Joint Report by the Director of Corporate & Community Services and Neighbourhood & Environmental Services

Decision to be taken after 4 October 2011

NORTH LINCOLNSHIRE COUNCIL

CORPORATE AND COMMUNITY SERVICES CABINET MEMBER

COMMUNITY RECOVERY PLAN

1. OBJECT AND KEY POINTS OF THIS REPORT

1.1 To update the Cabinet Member on community recovery and the revised Community Recovery Plan produced following Exercise Watermark in early 2011.

1.2 To consider whether any other issues need to be incorporated within the Community Recovery Plan before it is approved at the next Cabinet Member meeting in October 2011.

2. BACKGROUND INFORMATION

2.1. Following the 2007 floods, a Corporate Flood Recovery Plan was produced by North Lincolnshire Council that linked into a Multi-Agency Flood Forum. This was approved by Cabinet in July 2009.

2.2. In September 2010, a Community Recovery Plan in relation to all recovery aspects, not just from flooding, was drafted by Humber Emergency Planning Service on behalf of North Lincolnshire Council. This document sets out the procedures required by North Lincolnshire Council to undertake community recovery following an emergency. It focuses primarily on the actions that need to be taken following the initial emergency response. In short, community recovery is the process of rebuilding, restoring and rehabilitating the community following an emergency.

2.3. North Lincolnshire Council is responsible for community recovery in the event of an emergency. Accountability for the Community Recovery Plan rests with the Emergency Planning and Business Continuity Steering Group which meets quarterly, chaired by the Director of Neighbourhood and Environmental Services.

2.4. In March 2011, North Lincolnshire Council and its partners took part in Exercise Watermark, a national exercise involving a series of exercises and scenarios which sought to test local plans and preparedness for an emergency incident.

2.5. As part of this, the provisions set out in the Community Recovery Plan were considered and tested, with a series of revisions, changes and

improvements suggested to make the plan more practically usable. The revised Community Recovery Plan reflects this.

2.6. Amendments have made the plan more concise – to this effect a summary document has been produced. Further, changes to the Council and partners due to restructuring locally and nationally have been reflected within the plan. Utilisation of new resources such as the Key Individuals Network, working more closely with town and parish councils, and using community buildings, are also additions to the plan included to make the plan more community focussed.

2.7. There is flexibility contained within the plan, as there is no prescribed uniform structure for managing community recovery. A Recovery Manager will be appointed to lead the recovery phase. The recovery can be on a locality and/or theme basis. This is dependent on the scale and locality of the emergency involved, and will be decided at the discretion of the Recovery Manager, CMT and political leadership.

3. OPTIONS FOR CONSIDERATION

3.1. To note the revised Community Recovery Plan and summary document, with a view to approving the document at the October Cabinet Member meeting.

3.2. To reject the revised Plan and implement alternative arrangements for community recovery.

4. ANALYSIS OF OPTIONS

4.1. The original Community Recovery Plan was produced by Humber Emergency Planning Service (HEPS) on behalf of North Lincolnshire Council, using national guidelines and the recovery toolkit. HEPS are the sub-regional resource for the four Humber authorities regarding emergency planning.

4.2. The arrangements contained within the plan have been practically tested during and following Exercise Watermark and it is felt by the two responsible directors that the revised Community Recovery Plan is fit for purpose.

4.3. Rejecting the plan would lead to another plan being required in its place, using similar national and local guidance. It would be duplicatory and costly to pursue this option.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1. In the event of an emergency incident as detailed in the plan, resources (financial, staffing etc) would be redirected according to the needs created by the incident. Provisions for this resource reallocation are made within the plan, on both a theme and locality basis.

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)

6.1. Emergency response and recovery are not listed as duties under the Civil Contingencies Act 2004 and accompanying Regulations but effective response and recovery are its intended outcomes. Emergency response and recovery cover two of the six steps of Integrated Emergency Management, the concept on which civil protection in the UK is based.

6.2. The refresh has been scoped with two directors who hold the Council's responsibilities for Environmental and Crime and Disorder issues respectively. As such these issues have been taken into consideration during the refresh and representatives from organisations dealing with both issues were involved in Operation Watermark and any concerns included in the refresh.

7. OUTCOMES OF CONSULTATION

7.1. The plan has been revised and rewritten following feedback and the outcomes of consultation following Exercise Watermark. The revised Recovery Plan has been scoped with the Director of Neighbourhood and Environmental Services and the Director of Corporate and Community Services.

8. RECOMMENDATIONS

8.1. The Cabinet Member notes this report.

8.2. A further report be received by the Cabinet Member on 18 October following further consideration of the issues detailed within, requesting approval of the revised Community Recovery Plan.

8.3. That the Community Recovery Plan be reviewed on an annual basis.

DIRECTOR OF CORPORATE AND COMMUNITY SERVICES
DIRECTOR OF NEIGHBOURHOOD AND ENVIRONMENTAL SERVICES

Pittwood House
Ashby Road
Scunthorpe
North Lincolnshire
DN16 1AB

Author: Sean Brennan/Dave Hey

Date: 27/09/2011

Background Papers used in the preparation of this report

NLC Community Recovery Plan – August 2011 refresh
Corporate Flooding Plan – NLC Cabinet Paper, July 2009
Emergency Response and Recovery: Non-statutory guidance accompanying the Civil Contingencies Act 2004 – HM Government, v3 April 2010

NORTH LINCOLNSHIRE COUNCIL

www.northlincs.gov.uk

Community Recovery Plan

Version: June 2011

Contents

Part 1 Context 1
1.1 About this section 2
1.2 Background 2
1.3 Purpose and objectives of this section 3
1.4 Objectives of community recovery 5
1.5 Key principles of recovery 5
Part 2 Roles 7
2.1 Overview 7
2.2 Role definitions and responsibilities 11
Part 3 Processes 18
3.1 Timeline 18
3.2 Inter-agency protocol 19
3.3 Information protocol 20
3.4 Management processes 21
3.5 Transition to normal service 21
Part 4 Policies 23
4.1 Overview 23
4.2 Changes to normal services 23
4.3 Business continuity 26
4.4 Environmental Considerations 26

Tables

Table 1 Model for locality working 4
Table 2 Options for consideration 9
Table 3 Response and recovery groups 11
Table 4 CMT requirements 12
Table 5 Recovery Management requirements 13
Table 6 Theme leads and ARMS requirements 15
Table 7 Guidance for theme leads 15
Table 8 Potential sites for Humanitarian Assistance Centres 16
Table 9 Health & Well-being 25
Table 10 Community Safety 25
Table 11 Infrastructure 25
Table 12 Environmental 25
Table 13 Finance 25
Table 14 Communications 25

Figures

Figure 1 Where the Community Recovery Section fits 3
Figure 2 How recovery arrangements may be activated 9
Figure 3 Response & Recover Hierarchy 10
Figure 4 Timeline - Response to recovery 18

Appendices

Appendix 1 Community Impact Assessment 28
Appendix 2 Individual Impact Assessment 29
Appendix 3 Community Recovery Section Acronyms 31

Part 1 Context

1.1 About this section

1.1.1 Community recovery requires careful planning and cooperation between several organisations. The council's contribution to community recovery is led by the Council Management Team. CMT are responsible for coordinating recovery and have oversight of this plan.

1.1.2 Accountability for the Recovery Plan rests with the Tactical Emergency Planning Working Group (TEPWG) on behalf of the Chief Executive.

1.1.3 The Community Recovery Plan sets out the procedures required by North Lincolnshire Council to undertake community recovery following an emergency. It focuses on the actions that need to be taken following the initial emergency response, although there are some provisions for recovery to be considered during the response period. It is important that the challenges of recovery are considered and planned in advance of an emergency.

