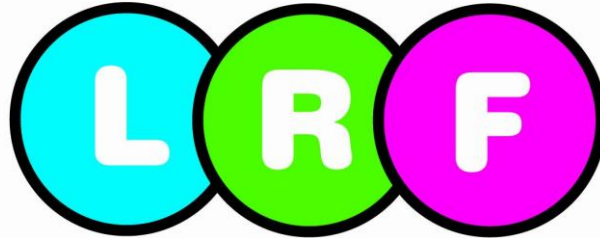


Devon • Cornwall • Isles of Scilly



Local Resilience Forum

STRATEGIC RECOVERY GUIDANCE



All items in this document are classed as open under the Freedom of Information Act unless otherwise stated. All closed items include the relevant Freedom of Information Act exemption.

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Lead Agency:	Cornwall Council
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Revision History

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01.09.10	v1.0	New document	Martin Rawling	LRF Secretariat	15.09.10

Distribution

Name	Department	Organisation
Devon, Cornwall & Isles of Scilly LRF Responders		

This guidance is owned by the Devon, Cornwall and Isles of Scilly LRF, maintained, and updated by the LRF Recovery Subgroup. All users are asked to advise the Secretariat of any changes in circumstances that may materially affect the plan in any way.

Details of changes should be sent to:

Devon, Cornwall and Isles of Scilly Local Resilience Forum Secretariat

Email lrf@devonandcornwall.pnn.police.uk

Acknowledgements:

This strategic guidance is based upon the national recovery guidance template.

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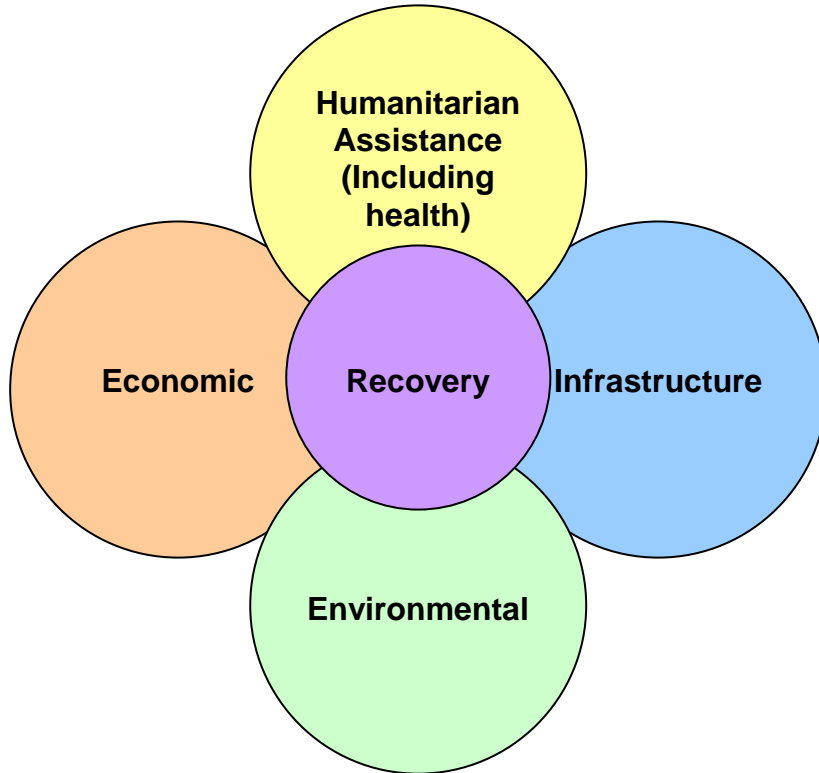
1.1 Introduction and Definitions

- 1.1.1 This guidance is designed to give a Strategic overview and approach to Recovery from an emergency which impacts more than one local authority within the Local Resilience Forum (LRF). It also provides guidance to enable each local authority to prepare its own tactical and operational plans.
- 1.1.2 All acronyms and terms used in this document are incorporated in the LRF Glossary of Terms ([Insert hyperlink here when completed by LRF Secretariat](#))
- 1.1.3 **Each authority within the LRF will have its own Tactical Recovery Plan.**
- 1.1.4 Emergencies disrupt communities. They may be caused by failure of essential services or technological failures, the extremes of nature, exotic diseases, acts of violence, human action or any other event. The emergency may occur overseas but impact on UK residents or nationals, or the environment of the UK.
- 1.1.5 It is in this context, with the requirement for physical, psychological and economic restoration, that recovery is conducted.

