



County Offices
Newland
Lincoln
LN1 1YL

5 January 2017

Environmental Scrutiny Committee

A meeting of the Environmental Scrutiny Committee will be held on **Friday, 13 January 2017 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Tony McArdle', written over a horizontal line.

Tony McArdle
Chief Executive

Membership of the Environmental Scrutiny Committee
(11 Members of the Council)

Councillors C L Strange (Chairman), Mrs V C Ayling (Vice-Chairman), A M Austin, C J T H Brewis, A Bridges, M Brookes, J R Marriott, N M Murray, C R Oxby, C Pain and R A Renshaw

**ENVIRONMENTAL SCRUTINY COMMITTEE AGENDA
FRIDAY, 13 JANUARY 2017**

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1	Apologies for Absence/Replacement Members	
2	Declarations of Councillors Interests	
3	Minutes of the meeting held on 2 December 2016	5 - 10
4	Announcements by Executive Councillors and Senior Officers	Verbal Report
5	Revenue and Capital Budget Proposals 2017/18 <i>(To receive a report by Michelle Grady, Head of Finance (Communities), which describes the budget proposals arising from the Provisional Local Government Settlement, announced on 15 December 2016 and the implications for the commissioning strategy 'Protecting & Sustaining the Environment')</i>	11 - 14
6	Lincolnshire Waste Partnership Audit Report <i>(To receive a report from Sean Kent, Group Manager Environmental Services, which provides the Environmental Scrutiny Committee with an opportunity to consider an audit undertaken on the Lincolnshire Waste Partnership and the Joint Municipal Waste Management Strategy)</i>	15 - 42
7	Community Resilience & Emergency Preparedness in Lincolnshire <i>(To receive a report by Steve Eason-Harris, Emergency Planning & Business Continuity Officer, which outlines the work undertaken to develop Community Resilience & Emergency Preparedness in Lincolnshire)</i>	43 - 102
8	Environmental Scrutiny Committee Work Programme <i>(To receive a report from Daniel Steel, Scrutiny Officer, which enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit)</i>	103 - 106

Democratic Services Officer Contact Details

Name: **Rachel Wilson**

Direct Dial **01522 552107**

E Mail Address rachel.wilson@lincolnshire.gov.uk

Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

All papers for council meetings are available on:
www.lincolnshire.gov.uk/committeerecords



**ENVIRONMENTAL SCRUTINY
COMMITTEE
2 DECEMBER 2016**

PRESENT: COUNCILLOR C L STRANGE (CHAIRMAN)

Councillors Mrs V C Ayling (Vice-Chairman), A M Austin, M Brookes, N M Murray, C R Oxby, C Pain and R A Renshaw

Councillors: R G Fairman, M A Whittington, A H Turner MBE JP and W S Webb attended the meeting as observers

Officers in attendance:-

Brian Kane (Anglian Water), Sean Kent (Group Manager, Environment Services), Daniel Steel (Scrutiny Officer) and Rachel Wilson (Democratic Services Officer)

22 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors C J T H Brewis and A Bridges.

23 DECLARATION OF COUNCILLORS INTEREST

There were no declarations of interest at this point in the meeting.

24 MINUTES OF THE MEETING HELD ON 14 OCTOBER 2016

RESOLVED

That the minutes of the meeting held on 2 December 2016 be signed by the Chairman as a correct record.

25 ANNOUNCEMENTS BY EXECUTIVE COUNCILLORS AND SENIOR OFFICERS

The Executive Support Councillor for Development updated the Committee on 'The Big Food Debate' which he had attended had been held in Grimsby the previous week, and was hosted by the Greater Lincolnshire Local Enterprise Partnership. It was commented that it had been a very well attended meeting by representatives of the food processing industry and had received national press coverage. It was highlighted that three main points had emerged as follows:

- That farming and rural communities needed to rely far more on robotics. There were three food enterprise zones in the county, and these were working hard to replace the drudgery associated with the food processing industry. Businesses in Lincolnshire were world leaders in this field, and

were able to design the machinery but the application seemed to taking place in places such as Holland and Germany.

- There was a great need for apprenticeships. It was appreciated that not every child would go to university, but all young people wanted a worthwhile career.
- The value added in the agricultural sector. It was reported that every items sold in a supermarket for 60p, only 10p goes to the supplier. There was a need to shorten the supply chain between the producer and the consumer.

It was commented that there was a need for the Council to do all it could to promote the agri-food sector as a skilled profession.

26 WATER RECYCLING CENTRES UPDATE

Consideration was given to a report which provided a summary of the situation regarding odours from the Ingoldmells, Spalding, Fishtoft and Boston Water Recycling Centres (previously Sewage Treatment Works). It was reported that Ingoldmells was first brought to the attention of the Committee in November 2012, with further reports in 2013, 2014 and 2015. Spalding was considered by the Committee in 2014 and 2015 and Boston in 2016.

Members were guided through the report by Brian Kane, Regional Treatment Manager, Anglian Water Services and were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised included the following:

- Sites were named according to where they received their sewage from, rather than where the site was located.
- In relation to odours in Boston, it was reported that this was due to the works, but from cake which had been stored as the weather conditions during the summer of 2015 had been inappropriate. It was queried why this amount of cake had been stored, and whether any other arrangements for storage should have been made. Members were advised that there were generally no odours from cake when it was left as it formed a crust which retained any odours, but it was when it was moved that the odours were released. During the time it was being stored, it had been moved around a lot.
- It was queried what the latest situation was with the power station which was going to be partly fuelled by some of the cake from Boston. It was reported that Anglian Water would instead be using the cake to produce their own bio fuel, as it was not worthwhile commercially for the power stations to use it.
- It was commented that it was positive that Councillor Skinner from Boston Borough Council had visited the site at Boston to see how odour issues were being tackled.
- It was noted that odour complaints were received across the Anglian region, but they were generally not about cake. It was noted that people often assumed that the cake was the cause of odours as it was very visual, but due to the way it was treated it would not generally cause odours. Members were advised that Anglian Water would always follow up on any complaints.
- In relation to Ingoldmells, it was reported that a lot of people did not complain any more as they did not see it as beneficial. There were concerns that

holiday makers would visit and then not return due to odour issues in the area. It was accepted that the situation had deteriorated over the past 6 months. The importance of getting people to complain if there were issues was highlighted, as it was useful evidence when trying to get investment there was a need to build up a business case.

- It was highlighted that odours had been particularly bad in the Spalding area and were blowing across towards the food processing factories. Members were advised to contact Anglian Water if they became aware of any issues in relation to odours in their areas. It was requested whether Brian Kane could look into this further and bring an update back to this meeting in March.
- It was queried whether, as the solid content of sodium nitrate had been identified as the problem at Ingoldmells, could this be the cause at Spalding as well.
- It was reported that Anglian Water was looking at installing an intelligent monitoring system which would give greater visibility of where there were any issues. This system would be implemented in the coming months.

RESOLVED

1. That the content of the report be noted.
2. That Brian Kane, Anglian Water come back to the meeting in March 2017 with an update on the odour issues in Spalding.

27 COASTAL PATH UPDATE REPORT

Consideration was given to a report which provided Members with an update on progress with the Coastal Path. It was reported that Lincolnshire County Council continued to work with Natural England on the provision of the English Coast path with the sections from Sutton Bridge to Skegness and from Skegness to Mablethorpe already progressing. The section from Mablethorpe to the Humber was started in October 2016 with the first site meeting at Donna Nook in early December following an initial scoping meeting between the Council and Natural England.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- A bridge on the River Steeping would be an expensive option, and it was queried whether there were any cost estimates for the provision of a wooden boardwalk. It was commented that that was the proposal that the Lincolnshire Wildlife Trust was supportive of. However, it was noted that there would be a need to get consent before any detailed designs and costings were carried out.
- It was commented that a wooden boardwalk would be the most cost effective option in terms of maintenance.
- It was considered important to get agreement from landowners for the Path to cross their land.
- It was suggested that if a boardwalk could be put in all the way along these sections, they would become tourist attractions themselves.

- It was confirmed that the end date for this work was Spring 2018.
- It was reported that Natural England had informed the Council what it required under the legislation, and the Council would need to come up with maintainable options which were financially acceptable.
- It was confirmed that Councillor Davie, as Executive Councillor for Development was already familiar with the scheme and had met with various high level officers.
- Maintenance was a big issue, as the Council would have a responsibility to ensure that people had access to these parts of the county and that they could access it safely.
- It was commented that this had been a remarkable piece of work, and to encourage landowners to open up their land for this coastal path was a considerable achievement.
- It was the opinion of the Committee that everything possible should be done to ensure that the project is moved forward.

RESOLVED

That the update report be noted.

28 QUARTER 2 - 1 JULY TO 30 SEPTEMBER 2016

Consideration was given to a report which provided key performance information that was relevant to the work of the Environmental Scrutiny Committee.

Members were provided with an opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- The performance data showed the seasonality around waste, particularly green waste.
- In relation to 'Tonnage of recycling material collected at the kerbside' it was noted that this was a contextual measure. This was about trying to get residual waste out of landfill, and with the opening of the Energy from Waste Facility there had been a significant drop in waste going to landfill.
- It was also noted that that there was more material collected from the kerbside which was recyclable rather than going into landfill.
- The target for 55% of household waste recycled was a very aspirational target. However, if approval for Incinerator Bottom Ash (a by-product from the Energy from Waste facility) to be classed as recycling was given, then Lincolnshire would see a big improvement in its recycling target, about 6/7% could be gained.
- The good attitude of staff at Household Waste Recycling Centres was highlighted by members.
- It was reported that the capacity of the Energy from Waste facility was 170,000 tonnes, and the County Council was using in the region of 158,000 tonnes. FCC was sourcing commercial waste. It was reported that commercial and industry waste helped with the efficiency of the Energy from Waste Facility as

some of the kerbside waste collected did not burn as well, such as green waste.

- Members were advised that the value of some recyclables had dropped, and currently, due to the low price of oil it was cheaper to manufacture new plastic than to recycle used plastic. However, good quality (clean) paper always retained its value.
- Members were also reminded that the Energy from Waste Facility was classed as a recovery facility.
- It was highlighted that the value of recyclables was a global issue.
- District Councils were working to try and address the contamination in recycling, but authorities could only deal with what was presented at the kerbside. It was noted that a county wide campaign to tackle contamination in recycling was being developed.
- It was queried whether there was any conflict between people taking green waste to Household Waste Recycling Centres and Districts charging for green waste collection. It was noted that the County Council could not get involved in what the District Councils collected and had to deal with whatever waste was presented. However, members were advised that the Districts green waste bin schemes had been successful.

RESOLVED

That the comments made in relation to the performance information presented be noted.

29 ENVIRONMENTAL SCRUTINY COMMITTEE WORK PROGRAMME

The Committee received a report which provided an opportunity for members to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity was focused where it could be of greatest benefit.

It was suggested that that meeting of the Committee scheduled for 17 February 2017 should be moved to 3 March 2017 instead, so it could be held on the same day as the Flood and Drainage Management Committee, and the two meetings would be combined. Members were in agreement with this suggestion and it was confirmed that electronic appointments would be updated after the meeting.

It was requested that an update on the District Heating scheme be brought to the next meeting in January 2017.

RESOLVED

1. That the Work Programme as set out in Appendix A of the report be noted.
2. That the additional item noted above be added to the Work Programme
3. That the meeting scheduled to be held on 17 February 2017 be moved to 3 March 2017.

6
ENVIRONMENTAL SCRUTINY COMMITTEE
2 DECEMBER 2016

The meeting closed at 11.30 am

**Open Report on behalf of Richard Wills,
Executive Director for Environment & Economy**

Report to:	Environmental Scrutiny Committee
Date:	13 January 2017
Subject:	Revenue and Capital Budget Proposals 2017/18

Summary:

The report describes the budget proposals arising from the Provisional Local Government Settlement, announced on 15 December 2016 and the implications for the commissioning strategy 'Protecting & Sustaining the Environment' which includes the following activities:-

- Reducing Carbon Emissions
- Flood Risk Management
- Protecting & Enhancing the natural and built environment
- Waste Management
- Sustainable Planning

The budget proposals are now open to consultation. Members of this committee have the opportunity to scrutinise them and make comment, prior to the Executive meeting on 7 February 2017.

Actions Required:

The Environmental Scrutiny Committee is asked to consider this report about the budget changes proposed for the commissioning strategy 'Protecting & Sustaining the Environment'

Members of the committee are invited to make comments on the budget proposals. These will be considered by the Executive at its meeting on 7 February 2017.

1. Background

- 1.1 The Executive are currently consulting on a one year financial plan for revenue and capital budgets. For the third year running the Council is only able to set a one year budget. This is due to the continued significant reductions in government funding, growing cost pressures from demand led services such as adult and children's social care, waste disposal and the Council's responsibility to pay staff and contractors the National Living

Wage. These pressures mean the Council does not consider it practicable, at present, to develop sustainable long term financial plans beyond the next twelve months.