1.1.4 This document has been produced in line with the following:

- Humber Local Resilience Forum Recovery Protocol
- Humber Local Resilience Forum Local Authorities Recovery Toolkit
- North Lincolnshire Multi-Agency Flood Compendium
- Corporate Flooding Plan, NLC
- Emergency Response and Recovery Guidance, HM Government
- The Pitt Review: Lessons learned from the 2007 floods, Cabinet Office

Community Recovery -	**the process of rebuilding, restoring and rehabilitating the community following an emergency.**

1.2 Background

1.2.1 Following the 2007 floods the North Lincolnshire Flood Forum (NLFF) was established. One of the first actions taken by the NLFF was to compile a multi-agency document to assist in the planning for and management of future flooding events in North Lincolnshire. This document, the North Lincolnshire Multi-Agency Flood Plan, captures the lessons learned from the 2007 floods and responds to the Government's preliminary guidance issued in 2007, namely:

- Preliminary Guidance, Developing a Multi-Agency Flood Plan, and
- Guidance for Local Resilience Forums and Emergency Planners

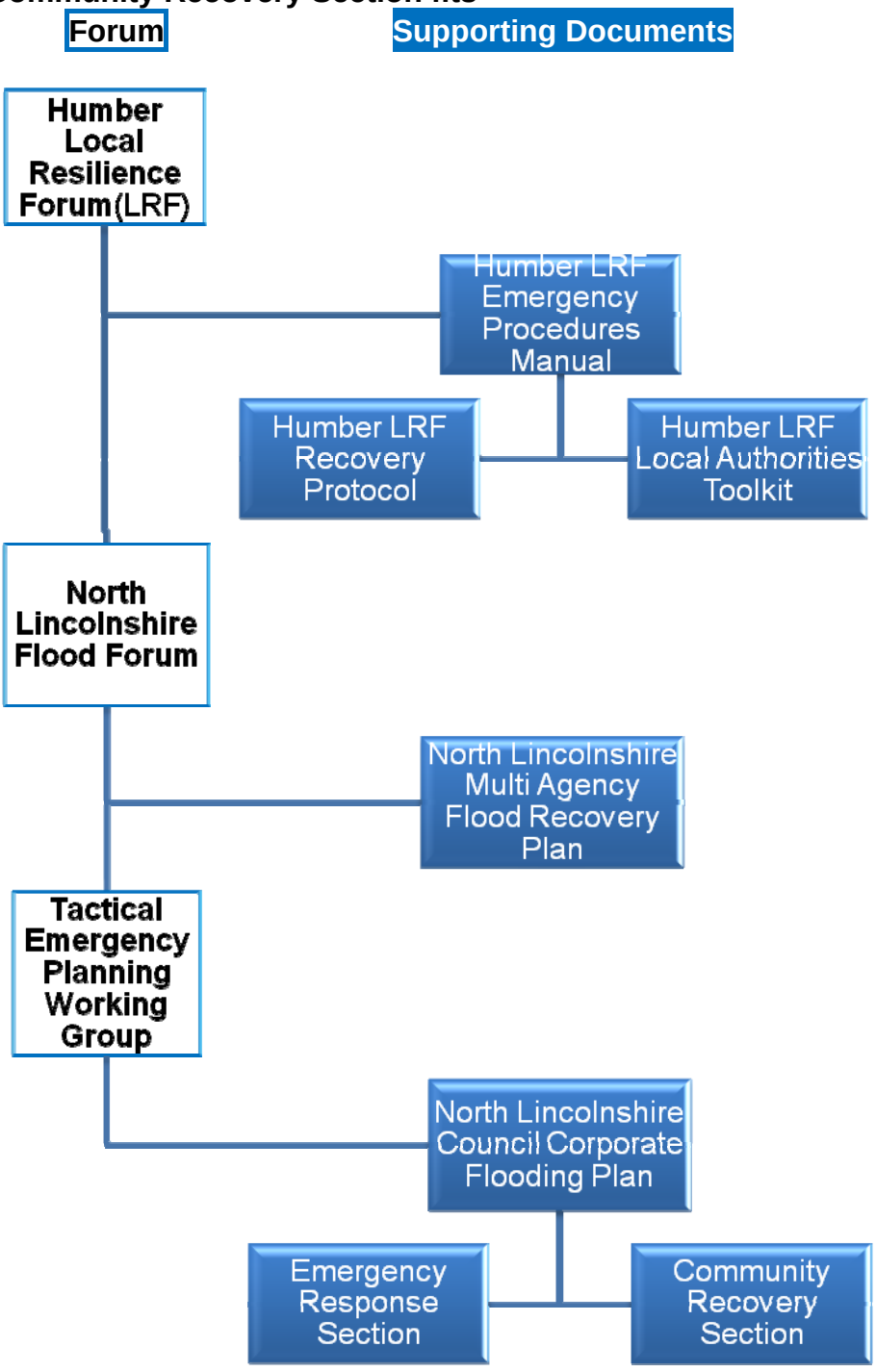
1.2.2 Further recommendations on how future flooding events should be managed are included in Sir Michael Pitt's review of the 2007 floods. This report contains 20 conclusions regarding community recovery that are incorporated in this plan.

1.2.3 The council is signed up to the principles contained in the Humber Local Resilience Forum's (HLRF) Emergency Procedures Manual (HEPM). The LRF's Local Authorities Recovery Toolkit acknowledges that successful community recovery following an emergency requires pre-planning. This plan has been produced using the LRF toolkit as a framework.

1.2.4 The recovery plan has recently been updated following North Lincolnshire's involvement in Exercise Watermark, a national exercise to test the nation's

preparedness to respond to flooding. During March 2011, exercises were carried out to test arrangements to respond to flooding caused by surface water, tidal inundation, rivers and reservoirs. This plan has been revised and updated in light of the lessons learned from this exercise.

Figure 1 Where the Community Recovery Section fits



1.3 Purpose and objectives

1.3.1 The overall aim of this plan is to establish a clear framework for the planning for and management of the community recovery process following an emergency. It recognises the impact that an emergency can have on the well-being of our communities and the disruption that occurs to people's lives beyond the initial

emergency response phase. It aims to assist the council in rebuilding, restoring and rehabilitating the community.

1.3.2 In many circumstances the council's normal policies and procedures will be sufficient to deal with the aftermath of an emergency. Such is the impact on our communities that it may sometimes be necessary to adapt normal procedures in order to ensure that recovery is achieved as swiftly as possible.

1.3.3 We recognise that community recovery requires a coordinated approach across service boundaries. In line with the HLRF Local Authorities Recovery Toolkit this plan breaks down recovery into five themes to coordinate activity. These are:

- Health and well-being
- Community safety
- Infrastructure
- Environmental recovery
- Economic and business recovery

Table 1 Model for locality working

1 NORTH LINCOLNSHIRE														
North Lincolnshire														
5 AREAS														
Isle of Axholme			Barton and District			Brigg and District			Scunthorpe North			Scunthorpe South		
17 WARDS														
Axholme North	Axholme Central	Axholme South	Ferry	Burton Upon Stather and Winterton	Barton Upon Humber	Ridge	Broughton and Appleby	Brigg and Wolds	Burringham and Gunnes	Town	Crosby and Park	Frodingham	Ashby	Bottesford	Brumby	Kingsway and Lincoln Gardens

1.3.4 In order to ensure that this plan can be used for emergency incidents of varying community impact the exact nature and scale of the theme and localities structure is not prescribed. Instead, the five localities, five themes and two supporting functions form a menu of options that can be activated according to the needs of the community and the scale of impact.

1.3.5 This plan has a number of specific objectives to support the achievement of its overall aim. These are:

- To identify who will lead and coordinate aspects of community recovery work, based on themes and geography
- To identify short, medium and long-term community recovery issues
- To establish structures and processes for the management of community recovery activity
- To ensure effective handover between emergency response and community recovery phases following an emergency

- To identify changes to normal policies, procedures and service delivery to be considered during community recovery
- To establish processes for all stages of the community recovery process
- To establish when community recovery arrangements can be dissolved

1.4 Objectives of community recovery

1.4.1 This plan defines community recovery as:

1.4.2 The process of rebuilding, restoring and rehabilitating the community following an emergency.

1.4.3 Community recovery aims to address the impacts of an emergency and restore communities to a point where normal service delivery arrangements are sufficient to meet needs. It does not assume that once community recovery work is complete the additional needs created by the emergency will no longer exist but aims to allow these needs to be managed through normal, day-to-day service delivery.

1.4.4 The objectives of community recovery are:

- To allow needs to be met within normal service delivery arrangements
- To return demand on public service to normal or manageable levels
- To ensure communities have:
    - Shelter
    - Basic resources
    - Essential services
    - Safety and public order
    - Sufficient financial and legal advice
    - Health and well-being support
    - Access to other appropriate information
- To provide support for our most vulnerable people and ensure this remains in place for as long as necessary
- To involve and empower communities during the recovery process
- To enable businesses to trade
- To return utilities and transport networks to use
- To ensure coordinated management of media and information throughout the community recovery process

1.5 Key principles of recovery

1.5.1 Our approach to community recovery intends to be *supportive, enabling and empowering*. This plan aims to foster this through a set of principles that should be adhered to by everyone contributing to the community recovery process:

- Wherever possible we will empower our communities to respond to the impacts of an emergency themselves, including ensuring that people have the right information to make informed decisions.
- We will approach recovery from a community development perspective by conducting operations at a local level through Community Emergency Teams (CETs) and seeking to involve and empower communities at every stage of the process.
- We will exploit opportunities to strengthen communities and build community capacity through the recovery process.

