



Policy and Scrutiny

Open Report on behalf of Richard Wills, Executive Director for Communities

Report to:	Flood and Drainage Management Scrutiny Committee
Date:	30 January 2014
Subject:	Exercise Lazarus

Summary:

To brief the Committee on the recovery plan exercise carried out on 26 November 2013.

Actions Required:

The Committee is invited to consider and comment on the contents of the report.

1. Background

Recovery as defined by the Government's guidance on Emergency Response and Recovery is:

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

The National Recovery Guidance Plan template states:

"Recovery is a co-ordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being. After emergencies, the recovery phase will often target the restoration of an affected area to its previous condition ie normalisation. However, there may be a strategic opportunity to go beyond "recovery" and achieve longer-term regeneration and economic development – the approach taken in Carlisle after the floods in 2005 as well as in many other areas".

It was identified back in 2010 during Gold Command Training that the level of capability and readiness by all Lincolnshire Resilience Forum members to move into a Recovery Phase was not as advanced as the Response Phase and posed a significant risk to communities in Lincolnshire.

Under the Lincolnshire Resilience Forum (LRF) a project was set up in 2011 to produce an LRF Recovery Plan. The draft plan was then tested in a desktop recovery exercise carried out on 26 November against a scenario of an East Coast Inundation.

2.0 Exercise Lazarus

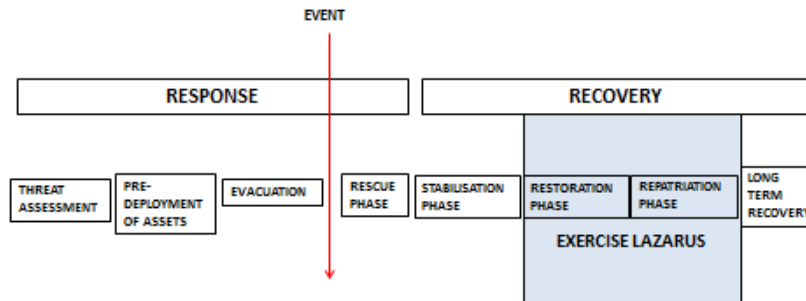
As an LRF we are well practised in responding to an emergency situation, setting up our multi agency co-ordination, support cells etc, to deal with the immediate response requirements. What we are not so well practised in is the recovery phase of an emergency focusing our efforts on supporting the communities for a protracted period of time.

The lead responder, usually the local authority, at this point will take the strategic lead and co-ordinate partner organisations in agreeing a consensus approach to decision making and resource allocation and prioritisation.

The LRF Recovery Plan identifies specialist recovery cells that could be activated to support the community and outlines their terms of reference and potential group membership. Each cell is chaired by a local authority representative who will activate their own cell members as part of a Co-ordination Framework that has been worked on by the cell identifying any additional processes or resources that may be required for wide scale incident response. The Emergency Planning team supported the cell chairs in producing these frameworks and in reviewing them in light of any issues that may not have been considered, but raised as a result of the exercise.

There are several stages both in the response phase and the recovery phase of an emergency. Not all emergencies can be dealt with in the same way but for those emergencies where we have a 'lead in time', for example knowledge of an impending coastal surge or extreme weather forecasts we can adopt the stages below:

Phases of Response & Recovery



2.1 Aim and Objectives of Exercise Lazarus

Aim

To test the processes of establishing the command support structure for Recovery and test the individual cell frameworks.

Objectives

- Exercise the LRF Recovery Plan
- Identify any amendments to be incorporated into the recovery cells co-ordination framework
- Exercise the recovery cell structure and the processes of identifying priorities of tasks.
- Test the communication between the recovery cells and partner organisations outside the centre.
- Exercise people in their roles and responsibilities and allow people to work in a recovery scenario environment.

2.2 Key Outputs Required

- Production of prioritised cell action plan.
- Identification of 3 key issues fed back at the Facilitated Group discussion sessions.
- Amendments to:-
 - Terms of Reference for the recovery cells
 - Co-ordination Framework for the recovery cells
 - The LRF Recovery Plan.

3. Conclusion

The exercise involved numerous stakeholders and in total just over one hundred people were involved including councillors and observers from other LRFs. Feedback forms indicated that the exercise had been well received and was one of the first of its type to be tested anywhere in the country. Little were we to know that two weeks later we were to use the plan in earnest, following the Coastal Surge in early December. The exercise confirmed the following:-

- The exercise objectives had been achieved.
- Each cell chair was to review their coordination frameworks.
- The LRF Recovery Plan would be amended to reflect learning from the exercise.
- The LRF Recovery Plan would be taken to the Project Management Board for final approval in April 2014.
- The exercise report and recommendations will assist with the review of all associated documentation.

4. Consultation

a) Policy Proofing Actions Required

N/A

5. Background Papers

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

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