- 1.2 In developing its financial plan the Council has considered all areas of current spending, levels of income and council tax and use of one off funding (including use of reserves and capital receipts) to set a balanced budget. The budget proposals take a mixed approach to meeting the current challenges of reduced levels of local government funding. Savings identified from service and corporate budgets, plus a proposed increase in Council Tax, the use of reserves and the use capital receipts to fund the cost of transformation will be used to set a balanced budget for 2017/18. During the next twelve months the Council will need to explore further opportunities to bridge the gap between the funding available and levels of expenditure.
- 1.3 At its meeting on 20 December the Executive agreed proposals for the Council's revenue and capital budgets, and Council Tax level for 2017/18 to be put forward as a basis for consultation.
- 1.4 The Commissioning Strategy ' Protecting & Sustaining the Environment' includes the activities and the current revenue budgets detailed in the table A below:

Table A

Protecting & Sustaining The Environment		Original budget 2016/17
		£000
1	Reducing carbon emissions	163
2	Flood risk management	1,282
3	Protecting & enhancing the natural & built environment	284
4	Waste management	20,538
5	Sustainable planning	1,042
	Total	23,309

- 1.5 The savings proposed from this strategy are £0.353m for 2017/18 (or 1.51% of the 2016/17 original budget). These savings are proposed to be delivered by reducing the work supporting reduction in carbon emissions (£0.053m); reducing the spend on minor flood risk management schemes (£0.089m); reducing the funding for protecting and enhancing the natural and built environment partnerships e.g. the Wolds and GNLP (£0.067m); and reductions in the staff structure of the Sustainable Planning team.

- 1.6 Whilst savings had already been implemented during 2016/17 to meet the rising demand of waste disposal costs, it is proposed to fund an on-going cost pressure around Waste Disposal (£1.568m); supplementary services (£0.064m) and a short term pressure of responding to household waste facility requirements in Boston (£0.300m).
- 1.7 Lead Local Flood authority grant of £0.111m for 2017/18 has been confirmed.
- 1.8 The budget proposals assume inflation increases of 1.0% for pay for the next financial year. There is also a reduction in the employers pension contribution rate from 19.8% to 16.4%, removing costs from the service budget. This reduction in rate has been offset by an increase in the lump sum payment made annually by the Council to the Pension fund.
- 1.9 Table B shows the total proposed revenue budget for this commissioning strategy, which incorporates the budget changes detailed in the paragraphs above.

Table B – Proposed revenue budget 2017/18.

Change of Previous Year	£'000
Revised Original Budget	23,309
Pay Inflation	32
Cost Pressures	1,932
Transfers	-75
Additional Government Grant	111
Savings	-354
Proposed Budget 2017/18	24,954
Percentage Change	7.1%

County Council Capital Programme

- 1.10 The proposed capital programme matches the revenue budget and runs until 2017/18, plus major schemes which stretch into future years (including a number of highways schemes and the rolling programme of renewal and replacement of fire fleet vehicles). The gross programme is set at £332.816m from 2017/18 onwards with grants and contributions of £181.313m giving a net programme of £151.503m to be funded by the County Council.
- 1.11 The proposed net capital programme for this commissioning strategy is £13.09m, which mainly relates to enabling infrastructure work around the Boston Barrier (£11m). The remaining programme relates to expected investment required for Waste Services (£1.49m) and Flood Risk management (£0.6m).

Further Consultation

- 1.12 The Council will meet with representatives of businesses, District Councils, Police and other partner organisations on 27 January 2017.
- 1.13 The proposals will be publicised on the Council website together with the opportunity for the public to comment.
- 1.14 Consultation comments and responses will be available to be considered when the Executive makes its final budget proposals on 7 February 2017.

2. Conclusion

- 2.1 These budget proposals reflect the level of government funding available to the Council and the proposal to increase Council Tax in 2017/18 by 1.95% and Adult Care premium of 2.00%. They are based on a thorough and comprehensive review of the Council's services. The budget proposals therefore aim to reflect the Council's priorities whilst operating with the resources available to it.

3. Consultation

a) Have Risks and Impact Analysis been carried out??

No

b) Risks and Impact Analysis

An Equality Impact Assessment will be completed for the proposed increase in Council Tax. This will be reported to the Executive at its meeting on 7th February 2017.

Further Risk and Impact Assessments will need to be undertaken on a service by service basis.

4. Background Papers

Document title	Where the document can be viewed
Council Budget 2017/18 - Executive report 20 December 2016	Committee Services, County Offices, Lincoln

This report was written by Michelle Grady, who can be contacted on 01522 553235 or Michelle.Grady@Lincolnshire.gov.uk

**Open Report on behalf of Richard Wills
Executive Director for Environment and Economy**

Report to:	Environmental Scrutiny Committee
Date:	13 January 2017
Subject:	Lincolnshire Waste Partnership Audit Report

Summary:

At its meeting on 24 November 2016, the Lincolnshire Waste Partnership (LWP) received a report from an Internal Audit which provided the LWP with an opportunity to consider the final report of an audit undertaken on the present Lincolnshire Waste Partnership and Joint Municipal Waste Management Strategy.

This report provides the Environmental Scrutiny Committee with an update of the Internal Audit.

Actions Required:

Members of the Environmental Scrutiny Committee are invited to consider and comment on the audit report and highlight any recommendations or further actions for consideration by the Lincolnshire Waste Partnership.

1. Background

The scope of the Lincolnshire Waste Partnership Audit Report review was to provide independent assurance that there are strong governance arrangements in place for the LWP as well as ensuring that the Joint Waste Municipal Waste Management Strategy is an up to date and relevant document.

The following risks were considered during the review:

- Lack of a fit for purpose Strategy
- No approach planned for producing a new Strategy
- Actions and requirements of the Partnership are not completed

The outcomes of the report were discussed by the audit team along with the results from the questionnaire that was provided to members of the LWP as part of the review.

The draft report (attached at Appendix A) contains an action plan which outlines the risks identified during the audit as well as findings, implications and

recommendations for addressing each risk. There is now an agreed management action against each of the 12 findings, along with a proposed completion date and a responsible member of staff. There is also an overall management response regarding the audit within the report.

2. Conclusion

The Environmental Scrutiny Committee is asked to consider the content of the appendices for this report.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Audit Report, Lincolnshire Waste Partnership

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Sean Kent, who can be contacted on 01522 554833 or sean.kent@lincolnshire.gov.uk



For All Your Assurance Needs

**Internal Audit Report
Lincolnshire Waste Partnership**

Date: 26/08/2016



What we do best...

Innovative assurance services

Specialists at internal audit

Comprehensive risk management

Experts in countering fraud

...and what sets us apart

Unrivalled best value to our customers

Existing strong regional public sector partnership

Auditors with the knowledge and expertise to get the job done

Already working extensively with the not-for-profit and third sector

The contacts at Assurance Lincolnshire with this review are:

Lucy Pledge

Audit and Risk Manager (Head of Internal Audit)

Lucy.pledge@lincolnshire.gov.uk

Rachel Abbott

Team Leader

Rachel.Abbott@lincolnshire.gov.uk

Alastair Simson

Principal Auditor

Alastair.Simson@lincolnshire.gov.uk

Zlati Kalchev

Senior Auditor

Zlati.Kalchev@lincolnshire.gov.uk

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Background and Context

We have carried out a review of the Lincolnshire Waste Partnership and the Joint Municipal Waste Management Strategy.

The Lincolnshire Waste Partnership (LWP) has been set up to enhance the way that sustainable waste management is delivered within Lincolnshire through the identification of best value and long term goals. The LWP consists of one Member and one officer from each of the following Lincolnshire Authorities:

- Boston Borough Council
- City of Lincoln Council
- East Lindsey District Council
- Lincolnshire County Council
- North Kesteven District Council
- South Holland District Council
- South Kesteven District Council
- West Lindsey District Council

There is also representation from the Environment Agency.

The LWP hold quarterly meetings that are attended by all representatives, as well as interim meetings that are attended by officers. These are all chaired and have secretarial support.

It is a statutory requirement overseen by DEFRA for two-tier Authorities such as Lincolnshire to produce a Joint Municipal Waste Management Strategy (JMWMS). This Strategy is designed to sets a clear framework where the Authorities can consider and provide continuous improvement, reduce cost and meet challenging targets.

While this audit is is part of the Lincolnshire County Council 2016-17 audit plan, it was agreed that the review would involve and engage with all officers and Members within the LWP. As well as following standard audit methodology, we sent a questionnaire to all delegates of the LWP. It asked for their agreement or disagreement on a series of statements relating to the LWP and the JMWMS. This information was then analysed to support our findings. This additional report can be seen attached as appendix 3.

Scope

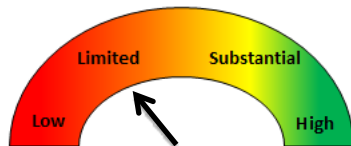
The purpose of our review was to provide independent assurance that there are strong Governance arrangements in place for the LWP, as well as ensuring that the JMWMS is an up to date and relevant document.

During our review we considered the following risks:

- Lack of a fit for purpose Strategy
- No approach planned for producing a new Strategy
- Actions and requirements of the Partnership are not completed

The audit planned to look at how National and European policy would be integrated into the new JMWMS. Following the recent decision to leave the European Union, the uncertainty over when this will occur and the fact that there is no current Strategy, we decided not to examine this area. This will be something that the LWP will need to consider as part of the JMWMS review process.

Executive Summary



Limited Assurance

Risk	Rating (R-A-G)	Recommendations	
		High	Medium
Risk 1 – Lack of a fit for purpose Strategy	Red	1	1
Risk 2 – No approach planned for producing a new Strategy	Red	0	4
Risk 3 – Actions and requirements of the Partnerships are not completed	Amber	1	5

Key Messages



Our work found that the LWP is not working as intended. The main reasons for this are:

- Fractured relationships within the Partnership based on historical issues impacting trust, joint working and potentially creating a perception of blame
- The Partnership does not have the authority to make strategic decisions
- An out of date JMWMS, which may no longer be fit for purpose
- Lack of clarity around the requirement for a JMWMS in relation to legislation
- Increasing resource pressures

We are confident that this view is both supported and expected by the LWP based upon the responses to the questionnaire as well as discussions that we observed at the LWP meetings. It should be viewed positively that delegates are of the same opinion and that all are looking for key improvements and constructive change for the future of the LWP and the JMWMS. We hope that the LWP use this review as an opportunity to improve the Partnership, both for themselves and for the people of Lincolnshire.

Responses from the LWP delegates were generally not positive about the way that the LWP is

Key Messages



operating and the current state of the JMWMS. The questionnaire revealed a large number of frustrations and problems, but we're pleased to note that it also provided solutions and ideas to deal with these issues. We identified that there is a strong intent from all delegates to develop and strengthen the Partnership. Given the nature of the responses we received, we recommend the LWP complete a full review to re-evaluate its purpose, objectives and to identify what improvements can be made to the way it operates. The Partnership should also consider this approach to support continuous improvement in the future through self assessment.

An area to highlight from our observations of a full LWP meeting and an LWP officers meeting, is that there are fractured relationships within the Partnership based upon historical issues such as recycling credits. This was confirmed following analysis of the questionnaire results. We have not set a specific recommendation for this area, but for the LWP to become the Partnership that the delegates are clearly striving for, this barrier needs to be addressed and trust must be rebuilt in order to move the LWP forward.

One of the key frustrations identified through the questionnaire analysis is that the LWP is a "talking shop", meaning that matters of concern are discussed but there is a lack of power to enact change. Following the decision not to utilise a collaborative model of working across Districts, there is uncertainty if there is a different model that could be agreed that would allow the Partnership to make more key decisions. As this was one of the original intentions of the Partnership we would recommend that options are examined as part of the partnership review process. This review should also revisit the Terms of Reference for the LWP to ensure that the key requirements for Partnership have been accurately captured and are being adhered to.

The full results from the questionnaire are attached at appendix 3 of this report. We advise the LWP to

use this analysis as part of their review process.

Our review of the Joint Municipal Waste Management Strategy (JMWMS) found this Strategy is a number of years out of date and requires an urgent review. This is known by the LWP and during our visit to the 4th August LWP officer meeting it was discussed with an aspirational completion date of April 2018. However at this time there is no defined plan on how this will be developed, who will take overall ownership of the project, and how it will be resourced. While this is not enforced by DEFRA at this time, it remains the strong foundation for the LWP to plan, deliver and monitor the effectiveness of its waste management procedures.

Both the update to the LWP and the JMWMS need to be closely planned and developed, with all delegates feeding into the process and taking ownership. We would expect to see that the key JMWMS objectives be revisited and that these are SMART targets to allow for transparent monitoring. Once the JMWMS has been refreshed and agreed, we would expect this to be a live document that is regularly revisited and where necessary updated over its lifetime.

The changes that we have recommended for the Partnership to undertake are not "quick wins". To impliment them will require a sustained and committed effort from all delegates. However based upon the responses of the questionnaire, we are confident that this task will be delivered by the Partnership.

Areas of Good Practice



During our review we found that:

- ✓ The governance in place for managing the LWP meetings is appropriate. We found that the meetings are suitably scheduled, have agendas in place, result in clear minutes, and there is a designated and elected Chair
- ✓ The Partnership is passionate about positive change and displays an intent to making key improvements to the way that they operate
- ✓ Attendance at both the main LWP meetings and the Officers meeting is uniformly high by all participants within the Partnership

The attached action plan is intended to provide the LWP with the catalyst to impliment key changes and self assessment, as well as deliver recommendations on how to further strengthen both the LWP and the JMWMS.

We would like to thank all representatives of the LWP for their support during this audit, and for the time taken to complete the questionnaire.

Management Response

Management Response



This audit has been welcomed by all Partner Councils of the LWP as it has helped us all to put some clarity and evidence surrounding the environment which we are presently working within. It is clear that there is a strong will and commitment by the LWP to provide the best waste service that we can afford, for the benefit of Lincolnshire residents.