- We will ensure that the community recovery process begins from the first day of the incident and that community recovery issues are addressed during the emergency response phase.
- We will begin dialogue with our communities early and maintain a two-way communication process throughout.
- We will ensure that appropriate channels for communicating with our communities have been established during the response phase.
- We will make every effort to identify and support our most vulnerable people.
- We recognise that needs change during the community recovery process and will continually monitor, review and adapt our approach.
- We recognise that our diverse communities have different needs and will coordinate community recovery accordingly.
- We believe community recovery is best approached from an informed evidence base and will use Community Impact Assessments (CIAs) to target need.

Part 2 Roles

2.1 Overview

2.1.1 Coordinating community recovery - Community recovery will be coordinated on a theme and locality basis. This plan does not prescribe an overall, uniform structure for managing recovery across the five locality areas in North Lincolnshire. As the impact of an emergency will vary in scale and affect our communities in different ways we need to ensure that the Recovery Manager (RM, see role descriptions) is allowed sufficient flexibility to manage recovery according to the scale and nature of the impact.

2.1.2 Provisions are made in this plan to activate coordinating structures in each of the five locality areas. Each of the locality areas could potentially include arrangements to include representatives from the five recovery themes and two supporting functions (finance and communications). This is clearly resource intensive and it is unlikely that an emergency incident would require this scale of community recovery. It may only be necessary to activate one, if any, locality with representation from one or more themes.

Why coordinate recovery in line with the 17:5:1 model?

- The 17:5:1 model is used by the council, the PCT, Humberside Police and others to coordinate services
- The five locality areas are large enough for service coordination and small enough to target resources for communities
- Each of the five locality areas contains a local link that can act as an information hub

2.1.3 To what scale community recovery structures are activated is at the discretion of the RM and CMT and will be informed by Community Impact Assessments (CIAs) during the response phase. This plan provides a menu of options for community recovery structures (see

2.1.4 Table **2**) to allow the process to be coordinated according to need, with the following in mind[1]:

- The five locality areas form the geographic basis for coordinating recovery
- The RM and CMT will determine which locality areas have a need for coordinating structures
- The RM and CMT will determine which themes need to be involved in which areas and to what extent
- It may be possible to manage community recovery in a locality with theme leads involved in an advisory capacity only
- Communications and finance support are identified as crucial in this plan but their involvement will be as requested by the RM and may be in an advisory capacity
- Specific locality areas can be managed by the individual representing a specific recovery theme who would have responsibility for coordinating all aspects of recovery within their locality as well as leading on a theme across North Lincolnshire.

[1] [1]The RM, in consultation with CMT must decide which of the options listed to activate depending on the scale and nature of the emergency.

Table 2 Options for consideration

Locality options	Theme options	Supporting Functions Options
Isle of Axholme	Health and Well Being	Communications
Barton and District	Community Safety	Finance
Brigg and District	Infrastructure	
Scunthorpe North	Environmental Recovery	
Scunthorpe South	Economic and Business Recovery	

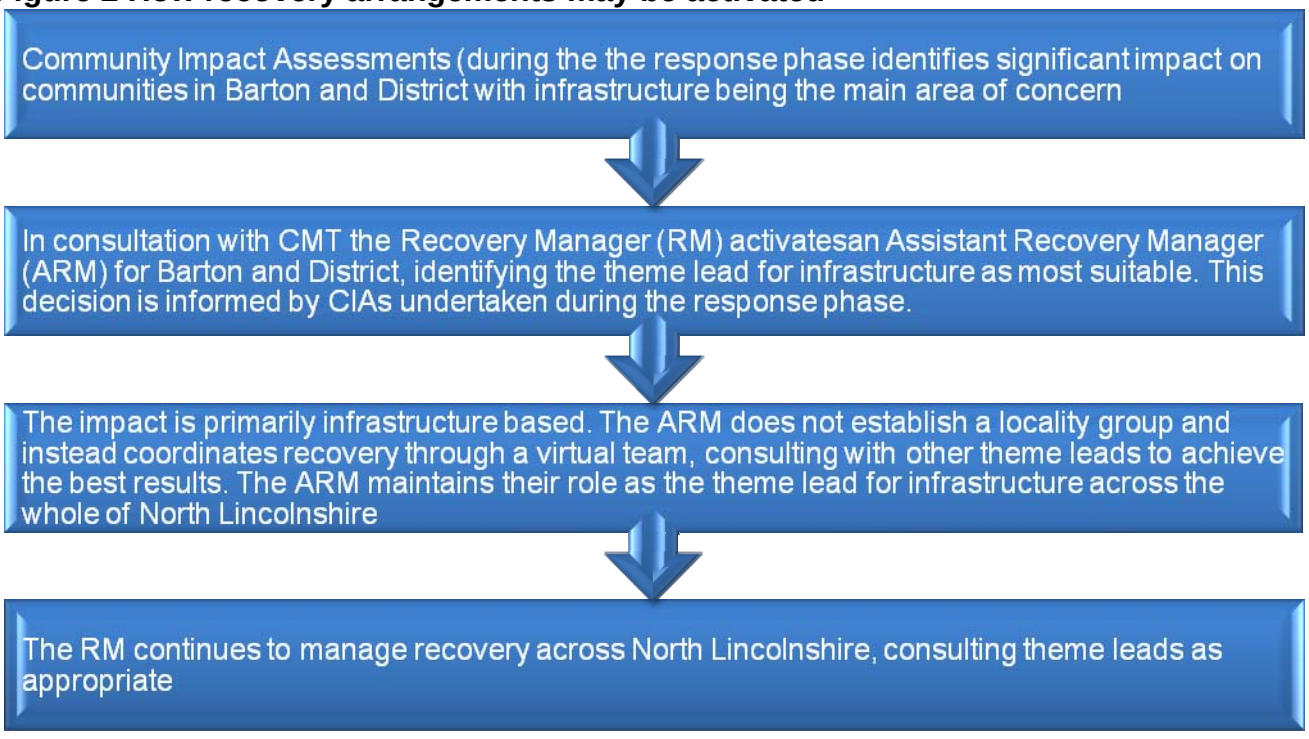
2.1.5 Where the impact within a specific locality is significantly high the RM may determine that a multi-theme locality group needs to be established. These groups would be led by an Assistant Recovery Manager (ARM) drawn from one of the theme leads.

2.1.6 The most appropriate theme lead to be allocated a locality to manage will depend on what theme requires the most intensive recovery effort. The ARM would lead across all themes within their locality while maintaining their role as representative of a theme for the whole of North Lincolnshire. Figure 2 below illustrates how this may work in practice.

2.2 Example sequence for activating community flood recovery arrangements

2.2.1 The following diagram shows how recovery arrangements may be activated in practice. Please note that arrangements are activated according to the scale and nature of the impact of the emergency and that options are selected from a menu, based on themes and localities, to best suit the needs of our communities for that particular incident.

Figure 2 How recovery arrangements may be activated



2.3 Roles - Overview

2.3.1 The Council Management Team provides strategic leadership for recovery across the whole of North Lincolnshire and mirrors the role that the Strategic Emergency Planning Team (SEMT) takes during the response phase. CMT will provide strategic direction, oversight and forward planning for community recovery following an emergency. The RM will be required to report progress to CMT. CMT will be required to steer the recovery process based on the information received from the RM.

2.3.2 The Recovery Manager is responsible for managing all aspects of community recovery from the initial response phase through to closure of recovery arrangements. Their equivalent during the response phase is the Incident Manager (IM). The RM must be appointed from Assistant Director or equivalent level. They are responsible for community recovery across the whole of North Lincolnshire.

2.3.3 Assistant Recovery Managers (ARMs) can be activated depending on the scale and nature of the impact on the community. They have responsibility for managing community recovery in a specific locality. This is in addition to any responsibility they have as theme leads. ARMs can coordinate community recovery in their assigned locality either by establishing a cross-theme locality group or using a virtual, or networked, approach and consulting other theme leads as appropriate. How a locality is managed is dependent on the scale and nature of the impact.

2.3.4 Theme leads - The RM, in consultation with CMT, will determine which themes require representation. Theme leads are required to act in an advisory capacity to the RM either as part of a virtual team or an established Recovery Group (RG). They also need to be able to coordinate activity within their specified theme across North Lincolnshire and effect changes in service delivery to achieve the community recovery objectives set by CMT. Theme leads have discretion to fulfil their role as they see fit. As they will need to be able to influence service responses across their specified theme individuals at Head of Function level or equivalent would be most suitable. They will report to the RG on issues relating to their theme.