1.2 Impacts of Emergencies

- 1.2.1 Emergencies affect communities in a wide variety of ways. To understand what recovery comprises, one first needs to map out *who* is, or likely to be, affected and *how* the emergency has/will affect them.
- 1.2.2 The impact of emergencies goes well beyond those directly affected by an emergency (e.g. through injury, loss of property, evacuation). Emergencies affect, for example, onlookers, family and friends of fatalities or survivors, response and recovery workers, and the wider community, as well as the economy and businesses, physical infrastructure, and the environment.
- 1.2.3 To understand how emergencies affect individuals and their communities, and thus prioritise and scope the recovery effort, it is important to understand how emergencies impact upon the environment they live and work in.
- 1.2.4 Below is a conceptual framework for understanding these impacts and the steps that may need to be taken to mitigate them. There are four interlinked categories of impact that individuals and communities will need to recover from. The nature of the impacts – and whether and at what level action needs to be taken – will depend in large part on the nature, scale and severity of the emergency itself.

1.2.5



1.2.6 Some examples of the types of issues that may be faced are as follows:

- | | |
|--|--|
| Humanitarian Assistance (including health) | <ul style="list-style-type: none"> • Physical impacts (including individuals’ health, housing, financial needs) • Psychological impacts • Deaths • Community displacement |
| Economic | <ul style="list-style-type: none"> • Economic and business recovery |
| Infrastructure | <ul style="list-style-type: none"> • Disruption to daily life (e.g. educational establishments, welfare services, transport system) • Disruption to utilities / essential services • Damage to residential properties and security of empty buildings |
| Environmental | <ul style="list-style-type: none"> • Pollution and decontamination • Waste • Natural resources and habitats |

1.2.7 Elected Members/Parish Councils and other community leaders can play a critical role in the impact assessment process, identifying problems and

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vulnerabilities in their community that may require priority attention and feeding them back to the relevant recovery group. They also have an important role in disseminating credible information and advice back to the community, assisting to maintain community cohesion and providing public reassurance. Further information on the role of Elected Members in the recovery process can be found in Section 8.

- 1.2.8 It is vital that following the impact assessment process (which will be an iterative process occurring throughout the recovery phase), any resulting actions are accurately captured and progress monitored. A suggested template for a Recovery Action Plan is shown in Section 9.

1.3 Emergency management process

- 1.3.1 **Response** – *The actions taken to deal with the immediate effects of an emergency*

- 1.3.2 The Strategic Coordinating Group (SCG) will, as part of their initial strategy, consider recovery issues and the implementation of a Recovery Coordinating Group (RCG) which will normally be chaired by the local authority.

- 1.3.3 **Recovery** – *The process of rebuilding, restoring and rehabilitating the community following an emergency.*¹

- 1.3.4 Recovery is an integral part of the emergency management process. It is distinct from, but will usually overlap with Response. See also DCIOS LRF Combined Agencies Emergency Response Plan Section 2. http://portalstaging.devonline.gov.uk/lrf/caerp_v4.4_19.10.09_final.pdf

- 1.3.5 Recovery is a coordinated 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 physical restoration of an affected area to its previous condition. However, there may be a strategic opportunity to go beyond 'recovery' and achieve longer-term regeneration and economic development.

- 1.3.6 Note: If the emergency occurs overseas, there may be a need for recovery even if there was no real UK 'response' phase.