The LWP is critical to making sure that all Partner Councils continued to support and resource the collection, delivery and processing of the presented waste streams. This audit provides us all with a reality check on our collective working practices, acknowledgement that we all need to work better together and gives us a clear opportunity to move positively forward towards a more effective and efficient partnership.

It has clearly been highlighted throughout this audit report that there is need to have an up to date JMWMS that provides the strategic direction for sustainable waste management across the County. The statutory duty is on the County Council to ensure a JMWMS is in place and that it is fit for purpose to the challenges which all Partner Councils are, and will be facing. However, this is a joint strategy which cannot be successful without the knowledge and experience of all Partner Councils and this audit provides the focus and accountability to achieve this goal.

The success of the LWP is in our hands and I am sure that we all agree that by working together we can have a JMWMS and a LWP that we can all be proud of.

Action Plan

1	Risk Description	Current Rating	Target Rating
	Lack of a fit for purpose Strategy	RED	AMBER
Findings			
<p>Our work found that the Joint Municipal Waste Management Strategy (JMWMS) should be reviewed and updated as necessary every 5 years. The current JMWMS expired in 2013. No reviews have been carried out during the document's lifetime and there is no updated version available. This opinion is backed up by responses received from the LWP questionnaire.</p>			
Implications			
<p>The lack of an up to date and accurate Strategy means that the LWP does not have a clear framework to follow, and this will impact upon the effectiveness of the Partnership. Should DEFRA begin to enforce the requirement for an up to date Strategy, this could also mean that the LWP is in breach of Government legislation and could also suffer reputational damage.</p>			
Recommendation			Priority level
<p>LWP to create and publish a new Joint Municipal Waste Management Strategy (JMWMS) that is relevant to the current needs and requirements of Lincolnshire.</p>			High
Agreed Action		Responsibility	Implementation date
<p>The OWG will provide the focus for developing the JMWMS and defining SMART objectives, in consideration of the strategic and operational issues which all Partner Councils are and will be facing. The LWP will be informed of progress through regular meetings and providing direction to take the identified issues and outcomes forward, to a successful JMWMS which all Partner Councils can approve.</p>		Sean Kent, Group Manager (Environmental Services)	April 2018

Action Plan

2	Risk Description	Current Rating	Target Rating
	Lack of a fit for purpose Strategy	RED	AMBER
Findings			
Our review found that 6 out of the 10 objectives of Lincolnshire JMWMS (2008-2013) are not clear or measurable or both. This opinion is backed up by responses received from the LWP questionnaire.			
Implications			
If an objective is not clear or measurable, the LWP cannot be sufficiently assured that they are achieving these objectives. This will have a detrimental effect on the LWP's effectiveness as a Partnership.			
Recommendation			Priority level
As part of the revision and development of a new strategy the LWP should put in place objectives which are SMART. An objective is SMART when it is specific, measurable, achievable, realistic and timely (time-bound). Establishing SMART objectives will make the objectives easier to understand and to know when they are achieved.			Medium
Agreed Action		Responsibility	Implementation date
The OWG will provide the focus for developing the JMWMS and defining SMART objectives, in consideration of the strategic and operational issues which all Partner Councils are and will be facing. The LWP will be informed of progress through regular meetings and providing direction to take the identified issues and outcomes forward, to a successful JMWMS which all Partner Councils can approve.		Sean Kent, Group Manager (Environmental Services)	April 2018

Action Plan

3	Risk Description	Current Rating	Target Rating
	No approach planned for producing a new Strategy	RED	AMBER
Findings			
While fledgling steps have been made to start this process, our review found that there is no clear and agreed timeline in place for producing a new strategy. This opinion is backed up by responses received from the LWP questionnaire.			
Implications			
Until the Strategy has been reviewed and updated, the LWP does not have a clear framework to follow, and this will impact upon the effectiveness of the Partnership. Should DEFRA begin to enforce the requirement for an up to date Strategy, this could also mean that the LWP is in breach of Government legislation and could also suffer reputational damage.			
Recommendation			Priority level
LWP to put in place an agreed and clear timeline for producing a new Lincolnshire JMWMS. This should be formally agreed and recorded.			Medium
Agreed Action		Responsibility	Implementation date
A LWP paper on the challenges to deliver a new JMWMS with an accompanying work programme has been produced, for the LWP's consideration of content and resourcing at its meeting on the 24 th November 2016.		Sean Kent, Group Manager (Environmental Services)	April 2018

Action Plan

4	Risk Description	Current Rating	Target Rating
	No approach planned for producing a new Strategy	RED	AMBER
Findings			
We found that no decision has been made on who will produce a new JMWMS. This opinion is backed up by responses received from the LWP questionnaire.			
Implications			
Without a clear plan on production of a new JMWMS and agreement on who will be responsible for what, there is a risk that production of the strategy will stall or be delayed.			
Recommendation			Priority level
LWP to make a decision on who will produce a new JMWMS. This should be formally agreed, recorded and monitored by the LWP. Regular updates on progress should be provided as a standard LWP agenda item.			Medium
Agreed Action		Responsibility	Implementation date
A LWP paper on the challenges to deliver a new JMWMS with an accompanying work programme has been produced, for the LWP's consideration of content and resourcing at its meeting on the 24 th November 2016.		Sean Kent, Group Manager (Environmental Services)	April 2018

Action Plan

5	Risk Description	Current Rating	Target Rating
	No approach planned for producing a new Strategy	RED	AMBER
Findings			
We found no agreement over the format and content to be included in new JMWMS. This opinion is backed up by responses received from the LWP questionnaire.			
Implications			
Without this there is a possibility that a renewed JMWMS may not be inclusive or meet the needs of the partnership collectively, meaning it is less effective and support from the partnership could be reduced.			
Recommendation			Priority level
LWP should agree on the format and content to be included in new JMWMS. The format of the current Strategy should be assessed to see if this is still the most effective way of delivering this content. This should be formally agreed and recorded.			Medium
Agreed Action		Responsibility	Implementation date
The OWG will provide the focus for developing the JMWMS and defining SMART objectives, in consideration of the strategic and operational issues which all Partner Councils are and will be facing. The LWP will be informed of progress through regular meetings and providing direction to take the identified issues and outcomes forward, to a successful JMWMS which all Partner Councils can approve.		Sean Kent, Group Manager (Environmental Services)	April 2018

6	Risk Description	Current Rating	Target Rating
	No approach planned for producing a new Strategy	RED	AMBER
Findings			
We found that there is no review timetable in place for the JMWMS. This opinion is backed up by the responses received from the LWP questionnaire.			
Implications			
Review of the plan at key stages is important for checking progress and allowing for corrective action as necessary. Without prompt this important monitoring may be overlooked or delayed.			
Recommendation			Priority level
Once the new JMWMS has been created, the LWP should decide when it will be reviewed and set out the requirements in a review timetable. This will mean that the LWP is using a live document that is relevant to the current needs of each of the Partners. This should be formally agreed, recorded and monitored by the LWP.			Medium
Agreed Action		Responsibility	Implementation date
A LWP paper on the challenges to deliver a new JMWMS with an accompanying work programme has been produced, for the LWP's consideration of content and resourcing at its meeting on the 24 th November 2016.		Sean Kent, Group Manager (Environmental Services)	April 2018

7	Risk Description	Current Rating	Target Rating
	Actions and requirements of the Partnership are not completed	AMBER	GREEN
Findings			
From analysis of the questionnaire, we found that delegates do not feel that the LWP is meeting its potential. There is also frustration that the LWP has limited decision making powers which impacts on its effectiveness. This was echoed in discussions we observed within the LWP meetings.			
Implications			
If the LWP is not operating as originally planned, this may have a detrimental effect on how Waste Management is delivered to the people of Lincolnshire.			
Recommendation			Priority level
The LWP should complete a full review to re-evaluate its purpose, to examine its objectives and to assess if improvements can be made to the way that it operates. As part of this review, the LWP should discuss whether it should be making key decisions on behalf of each of its Member Authorities. It also needs to be assured that each representative has an appropriate level of stature within their organisation to make and uphold these decisions. If there is agreement with this proposed methodology, examine if there are alternative working models that the LWP could follow that would allow it to do this.			High
Agreed Action		Responsibility	Implementation date
The OWG has produced a paper for the LWP consideration and approval of future governance at its meeting on the 24 th November 2016.		Steve Bird, Assistant Director of Communities and Street Scene	November 2016

Action Plan

8	Risk Description	Current Rating	Target Rating
	Actions and requirements of the Partnership are not completed	AMBER	GREEN
Findings			
Delegates feel that the LWP Terms of Reference need to be revisited to ensure that they are still relevant and accurate.			
Implications			
Terms of Reference should transparently set out how a group will operate. If this is not accurate it means that the group could underperform, or partake in unnecessary actions. This would have a detrimental effect on the efficiency of the Partnership.			
Recommendation			Priority level
As part of the review of the LWP, the Terms of Reference should be updated as required, and following this regularly reviewed.			Medium
Agreed Action		Responsibility	Implementation date
The OWG is tasked to develop the LWP Terms of Reference for the LWP consideration and approval at its next meeting on the 2 March 2017. The LWP should undertake a yearly review to ensure the Terms of Reference and working streams are still relevant and accurate.		Sean Kent, Group Manager (Environmental Services)	March 2017 then yearly reviews to ensure the Terms of Reference are still appropriate

9	Risk Description	Current Rating	Target Rating
	Actions and requirements of the Partnership are not completed	AMBER	GREEN
Findings			
We found that while delegates are unhappy with the current outcomes delivered by the LWP and the lack of an up to date JMWMS, we could not identify that the LWP had an internal self improvement process included as part of their Terms of Reference.			
Implications			
If the member authorities do not attempt to continuously improve a service that they are unhappy with, this will lead to ongoing frustration and a service that continues to operate below its potential.			
Recommendation			Priority level
Once the LWP and JMWMS have been reviewed, the LWP should retain this level of commitment to continuously improve the way that they operate and perform regular self assessments. These changes should be captured within the Terms of Reference.			Medium
Agreed Action		Responsibility	Implementation date
The OWG is tasked to develop the LWP Terms of Reference for the LWP consideration and approval at its next meeting on the 2 March 2017. The LWP should undertake a yearly review to ensure the Terms of Reference and working streams are still relevant and accurate.		Sean Kent, Group Manager (Environmental Services)	March 2017

10	Risk Description	Current Rating	Target Rating
	Actions and requirements of the Partnership are not completed	AMBER	GREEN
Findings			
Following our examination of minutes from the LWP meetings, we found that both Required and Completed Actions are not consistently captured.			
Implications			
If required actions of the LWP are not captured and monitored, this can lead to expectations not being met and delays within the Partnership. This will have a detrimental effect on the efficiency of the LWP, as well as create negativity between delegates which will impact on collaborative working.			
Recommendation			Priority level
Each required action should be clearly recorded, capturing when it is required and who is responsible within the minutes. When an action has been completed, this should also be noted for future reference. If there is a delay in completing an action, this should also be recorded with mitigating reasoning and a new completion date. Actions should be part of the standard agenda items.			Medium
Agreed Action		Responsibility	Implementation date
The OWG is tasked to develop the LWP Terms of Reference for the LWP consideration and approval at its next meeting on the 2 March 2017. The LWP should undertake a yearly review to ensure the Terms of Reference and working streams are still relevant and accurate.		Sean Kent, Group Manager (Environmental Services)	March 2017

11	Risk Description	Current Rating	Target Rating
	Actions and requirements of the Partnership are not completed	AMBER	GREEN
Findings			
It has been recently decided that LCC will only provide Secretariat support for the officer LWP meetings every other year. It has been agreed that the Districts will provide this Secretariat support on a rotational basis. We recognise that there is a concern that the quality and content of minutes could vary under these circumstances when compared to a singular minute taker. There could also be an impact on the regularity of agreeing and sending out agendas and papers.			
Implications			
If information is not captured and recorded appropriately, or agendas and papers not sent out to delegates, this could lead to expectations not being met and delays within the Partnership. This will have an impact upon the effectiveness and efficiency of the LWP.			
Recommendation			Priority level
The LWP should ensure that continuity and consistency in the formatting, the content and the quality of the minutes produced after each meeting. The regularity of agendas and papers should also be monitored to ensure that delegates receive these in the agreed timeframe before the meeting.			Medium
Agreed Action		Responsibility	Implementation date
The OWG is tasked to develop the OWG and LWP Terms of Reference for the LWP consideration and approval at its next meeting on the 2 March 2017. The LWP should undertake a yearly review to ensure the Terms of Reference and working streams are still relevant and accurate.		Sean Kent, Group Manager (Environmental Services)	March 2017

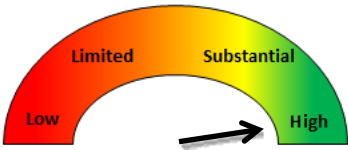
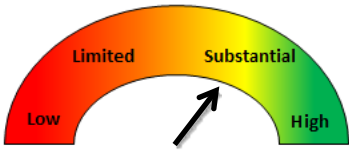
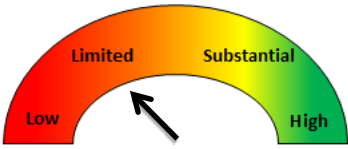
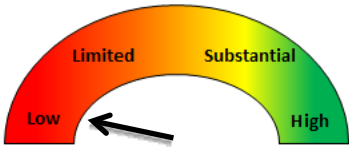
12	Risk Description	Current Rating	Target Rating
	Actions and requirements of the Partnership are not completed	AMBER	GREEN
Findings			
<p>Following receipt of opinions from officers and Members via the LWP questionnaire, we analysed this data and have prepared a secondary report that is attached as Appendix 3. This report compiles all of the results to provide a visual representation of how elements of the LWP and JMWMS are viewed by delegates. We have also provided a brief narrative for each that gathers some of the responses to provide context for the responses. We have included all responses for the last three questions that were more open-ended.</p>			
Implications			
<p>If problems are left unchecked, this can have a significant impact on the effectiveness of the Partnership. This can also create frustration among delegates if improvement requests are not acted on, which could lead to issues with collaborative working.</p>			
Recommendation			Priority level
<p>We would encourage Officers and Members to use the analysis relating to the LWP and JMWMS. This may provide points to consider in the early stages of reviewing these areas. We would also recommend that the LWP use the questionnaire again in the future to self assess the delegates opinions and compare these to the results found in appendix 3. This will ensure that improvements have been made and allow the LWP to identify which areas still need to be enhanced.</p>			Medium
Agreed Action		Responsibility	Implementation date
<p>Appendix 3 should be used to influence all of the Agreed Actions and to remind all officers and members of the challenges which we are all facing, in consideration of successfully delivering a new and 'fit for purpose' JMWMS which is approved by all Partner Councils and have an efficient and effective LWP.</p>		Sean Kent, Group Manager (Environmental Services)	April 2018

Advisory Points - Adding Value through Efficiencies

The following items are advisory recommendations / comments arising from the audit, which management may wish to consider implementing to improve efficiency of the system or performance.