2.3.5 The North Lincolnshire Recovery Group (RG) oversees recovery across North Lincolnshire. Its response equivalent is the Control Team (see figure 3). Arrangements under gold, silver and bronze command for emergency response are mirrored during community recovery (see Figure 3). The RM leads the group in managing recovery across all required themes. The group have oversight of any targeted work in specific localities.

Figure 3 Response & Recover Hierarchy

Response		Recovery
Strategic Emergency Planning Team	Strategic	**CMT**
Control Team	Tactical	**Recovery Group**

Incident Manager's Representatives	Operational	Locality Teams

2.3.6 The level of input from the members of the RG will vary according to the severity of the impact. The composition of the RG is therefore flexible and should be comprised of theme leads as appropriate.

Table 3 Response and recovery groups

Management Level	Response Focus	Recovery Focus
Gold – Strategic	SEMT – strategic management and oversight	CMT – strategic management and oversight
Silver – tactical	Control team – tactical management and coordination	RG – tactical management and coordination
Bronze - operational	IM's representatives – operational and front facing	Locality teams – operational management within locality areas

2.4 Roles - Definitions and Responsibilities

2.4.1 Short/medium/long-term responsibilities - The community recovery process realistically starts at the same time as the initial response phase. Although handover from response to recovery marks a transition from one process to another there will be community recovery issues that need attending to during emergency response. The responsibilities[2] held by the roles defined in this section are short, medium or long-term. These can be defined as follows:

- **Short-term** – Issues relating to this responsibility mostly dealt with during the initial response phase before handover to community recovery
- **Medium-term** – Issues relating to this responsibility mostly dealt with during the first three months of the recovery phase
- **Long-term** – Issues relating to this responsibility require managing throughout the entire community recovery process or for more than three months

2.4.2 The role of CMT is to provide strategic leadership, oversight and forward planning during community recovery. CMT is comprised of the following individuals:

- Simon Driver (Chief Executive)
- Neil Laminman (Director - Corporate and Community Services)
- Keith Ford (Director - Neighbourhood and Environmental Services)
- Peter Williams (Director - Infrastructure Services)
- Denise Hyde (Director - Children's Services)
- Mike Briggs (Director - Adult Services)
- Mike Wedgewood (Director - Finance)

2.4.3 CMT has the following responsibilities:

- Identify specific priorities to target throughout the community recovery process - on a theme and/or locality basis if necessary (short-term)

[2] It should be noted that there are no definitive rules for deciding pre-emergency which issues will be short, medium or long-term and that this plan provides guidance only.

- Ensure that Cabinet and Elected Members are briefed throughout the community recovery process (medium-term)
- If required, allocate ARMs to a locality group to lead (short-term)
- Consider issues raised by the RM and make decisions accordingly i.e. recommending reallocation of resources (medium-term)
- Determine when the community recovery work is complete, based on information from the RM (long-term)

2.4.4 In order to fulfil these responsibilities CMT will require the following during the community recovery process:

Table 4 CMT requirements

Requirement	Notes
A regular meeting room or equivalent	Although out of hours work is not likely to be necessary during community recovery meetings may have to be called at short notice to deal with emerging issues
Delegation of day-to-day responsibilities as appropriate	It may be necessary for members of the board to delegate other responsibilities down during community recovery

2.4.5 The Recovery Manager has responsibility for delivering community recovery across all recovery themes and for each of the locality areas across North Lincolnshire. The following options are available for how community recovery is managed:

- The RM coordinates all aspects of recovery work through a network of people with specialist knowledge around the recovery themes
- The RM activates the Recovery Group (RG) with certain responsibilities being delegated to identified theme leads
- The RM delegates coordination of recovery in specific areas to ARMs and maintains oversight through the RG

2.4.6 The RM chairs the RG and communicates the overall steer from the CMT. Along with the RG the RM puts this steer into action. They report progress against recovery objectives to CMT.

2.4.7 The role of RM is triggered at the beginning of the emergency response phase during an emergency. Initially, the RM would be required to represent community recovery issues during the response phase. They should ensure that decisions made consider the impact on community recovery.

2.4.8 The role of RM cuts across service and agency boundaries. It requires a degree of strategic oversight as well as a knowledge of and ability to manage operational issues. The RM will need to work closely with ARMs, CMT, Elected Members and Cabinet. Due to the nature of these responsibilities they should be Assistant Director level or equivalent.

2.4.9 The RM role is mirrored on the response side by the Incident Manager (IM). It may be feasible that an IM assume the role of RM, although a CIA may suggest a certain specialism is required for the role.

2.4.10 It is expected that during the response phase much of the planned community recovery work will be shaped. *The RM should ascertain where the priorities for community recovery are likely to be during response.* In this way steps can be taken early to ensure community recovery targets the right areas.

2.4.11 The RM has the following responsibilities:

- Represent community recovery interests during the response phase (short-term)
- Take ownership for issues relating to community recovery during the response phase (short-term)
- Alongside the IM contribute to a smooth and timely handover between response and recovery phases (short-term)
- Chair the North Lincolnshire Recovery Group (RG) (medium – long-term)
- Report to CMT on recovery issues during the response phase (medium – long-term)
- Act as the link between the RG and CMT during community recovery (long-term)
- Ensure that community recovery is managed in line with the priorities and direction given by CMT (long-term)
- With CMT, establish the specific objectives for community recovery and communicate to theme leads and ARMs (medium – long-term)
- Monitor and evaluate progress against community recovery objectives and take corrective action accordingly (long-term)
- Identify changes to services required during the community recovery process (medium-term)
- Maintain a recovery log recording actions taken and their outcomes and use this to compile a Lessons Learned Report using the standard Emergency Log Book (long-term)
- Ensure that relevant ward, parish and town councillors are briefed or, if the ARM has been activated, delegate this task accordingly (long-term)
- Liaise with Community Emergency Teams (CETs) and Neighbourhood Action Teams (NATs) or delegate to ARMs as appropriate (long-term)
- Ensure the Key Individuals Network (KIN) is employed as a method of communicating with local key contacts to disseminate messages and gain local intelligence about recovery needs.
- Recommend to CMT when recovery arrangements can be dissolved (long-term)

2.4.12 In order to fulfil these responsibilities the Recovery Manager will require the following during the community recovery process:

Table 5 Recovery Management requirements

Requirement	Notes
Suspension of day-to-day duties and delegation down as required	The degree to which normal duties have to be suspended is dependent on the impact of the emergency on North Lincolnshire's communities. This will be identified in CIAs
Dedicated administrative support	CMT should make arrangements for appropriate admin support, moving existing resources as appropriate
A dedicated meeting room or equivalent	Although out of hours work is not likely to be necessary during community recovery meetings may have to be called at short notice to deal with emerging issues
Commitment from all service areas	The Chief Executive and CMT should ensure that service areas are aware of the provisions for movement of resources to support recovery
A recovery hub away from their normal working area	A recovery hub acts as a base away from the RM's usual day-to-day responsibilities from which community

from which to coordinate recovery	recovery can be coordinated

2.4.13 Assistant Recovery Managers (ARMs) can be activated in any of the five locality areas across North Lincolnshire if the impact on that particular area is such that it requires targeted coordination. An ARM will be appointed from the most suitable theme lead. They will maintain their role as theme lead for the whole of North Lincolnshire and have a dual role leading all aspects of recovery in their allocated locality.

2.4.14 ARMs are required to coordinate community recovery within a specified geographical area through management of a locality group or network. Locality groups will meet as frequently as the level of need within their area dictates.

2.4.15 The responsibilities of ARMs are as follows:

- Lead and manage a locality group or network in one of North Lincolnshire's five locality areas (medium – long-term)
- Represent the locality at the RG (medium – long-term)
- Highlight issues of concern within the locality to the RG (medium – long-term)
- Liaise with KIN contacts for their locality to disseminate information and gain local intelligence to aid the recovery process (medium-long-term)
- Manage recovery in line with the direction laid down by the CMT (medium – long-term)
- Be responsible for all aspects of community recovery within their locality (long-term)
- Liaise as appropriate with finance and communications representatives (medium – long-term)
- Liaise with the third sector to identify opportunities to involve and empower communities in the community recovery process (medium – long-term)

2.4.16 Theme leads - This plan identifies five recovery themes:

- Health and well-being
- Community safety
- Infrastructure
- Environmental recovery
- Economic and business recovery

2.4.17 The scale and nature of the impact of the emergency on our communities will not be known until CIAs have been carried out during the response phase. For this reason this plan does not prescribe a structure for coordinating recovery across the themes. During the response phase the RM and CMT Board will determine which theme leads need to be involved and in what capacity. Theme leads may therefore be involved in an advisory capacity as part of a virtual group or be part of the RG.