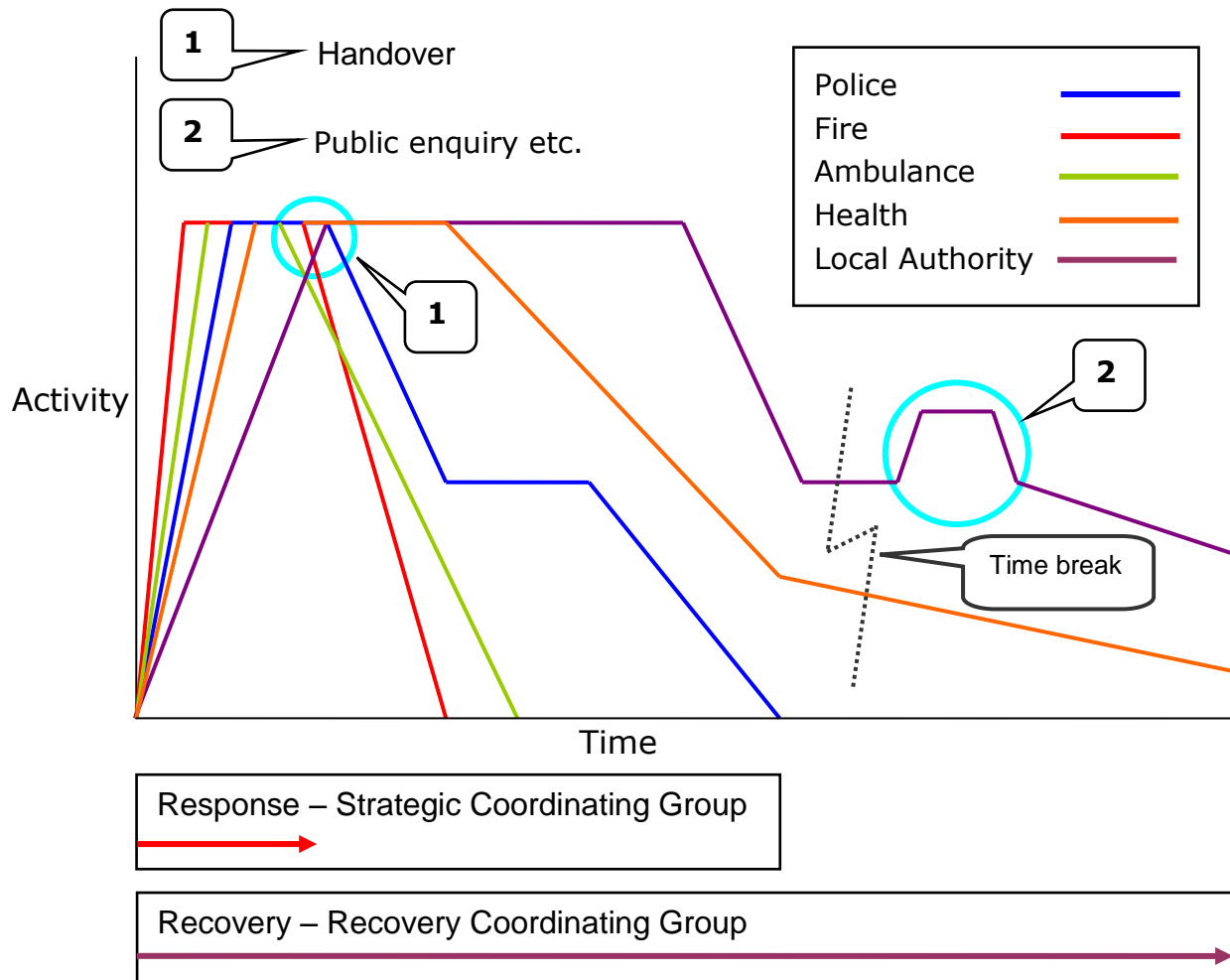
- 1.3.7 Regeneration is about transformation and revitalisation - both visual and psychological. This transformation can be physical, social and economic, achieved through building new homes or commercial buildings, raising aspirations, improving skills and improving the environment whilst

¹ (*Emergency Response and Recovery Guidance, HM Government*)

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introducing new people and dynamism to an area.