Ref	Finding	Advice
AP1	The lincolnshire.gov.uk website has a Joint Municipal Waste Management Strategy page. This states that the Strategy will be reviewed in 2014 and still has a link to the currently outdated Strategy.	Remove this page until the new Strategy has been completed, or edit the text to explain that the Strategy review is in progress.
AP2	Following uncertainty about future secretariat support, parts of the Terms of Reference require a review to state who will provide this support.	LWP to examine if a separate Terms of Reference is required for the LWP officers group. If not, the Terms of Reference should be updated to capture who will provide secretariat support to the officer group.
AP3	While the agendas for the meetings are set and available in advance, on some occasions papers related to the meetings were not available in a timely manner.	LWP to agree on a clear timeline for when agenda and papers relating to future meetings have to be available.

Appendix 1 - Assurance Definitions

High	Substantial
<p>Our critical review or assessment on the activity gives us a high level of confidence on service delivery arrangements, management of risks, and the operation of controls and / or performance.</p>  <p>The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.</p>	<p>Our critical review or assessment on the activity gives us a substantial level of confidence (assurance) on service delivery arrangements, management of risks, and operation of controls and / or performance.</p>  <p>There are some improvements needed in the application of controls to manage risks. However, the controls have been evaluated as adequate, appropriate and operating sufficiently so that the risk of the activity not achieving its objectives is medium to low.</p>
Limited	Low
<p>Our critical review or assessment on the activity gives us a limited level of confidence on service delivery arrangements, management of risks, and operation of controls and / or performance.</p>  <p>The controls to manage the key risks were found not always to be operating or are inadequate. Therefore, the controls evaluated are unlikely to give a reasonable level of confidence (assurance) that the risks are being managed effectively. It is unlikely that the activity will achieve its objectives.</p>	<p>Our critical review or assessment on the activity identified significant concerns on service delivery arrangements, management of risks, and operation of controls and / or performance.</p>  <p>There are either gaps in the control framework managing the key risks or the controls have been evaluated as not adequate, appropriate or are not being effectively operated. Therefore the risk of the activity not achieving its objectives is high.</p>

Appendix 1 - Assurance Definitions

Action Priority	
High	Immediate management attention is required - an internal control or risk issue where there is a high certainty of: substantial loss / non-compliance with corporate strategies, policies or values / serious reputational damage / adverse regulatory impact and / or material fines (action taken usually within 3 months).
Medium	Timely management action is warranted - an internal control or risk issue that could lead to financial loss / reputational damage / adverse regulatory impact, public sanction and / or immaterial fines (action taken usually within 6 to 12 months).



Appendix 2 – Distribution List

Distribution List



**Richard Wills – Executive Director for
Environment & Economy/Monitoring Officer**

Steve Willis – Chief Operating Officer

Andy Gutherson – County Commissioner

All Members and Officers of the LWP

External Audit

Disclaimer

The matters raised in this report are only those which came to our attention during our internal audit work. Our quality assurance processes ensure that our work is conducted in conformance with the UK Public Sector Internal Audit Standards and that the information contained in this report is as accurate as possible – we do not provide absolute assurance that material errors, fraud or loss do not exist.

This report has been prepared solely for the use of the Lincolnshire Authorities that form the Lincolnshire Waste Partnership. Details may be made available to specified external organisations, including external auditors, but otherwise the report should not be used or referred to in whole or in part without prior consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended for any other purpose.

**Open Report on behalf of Pete Moore,
Executive Director of Finance and Public Protection**

Report to:	Environmental Scrutiny Committee
Date:	13 January 2017
Subject:	Community Resilience & Emergency Preparedness in Lincolnshire

Summary:

Community resilience and emergency preparedness has changed much in the last 9 years since the summer floods of 2007. Following this event, the Government commissioned a report into what went wrong and how it could be improved upon (Pitt Review 2008) listing a number of recommendations for both responding agencies and the community.

This report outlines the work undertaken to develop Community Resilience & Emergency Preparedness in Lincolnshire.

Actions Required:

Members of the Environmental Scrutiny Committee are invited to consider and comment on the report and highlight any recommendations or further actions for consideration.

1. Background

One recommendation from the Pitt Review (2008) that specifically relates to the work Lincolnshire County Council carry's out is that communities should take charge of their own actions during flooding events until emergency responders can attend and, that emergency responders should provide the tools and training required by the community to be able to cope in this interim between the emergency happening and help arriving.

How this was to be achieved was not specified nor funded, so many councils and LRF's (Local Resilience Forums) have for a long time seen community resilience as idealism rather than a serious change of direction from doing everything for the community, to being in partnership with them. In Lincolnshire however, it is different. Lincolnshire County Council took the information presented from the Pitt Review and adapted one word "Flood" changing it to "Emergency" which in turn gave us the following brief and specific outcome:

“People should know the enduring risks in Lincolnshire, and know what to do when they happen. Communities are resilient and have local community based and owned emergency plans. Young people are resilient through education and, that we unlock the potential of the voluntary sector which includes spontaneous volunteers.”

At the start of 2008 five community based emergency plans existed in Lincolnshire loosely based around a telephone contact sheet which at the time was suitable but not cutting edge. Since then much work has been achieved to:

- Identify communities most at risk (based around flood risk issues)
- Refine community emergency plan templates
- Training programmes
- Buy in from partners and the community

Of the 500 or so parish councils 151 were identified as being most at risk from all forms of flooding (rivers, sea, surface and ground), scored accordingly as to where these met then overlaid with flood warning area maps and then given a priority based on these findings. Trigger points were assigned to each community based around water to a depth of 0.6 to 0.9 metres.

It is important to remember that these findings do not mean that any one community is at greater risk of flooding than the other, this system was only used as a crude identifier but as it turns out as more sophisticated mapping tools are developed our risk maps are proving accurate.

Working with Lincolnshire Association of Local Councils (LALC), engagement sessions were arranged on the back of the Prevent agenda and Community Cohesion Initiative to deliver community resilience awareness training to targeted community groups based around the parish council system.

To date 122 parish/ town councils have undergone community emergency planning training within the county with 103 plans being started or developed. Of these a number of community groups have actively participated in both local and national exercises such as Exercise Barnes Wallis and Exercise Grey Seal which looked at dealing with an unexploded bomb and the later, the recovery from a major oil pollution event on the Lincolnshire Coastline. A further live exercise will be taking place in February 2017 in the Lutton area of the county looking at door knocking and evacuation. A few have also self-activated in real time during last year's severe weather events and to assist police in an incident involving migrants.

Other areas community resilience has had an influence in recent years is that of the Voluntary Coordination Group (VCG), which sits alongside the LRF enabling the rapid call out of organised voluntary sector groups in times of crisis. Member organisations are also included in all LRF training and exercises further strengthening ties between emergency responders, volunteers and the community resulting in clear and unambiguous communication channels between all stakeholders.

All this has been achieved through the hard work and dedication of officers in Lincolnshire County Council and the buy in from the community and partners in the development of templates and training resources.

For information the 5 stage training programme is detailed below:

Stage 1 – The Concept; what is community emergency planning and why is it becoming increasingly more important? – open to all community groups/town/parish councils.

Duration 20 minutes

Stage 2 – The Plan; once a group has formed this session will look at your community emergency plan in more detail so that by the time it concludes groups will have the basis of its very own community emergency plan.

Duration 2 to 3 hours depending on audience

Stage 3 & 4 – these sessions are combined as they deal with **Response** and **Recovery** – what will be expected from the community group should an emergency happen and where will the group fit into the wider emergency response in Lincolnshire? This session will answer these questions as well as giving some practical experience.

Duration 2 to 3 hours depending on audience.

Stage 5 – Test the Plan, is it fit for purpose? Does it need further development? In this session community groups will be given the opportunity to test the activation of their community emergency plan in the safety of a table top styled exercise in order to answer these two questions – does it work? Is there anything missing? Once this has been established it can then be taken a stage further by involving the community through a live exercise experience. Assistance and support is provided throughout this process by LCC Emergency Planning & BC Service. Duration varies depending on exercise but can range from 2 hours to 1 day.

2. Conclusion

Members of the Environmental Scrutiny Committee are invited to consider and comment on the report and highlight any recommendations or further actions for consideration.

3. Consultation

a) Have Risks and Impact Analysis been carried out??

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Appendix A - Community Emergency Plan Template
Appendix B	Appendix B - Sample Resource Directory Template

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Steve Eason-Harris, Emergency Planning & Business Continuity Officer who can be contacted on 01522 580322 or steve.harris@Lincoln.fire-uk.org



Community of



PREPARING FOR EMERGENCIES

EMERGENCY PLAN

Parishes and communities working together

Part 1 – Issue valid until

Floodline 0345 988 1188

Quick dial number/s:



Version # with effect from:	<i>Insert Date</i>
Review Date:	<i>Insert Date</i>

This plan is a controlled document which contains information to be used during an emergency affecting the community of *Insert name here*

To comply with the Data Protection Act 1998 the information contained in this document should not be disclosed to any unauthorised person without permission from the Emergency Planning & Business Continuity Service, Lincolnshire Fire & Rescue HQ, South Park Avenue, Lincoln, LN5 8EL.

Distribution List

Insert community members' details in the boxes below for those you wish to receive a copy of this plan:

Plan No.	Name

Record of Amendments
Plan History

Record of Amendments / Revision of Plan		
Date	Details of amendments / revisions	Amended / revised by
January 2015	Template revision and formulation	EPO Steve Eason-Harris
January 2015	Comments on revised template	EA Rachael McMahon / Melanie Byrne
May 2015	Front Cover design update	Boston Borough Council
January 2016	Template amended to incorporate activation flow chart and key contacts list	EPO Steve Eason-Harris
June 2016	Addition of community maps and incident log sheet	EPO Steve Eason-Harris

Plan Publication

It is important that both this plan and the Community Resource Directory are kept up-to-date and also that all members of the Emergency Planning Group are reading from the same version.

Electronic copies of both documents will be stored by:

Insert details here

As an example: Town/Parish Clerk
 Lincolnshire County Council Emergency Planning Unit

Paper copies are kept at:

Insert details here

As an example:
 Emergency Box stored at Lincoln Fire Station, South Park Avenue, Lincoln, LN5 8EL

Grid Reference: SK977699

A sterilised web version of the Community Emergency Plan has been posted on
<http://www.lincolnshire.gov.uk/lincolnshire-prepared/Preparing-for-an-emergency>

Plan Maintenance Review

The owners of this plan should make sure that all the people involved in its development are aware of their roles, and know that they might be contacted during an emergency.

This plan will be exercised annually by the Emergency Planning Group and also as part of any wider exercises organised by Lincolnshire County Council's Emergency Planning Unit.

Insert name here will have the responsibility for arranging the community exercise.

The plan will be reviewed annually. During the review every section of the plan will be checked for accuracy (e.g. phone numbers, resource list etc).

Members of the Emergency Planning Group who can activate the plan are **Insert name here** responsible for reviewing it and the Community Resource Directory.

Any updates or lessons learned from exercises should be approved by the **Insert name here** Emergency Planning Group before changes are made.

Training & Skills Record

Date	Name of Individual	Training Received

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Mission Statement

Disasters or major emergencies can strike suddenly, unexpectedly and anywhere. Making a plan now will reduce the impact of any emergency on our community and help ensure our response is effective and proportionate. .

The purpose of this Community Emergency Plan is to help prepare the community to be ready for an emergency, in case the emergency services are unable to attend. This will be achieved by building resilience within the community, using our existing resources in the most efficient and successful way. Our aim is to provide expertise and voluntary support that is safe within **Insert name here** if the emergency services cannot be present.

This Community Emergency Plan has been agreed and signed as fit for purpose – acting as a living document - by the Chairperson of the Town/Parish Council (delete as appropriate), the Community Emergency Team Leader and/or their Assistant.