2.4.18 Theme leads have the discretion to coordinate recovery activity across their theme as they see fit. Options include the use of virtual teams or of sub-groups.

2.4.19 The responsibilities of theme leads are as follows:

- Lead theme groups (actual or virtual) on a North Lincolnshire wide basis (medium – long-term)
- Report to the RG on community recovery issues related to their theme (medium – long-term)

- Highlight emerging or forecast issues for their theme to the RG (medium – long-term)
- Coordinate and manage all aspects of recovery relating to their theme (long-term)

2.4.20 More detailed (see Table 7) guidance on the role of each specific theme lead is included under the relevant heading below.

2.4.21 In order to fulfil their responsibilities theme leads and ARMs will require the following during the community recovery process:

Table 6 Theme leads and ARMS requirements

Requirement	Notes
Suspension of some day-to-day duties and delegation down	It is expected that theme leads will need to suspend some normal activities as will Recovery Managers
Dedicated administrative support	CMT should make arrangements for appropriate admin support, shifting resources as appropriate for the duration of community recovery

2.5 Guidance for specific themes

2.5.1 In addition to the theme specific functions listed below in Table 7 everyone involved in the recovery process is expected to seek and identify opportunities to involve and empower communities.

2.5.2 The following guidance is intended for theme leads or, where community recovery is managed without theme leads, the RM (RM).

Table 7 Guidance for theme leads

Theme	Role	Key stakeholders
Health and well-being	Provide appropriate health support and advice Assess impact on health and well-being, especially the most vulnerable Coordinate outreach and engagement throughout recovery	NLPCT VANL NLC Customer Services NLC Stronger Communities Team NLC Adult Social Services WHIP Board
Community safety	Identify community safety risks and mitigate accordingly	Police Fire and Rescue Safer Neighbourhoods Partnership
Infrastructure	Prioritise areas for attention Commission remedial work for the recovery of infrastructure Restoration of utilities and services Prioritise work to ensure return to normal service levels as quickly as possible	NLC Infrastructure Category 2 responders (Neighbourhood and Environmental Services – NLC) Resilience Board
Environment	Monitor, advise and intervene on environmental safety issues Take remedial action as necessary	Environment Agency Natural England Neighbourhood and NLC Environment Services NLC Infrastructure Economic and Environment Board

Economic and business	Assist businesses to return to trading as soon as possible Liaise across themes to ensure access to property With the communications rep provide information to the business community Identify potential council tax discount cases Identify potential cases entitled to business rates exemption or part-occupied rate relief	NLC Economic Development Team Local Enterprise Partnership Chamber of Commerce Economic and Environmental Board NLC Local Taxation Team

2.5.3 Humanitarian Assistance - A key aspect of the government's guidance on recovery concerns the establishment of Humanitarian Assistance Centres (HACs). HACs are identified as a key part of the community recovery process as they act as hubs for information and advice to those affected by an emergency. This plan identifies North Lincolnshire's Local Links as information hubs (see table 10). Each Local Link is a potential HAC and can be activated as such in any area according to the needs of a particular community. In addition to the Local Links North Lincolnshire's libraries can also be used as HACs where the level and nature of need dictates. Termination of some or all core business in Local Links and Libraries may be necessary during community recovery.

2.5.4 Where the emergency affects small geographic areas disproportionately the use of Local Links as HACs may be unsuitable, particularly if the affected area has poor accessibility and transport links. During the response phase the RM should work with the Control Team to identify where the impact on communities is likely to be greatest and establish if the nearest Local Link would be a fit for purpose HAC. It may be necessary to identify other solutions, such as local buildings or mobile units. When management is handed over to recovery provisions for suitable HACs or equivalents must be in place. See table 10 for a list of potential HACs and their location.

2.5.5 The following shown in Table 8 can be activated as Humanitarian Assistance Centres to act as hubs for information and advice during community recovery. Which sites are used will be dependent on where the impact on our communities is greatest.

Table 8 Potential sites for Humanitarian Assistance Centres

HAC	Locality area	Address
Epworth Library and Local Link	Axholme	Chapel Street, Epworth, DN9 1HQ
Crowle Library and Local Link	Axholme	Chancery Lane, Crowle, DN17 4HN
Barton Local Link	Barton and District	The Old Magistrates Court, High Street, Barton-Upon-Humber, DN18 5PA
Winterton Library and Resource Centre	Barton and District	West Street, Winterton, DN15 9QG
Brigg and District Local Link	Brigg and District	Hewson House, Station Road, Brigg, DN20 8XB
Scunthorpe and District Local Link	Scunthorpe North	Church Square House, 30-40 High Street, Scunthorpe, DN15 6NL
Ashby and District Local Link	Scunthorpe South	Ashby Link, Ashby High Street, Scunthorpe, DN16 2RY

2.5.6 **Locality Groups** can be established in any of the five locality areas, which are:

- Barton and District
- Brigg and District
- Isle of Axholme
- Scunthorpe North
- Scunthorpe South

2.5.7 Which themes need to be represented on locality groups and in what capacity will be determined by the scale and nature of the impact on the community. Locality groups are required to manage recovery within their defined area, reporting to the RG.

2.5.8 The **Support Themes (Finance and Communications)** are represented by individuals with specialist knowledge in these areas. They can be members of the RG and report directly to the RM or can act in an advisory capacity. The Communications theme also comprises engagement. The Communications lead will be the Assistant Director – Communications, who may delegate as required.

2.5.9 The way in which we engage with our communities during community recovery will be guided by the standards of North Lincolnshire Council's Engagement Strategy.

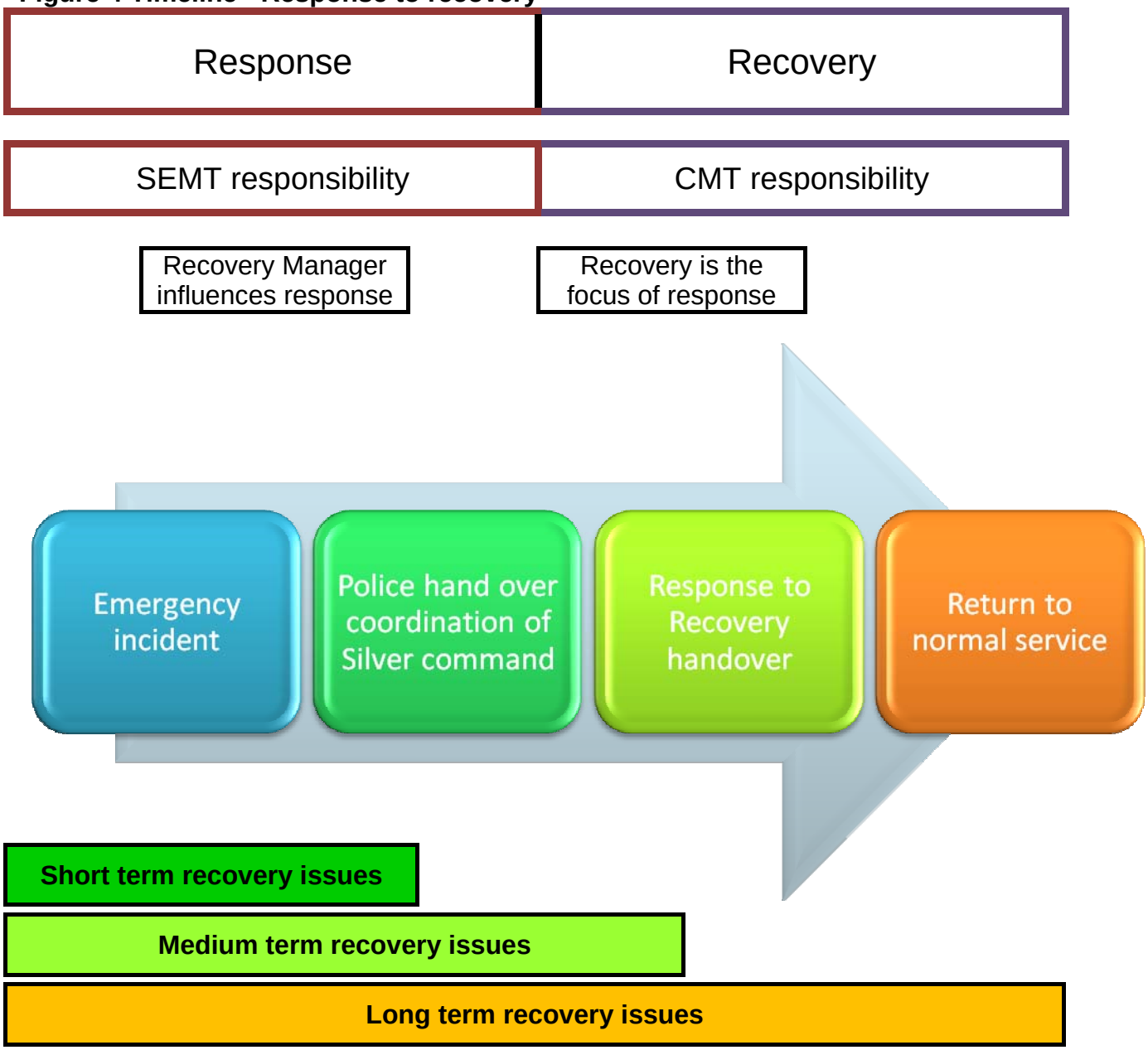
Part 3 Processes

3.1 Timeline

3.1.1 During the emergency response phase the council will trigger emergency management arrangements. The priorities of the response phase are safeguarding life and protecting property and the environment.

