

Aberdeenshire Flood Recovery Plan January 2016

Strategic Recovery

Contents

Section		Page No.
	Contents and Document Control	2
1	Introduction.....	3
2	Recovery – Purpose, Responsibility and Structure.....	3
	Strategic Recovery Group (SRG).....	4
3	Strategic Recovery Aim and Objectives.....	5
4	Strategic Recovery Phases.....	6
5	Financial Implications and request for financial support	7
6	Governance, Monitoring and Reporting.....	7
Appendix 1	SRG Terms of Reference.....	8
Appendix 2	SRG Themes.....	9
Appendix 3	Overarching – Finance, Legal, Governance, Area Managers, Communication, Project Management Office.....	12
Appendix 4	Service interface and dependency matrix.....	14

Document Control: Revision History

Revision No.	Date
10	18-02-2016

Approved by:

NAME	TITLE	SIGNED	DATE
Stephen Archer	Strategic Recovery Group Lead	18-02-2016

1. Introduction

In late December 2015 into early January 2016, Storm Frank (and two subsequent periods of persistent rainfall) resulted in unprecedented rainfall across Aberdeenshire causing widespread and large scale flooding for multiple areas. A major incident was declared on 2 occasions requiring large scale multi-agency response and recovery efforts. Significant damage was caused creating long term and high cost infrastructure and community impacts.

2. Recovery – Purpose, Responsibility and Structure

Police Scotland chaired the multi-agency response phase of Storm Frank, with the initial event focussing on Deeside. At the 1400hrs meeting of the Local Resilience Partnership (LRP) on 31 December 2015, responsibility for the recovery phase was passed to Aberdeenshire Council.

The first subsequent period of persistent rainfall led to the LRP meeting again at 1630hrs on 1 January 2016. The multi-agency response was again led by Police Scotland with a clear understanding that Storm Frank recovery remained with the Council.

The response phase continued until 5 January 2016. At the 1100hrs meeting of the LRP responsibility for the overall recovery from both incidents was passed to Aberdeenshire Council.

The second subsequent period of persistent rainfall led to the LRP meeting again at 1430hrs on 6 January 2016 to discuss and coordinate efforts regarding the on-going weather related issues. The management of recovery activities in Deeside again remained with the Council.

The second response phase continued until 11 January 2016. At the 1100hrs meeting of the LRP responsibility for the overall recovery from Storm Frank and the two subsequent incidents was passed to Aberdeenshire Council.

The purpose of this document is to outline the governance and capacity required to ensure that the Strategic Recovery Group (SRG) succeeds in delivering the flood recovery plan as quickly as possible.

A key responsibility of the SRG is to ensure that appropriate community assessments are conducted detailing how the emergency has affected residents, businesses, infrastructure and the environment across Aberdeenshire.

This document defines the strategic recovery objectives, provides an overview of how these objectives will be delivered and the capacity, financial implications and governance arrangements following the incident. Key high-level recovery milestones are also included.

Strategic Recovery Group (SRG)

The SRG is chaired by Stephen Archer, Director Infrastructure Services with members drawn from:

- Finance
- Legal and Governance
- Roads and Landscape Services
- Transportation
- Property
- Economic Development
- Health and Social Care Partnership
- Protective Services and Waste
- Environmental Health
- Housing
- Area Managers
- Corporate Communications
- Programme Management Office
- Risk Management and Business Continuity
- Education and Children's Services

The membership and input to the SRG will evolve and may change as the recovery process develops. The role of each of the membership is to ensure that the linkages from each service to the whole recovery process is strong and is cross service – ensuring a joined up and engaged approach to recovery across Aberdeenshire.

The SRG will report to the Strategic Leadership Team and Council Committees as appropriate.

3. Strategic Recovery Aim and Objectives

Strategic aim:

“Working with local communities to restore Aberdeenshire to normality”

Strategic objectives:

Working across the Council and the community to ensure:

- Local communities are engaged, consulted, informed and supported at all stages of the recovery process.
- Appropriate partners and stakeholders are engaged, consulted and informed at all stages of the recovery process.
- The safety and welfare of all engaged in the delivery of the recovery plan.
- All Councils infrastructure, assets and roads are repaired.
- Business and economic confidence is restored.
- Tourism businesses and communities are supported and promoted.
- The health, wellbeing and housing needs of communities are met.
- Community needs are matched to offers of support.
- Financial management arrangements are in place.
- An effective communications plan is in place.
- Appropriate governance and resources are in place to deliver the recovery plan.
- Effective liaison with elected members and Scottish Government departments.
- Appropriate impact assessments of affected communities are conducted.
- An evaluation of the Aberdeenshire Council recovery plan is completed.