- 1.3.8 Recovery is, therefore, more than simply the replacement of what has been destroyed and the rehabilitation of those affected. It is a complex social and developmental process rather than just a remedial process. The manner in which recovery processes are undertaken is critical to their success.
- 1.3.9 Recovery is best achieved when the affected community is able to exercise a high degree of self-determination.
- 1.3.10 In many scenarios, the response phase to an emergency can be relatively short in contrast to the recovery phase. Recovery can take years rather than months to complete as it seeks to address the enduring human, physical, environmental, and economic consequences of emergencies.
- 1.3.11 The graph below shows the activity of certain category one responders over time in a typical emergency. The arrows show the relative length of time that response and recovery phases may last.



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1.3.12 The recovery phase continues until the disruption has been rectified, demands on services have returned to normal levels, and the needs of those affected (directly or indirectly) have been met.

1.4 Recovery - Purpose and Principles**1.4.1 Purpose**

1.4.2 The purpose is to assist the affected community towards management of its own recovery.

1.4.3 It is recognised that where a community experiences a significant emergency, there is a need to supplement the personal, family and community structures which have been disrupted.

1.4.4 Principles

The principles of recovering from emergencies are:

- Recovery is an enabling and supportive process, which allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
- Effective recovery requires the establishment of planning and management arrangements, which are accepted and understood by recovery agencies, the community and armed forces (if deployed).
- Recovery management arrangements are most effective when they recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of affected individuals, families and groups within the community over time.
- The management of recovery is best approached from a community development perspective and is most effective when conducted at the local level with the active participation of the affected community and a strong reliance on local capacities and expertise. Recovery is not just a matter for the statutory agencies - the private sector and the wider community will play a crucial role.
- Recovery management is most effective when agencies involved in human welfare have a major role in all levels of decision-making which may influence the well being and recovery of the affected community.
- Recovery is best achieved where the recovery process begins from the moment the emergency begins. It is recommended that if resources allow, the Recovery Coordinating Group is set up on the first day of the emergency.
- Recovery planning and management arrangements are most effective

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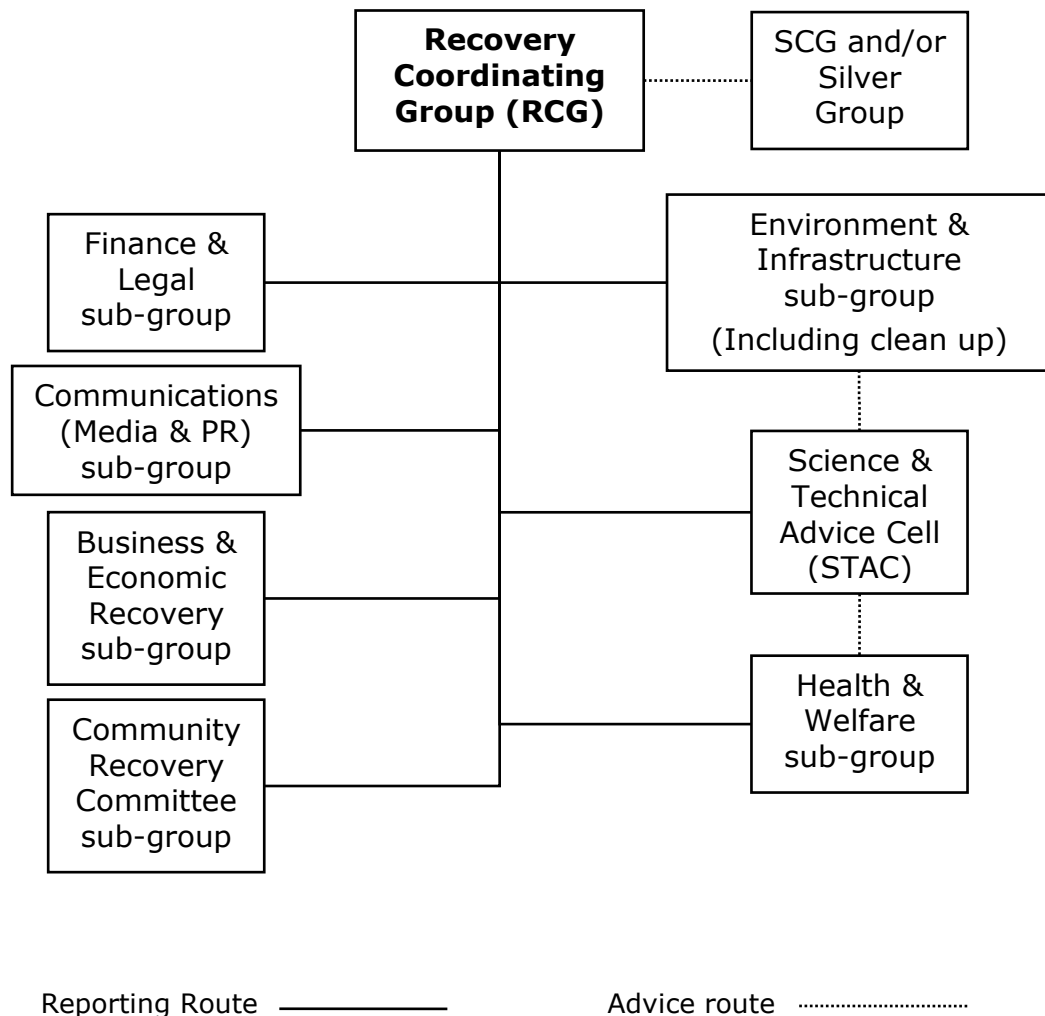
where they are supported by training programmes and exercises which ensure that the agencies and groups involved in the recovery process are properly prepared for their role.