3.1.2 Because actions taken during the response phase have implications for community recovery the RM will be involved from the beginning of emergency response. Official handover of management from response to recovery will occur when emergency management arrangements are no longer necessary.

Figure 4 Timeline - Response to recovery



3.1.3 Within the council some of the individuals who comprise the SEMT may also be part of CMT. In this instance handover from response to recovery may involve a change of focus for the strategic group as it moves from acting as the emergency

response body (SEMT) to giving strategic management on recovery issues (CMT).

3.2 Inter-agency protocol

3.2.1 During the response phase CIAs should identify the scale and nature of the impact on our communities. The results of these assessments will determine which agency is best placed to lead community recovery across North Lincolnshire. As we cannot predict how an emergency incident will affect our communities before the event the following guidance should be adhered to in handover from response:

- North Lincolnshire Council will lead community recovery if the majority of the impacts are welfare, community or economic based
- North Lincolnshire Primary Care Trust (NLPCT) will lead recovery if the majority of the impacts are related to healthcare provision
- The Health Protection Agency (HPA) will lead community recovery if the majority of the impacts are related to health advice
- The Environment Agency will lead community recovery if the majority of the impacts are environmental

3.2.2 The lead recovery agency should be identified during the response phase. During recovery other organisations not leading may have their own arrangements in place and these should link in with the lead organisation's. Representatives from non-lead organisations should therefore be established on the Recovery Group, or partner's equivalent, as and when appropriate.

3.2.3 Guidance for undertaking CIAs is included in the response section of this plan. CIAs are undertaken at three levels:

1. To determine which agency will lead recovery – these will be undertaken by the council
2. To determine where to direct resources during recovery (geographically and by theme) – these will be undertaken by the lead agency
3. At an individual and/or household level to identify vulnerable and high need people within our communities – these will be undertaken by the lead agency.

3.3 Handover from response and RM trigger

3.3.1 Once the emergency has been brought under control it moves from emergency response to community recovery. Although this marks a change in management arrangements (from response to recovery) many of the components for recovery should already have been established.

3.3.2 The emergency has been brought under control when the following criteria have been met:

- There is no further risk to life
- There are no serious public order or community safety issues that impact on the coordination of recovery
- Organisations are now operating response activities below gold or silver command
- There are no scenarios forecast that would necessitate a return to gold or silver command

3.3.3 When these criteria have been met management is handed over to community recovery. It is the responsibility of the organisation leading emergency response, alongside the RM to determine when handover to community recovery should take place. It is the responsibility of the RM to ensure that arrangements are in

place for management of community recovery at the point of handover. It is possible that the agency handing over from response to recovery will be the council's Emergency Control Team. Where the council is the lead agency for response and recovery the handover will take place between the IM and RM.

3.3.4 The community recovery phase begins when the initial impact of the emergency has been brought under control. The RM will already be in operation, having been triggered at the point emergency management arrangements were put in place. The RM must determine the scale to which community recovery arrangements will be required based on the following criteria:

- Extent to which communities are without basic resources and/or essential services
- Level of demand on council services beyond the response phase
- Extent of damage to infrastructure
- Constraints on businesses being able to trade
- Significant long-term impact on tourism

3.3.5 The RM should have worked closely alongside the IM and be in a position to determine if and when community recovery arrangements need to be established.

3.4 Information protocol

3.4.1 Much of the key information required to target community recovery work will be gathered during the emergency response phase. It is therefore vital that a seamless process for gathering and sharing information is in place. In North Lincolnshire during the 2007 floods those involved in community recovery found that much of the information being sought from communities and individuals had already been captured during response. In order that community recovery work can be effectively targeted and consultation with communities not duplicated the following should be in place:

- A single system for recording and dispersing information throughout response and recovery
- Template CIA's that capture information relevant to both response and recovery (see appendices)
- A centralised process for communicating information to the public (see response section)

3.4.2 CIAs undertaken during the response phase need to capture the right information not only for directing response but also to inform community recovery. Templates for individual and community impact assessments can be found in the appendices to this plan. These are intended for guidance only and provide a checklist for the information required for effective community recovery.

3.4.3 For consistency between response and recovery it is the RM's responsibility to maintain a Recovery Log using the Emergency Log Book.

3.5 Key Individuals Network

3.5.1 During the heavy snowfall in December 2010 it became clear that we need to be able to contact key people living in North Lincolnshire to keep them informed of what was happening and for them to inform us about the situation in their area. We are now in the process of developing a network of key individuals.

3.5.2 Primarily people on the KIN list are people who volunteered during NAT outreach work, or through liaison work with Town and Parish Councils. Many are active in their community already through their Town or Parish Council, Neighbourhood

Watch Groups, Resident Association or other Voluntary or Community Organisation.

3.5.3 The KIN list will be employed throughout the recovery phase as a local intelligence gathering mechanism, as well as a conduit for the dissemination of information to the local level. The information provided by KIN should inform and help shape the recovery phase.

3.6 Management processes

3.6.1 During both response and community recovery phases it is important to have arrangements in place to allow decisions to be taken swiftly and to respond to emerging issues. This plan makes provisions for management processes during community recovery to ensure swift and consistent decision-making.

- CMT is triggered as a community recovery body before handover from response.
- ARMs should, where necessary, have been allocated a locality to manage before handover from response.
- The RG has the power to appoint individuals to the role of ARM and/or Finance and Communications representatives.
- Meetings of the RG and CMT take precedence over normal day-to-day business meetings
- CMT is responsible for allocating resources across themes and localities to support the recovery effort
- A senior member of the council's Finance Service will brief the RG and CMT at the beginning of the recovery phase and remain available for advice throughout the process.

3.7 Transition to normal service

3.7.1 This plan defines when the community recovery phase ends. An emergency can have far reaching and long-term impacts for communities. Community recovery work may therefore continue after community recovery arrangements have been dissolved. There may be continuing third sector involvement with communities and some council services may incorporate continuing recovery work as part of their normal delivery arrangements. Transition to normal service means a return to normal management and service delivery arrangements; it does not necessarily mean that all work regarding community recovery has ended.

3.7.2 The process of community recovery can be considered complete when:

- Recovery work can be coordinated from within services and does not require special coordinating arrangements
- Remaining issues can be dealt with by individual services and agencies as part of their day-to-day business
- Demand on public services has returned to normal
- Utilities, transport and infrastructure are running at normal levels
- Local businesses are trading normally or arrangements are in place for them to manage the transition to normal trading on their own

3.7.3 Monitoring of recovery against these criteria should be carried out consistently by the RM and RG. Where community recovery can be considered complete the RM will report to CMT, recommending that all or some recovery arrangements be dissolved. The report can be in any format but must include:

- A summary of work completed to achieve community recovery
- A copy of the recovery log

- Identification of any outstanding recovery work to be completed as part of normal service delivery arrangements

3.7.4 Because community recovery management arrangements may vary depending on the scale and nature of the impact it may be suitable to dissolve some parts of the arrangements and not others. For example, if a Locality Team has been established and community recovery work is completed in that specific area then the Locality Team should be dissolved – although other arrangements may remain in place. This should be highlighted in the report to CMT.

The way in which an emergency impacts our communities may affect what 'normal' service delivery looks like in the future. The recovery log that informs the Lessons Learned Report should capture these issues. In their final report to CMT to recommend closure of recovery arrangements the RM should identify where things that have been put in place to aid recovery work should be mainstreamed into normal delivery arrangements. This may be because of benefits outside of community recovery or to protect our communities against the impact of future incidents.