Signatures

Chairperson of Town/Parish Council

Insert name here

Date: **Insert date here**

Emergency Planning Group Team Leader

Insert name here

Date: **Insert date here**

Assistant Emergency Planning Group Team Leader

Insert name here

Date: **Insert date here**

Section 1

Using this Emergency Plan

This plan comes in two parts and has been developed to assist your community in an emergency. It should be used as a tool to focus your response to aiding the welfare of your community. Part 1 is meant as a quick reference guide of tasks the your Emergency Planning Group may wish to undertake in the event of emergency while Part 2, the Community Resource Directory, contains all of your emergency contact details, known risks, resources, volunteers and places that have people who may need more support than others.

Activation

This Plan will be activated when at least two members from the below list of people drawn from the Emergency Planning Group consider it necessary to take action in response to an incident, and when action cannot be taken effectively without triggering the arrangements outlined in this document. If it is activated, then the key actions in Section 2 should be followed. It should also be noted that this plan should be read and used in conjunction with the Community Resource Directory, stored within the following locations: *Insert details here*

Emergency Planning Group members who can activate the Plan:

Insert name here Emergency Planning Group Team Leader

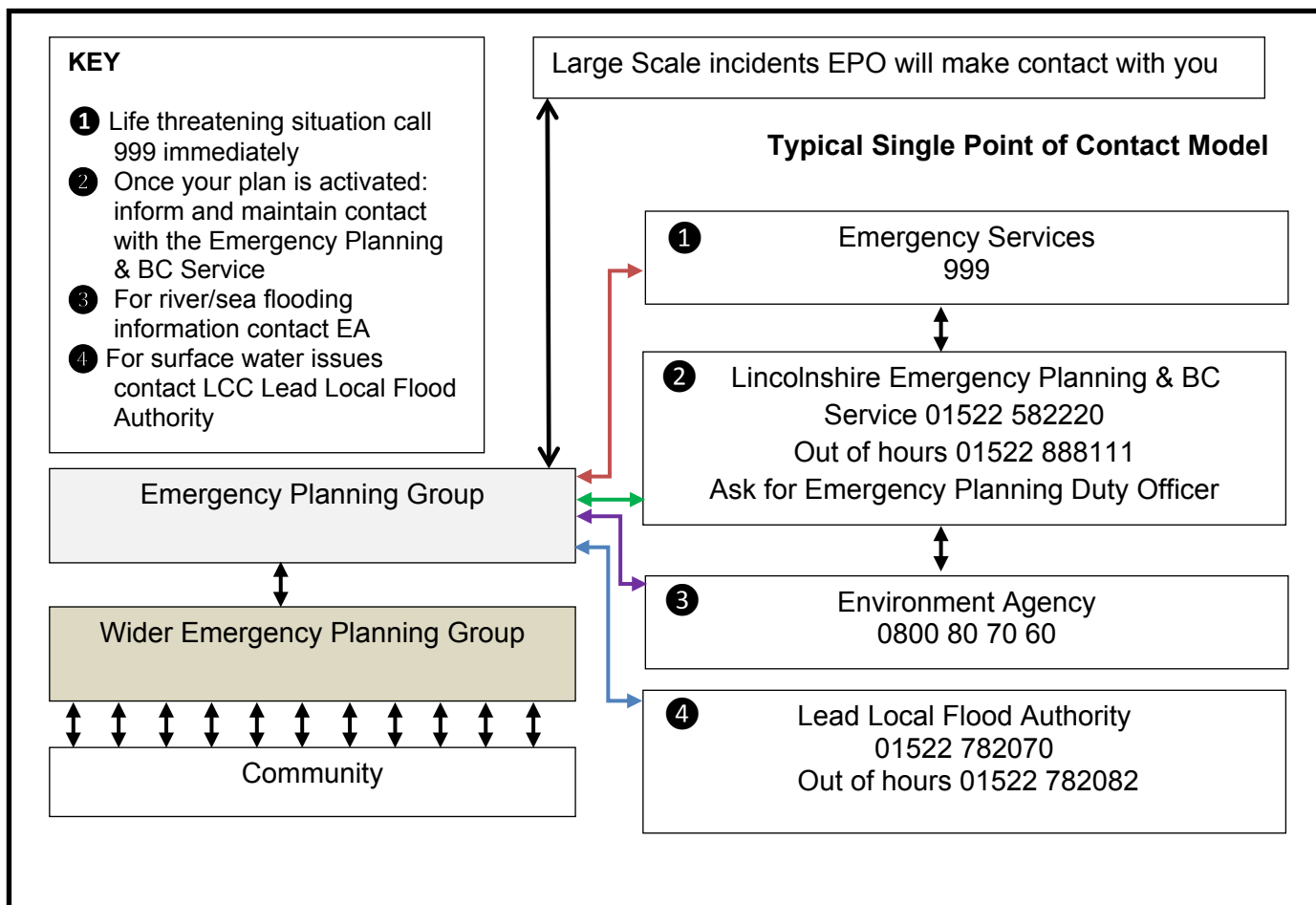
Insert name here Assistant Emergency Planning Group Team Leader

Insert name here Chairperson of Parish/Town Council

Insert name here Deputy Chairperson of Parish/Town Council

Insert name here Clerk to Parish Council Activation Flow Chart

Information Flow



In an emergency, getting the right information is critical to a well-co-ordinated response. Use this flowchart as a reference.

Whether you activate your plan or the on-call Emergency Planning Duty Officer (EPO) requests you to activate your community plan – please ensure you maintain contact with the EPO. Additional resources and voluntary groups cannot be activated to support you unless you keep EP informed.

The EPO will liaise directly with the emergency services Incident Commander (IC) within the inner cordon of the incident – and can relay your concern, identified vulnerable people and your groups actions to date.

Important Telephone Numbers

Insert Name District/Borough Council (delete as applicable)

(1) Working Hours	Insert Details
(2) Outside Normal Hours	Insert Details

Lincolnshire Police

(1) Emergency Calls	999
(2) Non-Emergency Calls	101
(3) Local Police Station	Insert Details

Lincolnshire County Council Emergency Planning & Business Continuity Service

(1) Working Hours	01522 582220
(2) Outside Normal Hours*	01522 888111

*Ask for Emergency Planning Duty Officer

Environment Agency

(1) General Enquires (Mon – Fri: 8am – 6pm)	03708 506 506
(2) Incident Hotline (24 hours)	0800 80 70 60
(3) Floodline (24 hours)	0345 988 1188

Lincolnshire Fire & Rescue

(1) Emergency Calls	999
(2) General Enquiries	01522 582222

Lead Local Flood Authority

(1) Working Hours - Flood Reporting Line*	01522 782070
(2) Outside Normal Hours*	01522 782082

*for reporting flooding issues

Section 2

Key Actions

Priorities will be given to emergency shelter, food and water.

1. Gather as much information about the situation as possible following the **ETHANE** Principle (See initial call taking log – Appendix 1)
 - **Exact** location of emergency
 - **Type** of incident
 - **Hazards** that are present or anticipated
 - **Access** routes for the emergency services
 - **Number** of people and/or properties involved (estimate)
 - **Emergency** services or other organisations already in attendance or required
 - e.g. Police, Fire, Ambulance, Utilities

IF THE SITUATION IS LIFE-THREATENING: DIAL 999 WITHOUT DELAY

2. Make contact with the emergency services and Lincolnshire Emergency Planning Unit. Inform them of the contact number and location of the Emergency Planning Group
3. Take control until the emergency services arrive, if they are able to attend
4. Contact additional members of **Insert name here** wider Emergency Planning Group
5. Instruct everyone to follow any advice from the emergency services
6. At all times, be aware of your own safety and the safety of those around you
7. Consider whether you can work safely and effectively from your current location or whether you need to move to an alternative location
8. Arrange for local residents to be warned of any dangers
9. Liaise with the EPO to consider if it is necessary to open an emergency shelter? The EPO will request whether this is required from the Incident Commander. The IC may identify a location or the EPO. You may be asked to establish the centre prior to voluntary groups arriving.
10. Arrange for contact to be made with those who may need more support as identified in Section 3 of the Community Resource Directory to offer advice and assistance
11. Arrange for community resources/organisations identified in Section 4 of the Community Resource Directory to be available as necessary
12. Tune into your local radio station (BBC Radio Lincolnshire/Radio Humberside) and advise the community to do the same. A list of local radio stations is given in Section 5 of the Community Resource Directory
13. Maintain regular communication with all Emergency Planning Group members, and Lincolnshire County Council's Emergency Planning Unit

Local Hazards & Threats

Assessed in Risk for **Insert Name Here**

Pandemic Flu	Assessed Nationally and Regionally as our Highest Threat.
Inland Flooding	Insert Quick reference information here
Severe Weather	In recent times heavy rain, strong winds, snow and ice have become more frequent, possibly due to the effect of global warming. An effective Snow & Ice Clearance plan is required. There was a drought, as well as flooding, in 2012. More are likely in the future.
Transport Accidents	Insert Quick reference information here
Industrial Accidents	Insert Quick reference information here
Loss of Critical Infrastructure	Damage caused by fire, storms or accidents may have a potential impact on energy supplies, water or deprive the community of its important facilities including the school.

(Maps will be added by the Emergency Planning Unit, please forward your completed plan to Communityresilience@lincoln.fire-uk.org)

Section 3

Emergency Planning Group

Important: The information in boxes marked with an asterisk will be recorded within the Community Resource Directory and by Lincolnshire County Council's Emergency Planning Unit at Lincolnshire Fire & Rescue Headquarters in Lincoln.

In the event of the plan being triggered, the following people will form the Emergency Planning Group to help to mitigate the effects of the emergency on the community:

Insert details here

For example:

Emergency Planning Group Team Leader or (in their absence) the Assistant Emergency Planning Group Team Leader

Office Telephone Number: xxxxxxxxxxxx

Staff Mobile: xxxxxxxxxxxx

The Emergency Planning Group Team Leader and their Assistant will have the current contact numbers for the following additional members of the Emergency Planning Group held within the Community Resource Directory

Insert name here Emergency Planning Group Team Leader

Insert name here Assistant Emergency Planning Group Team Leader

Insert name here Chairperson of Parish/Town Council

Insert name here Deputy Chairperson of Parish/Town Council

Additional residents and community group representatives that have agreed to form part of the wider Emergency Planning Group during emergency consists of the following:

Insert details here

For example:

Members of the parish/town council (insert total number of people)

Local WI

Rotary and/or Lions

Young Farmers

Scouts/Guides

Individual community members

Etc

List these individuals similarly to the list above

Personal Contact details are not listed within this plan but stored within the Community Resource Directory held by the Emergency Planning Group Team Leader, Assistant Emergency Planning Group Team Leader and Town/Parish Clerk.

Community Incident Room

If the Emergency Planning Group is brought together to discuss the community response, it has been agreed that they will meet at:

Insert details here

As an example: Lincoln Fire Station, South Park Avenue, Lincoln, LN5 8EL

Grid Reference: SK977699

The key holder for this building is: **Insert details here**. This person will enable access to premises.

If this location cannot be used, **Insert details here** will be used. Grid Reference: **Insert details here**

The Emergency Planning Group Team Leader and/or Assistant will organise access.

Community Emergency Box

An Emergency Box is located at **Insert details here**

As an example: Lincoln Fire Station, South Park Avenue, Lincoln, LN5 8EL

Grid Reference: SK977699

It contains: *(As an example – insert as necessary)*

- A copy of the Community Emergency Plan
- A copy of the Community Resource Directory
- Ordnance Survey Map of the community and the immediate environment
- Flood maps (including surface water)
- Laminated street plan – in A4 sections
- Torches and batteries / windup radio
- Reflective tabards
- Tea, coffee, sugar, cups, bottled water
- Back up storage disc for computer

Section 4 Community Map

Maps will be provided once submitted to Emergency
Planning & Business Continuity Service

Communityresilience@lincoln.fire-uk.org

DRAFT

Section 5
Community Flood Warning Area Map (Environment Agency)

Maps will be provided once submitted to Emergency
Planning & Business Continuity Service

Communityresilience@lincoln.fire-uk.org

DRAFT

Section 6
Community Surface Water Flood Maps 1:30

Maps will be provided once submitted to Emergency
Planning & Business Continuity Service

Communityresilience@lincoln.fire-uk.org

DRAFT

Section 7
Community Surface Water Map 1:100

Maps will be provided once submitted to Emergency
Planning & Business Continuity Service

Communityresilience@lincoln.fire-uk.org

DRAFT

Appendix 1

Initial Call Log following the “ETHANE” format

This form is intended to be used as an aide memoire / prompt when responding to an incident and should be completed along with an incident log.

DETAILS OF INCIDENT			
Exact Location			
Type of Incident			
Hazards Present – Details			
Access			
Number and nature of casualties/fatalities			
Emergency Services involved			
Name of Emergency Planning Officer notified			
Activation of Community plan and staff notified			
Date of Initial Call	Time:	Time of Call to EP:	

If fatalities are suspected and the Emergency Services are not at the scene, please contact the Police in the first instance on 999 to report the situation. Please take advice from the Police on what further action to take. Issues to consider are tampering with forensic evidence and the contamination of a potential crime scene.

Appendix 2

INCIDENT

.....

DATE.....

PAGE.....1.....OF.....15.....

PERSON COMPLETING LOG –.....