- Recovery is most effective where recovery management arrangements provide a comprehensive and integrated framework for managing all potential emergencies and where assistance measures are provided in a timely, fair and equitable manner and are sufficiently flexible to respond to a diversity of community needs.

1.5 Recovery Structures

- 1.5.1 The Local Authority will usually lead the recovery process.
- 1.5.2 Dependant on the scale of the incident each affected local authority may establish its own Recovery Coordinating Group working alongside the tactical coordinating group (Silver) and reporting separately to the SCG.
- 1.5.3 Where only one RCG is in operation it will work alongside the SCG and / or Silver as appropriate.
- 1.5.4 Where more than one RCG is established the chairs will meet as the Recovery Coordinating Group (Strategic) reporting directly to the SCG whilst that is in operation.
- 1.5.5 A suggested structure for managing the recovery is shown overleaf. This structure is for guidance only. It may not be necessary to establish all the sub-groups shown depending on the nature of the emergency. It is a matter for the organisations concerned to decide what structure best suits them for their particular situation.

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1.5.6 Recovery Coordinating Group and Sub Groups administration and guidance

Group	Chair & Secretariat	Guidance Section
Recovery Coordinating Group	Local Authority Chief Executive or Director (Secretariat from Chair's organisation)	3.1
Business & Economic recovery sub-group	Local Authority Director of Economic and Business/Regeneration or Regional Development Agency (Secretariat from Chair's organisation)	3.2
Communications sub-group	Local Authority PR & Communications Manager (Secretariat from Chair's organisation)	3.3
Community Recovery Committee (sub-group)	Local Strategic Partnership Chair (Secretariat from Local Authority)	3.4

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Environment & Infrastructure sub-group	Local Authority Head of Planning & Transportation or Environment Service (Secretariat from Chair's organisation)	3.5
Finance & Legal sub-group	Local Authority Senior Financial Manager or Solicitor (Secretariat from Chair's organisation)	3.6
Health & Welfare sub-group	Director of Public Health or Local Authority Head of Adult Social Care (Secretariat from Chair's organisation)	3.7
Science & Technical Advice Cell (STAC) sub-group	Most appropriate senior specialist. See Paragraph C of Annex A 8 (Secretariat from Chair's organisation)	3.8

For detailed roles and responsibilities including guidance on membership and issues that may arise see the appropriate Section.

- 1.5.7 Guidance for the Chairs of the Groups is in Section 4.
- 1.5.8 A suggested agenda for the meetings of the Recovery Coordinating Group and Sub groups is shown in Section 5.
- 1.5.9 In the initial stages of the emergency, it is advisable to 'start big and then scale down'. An early assessment should be made of the responding organisations' capacity and resources, and mutual aid agreements activated as required.
- 1.5.10 In the event that coordination is required at the regional level, contact should be made with the relevant Regional Resilience Team to discuss how this may best be delivered. This discussion should consider whether establishing a Regional Civil Contingencies Committee (or maintaining the RCCC if used in the response phase) would be beneficial.

