numbers and access codes to all participants.

Additional Defra hosted teleconferences will be held where necessary, as highlighted in yellow, especially to share and receive information on impacts with other Government Departments. Defra will provide telephone numbers and access codes to all participants.

Model Standard Agenda for teleconferences

- Situation updates
 - Met Office
 - EA
 - GOs
 - [other Government Departments where participating]
- Impacts
 - Properties
 - CNI
 - Other
- Response/preparedness arrangements
- Longer term outlook
- Briefing lines for Ministers/media etc
- Arrangements for contacting MP if appropriate
- Next teleconference

CHECKLIST OF KEY ACTIONS AND DECISIONS

Introduction

This checklist sets out the key actions and decisions to be taken in relation to a flooding event. It focuses on what needs to be done rather than who should do it (as a pre-assigned person might be absent at the time). Rather, a hierarchy for making decisions and taking action has been established below, for all of the key stages.

Who's who

Senior Management (SM)	<ul style="list-style-type: none"> • DG, Natural Environment Group; • Water Director (likely to be designated as Lead Director when floods happen)
Flood Management Division (FM)	<ul style="list-style-type: none"> • Deputy Director • Programme Managers • Emergency Planning and Response Lead • Others as appropriate
FM On-Call Officers (OCO)	<ul style="list-style-type: none"> • The weekly rostered person in FM
Flood Briefing and Information Unit (FBIU)	<ul style="list-style-type: none"> • Temporary unit of drafted-in staff set up at time of flooding (see Annex 4)
CPSD	<ul style="list-style-type: none"> • Defra Contingency Planning and Security Division

Prerequisites

SM FM OCO	<ul style="list-style-type: none"> • Ensure familiarity with, and have available out of hours: <ul style="list-style-type: none"> ○ This Lead Government Department Plan ○ Flood Emergencies Telephone Directory ○ CONOPS (link in para 2.1)
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Peacetime role

SM	<ul style="list-style-type: none"> • Maintain awareness of potential flooding via normal media
FM	<ul style="list-style-type: none"> • Maintain awareness of potential flooding via: <ul style="list-style-type: none"> ○ normal media ○ EA flood outlook statements (received each Monday and Thursday) ○ EA website during heightened risk
OCO	<ul style="list-style-type: none"> • Have their work mobile phone with them and turned on at all times with at least the following programmed into its memory: <ul style="list-style-type: none"> ○ Defra Duty Room number (020 7270 8960); ○ Out of hours numbers of the FM Divisional Management Team members. • Maintain a home Broadband or dial up connection to receive and respond to e-mails, with ready access to the "floodreports" and "floodemergencies" mailboxes (and Emergency Extranet site if and when created). • Maintain awareness of potential flooding via: <ul style="list-style-type: none"> ○ normal media ○ EA Flood Outlook Statements (received each Monday and Thursday) ○ EA website during heightened risk. • Share information on flood risk by circulating the EA Flood Outlook Statements. • [Will also be the first point of contact for Defra Press Office queries etc; contact someone else in FM Division (at a reasonable time) if you cannot answer them yourself.]

Flooding role

First notification

FM (in hours)	<ul style="list-style-type: none">• Notification will come:<ul style="list-style-type: none">○ <u>In hours</u>, by email and phone call from EA;○ <u>Out of hours</u>, from Defra Duty Room (EA duty Regional Director will instruct Thames Barrier to inform Defra Duty Room (out of hours) if HELP report suggests Defra need to be alerted.
OCO (out of hours)	<ul style="list-style-type: none">• Collect the following essential early information from the EA, so far as it is available:<ul style="list-style-type: none">○ When and where has flooding happened (or is predicted)?○ Extent of the floods (actual or potential).○ A general prognosis – is the situation improving or deteriorating?○ The status of media interest.○ Relevant details of EA response including whether they are participating in Gold etc commands.○ Any other information which the EA may have (eg about deaths, evacuation).• For dam breach, ask in addition:<ul style="list-style-type: none">○ When was the dam last inspected?○ What is its risk category?○ Has the reservoir undertaker informed the local emergency services?○ Has an inspecting engineer been appointed?

Immediate decisions/actions (notification coming out of hours)

OCO	<ul style="list-style-type: none">• Assess the seriousness of the situation based on information gathered from EA and by reference to Table 2. Consider also contacting the GO for more information. Bear in mind that potentially catastrophic flooding could result from eg a North Sea surge or a dam breach. Notifications in the middle of the night of actual or potential flooding at:<ul style="list-style-type: none">○ Local or Level 1, with as yet no media interest, can wait until work resumes (or more social hours if it is at the weekend);○ Level 2 or 3 cannot wait.• Consider (in consultation <u>where possible</u> with the FM Deputy Director) whether immediate action should be taken to:<ul style="list-style-type: none">○ inform the Duty Minister and Defra senior management; and/or○ inform Defra Communications Directorate; and/or○ advise Civil Contingencies Secretariat that the Central Government response to the event should be escalated to COBR; and/or○ inform Number 10 (in consultation with CCS).• Also consider alerting (in no particular order):<ul style="list-style-type: none">○ the Duty Defra Press Officer, who may need quick lines to take;○ the Duty Officer for the relevant Government Office for the Region (see Flood Emergencies Telephone Directory);○ CCS Duty Room (number from Defra Duty Room): only necessary if there is an immediate risk of the event escalating to COBR;○ Other Government Departments, eg DfT if a main railway line or motorway is flooded; BERR if power supplies are at risk. Do this through Defra Duty Room, or the Defra Duty Press Officer if all else fails (he/she will have contacts with other duty Press Officers).• Hand event over to FM when normal office hours resume.
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Immediate decisions/actions (in hours)