Was a rest centre set up? Yes/No

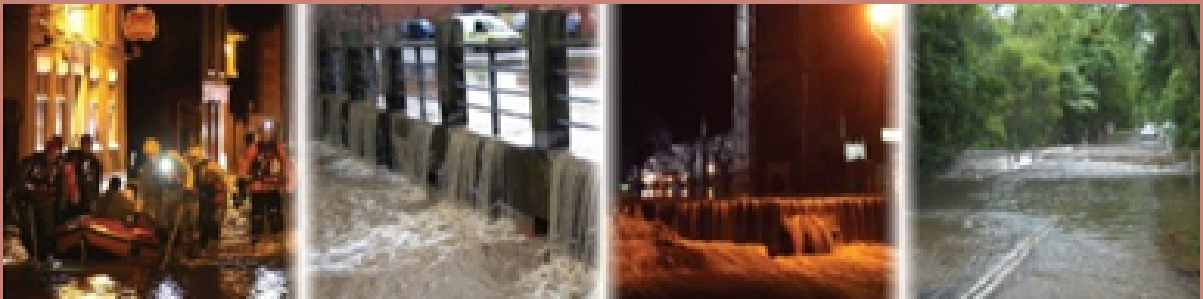
What location, date and time? Also note the time of the decision to open a rest centre.....

What date and time was it activated? Also note the time of this decision.....

SER NO.	DATE/TIME	DETAIL

If you require further space please make copies of this form making sure you number and sign each page in sequence

This page is intentionally left blank



Community of



Resource Directory

Parishes and communities working together

Part 2 – Issue Valid until



Version # with effect from:	Insert Date
Review Date:	Insert Date

This plan is a controlled document which contains information to be used during an emergency affecting the community of *Insert name here*

To comply with the Data Protection Act 1998 the information contained in this document should not be disclosed to any unauthorised person without permission from the Emergency Planning & Business Continuity Service, Lincolnshire Fire & Rescue HQ, South Park Avenue, Lincoln, LN5 8EL.

Distribution List

Insert community members' details in the boxes below for those you wish to receive a copy of this plan

Plan No.	Name

Record of Amendments

Directory History

Record of Amendments / Revision of Plan		
Date	Details of amendments / revisions	Amended / revised by
January 2015	Template revision and formulation	EPO Steve Eason-Harris
January 2015	Comments on revised template	EA Rachael McMahon / Melanie Byrne
January 2016	Template revised and formulated	EPO Steve Eason-Harris
June 2016	Template updated to reflect changes to Version 3.5 community emergency plan template	EPO Steve Eason-Harris

DRAFT

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Section 1

Emergency Planning Group information and structure

Management and & Tactical team

* Any two of the following people from the Emergency Planning Group can activate the Community Emergency Plan

Role	Name	Contact Details & Email
Emergency Planning Group Team Leader	Insert name here	Insert name here
Assistant Emergency Planning Group Team Leader	Insert name here	Insert name here
Chairperson of Town/Parish Council	Insert name here	Insert name here
Deputy Chair Person of Town/Parish Council	Insert name here	Insert name here
Town/Parish Council Clerk	Insert name here	Insert name here

*if more personnel are required click into the last cell of the table and push the TAB button on your keyboard

Wider Emergency Planning Group

Providing support during an emergency (Operational)

Role	Name	Contact Details & Email
Insert name here	Insert name here	Insert name here
Insert name here	Insert name here	Insert name here
Insert name here	Insert name here	Insert name here
Insert name here	Insert name here	Insert name here
Insert name here	Insert name here	Insert name here
Insert name here	Insert name here	Insert name here
Insert name here	Insert name here	Insert name here

*if more personnel are required click into the last cell of the table and push the TAB button on your keyboard

Role Specific Personnel

Emergency Support Centres

*Persons identified in the table below have received training to be able to fulfil assigned role

Role	Name	Contact Details & Email
Loggist	Insert name here	Insert here
Emergency Support Centre Manager	Insert name here	Insert here
Deputy Emergency Support Centre Manager	Insert name here	Insert here
Meet and Greet	Insert name here	Insert here
Registration Staff	Insert name here	Insert here
Registration Staff	Insert name here	Insert here
Welfare Staff	Insert name here	Insert here
Welfare Staff	Insert name here	Insert here

Role Specific Personnel

Volunteer Reception Centres

*Persons identified in the table below have received training to be able to fulfil assigned role; it could be that they are the same as above

Role	Name	Contact Details & Email
(Initial) Volunteer Reception Centre Manager	Insert name here	Insert here
Deputy Volunteer Reception Centre manager	Insert name here	Insert here
Meet & Greet/Security	Insert name here	Insert here

Registration	Insert name here	Insert here
PPE Issuer	Insert name here	Insert here
Welfare and Catering	Insert name here	Insert here

Section 2

Local Community Risk Register

Local identified risks:

Pandemic Flu	Assessed Nationally and Regionally as our Highest Threat.
Inland Flooding	Insert Quick reference information here
Severe Weather	In recent times heavy rain, strong winds, snow and ice have become more frequent, possibly due to the effect of global warming. An effective Snow & Ice Clearance plan is required. There was a drought, as well as flooding, in 2012. More are likely in the future.
Transport Accidents	Insert Quick reference information here
Industrial Accidents	Insert Quick reference information here
Loss of Critical Infrastructure	Damage caused by fire, storms or accidents may have a potential impact on energy supplies, water or deprive the community of its important facilities including the school.

*if more risks are identified click into the last cell of the table and push the TAB button on your keyboard

Flood Risk

The Environment Agency provides a free flood warning service called Floodline to help warn communities of expected flooding from the rivers and sea

Flood Alert Areas – low-lying land and roads affected		
Name	Description of area	Quick dial number
e.g. Areas near the Wash and Tidal Estuaries	Including Gibraltar Point, Freiston Shore, Wyberton Marsh, Old Leake, Frampton, Holland Fen, Boston etc.	0311

Flood Warning Areas – property affected		
Name	Description of area	Quick dial number
<i>e.g. Waterside properties between Town Bridge and Haven Bridge in Boston</i>	<i>Including post office and music centre</i>	113031

*For help and guidance please contact the Environment Agency's Floodline service on 0345 988 1188. As an Emergency Planning Group, you should register to receive both Flood Alerts and Flood Aarnings.

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Flood Warning Codes

There are three flood warning codes that are explained below, along with what action you/residents could take if they are issued.

Trigger	What it means	When it's used	What to do - EPG	What to do - Community
Flood Alert	Flooding on low-lying land and roads is possible: be prepared	Two hours to two days in advance of flooding	<ul style="list-style-type: none"> • Get out the Community Emergency Plan and ring round to see who is available in case the situation escalates. • Check the weather forecast • Monitor river/sea levels online www.gov.uk/check-if-youre-at-risk-of-flooding • Based on above, consider whether Emergency Planning Group should meet 	Community should not be registered for Flood Alerts. These relate only to a very early heads up to emergency services. No action needed by community, although they should be encouraged to have flood plans in place for their homes and businesses.

Flood Warning	Flooding of property is expected in the area: immediate action is required	Half an hour to one day in advance of flooding	<p>Activate your Plan, if not already done so. Remember to inform EPU. Arrange meeting of Emergency Planning Group to discuss actions which may include:</p> <p>Consider opening Temporary Emergency Shelters</p> <p>Put volunteers on standby</p> <p>Contact those with 4x4 vehicles</p> <p>Making contact with those who may need more support – directly or via other organisations</p> <p>Informing neighbouring parishes</p> <p>Arranging for construction/distribution of sandbags</p>	<ul style="list-style-type: none"> • Put your flood plan into action e.g. • Move family, pets and valuables to a safe place. • Keep emergency flood kits ready. • Put flood protection products like airbrick covers or sandbags in place. <p>Be ready to turn off gas and electricity if safe to do so</p>
Severe Flood Warning	Severe Flooding. Danger to life	When flooding is imminent and poses a significant threat to life	<p>Call 999 if you are in immediate danger</p> <p>Stay in a safe place with means of escape</p> <p>Co-operate with the emergency services</p>	<p>Call 999 if you are in immediate danger</p> <p>Stay in a safe place with means of escape</p> <p>Co-operate with the emergency services</p> <p>Be ready to leave your home or place of work to go to a friend or relative – or Temporary Emergency Shelter</p> <p>After the flooding is over and danger has passed, notify your insurance company as soon as possible if you have flooded. Do not throw anything away, and take photos to show where the floodwater went.</p>

Local Flood Trigger Points / Source of Flooding

Flood trigger points include abnormally high water levels or a Flood Alert/Flood Warning being issued. Insert your local trigger point/s in the box below e.g. when water reaches the bottom of the bridge.

Locations of Risk / Source of Flooding			
Area Number	Location of Risk	Source & Direction of Flooding	Local Actions Notes & Timescales
1	Insert Details	Insert Details	Insert Details
2	Insert Details	Insert Details	Insert Details
3	Insert Details	Insert Details	Insert Details

Locations of Risk / Source of Flooding			
Area Number	Location of Risk	Source & Direction of Flooding	Local Actions Notes & Timescales
4	Insert Details	Insert Details	Insert Details
5	Insert Details	Insert Details	Insert Details
6	Insert Details	Insert Details	Insert Details

*Area numbers refer to a point on the community flood map (see page [Insert Details](#)). If more space is required click into the last cell of the table and push the TAB button on your keyboard.

Other Local Emergencies / Action

Please populate this table with your own community's potential emergencies and action you would take.

Emergency	Cause or impact	Local Action or Response
Fire		Get out / Stay out / Call the Fire brigade (999) out Do not return to the property until you are advised it is safe to do so
Loss of electricity	Sustained power outage	Keep a supply of torches, batteries or use windup versions. Ensure vulnerable people safe. Although candles and matches are an alternative, these can potentially become fire hazards
Contamination of water supply	e.g. during or after flooding	Only use drinking water from clean water sources such as designated water bowzers. Keep a supply of bottled water to distribute. Contact your local water authority for further information
Sewerage	Flooding	Do not venture out into flood water Ensure children are made aware of the dangers Always ensure you clean down using clean water and soap
Plane crash	Light aircraft crashed near village	Call 999, go in \ stay in \ tune in Co-operate with the emergency services
Pandemic flu	People unable to leave their homes, get to work, or their children go to school	Maintain catch it \ bin it \ kill it campaign
Major road accident	People unable to get to work or take children to school	Call 999 Share information about alternative routes.
Heavy snowfall	Some difficulties were experienced during 2010/11	Ensure vulnerable people are warm and safe. Arrange to clear pavements in most affected areas. Tune into your local radio station for more up-to-date information. Check out weather-related social media channels e.g. Facebook/Twitter

Section 3

People Needing More Support

Most communities will have people who need more support than others during a crisis, and should be considered a higher priority. Make a list below of known people, properties and/or locations where early assistance may be required e.g. **a care home**

Vulnerable people / Property / Locations			
Name	Address	Contact number(s)	Assistance required

*To comply with Data Protection only record information already within the public domain or by location. As an example: Mrs Smith lives in church lane, she has a disability and requires assistance – record this as Church Lane requires assistance in evacuation.

Section 4

Community Resources

This section contains as much information as you can provide. It can include:

- Local volunteers
- 4x4 owner/drivers
- First aiders
- Doctors
- Child care professionals
- Teachers
- Dentists
- Vets
- Farmers
- People with equipment such as submersible pumps / chain saws etc
- RAYNET (Radio Amateurs' Emergency Network)

This table is not for internet use, or circulation outside the Emergency Planning Group.

Name	Contact	Equipment	Personnel	First Aid	Vehicles (4x4, boats etc)	Storage

*if more cells are required click into the last cell of the table and push the TAB button on your keyboard

Buildings / Key holders and Accommodation

Building Address	Key Holder	Telephone	Comments

*if more cells are required click into the last cell of the table and push the TAB button on your keyboard

Neighbouring Town/Parish Councils

Parish	Name	Telephone	Comments

*if more cells are required click into the last cell of the table and push the TAB button on your keyboard

Other Resources

Plan ahead now by creating a list of reputable contractors / building suppliers and local businesses that you could approach for materials, or assistance, during and after an emergency.

Name	Type of business	Contact details	Comments

*if more cells are required click into the last cell of the table and push the TAB button on your keyboard

Community Emergency Box Checklist

The Community Emergency Box is held by the Emergency Planning Group Team Leader. Please review the contents of the box at least twice a year to ensure all items are working and the latest versions. Replace any defective items immediately.