3.7.5 The following can be used as a checklist for establishing when the objectives of recovery have been met. They do not cover every eventuality and are intended as a guide only:

- CIAs have been carried out and are regularly updated
- Communities have
- Shelter
- Basic resources
- Essential services
- Safety and public order
- Sufficient financial and legal support
- Health and well-being support
- Sufficient information
- The most vulnerable people have been identified and are receiving support
- Businesses have access to their premises and practical advice and assistance
- Communities are fully involved in the recovery process
- Utilities and transport networks are in use
- A pro-active and integrated framework of support to businesses and householders is established
- Environmental protection and recovery are coordinated
- There is coordinated management of media and information

Part 4 Policies

4.1 Overview

4.1.1 A key part of community recovery following an emergency is to ensure that the needs of communities come first. Ensuring swift and effective community recovery will sometimes mean that community needs take precedence over the policies and procedures of the council.

4.1.2 During the response phase any changes that are deemed necessary to aid recovery should be identified and provisions made to implement them.

4.1.3 During community recovery issues may emerge that highlight a need for changes to a particular policy, procedure or service. CMT should identify any changes that need to be made and delegate to the RG for implementation.

4.1.4 Provisions are made in the Emergency Management Arrangements and Service Area Emergency and Business Continuity Plans to ensure that all service areas are aware that changes to normal business may take place.

4.1.5 It is vital that the Business Transformation Team are included as part of the RG to ensure that their expertise is not lost after handover from response.

4.2 Changes to normal services

4.2.1 To enable communities to recover as swiftly as possible it may sometimes be necessary to change the way in which services are normally delivered. There are three ways in which this can be done:

Variation – Changing how a service is delivered without changing the level to which it is delivered or the resources required to deliver it ***Example – Changing the opening hours of a council building without increasing the overall resources required***
Enhancement – Increasing or improving delivery of a service, usually requiring input of more resources ***Example – Increasing concessions or waiving charges for certain services***
Additional services – Delivering services that, in normal circumstances, would not be delivered ***Example – Delivering outreach advisory services to people affected by an emergency***

4.2.2 CMT have responsibility for identifying any changes to normal services or procedures that need to be considered, based on the information fed up from the RG. Provisions are made in the Emergency Management Arrangements and Service Area Emergency and Business Continuity Plans for resources to be re-allocated during both response and recovery phases.

4.2.3 Once a service or procedure has been identified for change CMT will delegate to the RG to put the changes into action.

4.2.4 The scale and nature of the impact of an emergency on our communities should inform what services are considered for change.

The information below (

4.2.5 Table 9 to Table 14) is intended as guidance only.

Table 9 Health & Well-being

Service	Option	Type of change	Lead
Leisure	Free or subsidised leisure services	Enhancement	Infrastracture Service
Supporting people	Outreach support to vulnerable families and individuals	Enhancement	Adult Social Services, Children's Services

Table 10 Community Safety

Service	Option	Type of change	Lead
Community safety advice	Rogue trader advice	Additional service	Safer Neighbourhoods Neighbourhood and Environmental Service

Table 11 Infrastructure

Service	Option	Type of change	Lead
Planning permission on temporary buildings	Relaxing of criteria	Additional service	Infrastructure Service

Table 12 Environmental

Service	Option	Type of change	Lead
Waste collection	Increase in collections for affected communities. Consider assisting with/advising on the disposal of personal property (see Humber LRF Recovery Toolkit).	Enhancement	Neighbourhood and Environmental Service

Table 13 Finance

Service	Option	Type of change	Lead
Amendments to council tax levels	Reductions or suspensions of council tax for people unable to live in their own homes (necessary provisions should have been made during response)	Enhancement	Corporate and Community Services – (Finance)
Amendments to business rate levels	Reductions in amounts payable for business premises which are either unable to be used or only partly used due to the emergency	Enhancement	Corporate and Community Services – (Finance)

Table 14 Communications

Service	Option	Type of change	Lead
Public Information, PR	Regular updates to website and other public information	Enhancement	Corporate and Community Services
Telephone helpline	Dedicated helpline for issues relating to the emergency during recovery	Additional service	Corporate and Community

4.3 Business continuity

4.3.1 Arrangements for business continuity should have been established during the response phase by the Control Team, RM and Business Transformation Team. The Business Transformation Team are included as part of the RG to ensure continuity is maintained.

4.4 Environmental Considerations

4.4.1 The following is adapted from guidance issued by the Environment Agency and, where applicable, suitable adaptations to policy should be considered during community recovery.

Disposal of animal carcasses

The following is taken from EA Guidance: Animal By-products Regulation: Animal carcasses in watercourses;

The owner of a carcass has first responsibility for its recovery, removal and safe disposal. Where the owner cannot be established the next responsibility would fall to the landowner, this includes riparian landowners who are responsible for any watercourses running alongside or through their land. If it considers it appropriate for flood defence or pollution prevention and control purposes, the Environment Agency can serve a notice for removal of a carcass.

In general the Environment Agency will only arrange to collect and dispose of animal carcasses or fallen livestock in watercourses where a pollution or flood risk is established. The Environment Agency does not have the powers to remove carcasses on purely aesthetic or public nuisance grounds. Such removal would fall to the Local Authority.

Disposal of personal property

Responsibility for disposal of personal property lies with the affected householder/business. It may be that in extreme cases, where insurance companies are unable to provide assistance in the form of skip hire and so forth, that the local authorities will provide support to the local community.

Disposal of silt

Any landowner who finds that their property has been contaminated by silt should be advised to contact the Environment Agency to discuss the most appropriate action to be taken.

Saline intrusion of fresh water onto SSSIs

Any landowner who finds that such property has been affected by saline intrusion should be advised to contact the Environment Agency to discuss the most appropriate action to be taken.

Pollution if sewage/industrial sites are flooded

Generally such sites are regulated by the Environment Agency and site owners will need to ensure that they have appropriate contingency plans in place to deal with emergency situations such as a pollution incident. Any agency who is approached by a site owner concerned about what to do regarding pollution, should advise them to contact the EA.

Recovery plans and environment considerations

In the aftermath of any pollution incident the necessary monitoring regime would be put in place which may require the involvement of local authority Environmental Health

Officers, the Environment Agency or other agencies as deemed appropriate in the specific circumstances.

Appendix 1 Community Impact Assessment

This document can be used to quickly assess the impact that an emergency has had on a community.

Issue	Yes / No	Specific area effected / Comments
People have shelter	Yes / No	
People have access to food and drink and basic resources	Yes / No	
There is security and public order	Yes / No	
People have financial, legal and emotional support	Yes / No	
People have enough information to allow them to take informed decisions	Yes / No	
Community is protected from short term health risks resulting from the emergency	Yes / No	
Community is protected from long term health risks resulting from the emergency	Yes / No	
Community has access to essential NHS services	Yes / No	
Community has access to clear health messages and advice (if appropriate).	Yes / No	
Businesses have access to their premises	Yes / No	
Businesses have access to supporting infrastructure	Yes / No	
Businesses have practical advice and assistance in connection with the emergency	Yes / No	

Area Affected by Incident (e.g. streets and house numbers)*

**Please include type of tenure for areas affected*

Appendix 2 Individual Impact Assessment

	North Lincolnshire Council Major Emergency Individual Impact Assessment Form	
Name	Incident	Location
		Ward
Date:		
		Ward
Date:		
		Ward
Date:		

Address of Property					Tenure:				
Does the property have:	Light:	Yes	No	Heating	Yes	No	Cooking	Yes	No
Does the property have access and connections to:	Gas:	Yes	No	Water	Yes	No	Drainage/Sewerage	Yes	No
If no to any of the above, please give details:									
If anyone living in the property is in receipt of medical or social care please give details:									

Name(printed):		Name(signed):		Job Title		Date:	

Appendix 3 Community Recovery Section Acronyms

ARM	Assistant Recovery Manager
CET	Community Emergency Teams
CIA	Community Impact Assessment
CMT	Council Management Team
EA	Environment Agency
HAC	Humanitarian Assistance Centre
HEPM	Humber Emergency Procedures Manual
HLRF	Humber Local Resilience Forum
IIA	Individual Impact Assessment
IM	Incident Manager
KIN	Key Individuals Network
LRF	Local Resilience Forum
NLC	North Lincolnshire Council
NLFF	North Lincolnshire Flood Forum
NLPCT	North Lincolnshire Primary Care Trust
RG	Recovery Group
RM	Recovery Manager
SEMT	Strategic Emergency Management Team
TEPWG	Tactical Emergency Planning Working Group
VANL	Voluntary Action North Lincolnshire
WHIP	Well-being and Health Improvement Partnership

Community Recovery Plan: overview

1. What is community recovery?

1.1. The process of rebuilding, restoring and rehabilitating the community following an emergency. Community recovery aims to address the impacts of an emergency and restore communities to a point where normal service delivery arrangements are sufficient to meet needs.