1.6 Activation of the Recovery Coordinating Group

- 1.6.1 Following a requirement by the Strategic Coordinating Group the Recovery Coordinating Group will be established by the Local Authority. It needs to be formed as soon as possible to influence the SCG response, and a discussion about its establishment should take place at the first SCG meeting. The communication cascade arrangements for the activation will be via the Local Authority who will decide, depending on the emergency, who needs to be on this group. See Section 3.1 for membership suggestions.
- 1.6.2 An important part of the work of the RCG, in the response phase of the incident, is to develop a recovery strategy and inform the SCG of this to

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ensure that decisions made by the SCG do not unnecessarily compromise medium to long term recovery. The Chair, or nominated deputy from the RCG, needs to sit on the SCG to ensure the communication flows between these two Groups work effectively.

1.7 Recovery Strategy

1.7.1 At the start of the recovery process, it is vital that a clear recovery strategy is developed and agreed. The recovery strategy could cover some, or all, of the following key objectives:

- An Impact Assessment (considering impacts on residents, businesses, infrastructure, environment, etc) is carried out as soon as possible and is regularly updated.
(Information on carrying out an impact assessment can be found in the National Recovery Guidance on the UK Resilience website²)
- Determine at an early stage if there is an opportunity for longer term regeneration and economic development as part of the recovery process.
- A concise, balanced, affordable recovery action plan is developed that can be quickly implemented, involves all agencies and fits the needs of the emergency.
- The community is fully involved in the recovery process.
- All agencies work closely with the community and those directly affected, including on monitoring and protection of public health.
- Utilities (e.g. water) and transport networks are brought back into use as soon as practicable.
- A pro-active and integrated framework of support to businesses is established.
- All affected areas are restored to an agreed standard so that they are 'suitable for use' for their defined future purposes.
- Environmental protection and recovery issues are coordinated.
- Information and media management of the recovery process is coordinated.
- Effective protocols for political involvement and liaison (Parish, District / County / Unitary and Parliamentary) are established.

² www.ukresilience.info/response/recovery_guidance/generic_issues/impact_assessments.aspx

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1.7.2 Targets

As part of the recovery strategy, it is recommended that various targets / milestones for the recovery are established and agreed. The community should be involved in establishing these targets. These targets provide a means of measuring progress with the recovery process, and may assist in deciding when specific recovery activities can be scaled down.

Suggested targets / milestones could include some of the following:

- Demands on public services returned to normal* levels (including health)
- Utilities are again fully functional
- Transport infrastructure is running normally*
- Local businesses are trading normally*
- Tourism in the area has been re-established.

* 'Normal/normally' to be interpreted in light of the new situation.

1.8 Location and Operation of the Recovery Coordinating Group

- 1.8.1 During the recovery phase there is much merit in the RCG agencies being (and remaining) co-located to ensure effective partnership working interaction. The RCG would normally be located on Local Authority premises.
- 1.8.2 Some agencies necessary to the recovery process may not have been involved in the response phase and will need to be integrated into the process. The Chair of the RCG and the sub groups need to manage this progression carefully.
- 1.8.3 The frequency of RCG meetings will be determined by the Group on a case-by-case basis. In the early stages, the Group may meet two or three times a day, but this is likely to reduce over time, maybe to once or twice a week.
- 1.8.4 The need for accurate record keeping is of paramount importance. The responses to issues will be on public view, there will be a requirement to prepare reports, and there is also the potential for subsequent inquiries or litigation. There needs to be clear audit trails with comprehensive records of timings, notifications, decisions, actions and expenditure. It would therefore be beneficial to use the same information management system used in the response phase for the recovery phase.