Item Number	Item	Checked	Review date
1	Master Community Emergency Plan & Community Resource Directory	Checked by ...	Insert Date
2	Maps of community	Checked by ...	Insert Date
3	Keys to relief buildings	Checked by ...	Insert Date
4	Telephone numbers of BT lines in relief buildings	Checked by ...	Insert Date
5	Copy of Electoral Roll	Checked by ...	Insert Date
6	Telephone directory / Yellow Pages	Checked by ...	Insert Date
7	Vulnerable people list	Checked by ...	Insert Date
8	Floodline Booklet	Checked by ...	Insert Date
9	Pens, notepaper	Checked by ...	Insert Date
10	Torch and spare batteries	Checked by ...	Insert Date
11	Emergency diary and log sheets	Checked by ...	Insert Date
12	How to get tea/coffee etc	Checked by ...	Insert Date

*if more cells are required click into the last cell of the table and push the TAB button on your keyboard

Section 5

Useful Contact Numbers and Websites

Emergency Services Routine Numbers	
Lincolnshire Police	01522 532222
Lincolnshire Fire & Rescue	01522 582222
East Midlands Ambulance Service	0115 8845000

Environment Agency	
Floodline (24hrs)	0345 988 1188
Incident Hotline (24hrs) to report flooding or pollution incidents	0800 80 70 60

Lincolnshire County Council	
Main Number	01522 552222
Emergency Planning & Business Continuity Service (working hours only) Out of hours (not for public consultation)	01522 582220 01522 888111
Highways & Planning	01522 782070
Adult Social Care	01522 782155

Lincolnshire County Council	
Children's Social Care	01522 782111
Carers Support Team	01522 782224
Schools Transport	01522 782020
Community Safety	01522 782050
Education	01522 782030
Library Services	01522 782010
Lead Local Flood Authority (LLFA)	01522 782082

District Council	
Main Number:	Insert Details Here
Out of Hours:	Insert Details Here

Utility Companies	
Electricity	0800 0568090
Gas	0800 111999
Water	08457 145145

Useful Websites	
Lincolnshire Police	www.lincs.police.uk/
Lincolnshire Fire & Rescue Service	microsites.lincolnshire.gov.uk/LFR/
East Midlands Ambulance Service	www.emas.nhs.uk/
Environment Agency	www.gov.uk/
Maritime and Coastguard Agency	www.mcga.gov.uk/c4mca/mcga-home
North Kesteven District Council	www.n-kesteven.gov.uk
BBC News On-Line	www.bbc.co.uk/news
DEFRA	www.defra.gov.uk/
Health Protection Agency	www.hpa.org.uk/

Section 6

Organisational Generic Roles and Responsibilities in Response and Recovery

The primary areas of responsibility of the agencies and groups that form the LRF during a multi-agency response are detailed in the following paragraphs. Additionally, also listed are the responsibilities of those organisations likely to be involved in the recovery.

Lincolnshire Police

- The saving of life together with the other emergency services.
- The co-ordination of the emergency services, local authorities and other organisations acting in support at the scene of the incident.
- To secure, protect and preserve the scene to facilitate the work of the emergency services.
- The management of cordons to protect the public, property and survivors.
- The criminal investigation of the incident; collation of evidence and the facilitation of investigation by the responsible accident investigative bodies where applicable.
- The collection and distribution of casualty and survivor information.
- Undertake body recovery in consultation with Her Majesty's (HM) Coroner
- The identification of the deceased on behalf of HM Coroner.
- The co-ordination of search activities on land.
- Ensure that the RCG is convened as early as possible during the actual response phase to an emergency/major incident.
- Be represented at the local level on the RCG in order to ensure that local issues can be addressed with foreknowledge of particular areas and issues.
- Offer managerial guidance with respect to, or act as conduit for, the other emergency services should they not be present at the RCG.
- Give feedback to the RCG regarding implications for the police service that any proposed recovery strategy or measure may entail, in particular with regards to:
 - Body recovery, identification and forensic examinations.
 - Security issues.
 - Traffic management at funerals, memorial services, etc.
 - Order at funerals, memorial services, etc.
- If Family Liaison Officers are deployed, a Family Liaison Manager may join the RCG (or liaison to the FLO Manager should be sought) in order to liaise closely with the RCG regarding investigative and individual recovery issues, such as funerals.
- If a temporary mortuary has been established, a Senior Identification Manager may join the RCG or should be liaised with.

Lincolnshire Fire & Rescue Service

- Search for, locate and rescue trapped casualties.
- Prevention of further escalation of the incident by firefighting measures. Dealing with released chemicals or other contaminants in order to save life and rescue or protect people from imminent danger.
- To provide a specialist response to UK based collapsed structure and major transport incidents.
- To assist other agencies with the removal of large quantities of flood water.
- Co-ordination of the health and safety of all personnel of all agencies working within the incident inner cordon. Responsibility rests with the individual organisation.
- On behalf of the NHS and in liaison with the ambulance services, undertake mass decontamination of the public in a CBRN incident.
- Liaison with Incident Medical Officer and Ambulance Service re assistance at ambulance loading points and priority evacuation of injured persons.
- Liaison with the Police Incident Officer regarding access to the inner cordon, particularly in a terrorist incident.
- May assist with body recovery if required – dependent upon other priorities.
- Provide the use of specialist equipment during the recovery phase.
- Provide professional advice on Fire and Rescue issues.
- Provide a long term urban search and rescue capacity if required.

East Midlands Ambulance Service (EMAS)

- Endeavour to sustain life through effective emergency treatment.
- To co-ordinate the on-site NHS response and to determine the hospitals to which the injured should be taken.
- To determine the priority for release of trapped casualties.
- Decontamination of the public in liaison with the Fire and Rescue Service.
- Transportation of the injured, in order of priority, to the receiving hospitals.
- To co-ordinate the support of the voluntary aid societies in managing and transporting casualties.

Armed Forces

The Armed Forces national structure, organisation, skills, equipment and training may assist the civil authorities in managing the response and recovery to an Emergency. However, it is essential responding agencies do not base plans on assumptions of military assistance. Military support is governed by the arrangements called Military Aid to Civil Authorities (MACA) and includes:

- Military Aid to the Civil Power (MACP).
- Military Aid to other Government Departments (MAGD).
- Military Aid to the Civil Community (MACC).

City, Borough and District Councils

- To respond to emergencies within the district boundary in conjunction with others as appropriate.
- To arrange for the re-housing of those made homeless by an emergency.
- To provide aid to neighbouring district/ borough councils when requested.
- To restore services affected by the emergency for which the council is usually responsible.
- To liaise with other organisations as part of the combined response.
- Provide information and advice in relation to the emergency to the local community (including business community) in conjunction with other responding agencies.

Lincolnshire County Council (LCC)

- Provide their wide ranging functions in support of the emergency services.
- Exercise a community leadership role.
- Liaison with HM Coroner in provision of emergency mortuary accommodation.
- May provide, in a single place, catering and rest facilities for use by all the agencies responding to the Emergency.
- Take the lead in facilitating the rehabilitation of the community and the restoration of the environment.
- Work with partners to meet the immediate and longer term welfare needs of survivors and the community e.g. feeding, clothing, shelter.
- Work with partners to facilitate the remediation and reoccupation of sites or areas affected by an Emergency.
- Via the County Council Emergency Planning Unit (and their 24 hour duty officer system) co-ordinate and facilitate Emergency planning and response work among responding local authorities and coordinating the response of volunteers.
- Liaise with other agencies to ensure that warning and informing the public is carried out as appropriate during an Emergency.
- Restore those services which have been affected by the Emergency for which the County Council is responsible.

County, City, Borough and District Councils in recovery:

- Chair the RCG and provide other officers to assist if required.
- Lead on providing support to the local community working with community groups and residents.
- Deal with any highways issues involved (in conjunction with the Highways Agency as required) such as road closures, clean up, etc.
- Implement, with the support from other agencies, a communications strategy.
- Deal with the implications of any school closures or school children that have been affected by the emergency.
- Provide Environmental Health advice.
- Lead the waste management for the recovery process including sourcing specialist contractors to dispose of toxic waste.

- Co-ordinate the support from the Voluntary Agencies.
- Co-ordinate the local political involvement.
- Provide humanitarian assistance, including through Humanitarian Assistance Centres if appropriate.
- Provide alternative accommodation for displaced persons.
- Work with utilities suppliers to co-ordinate the restoration of the utilities services.
- Offer advice and support to local businesses.

County, City, Borough and District Elected Members

The Elected Members of the community affected have an important role to play in assisting with the recovery process. They have a duty as the community representatives to gather and make known the concerns of their community and feed them into the recovery process mainly through an appropriate committee process as well as disseminating credible information and advice back to the community. They have a role as:

- The focus for community concerns.
- Identifying problems and vulnerabilities of their community that may require priority attention and feeding them back to the relevant recovery group.
- The knowledge bank of local personalities and resources.
- Encouragement and support to recovery teams working within their community.
- Enhancing local community liaison.
- Visiting people affected to be a listening ear and to give them reassurance.
- Consider, at an early stage, recommendations from the RCG on the strategic choice between 'normalisation' and 'regeneration' of the affected area.
- Assisting with the media in getting messages to the community (following established policy guidelines).
- Assisting with VIP visits
- Liaising with other elected representatives (MPs/MEPs/other LA's representatives, etc.).
- Assisting (and possibly chairing) debrief sessions with the community

Critical Infrastructure Organisations

Infrastructure providers are statutorily regulated in order to build resilience and put in place effective response arrangements. These organisations should ensure that their own arrangements are fully linked with the Lincolnshire Concept of Operations and include. Anglian Water, National Grid Gas, Eon, Internal Drainage Boards, BT, British Waterways Board, Network Rail and the Highways Agency:

- Work closely with the emergency services and local authorities to deliver timely restoration of essential services.
- Minimise the impact on the wider community.

DCLG Resilience & Emergencies Division (Central)

- Establishing and maintaining immediate lines of communication with the Lead Government Department and the Cabinet Office. As part of this process, agreeing the level and frequency of on-going reporting requirements.
- Making staff available (which may be initially via telephone), to deploy as the Government Liaison Officer (GLO) once an SCG has been established unless alternative arrangements have been agreed.
- Ensuring a Strategic Local Recognised Information Picture (or other incident specific, nationally agreed, reporting template) is developed and maintained, for each SCG, established in order to support local response efforts and contribute as appropriate to the regional/national appreciation of the situation.
- Establishing and maintaining immediate lines of communication with the LGD and the Cabinet Office.
- Working with partners to identify regional priorities and guide the deployment of scarce resources across the region.
- Facilitating mutual aid arrangements between LRF's.
- Assisting local responders to deliver co-ordinated and coherent public message.
- To be the initial point of contact for local responders' requests for central Government financial support.
- Liaise with central government departments in relation to the incident.
- Provide advice and support to local responders during the recovery phase, including assisting with the co-ordination of recovery from a regional/ widespread incident if required.

Environment Agency (EA)

- Prevent or minimise the impact of the incident.
- Investigate the cause of the incident and consider enforcement action.
- Seek remediation, clean up and restoration of the environment.
- In a pollution incident, it will seek to prevent/ control and monitor the input of pollutants into the environment.
- In other incidents (such as animal disease outbreaks) its principal role is usually to regulate and provide advice and support on waste disposal issues.
- Lead on pollution incidents to water, land and air, eg. major oil/chemical spill. Prevention, control and monitoring of environmental impact. Can arrange for remediation of pollution.
- During flooding events, focus is on operational issues such as issuing flood warnings and operating its flood defence assets to protect communities at risk. At the recovery phase the focus is on continued provision of public information.
- Investigation and enforcement of environmental offences.

The Environment Agency will also provide advice/support on:

- Hazardous Waste disposal.
- CBRN decontamination waste disposal.
- Recovery after nuclear and non-nuclear radiation events including knowledge of installations and list of contractors.
- COMAH sites plus other major industrial installations regulated under Integrated Pollution Control (IPC) regime.

Maritime and Coastguard Agency (MCA)

- To initiate and co-ordinate civil maritime search and rescue.
- Responsibility for dealing with pollution at sea and to assist local authorities with the clean-up operation.
- At the request of the police or local authority to assist during civil emergencies such as flooding.

NHS England

Will act as 'Lead' for the NHS response across the Lincolnshire Health Community:

- To ensure a co-ordinated response across the Lincolnshire Health Community.
- To ensure that health service resources are mobilised as necessary to support the immediate clinical response.
- Co-ordinate the primary care, community and mental health role during the recovery stage.
- Co-ordinate care and advice to evacuees, survivors and relatives, including replacement medication.
- Establish with local authority facilities for mass distribution of counter-measures, for example vaccinations and antibiotics.
- Provide support, advice and leadership to the local community on health aspects of an incident.
- Maintain liaison with regional and national health structures.

Public Health England

- Provide national leadership and coordination for the public health elements of the emergency preparedness, resilience and response system.
- Provide health protection services, expertise and advice and co-ordinate the PHE response to major incidents;
- Provide risk analysis and assessment of emerging diseases, natural extreme events, chemical, radiological and Chemical Biological Radiological Nuclear and Explosive (CBRNE) threats to inform the Department of Health and other government departments and agencies, health and multi-agency EPRR;
- Ensure provision of high quality and timely public health data to the Secretary of State and NHS CB, local authorities and across Government, in preparedness and response.;

- Communicate with Devolved Administrations to coordinate investigation and management of cross-border public health incidents;
- Provide guidance to professionals in health and local government and other sectors.
- Communicate with the public by providing information and advice relevant to PHE's responsibilities.

The Voluntary Sector

The Voluntary Sector can provide a wide range of operational, support skills and services to responding agencies. The BRC will provide the co-ordination of the voluntary sector response in accordance with the Lincolnshire LRF & Volunteer Sector MOU. In recovery, the nature, range and scale of services offered by the voluntary sector may alter depending upon the context of the emergency situation at the time. The voluntary sector can provide support in a number of generic areas specifically:

- Welfare.
- Social and psychological aftercare.
- Medical support.
- Search & Rescue.
- Transport.
- Communications
- Documentation.
- Training & exercising.

There are other key organisations who are not normally involved in the response to an emergency however, they are likely to be involved in the recovery phase; the responsibilities of these organisations are listed below.

Animal Health & Veterinary Laboratories Agency

- Ensure that farmed animals in Great Britain are healthy, disease-free and well looked after.
- Implement government policies aimed at preventing - or managing - outbreaks of serious animal diseases.
- Support the farming industry.
- Protect the welfare of farmed animals.
- Safeguard public health from animal borne disease.
- Ensuring that dairy hygiene and egg production standards are met.