2. What is the plan?

2.1. The Community Recovery Plan sets out the procedures required by North Lincolnshire Council to undertake community recovery following an emergency. It details the actions that need to be taken following the initial emergency response.

3. Who is responsible for it?

3.1. Accountability for the Recovery Plan rests with the Emergency Planning and Business Continuity Steering Group (EPBCSG) on behalf of the Chief Executive. The Council's contribution to community recovery is led by the Council Management Team. CMT are responsible for coordinating recovery and have oversight of the plan.

4. What is the purpose of it?

4.1. To establish a framework to plan for and manage the community recovery process following an emergency. It aims to assist the council in rebuilding, restoring and rehabilitating the community in the aftermath of an emergency.

5. Coordinating community recovery

5.1. Community recovery is coordinated on a theme and locality basis (shown below).

Themes	Localities
Health and Well being	Barton and District
Community Safety	Brigg and District
Infrastructure	Isle of Axholme
Environmental Recovery	Scunthorpe North
Economic Business Recovery	Scunthorpe South

5.2. There is no prescribed uniform structure for managing community recovery. The localities and themes to be utilised in the recovery phase depend on the scale and location of the emergency involved, and will be decided at the discretion of the Recovery Manager and the Council Management Team.

5.3. It may be possible to manage community recovery in a locality with theme leads involved in an advisory capacity only.

5.4. Support by professional support functions such as communications, finance and environmental health are crucial but involvement will be as requested by the RM and may be in an advisory capacity.

6. Process and timescales

6.1. The community recovery process realistically starts at the same time as the initial response phase. The emergency response phase has the priority of safeguarding life and protecting property and the environment.

6.2. Because actions taken during the response phase affect community recovery, the RM will be involved from the beginning.

6.3. Official handover of management from response to recovery will occur when emergency management arrangements are no longer necessary. The recovery phase begins when the initial impact of the emergency has been brought under control.

7. What/who is the Recovery Manager?[1]

7.1. The RM is responsible for managing all aspects of community recovery from the initial response phase through to closure of recovery arrangements. The RM must be appointed from Assistant Director or equivalent level.

7.2. The RM attends to recovery issues during the response phase, linking up with the Incident Manger and attending incident briefings, ensuring that decisions made consider the impact on community recovery.

7.3. The RM determines the scale to which community recovery arrangements will be required based on:

- Extent to which communities are without basic resources / essential services
- Level of demand on council services beyond the response phase
- Extend of damage to infrastructure
- Constraints on business being able to trade and long-term impact on tourism

7.4. During community recovery, RM can choose actions from the following:

- RM coordinates all aspects of recovery work through a network of people with specialist knowledge around the recovery themes.
- RM activates the Recovery Group (RG) with certain responsibilities delegated to identified theme leads.
- RM delegates coordination of recovery in specific areas to Assistant Recovery Managers (ARMs) and maintains oversight through the RG.

7.5. RM chairs the RG and communicates the steer from CMT. The RM reports progress against recovery objectives to CMT. The RM should maintain a recovery log recording actions taken and use this to compile a Lessons Learned Report.

7.6. Long-term, the RM recommends to CMT when recovery arrangements can be dissolved.

8. What role do others play?

8.1. CMT (strategic)

8.1.1. The Council Management Team provides strategic leadership, oversight and forward planning for community recovery following an emergency. The RM will be required to report progress to CMT.

8.1.2. CMT will be required to steer the recovery process based on the information received from the RM. CMT will also ensure Elected Members and Cabinet are briefed throughout the recovery process.

8.1.3. If required, they allocate Assistant Recovery Managers (see 8.3) to a locality group to lead. They also determine when the recovery work is complete, based on information from the RM.

8.2. Recovery Group (tactical)

[1] See Recovery Manager Action Card for further information on the RM role and responsibilities.

8.2.1. The Recovery Group oversees recovery, led by the RM. The group manage recovery across all required themes and have oversight of any targeted work in specific localities.

8.2.2. The RG will comprise of ARMs, Theme Leads (see 8.4) and other Officers and will be chaired by the RM.

8.3. Assistant Recovery Managers

8.3.1. ARMs can be activated depending on the scale and nature of the impact on the community.

8.3.2. An ARM will be appointed from the most suitable theme lead.

8.3.3. They are responsible for managing recovery in a specific locality, in addition to any responsibility they may have as theme leads.

8.3.4. They can establish a cross-theme group for this purpose, or use a virtual, networked approach, consulting other theme leads as appropriate. How a locality is managed depends on the scale and nature of the impact. They will represent the locality at the RG.

8.4. Theme Leads

8.4.1. The RM, in consultation with CMT, will decide which theme leads require representation.

8.4.2. Theme leads will act in an advisory capacity to the RM either as part of a virtual team or an established recovery group. They also need to be able to coordinate activity within their theme across North Lincolnshire and effect changes in service delivery to achieve the community recovery objectives set by CMT. Theme leads have discretion to fulfil their role as they see fit.

8.4.3. Theme leads should be at Head of Service or Assistant Director level and will report to the RG on issues relating to their theme.

8.5. Other agencies/services

8.5.1. Whilst the Council leads community recovery if the majority of impact is welfare, community or economic based, other agencies may lead depending on the issue; the PCT will lead if the impacts predominantly relate to healthcare provision, and the Environment Agency leads if impacts are predominantly environmental.

8.5.2. The senior member of the Council's Finance Service will brief the RG and CMT at the beginning of the recovery phase and remain available for advice thereafter. The RG can also call upon Communications and other representatives where required.

8.6. Humanitarian Assistance

8.6.1. Humanitarian Assistance Centres (HACs) are a key part of the community recovery process, acting as hubs for information and advice to those affected. For example each Local Link in North Lincolnshire is identified as a potential HAC and can be activated as such if required. Similarly North Lincolnshire's Libraries can also be used as HACs where the level and nature of need dictates.

8.6.2. Termination of some or all core business in Local Links and Libraries may be necessary during community recovery. If the Local Links or libraries are not suitable owing to the geography of the emergency, it may be necessary to identify other local buildings or mobile units as HACs instead.

8.7. Information during community recovery

8.7.1. Much of the information required to target recovery work will be gathered during the emergency response phase. In order to ensure recovery work is targeted effectively, a single system for recording / dispersing information is required, along with use of Community Impact Assessments (see 8.8) that capture information during response and recovery, and a centralised process for communicating information to the public.

8.7.2. The Key Individuals Network (see 8.9) should also be made use of to ensure that information is reaching communities particularly those who are most vulnerable.

8.8. Community/Individual Impact Assessments

8.8.1. To ensure an informed evidence base both Community and Individual Impact Assessments (CIAs and IIAs) will be used to target need; a template is contained within the Community Recovery Plan.

8.8.2. CIAs are used by the RM to quickly assess the impact that an emergency has had on a community. Questions such as whether people have shelter, access to food and resources, protection from health risks etc, are answered within the CIAs, along with details of the particular areas affected. They are completed by the KIN or appropriate Officer.

8.8.3. IIAs detail specific households and people affected by incidents during the emergency. It asks a series of similar but more specific questions to the CIA. They are completed by the KIN or appropriate officer.

8.8.4. The completion of CIAs will determine the scale and nature of the impact of the emergency. These are carried out during the response phase.

8.9. Key Individuals Network

8.9.1. During the heavy snowfall in December 2010 it became clear that we need to be able to contact key people living in North Lincolnshire to keep them informed of what was happening and for them to inform us about the situation in their area. To enable this, a network of key contacts is being developed.

8.9.2. Primarily people on the KIN list are people who have volunteered during NAT outreach work or liaison work with Town and Parish councils. The KIN list will be employed throughout the recovery phase as a local intelligence gathering mechanism, as well as a conduit for communicating messages to this local level.

8.9.3. The information provided by KIN should inform and help shape the recovery phase.

9. Transition to normal service

9.1. Due to the far reaching and long-term impacts an emergency can have for communities, community recovery work may continue after formal community recovery arrangements have been dissolved.

9.2. Transition to normal service means a return to normal management and service delivery arrangements; it does not necessarily mean that all work regarding community recovery has ended.

9.3. The process of community recovery is considered complete when:

- Recovery work can be coordinated from within services and does not require special coordinating arrangements
- Remaining issues can be dealt with by individual services and agencies as part of their day to day business.
- Demand on public services has returned to normal

- Utilities, transport and infrastructure are running at normal levels
- Local businesses are trading normally or arrangements are in place for them to manage the transition to normal trading on their own.

For a comprehensive outline of community recovery, you should consult the Community Recovery Plan. The full Plan also contains the templates for Community/Individual Impact Assessments.