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1.9 Handover of Command and Control to the RCG

1.9.1 In order to ensure that all agencies are aware of the implications and arrangements for handover of management from the response phase to the recovery phase, it is suggested that a formal meeting is held within a day or so of the start of the emergency. Membership at this meeting should, as a minimum, include the Strategic Coordinating Group and Recovery Coordinating Group Chairs and representatives from the other affected local authorities, and should consider:

- The criteria to be used to assess when the handover can take place from the Strategic Coordinating Group (usually chaired by the Police) to the Recovery Coordinating Group (usually chaired by the Local Authority). Suggested criteria are shown in Section 6.
- The process for the handover. It is recommended that a formal handover process is followed. A suggested handover certificate is shown in Section 7.
- Communications to other responding agencies and the community about the handover.

1.10 Stand-Down of the Recovery Coordinating Group

1.10.1 The length of time that the RCG is required to continue meeting will vary according to the nature and scale of the emergency. Some emergencies may have long term issues to consider, such as health monitoring. The RCG will be closed once there is no longer the need for regular multi-agency co-ordination and the remaining issues can be dealt with by individual agencies as a part of their normal business. Depending on the recovery issues being addressed, it may be possible for some of the RCG Sub-Groups to close prior to the main RCG standing down.

1.10.2 The Chair of the Recovery Coordinating Group, in discussion with the RCG members will decide when it is appropriate to stand-down the Group. The needs of the community will be key to this decision

1.10.3 The decision to stand-down the RCG will be communicated to all affected agencies by the RCG Chair / Secretariat.

1.11 Evaluating and Capturing Issues Identified during the Recovery Phase (De-briefing)

1.11.1 It is important to ensure that a continuous evaluation of the recovery phase takes place and that any issues identified are captured and actioned as necessary. The formal debrief process (which may be repeated on a number of occasions at key milestones during a prolonged recovery phase) should identify issues from all partners involved in the

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recovery process. Consideration should also be given to obtaining views from the affected community (residents and businesses).

- 1.11.2 A final debrief report should be produced which captures all these issues. The report can be taken to the Local Resilience Forum for identification of any further action required. Issues of regional and national significance, or requiring regional or national action, can be taken to the Regional Resilience Forum (via the Regional Resilience Team) for resolution or onward transmission to the relevant government departments.
- 1.11.3 Opportunities should also be taken to share the debrief report widely amongst responders (if possible) so that everyone benefits from the learning. Consideration should also be given to producing case studies (with links to the full debrief report) for inclusion in the National Recovery Guidance. Details of how to submit case studies, along with the case study template, can be found with the Guidance on the UK Resilience website.³

³ www.ukresilience.info/response/recovery_guidance/case_studies.aspx

Roles and responsibilities of individual agencies involved in Recovery

2.0 The roles and responsibilities of the key organisations likely to be involved in recovery are listed below. Within a particular geographic area, there may also be other local organisations that can support the recovery effort. In addition, there may be other specialist national and regional organisations that, whilst not normally involved in recovery, might have a role depending on the impacts of a particular emergency (e.g. English Heritage if listed buildings are affected).

2.1 Animal Health

Animal Health will:

- 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.

In England and Wales, Animal Health also works to protect public health by ensuring that dairy hygiene and egg production standards are met.

2.2 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 the expert help they need.

Business Link will fast-track 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.

2.3 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.

2.4 Citizens Advice Bureau

The CAB will provide free information and advice to help people resolve their legal, monetary and other problems.

2.5 DEFRA

Defra will:

- 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.

2.6 Environment Agency

The Environment Agency will:

- Lead on pollution incidents to water, land and air, e.g. 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.
- Investigate and enforce environmental offences

They 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.

2.7 Faith Groups

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
- Supporting others as requested by Family Liaison Officers
- Providing a ministry with Hospital Chaplains in hospitals
- Providing a ministry at temporary mortuary facilities
- Organising local church services as required by the community
- Assisting with the organisation of memorial services.

2.8 Fire and Rescue Service

The Fire and Rescue Service will:

- Provide professional advice on Fire and Rescue issues
- Provide a long term urban search and rescue capacity if required
- Provide the use of specialist equipment during the recovery phase.

2.9 Food Standards Agency

The FSA will:

- 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.