FM (with SM and CPSD where possible)	<ul style="list-style-type: none"> • Consider the seriousness of the situation based on information gathered and by reference to Table 2 and the impacts across Defra and across Government. Bear in mind that potentially catastrophic flooding could result from eg a North Sea surge or a dam breach. In particular consider escalating the event: <ul style="list-style-type: none"> ○ Within Defra, ie to involve SM and potentially Emergency Management Board; ○ Within Government, ie so that the event would be managed in COBR. If this is proposed, discuss with CCS.
FM	<ul style="list-style-type: none"> • For anything other than a purely local event, produce immediate note summarising what has happened (or is predicted) and decisions on how it should be handled, including media handling lines, and send to: <ul style="list-style-type: none"> ○ Defra Ministers ○ Special Advisers ○ Defra Management Board Members ○ Defra Communications Directorate ○ Defra Divisions on “Bird Table” Participant list in Annex 6 ○ CCS ○ GO for Region(s) affected ○ Other Government Departments (especially CLG, BERR, DCSF, HMRC, MoD, DH, Met Office, DfT, HMT, DWP) ○ Others, as advised by CCS (eg Number 10)

Immediate decisions/actions when event looks serious and/or likely to be prolonged

SM	<ul style="list-style-type: none"> • Appoint Lead Director (Water Director normally), reallocating their work as necessary. • Consider, with Permanent Secretary, convening Emergency Management Board (EMB) to manage cross-Defra impacts, and agreeing chairmanship (FM Division provide the Secretariat for the EMB, supported by CPSD and/or others as required). • Agree location of single EA/Defra London Situation Room. • Establish Flood Briefing and Information Unit (FBIU). • Ensure arrangements in place to co-ordinate cross-Government impacts by CCS/Defra/EA. • Ensure arrangements in place for flood recovery by CLG (preferably).
SM FM	<ul style="list-style-type: none"> • Discuss, agree and implement: <ul style="list-style-type: none"> ○ Reallocation and reprioritisation of ongoing FM Division’s work; ○ The need for shift working in FM Division (including a daily rota for out of hours response to media questions or briefing Ministers on the events – the OCO should not have to do this continually during a flood event); ○ Confirm (pre agreed) clear roles and responsibilities between Lead Director and FM; ○ Accommodation, security, staffing, welfare, IT etc issues – especially if there is shift working; ○ Rota system for briefing Ministers and attending COBR meetings out of hours.
FM	<ul style="list-style-type: none"> • Draft urgent Oral Parliamentary Statement. • Establish battle rhythm for the event (see Annex 9) and communicate to EA and GOs for their reports. • Consider activating single project code for all expenditure attributed to the emergency with a request to FPRD. • Seek information from EA on issues regarding schemes etc in areas actually or potentially affected by flooding. • EA and Defra should work up a realistic worse case for the event to help preparation.
CPSD	<ul style="list-style-type: none"> • Support Bird Tables as required to identify and assess impacts across Defra.

Ongoing roles during a serious and/or prolonged flood event

SM	<ul style="list-style-type: none"> • Chair/Attend Emergency Management Board Meetings. • Chair/Attend/Support Ministers at COBR meetings. • Ensure Defra Ministers are fully briefed on cross-Defra impacts. • Ensure Defra Ministers are fully briefed on cross-Government impacts (supporting CCS if event escalated to COBR). • Cascade COBR/EMB outcomes to Defra (via Bird Tables where possible). • Ensure arrangements in place for identifying lessons from the floods. • Review decisions on escalation and continuation of FBIU.
FM	<ul style="list-style-type: none"> • Fully lead and support the cross-FM effort including by: <ul style="list-style-type: none"> ○ holding regular cross Division update meetings (mini Bird Tables) throughout the day to: <ul style="list-style-type: none"> ▪ update on issues, ▪ understand what needs to be done, ▪ cascade messages to their teams, and ▪ help ensure that all FM staff can play a full part; ○ managing, supporting and inputting briefing to FBIU; ○ direct, oral briefing to Ministers. ○ participating in extended hours or rota systems; • Support SM at COBR/EMB Meetings and ensure outcomes are cascaded within Defra (via cross Defra Bird Tables where possible). • Participate in cross Defra Bird Tables. • Contribute to Central Government recovery coordination arrangements. • Contribute to lessons identified arrangements.
FBIU	<ul style="list-style-type: none"> • Role fully explained in Annex 4 but in summary: <ul style="list-style-type: none"> ○ Supporting cross-Government briefing with EA and CCS including coordinating all briefing on flooding, and its impacts, including acting as gatekeepers for briefing requests; ○ maintaining the “battle rhythm”; ○ ensuring receipt and onward dissemination of situation reports; ○ working with Comms Directorate and others on a unified core script for flooding; ○ drafting Ministerial statements and assisting CCU in replies to PQs and Ministerial correspondence; ○ organising and recording Bird Tables; ○ updating or maintaining internet, intranet, and (if created) extranet websites; ○ monitoring, managing, briefing for Ministerial and VIP visits.