4. Recovery – Strategic Recovery Phases

The Chair of the SRG, in consultation with partners will decide when it is appropriate to stand-down the Group. The ongoing needs of the community will be key to this decision. This is likely to be when there is no longer a need for regular cross service and partner co-ordination, and the remaining issues can be dealt with as part of ‘normal’ business, even if this is as a ‘new normal’.

The diagram below provides a high level indication of the anticipated Flood Recovery Delivery Phases. Dates may vary as the programme progresses.

Anticipated Date*	Jan16	Feb16	Mar16	Apr16	May16	Jun16	Jul16	Aug16	Sept16
Phase 1 Initiate Recovery Aberdeenshire Council receives handover from response to recovery <ul style="list-style-type: none"> • Initiate SRG and governance framework. • Set up local Recovery Centres. • Immediate impact assessment drafted. 									
Phase 2 Recovery <ul style="list-style-type: none"> • Utilities brought back into service. • Local Recovery Centres and support in place across localities. • Safety checks complete with assets open where safe to do so. • Effective waste management and disposal arrangements in place. • Temporary road repairs in place with network reopen where possible. • Financial support schemes in place to those affected. • Economic recovery and business support programmes in place. • Farming, river and environmental impacts returning to normal. • Regular, effective communications plan in place across all themes. • Impact assessment updated. • Medium to long term recovery plan and progress monitoring established. • Deeside Tourism Promotion plan in place. 									
Phase 3 Medium/Long Term Recovery and Regeneration Implementation of the medium/long term plan <ul style="list-style-type: none"> • All residents return to own property, dry and repaired. • Major assets fully re-instated e.g. A93, Invercauld Bridge. • All businesses return to normal with strong economy and public confidence. • Future flood resilience measures considered, agreed and planned. • Recovery phase debriefed with ‘learning from experience’ captured. 									

*Note: This illustration is intended as a high level guide only. Project and action plans where required contain more detailed timescales and key milestones.

5. Financial Implications – and Request for Government Support

Given the scale of widespread flooding and damage across Aberdeenshire, the financial impacts of the event are significant.

Response Phase

It is anticipated that some of the costs incurred during the response phase are eligible to be recovered (above a threshold and through application) via the Bellwin scheme. Given the scale of the response effort a Bellwin scheme application is being made to Government.

Recovery Phase

Work is ongoing to establish the full extent and costs of the damage caused and remedial action required to restore normality. The scale of the Council infrastructure damage alone will result in recovery costs potentially running into millions of pounds and may require a request for financial support from Scottish Government.

Detailed survey work is being undertaken across all affected areas with a number of options being developed to return affected areas back to normal. Once detailed cost estimates are known, they will be collated, prioritised, reported and monitored as part of the recovery programme governance.

6. Governance, Monitoring and Reporting

The activity of the Strategic Recovery Group and progress made against the flood recovery objectives and milestones will be reported to and monitored by the Strategic Leadership Team:

Progress will be reported to and challenged by the following groups:

Group	Date / Frequency	Comments
Aberdeenshire Council		
Policy and Resources Committee		
Infrastructure Services Committee		
Area Committees as appropriate		
Strategic Leadership Team		

Appendix 1 - Strategic Recovery Group Terms of Reference

Strategic Recovery Coordination Group

Purpose

- The strategic decision making body for the recovery phase. Manages the broad recovery plan, represents, and prioritise each service's interests and statutory responsibilities, ensuring a cross-service approach
- Provides visible and strong leadership, both locally and to Scottish Government departments.
- Takes advice from Scottish Government and partner agencies, implements the strategy and to achieve the rebuilding of public confidence.
- Ensures the co-ordination and delivery of consistent messages to staff, the public and media.

Role

- To implement the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery.
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy.
- To support appropriate community impact assessment(s) where necessary.
- To prioritise the recommendations and actions of services and partner agencies and monitor progress.
- To monitor financial matters and pursue funding and other assistance.
- To agree exit strategy criteria and timescales.
- Decide the final "state" of the physical infrastructure and natural environment affected.
- To provide reassurance to the public and to minimise fear and alarm.
- To make recommendations, at an early stage, to elected Local Authority members on the strategic choice between 'normalisation' (restoring an area to its previous condition) and 'regeneration' (aspiring to transform an area in support of longer term development objectives) of an affected area.

Appendix 2 - Themes

Residential:

Purpose

- To assess the strategic impact of the floods on housing in Aberdeenshire and coordinate actions to enable people to return to their homes as soon as possible.
- To co-ordinate the provision of a relevant range of social work duties and practical support where appropriate to those affected by the emergency.
- Undertaking relevant social work tasks as required by the emergent situation. This includes assessment of need, management of risk and planning for appropriate future interventions.
- Enable the community easy access to any required assistance through signposting as appropriate
- Continued fulfilment of statutory duties within an emergency context
- Offer an Health and Social Care integrated perspective on relevant services provided within the context of the emergency.