Business Link

Business Link provides information, advice and support to businesses and individuals. Rather than providing all the advice and help itself, it fast-tracks customers to support and advice on the following:

- Start Ups.
- Finance and Grants.
- Taxes.
- Employing people.
- Health and Safety.
- IT and e-commerce.
- Sales and Marketing.
- International Trade.
- Business Continuity and Disaster Recovery.

The British Chamber of Commerce

The British Chamber of Commerce is a private organisation with a paid membership. It is not, therefore, a recognised responder. However, members of the Chamber of Commerce can receive the following support:

- Making new business contacts.
- Legal expenses.
- Insurance.
- Business helpline.
- HR advice.
- Health & safety service.
- Payment services.
- Risk Insurance.

Citizens Advice Bureau

The Citizens Advice Bureau (CAB) will provide free information and advice to help people resolve their legal, monetary and other problems.

DEFRA

- Protect animal welfare.
- Minimise the impact of the emergency on food production, farming and fishing industries.
- Advise on the disposal of contaminated carcasses.
- Provide the Rimnet (radiation monitoring) service for radiological incidents.

Faith Groups

Have a role in:

- Recognising the spiritual dimension of life and death.
- A ministry of care and comfort to relatives and others caught up in the disaster.
- To support others as requested by Family Liaison Officers.
- Providing a ministry with Hospital Chaplains in hospitals.
- Providing a ministry at temporary mortuary facilities.
- To organise local church services as required by the community.
- To assist with the organisation of memorial services.

Food Standards Agency

- Ensure any food products that are suspected or known to be contaminated do not enter the food chain.
- Enforce countermeasures that are put into place during the emergency phase and withdraw them as quickly as possible.
- Advise, together with the EA, on the safe disposal of food that has been affected by the emergency.

Government Decontamination Service

- Provide advice and guidance to support those responsible for the decontamination of buildings, infrastructure, mobile transport assets and the open environment following a CBRN or major Hazardous Material incident.
- Ensure that responsible authorities have ready access to the services of the specialist decontamination companies on its framework.
- The Government News Network will assist all responders to obtain the latest and best information, and gather information for national media briefings.

Health and Safety Executive

- The Health and Safety Executive protect people's health and safety by ensuring that risks in the workplace are properly controlled. They regulate health and safety in nuclear installations, mines, factories, farms, hospitals, schools, offshore gas and oil installations, and other workplaces. They also regulate the safety of the gas grid, railway safety, and many other aspects of the protection of both workers and the public.
- Their remit encompasses the workplace health and safety of other responding agencies, including the emergency services. In addition, its Chemical, Biological, Radiological and Nuclear experts can provide relevant specialist or technical advice to support recovery from emergencies, especially, but not exclusively, those events that involve major hazard industrial sites.

Insurance Industry

Following an emergency, the insurance industry will provide the following:

- Facts and figures about who and what is covered by household and business insurance.
- Specific guidance on the issues likely to arise after a flood or terrorist event.
- Details of the protocol between the insurance industry, the police and other emergency responders on communication and co-operation after a major event
- Key contact details of the organisations that represent the insurance industry.

The Met Office

- Provide weather forecasts.
- Provide weather advice to assist plume modelling during pollution events.
- Provide weather advice to assist in mapping the airborne spread of diseases.

Section 7

Roles setting up an Emergency Support Centre by a community group

ROLE	RESPONSIBILITIES	INITIALLY STAFFED BY	EVENTUALLY STAFFED BY
<p>Emergency Support Centre Manager</p>	<p>The Emergency Support Centre Manager is responsible for ensuring that the Centre is set up and managed effectively to care for the needs of the people evacuated to it. The Emergency Support Centre Managers main function will be to keep a strategic overview of the operation of the Centre and to liaise with the Emergency Planning Unit to keep them informed of the situation and any assistance, intervention, or resources required.</p>	<p>Community Group</p>	<p>Local Authority Officer (District, Borough or City) / or British Red Cross Manager</p>
	<p>Emergency Support Centre Manager duties are:</p> <ol style="list-style-type: none"> 1. Ensure that a risk assessment of the premises is made on arrival; 2. Notify the Emergency Planning Unit once the Emergency Support Centre is set up; 3. Ensure that gas, water and electricity supplies are working and that heating is switched on if required. This may be carried out with the premises supervisor/caretaker. 4. Identify the staffing needs of the Emergency Support Centre and liaise with the various support organisations for additional staff to be drafted in / put on standby 5. Review the availability & requirement of resources and inform the County Emergency Centre or Emergency Planning Unit of any additional requirements; 6. To ensure that staff attending the centre are briefed as to the nature of the incident, layout of the building, fire exits and the number of evacuees expected; 7. Ensure that staff and evacuees receive regular updates of the current situation; 8. Ensure that detailed records are maintained of people in the centre including staff, volunteers and details of who has left including their destinations; 9. Ensure that a log is kept of all events involved in the running of the centre including any expenditure made while the centre is in operation and record 		

	<p>of any accidents that occur;</p> <p>10. Liaise with voluntary organisations at the centre and confirm the functions they are to perform and the areas within the centre which are available to them;</p> <p>11. Be responsible for dealing with the media and or dignitaries who arrive at the centre;</p> <p>12. Be responsible for closing the centre and arranging for its return to its original role as quickly and efficiently as possible at the conclusion of the incident;</p> <p>13. Any other requirement to ensure the smooth running of the centre.</p>		
<p>Emergency Support Centre Deputy Manager (in consultation with the Emergency Support Centre Manager)</p>	<p>1. Continually review the needs of those waiting, especially if they have additional needs;</p> <p>2. Receive and action any information received from Emergency Support Centre Assistants regarding changes in evacuees' needs;</p> <p>3. Keep all centre staff up to date with events.</p> <p>4. Review and allocate appropriate areas and facilities for pets.</p>	Community Group	Local Authority Officer (District, Borough or City) / or British Red Cross Staff
<p>Meet & Greet Staff</p>	<p>1. Make initial contact with evacuees;</p> <p>2. Ensure that all people entering and leaving the Emergency Support Centre (including staff and volunteers) are booked in and out.</p> <p>3. Provide them with information and reassurance;</p> <p>4. Ensure that all visitors to the Emergency Support Centre are greeted and directed to the appropriate personnel.</p>	Community Group	Community Group

Section 8

Roles in setting up a Volunteers Reception Centre

ROLE	RESPONSIBILITIES	INITIALLY STAFFED BY	EVENTUALLY STAFFED BY
Volunteers Reception Centre Manager	<ol style="list-style-type: none"> 1. To liaise with either the on call Emergency Planning Duty Officer or the Community Resilience Cell to ascertain the tasks that need to be resourced. 2. Discuss with the Community Group Co-ordinator the details of the Recovery Impact Assessment (if undertaken) 3. Establish and set up the Volunteers Reception Centre liaising with the key holder – ensure gas, electricity and water supplies are connected. 4. Identify the staffing needs of the Volunteers Reception Centre and liaise with the various support organisations for additional staff to be drafted in / put on standby. 5. Identify and resource the PPE requirements for the tasks to be undertaken. 	Community Group	Emergency Planning Officer /
Spontaneous Volunteer Coordinator <i>(If resources are limited this role may be encompassed in the Tasking Supervisor role.)</i>	<ol style="list-style-type: none"> 1. To ensure that all spontaneous volunteers are registered as evidenced by wearing a designated wristband. 2. To brief all Volunteer Supervisor's around the task to be completed and ensure they carry out Risk Assessments around each specific task. 3. Liaise with the Volunteers Reception Centre Manager for an update on the tasks to be completed and in what order. 4. Manage any Spontaneous Volunteers with complex issues or queries. 	Communities and Commissioning Officer (LCC)	Communities and Commissioning Officer (LCC)
Meet and Greet / Security	<ol style="list-style-type: none"> 1. Make initial contact with spontaneous volunteers; 2. Ensure that all people entering and leaving the Volunteers Reception Centre (including staff and volunteers) are booked in and out. 3. Provide them with information and reassurance; 4. Ensure that all visitors to the Volunteers Reception Centre are greeted and directed to the appropriate personnel. 	Community Group	Community Group

ROLE	RESPONSIBILITIES	INITIALLY STAFFED BY	EVENTUALLY STAFFED BY
Registration	<ol style="list-style-type: none"> 1. To establish a registration desk 2. Register all spontaneous volunteers using the pre-printed registration forms and wristbands 1. Make the Tasking Supervisor aware of any physical or medical restrictions on task allocation process. 	Community Group	Community Group assisting British Red Cross
Tasking Supervisor	<ol style="list-style-type: none"> 1. To establish from the registration forms which volunteers can undertake what tasks. 2. To allocate a community group or organised voluntary sector volunteer to supervise the spontaneous volunteers in tasks, where appropriate. 3. To identify an appropriate timeframe for each rota'd shift according to the task carried out. 4. To ensure that the tasking sheet is completed and the whereabouts of volunteers are known at all times. 5. To ensure that all volunteers are accounted for at the end of the day. 6. For higher risk tasks – establish safe operating system and produce a risk assessment and ensure appropriate PPE is made available. 	Communities and Commissioning Officer (LCC) – <i>this is a requirement as Indemnity Insurance can only be assured if deployment is made by LCC employee.</i>	Communities and Commissioning (LCC)
PPE Issuer	<ol style="list-style-type: none"> 1. To ensure the appropriate PPE is issued to spontaneous volunteers relevant to the task being undertaken. 2. To keep track of all PPE and collect at end of day. 	Community Group	Community Group and /or District Council Staff
Welfare/Catering	<ol style="list-style-type: none"> 1. To provide refreshment suitable for the duration of the working period. 	Community Group	Community Group
Safety & Just-in-time Training	<ol style="list-style-type: none"> 1. For higher risks to deliver appropriate safe operating system training (for example – risk associated with cleaning a house following inundation from flood water) 	British Red Cross or District Council Staff	British Red Cross or District Council Staff

The types of tasks that Spontaneous Volunteers are likely to be asked to do, but not exclusive, are:

- Distribution of donated items: sorting out clothing / bagging up food parcels
- Assisting with evacuated pets
- Provision of light refreshment
- Assistance in interpreting (not medical interpretation)
- Cleaning
- Assisting with re-occupation of homes/affected sites
- Physical labour (such as street / house clean up)
- Recovery Impact Assessments – an assessment of the overall impact of the incident on the community
- Clearing Snow and Ice

**Open Report on behalf of Richard Wills,
Director responsible for Democratic Services**

Report to:	Environmental Scrutiny Committee
Date:	13 January 2017
Subject:	Environmental Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. Members are encouraged to highlight items that could be included for consideration in the work programme.

The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Actions Required:

Members of the Committee are invited to consider and comment on the work programme as set out in Appendix A to this report and highlight any additional scrutiny activity that could be included for consideration in the work programme.

1. Background

The Committee's work programme for the coming year is attached at Appendix A to this report. The Committee is invited to consider and comment on the content of the work programme.

Work Programme Definitions

Set out below are the definitions used to describe the types of scrutiny, relating to the items on the Work Programme:

Budget Scrutiny - The Committee is scrutinising the previous year's budget, or the current year's budget or proposals for the future year's budget.

Pre-Decision Scrutiny - The Committee is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Performance Scrutiny - The Committee is scrutinising periodic performance, issue specific performance or external inspection reports.

Policy Development - The Committee is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Consultation - The Committee is responding to (or making arrangements to) respond to a consultation, either formally or informally. This includes pre-consultation engagement.

Status Report - The Committee is considering a topic for the first time where a specific issue has been raised or members wish to gain a greater understanding.

Update Report - The Committee is scrutinising an item following earlier consideration.

Scrutiny Review Activity - This includes discussion on possible scrutiny review items; finalising the scoping for the review; monitoring or interim reports; approval of the final report; and the response to the report.

2. Conclusion

To consider and comment on the Work Programme.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Environmental Scrutiny Committee Work Programme

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

**ENVIRONMENTAL SCRUTINY COMMITTEE &
FLOOD AND DRAINAGE MANAGEMENT SCRUTINY COMMITTEE**

Chairman: Councillor Lewis Strange

Vice Chairman: Councillor Victoria Ayling

13 January 2017 Environmental Scrutiny Committee		
Item	Contributor	Purpose
Outcome of Lincolnshire Waste Partnership Audit	Sean Kent, Group Manager Environmental Services	Status Report
Revenue and Capital Budget Proposals 2017/18	Michelle Grady, Head of Finance (Communities)	Budget Scrutiny
Community Resilience & Emergency Preparedness in Lincolnshire	Ian Reed, Emergency Planning & Business Continuity Manager	Update Report

03 March 2017 Flood And Drainage Management Scrutiny Committee		
Item	Contributor	Purpose
Investigations held under Section 19 of the Flood and Water Management Act 2010	Mark Welsh, Flood Risk and Development Manager	Update Report
Environment Agency Update	Deborah Campbell, Flood and Coastal Risk Manager (Environment Agency)	Update Report
Environmental Scrutiny Committee		
Item	Contributor	Purpose
Performance Report, Quarter 3 (1 October to 31 December 2016)	Sean Kent, Group Manager Environmental Services	Performance Scrutiny
Water Recycling Centres Update	Brian Kane, Regional Treatment Manager (Anglian Water)	Update Report

For more information about the work of the Flood and Drainage Management Scrutiny Committee Work Programme please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

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