Role

- To assess the impact on households.
- Facilitate households affected by emergency to find appropriate temporary accommodation or move back into their own properties asap.
- Assist in the exchange of information on offers of housing.
- Assess the medium/long term impact on housing and households and action to address these issues.
- To assess the implications for future housing developments in consultation with Planning Services as appropriate.
- To fulfil relevant social duties towards those impacted by the situation.
- *Maintain normal Health Service.*
- Request the undertaking of relevant tasks by relevant individual agencies.
- Co-ordination of required assistance in order to avoid duplication of effort.
- Collation of data on affected persons with particular vulnerabilities
- *Establish extra health services if required.*
- *Ensure public are informed about any health implications.*
-

Businesses:

Purpose

- To assess the business and economic implications, including tourism for the affected area.
- Provide visible and strong leadership to business during the recovery phase.
- Take advice from stakeholders, agencies and Council Services, decide the Economic Recovery Strategy and ensure implementation of the strategy and rebuilding of public confidence.
- Ensures the co-ordination and delivery of consistent messages to the public and media via Corporate Communications.
- Assess the economic implications for the affected areas and provide assistance.
- Enable businesses and leisure assets affected by the emergency to resume trading as soon as possible.
- To provide appropriate advice to businesses and arrange to assess and monitor as considered appropriate.
- To provide consumer advice and assistance to residents and small businesses as required.

Aberdeenshire Council Flood Recovery Plan

Role

- Develop an Economic Recovery Strategy, including communications, clean up, economic and business recovery.
- Ensure stakeholders, especially the communities affected are involved in the development and implementation of the Economic Recovery Strategy.
- Produce a business impact assessment on the situation.
- Proactively support businesses through marketing campaigns and events.
- Gather information on affected businesses through all available means, surveys on line and word of mouth.
- Coordinate recommendations and actions from others as appropriate and monitor progress through the Economic Recovery Strategy Action Plan.
- Be aware of financial matters for business including the distribution of available recovery funding and pursue funding and other assistance as appropriate.
- Provide support to affected businesses.
- Create, implement and monitor the Economic Recovery Action Plan.
- Assist businesses with individual resilience plans.
- To provide advice and support to residents and small businesses with contractual disputes resulting from repairs to flood damaged properties and possessions.
- To advise businesses in the aftermath of flood damage, particularly in relation to the storage of petroleum and explosives and farmers and other feed businesses in relation to animal feed.

Infrastructure:

Purpose

- To provide a focus on non-building infrastructure issues emerging from the emergency.
- To coordinate an asset register of all public non-housing assets impacted.
- To carry out an impact assessment of the infrastructure and assess funding requirements for repair.
- Plan and implement temporary and permanent re-instatements of infrastructure.

Role

- Roads and bridges checked, made safe and capacity restored temporarily to provide acceptable levels of transport access (including all drainage, street furniture, lighting and signage).
- Enable access for all emergency and essential transport activity to take place according to need.
- All public buildings and structures checked, made safe and/or access enabled.
- Utilities securely reinstated initially to all essential health, security and economic assets and then to all other business, social/community and domestic premises.
- All modes of public transport optimised to reduce pressure on roads by private cars and to facilitate the free movement of people and goods.
- Permanent re-instatement of all roads, bridges and infrastructure agreed, funded and scheduled.

Environment:

Purpose

- Use expertise (and monitoring data) to give viable options for clean-up, repair and replacement. Liaise closely with stakeholders.
- To advise on public health, and animal health and welfare issues, and to arrange for assessments and monitoring as considered appropriate.
- To provide Planning advice to those facing repairs, replacement or redevelopment as a result of flood damage
- To provide a focus on historic assets affected by the floods.
- To provide a focus on non-motorised bridge and footpath infrastructure issues emerging from the emergency.
- To provide support to voluntary groups and agencies removing debris from river banks and fields
- To contribute to initiatives to promote the affected areas

Role

- To develop a preferred remediation strategy if required, for cleaning, repair or replacement of the physical infrastructure and clean-up of the natural environment to an agreed state.
- Review integrity of key assets and prepare a strategy for reinstatement where required.
- To implement the agreed strategy(s).
- Advise on public health issues, regarding safety of the public, and land and water contamination. Undertake sampling of private water supplies and provide advice.
- Provide advice and support to businesses regarding food safety and other legislation, and to inspect premises.
- Liaise with the Consultant in Public Health Medicine of NHS Grampian on public health issues.
- Provide advice and support to farmers regarding health and welfare of livestock.
- To provide a Planning surgery and prepare guidance and a proforma for planning application purposes, including advice in relation to historic assets..
- To coordinate an asset register of all the public non-motorised bridge and footpath assets impacted.
- To co-ordinate an asset register of all the historic assets, listed buildings/structures and scheduled monuments affected.
- To check footpaths and bridges and make safe, including closure where necessary.

- To carry out an impact/structural assessment of the infrastructure and assess funding requirements for repair and replacement where feasible.
- Plan and implement temporary and permanent re-instatements of infrastructure where feasible.
- Liaise with Cairngorms National Park, who will lead as the Access Authority.
- Liaise with Historic Environment Scotland in relation to historic bridge assets.
- To provide Countryside Ranger support to voluntary groups or agencies planning clear up activities.
- To include Countryside Ranger events in the affected areas and ensure these are included in any events calendar to promote visitors to the area.

Appendix 3 - Overarching – Finance, Legal, Governance, Area Managers, Communication, Project Management Office

Finance:

Purpose

- To assess the financial implications for the affected area and provide advice to the SRG.

Role

- To explore different streams for financial aid.
- To monitor all recovery work expenditure and report to SRG.
- To ensure the Councils own Insurance is considered and utilised where appropriate.
- To collate all recovery costs incurred by the Council throughout the Recovery Phase.

Legal and Governance:

Purpose

- To assess the legal implications for the affected areas and provide advice to the Strategic Recovery Group.

Role

- To ensure that an appropriate governance framework is in place.
- To consider any litigation, criminal or public enquiry issues.

Area Managers:

Purpose

- To reflect community concerns, feelings and initiatives and assist in informing the wider community. Assist in impact assessment of affected community.

Role

- Reflect community concerns, feelings and initiatives and bring these to the attention of the SRG.
- Assist in informing the wider community of discussions and progress of the SRG.
- Liaison with the Business Community and taking their concerns to the SRG.
- Engaging the community in the recovery process.
- Consider the community's interests in the context of overall recovery aims and objectives, including the choice between 'normalisation' and 'regeneration'.
- With regard to the above, develop Community Flood Recovery Plans that reflect Community priorities, concerns and needs. Cross reference with the emerging Service Actions Plans and ensure there is an inclusive approach to Recovery within each bespoke community that has been impacted by the flooding events.

Corporate Communications:

Purpose

- Reassure the public through its communications activity that Aberdeenshire Council together with local partners, is working effectively to mitigate the impact of flooding, recover from the incidents, and prepare for future events. Oversee the delivery of a co-ordinated programme of public service communications, with a clear recovery narrative, provide high quality information and ensure high visibility of the flooding response.
- Respond to reputational issues as they emerge and link in with all Council services.
- To ensure the best use of all communications channels to target various audiences including close liaison with local media outlets as well as short updates on social media.

Aberdeenshire Council Flood Recovery Plan

- Include key spokespeople in publicity as per the communications protocol and to include Co Leaders/Policy Chair and Vice Chair and Area Chair and Vice Chair as appropriate.
- Collaborate with partners.
- Support communication with politicians at the local level as the recovery phase progresses.
- To keep all audiences informed and engaged on the process and progress of recovery.
- Ensure that the Council Call Centre is fully aware of the recovery and approach.

Role

- To formulate and deliver an overall Communications Plan to support the Flood Recovery Plan and provide regular updates.
- Ensure that factual information is provided to all audiences in relation to post-flooding support provided by the council in line with the objectives of the wider Communications Strategy.

Programme Management Office: (PMO)

Purpose

- To ensure effective resources and programme management capacity is provided to the SRG.
- To ensure the SRE and its constituent parts is delivered in a focused, efficient, timeous and easily accessible way.

Role

- To ensure the appropriate resources, skills and business processes are in place to support the SRG and its members.
- Ensure situation reports (SITREPS) are co-ordinated, timely and accurate.
- Provide programme management to ensure the correct systems, skills and capacity is in place for the recovery phase, it's monitoring and progress reporting.

Aberdeenshire Council Flood Recovery Plan

Appendix 4 - Interfaces and Key Dependencies - to deliver the strategic and tactical objectives managed through the SRCG.

	Residential	Businesses	Infrastructure	Environment	Communication
Funding, Financial Support and 'Ask of Government'	X	X	X	X	X
Utilities	X	X	X		X
Bridges			X		X
Structures, Geo Tech, Lighting, Signs and Furniture			X		X
Drainage and Culverts			X	X	X
Transport and Public Access	X	X	X	X	X
Property	X	X			X
Business Advice, Grants and Economic Support		X			X
Economic Infrastructure		X	X		X
Health and Welfare	X			X	X
Adult Services	X				X
Schools, Learning and Children's Services	X				X
Waste	X	X	X	X	X
Historic & Natural Environment			X	X	X
Animal Welfare	X	X		X	X
Housing	X				X
Community Recovery/Area Managers	X	X	X	X	X
Communications and Campaigns	X	X	X	X	X

This page is intentionally blank