2.10 Government Decontamination Service

GDS will:

- Provide advice and guidance to support those responsible for the decontamination of buildings, infrastructure, mobile transport assets

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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.

2.11 Government News Network

GNN will assist all responders to obtain the latest and best information, and gather information for national media briefings.

2.12 Government Offices

The Government Office South West will:

- 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
- Provide assistance with media relations through the use of the Government News Network.

2.13 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.

2.14 Health Protection Agency

The HPA will:

- Provide impartial expert advice on health protection and provide specialist health protection services
- Respond to health hazards and emergencies caused by infectious disease, hazardous chemicals, poisons or radiation
- Support and advise other organizations with a health protection role.

2.15 Insurance Industry

Following an emergency, the insurance industry should 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.

2.16 Local Authorities (unitary / county / district)

- Chair the RCG and appropriate sub groups and provide other officers to assist if required (See Section 3)
- 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
- Coordinate the support from the voluntary agencies
- Coordinate the local political involvement
- Provide humanitarian assistance, including through Humanitarian Assistance Centres if appropriate
- Provide alternative accommodation for displaced persons
- Coordinate equality impact and needs assessments (EINA) of the affected community(ies)
- Work with utilities suppliers to coordinate the restoration of the utilities services.

2.17 Met Office

The Met Office will:

- 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.

2.18 National Health Service

The NHS will:

- Coordinate the primary care, community and mental health role during the recovery stage
- Provide 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
- Support screening, epidemiology and long term assessment and management of the health effects of an incident
- Maintain liaison with and coordinate the response with the SHA or equivalent.

2.19 Police

The Police will:

- (Through the Chair of the Strategic Coordinating Group) Ensure that the Recovery Coordinating Group (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
 - Public 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 an emergency mortuary has been established, a Senior Identification

Manager may join the RCG or should be liaised with.

2.20 Regional Development Agencies

RDA's provide support and advice on the following:

- Economic development and regeneration
- Business efficiency, investment and competitiveness
- Employment
- Skills
- Sustainable development
- Tourism
- Links to local or sub-regional development organisations including Local Authorities, Business Links, Chambers of Commerce and specific regional bodies
- Funding.

2.21 Voluntary Sector

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.

RCG and sub group roles and responsibilities

3.1 Recovery Coordinating Group (RCG)

3.1.1 Purpose

- The strategic decision making body for the recovery phase; Able to give the broad overview and represent each agency's interests and statutory responsibilities
- Provides visible and strong leadership during the recovery phase
- Takes advice from the Sub-Groups, decides the strategy and ensures implementation of the strategy and the rebuilding of public confidence
- Ensures the co-ordination and delivery of consistent messages to the public and media.

3.1.2 Role

- To feed in recovery issues whilst the SGC is running
- To decide 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 establish appropriate Sub-Groups as required by the emergency
- To commission, assess and respond to an impact assessment on the situation
- To coordinate the recommendations and actions of the Sub-Groups and monitor progress
- To monitor financial matters and pursue funding and other assistance
- To agree exit strategy criteria and timescale
- Decide the final "state" of the physical infrastructure and natural environment affected by the emergency
- Deal with other issues that fall outside the scope of the working groups
- 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

3.1.3 Chair and Secretariat

Chaired by Local Authority Chief Executive / Director. Chair should appoint a Secretariat to maintain records of all minutes of all RCG meetings, chase actions and coordinate a master record of all Sub-Group

meetings.

The Chair and Secretariat for each sub group are suggestions; it is a matter for the RCG to decide who should most appropriately perform these roles.

3.1.4 Membership

Senior representatives to attend as required from:

- Animal Health
- Chair of Community Recovery Committee (if formed)
- Chairs of Sub-Groups including the chair of the STAC
- County Council / Metropolitan District/ Unitary Authority
- Environment Agency
- Fire and Rescue
- Food Standards Agency
- Government Decontamination Service (if contamination issues)
- Health and Safety Executive
- Health Protection Agency
- Maritime and Coastguard Agency
- Ministry of Defence
- Natural England
- Police
- Primary Care Trust (to represent all NHS organisations)
- Regional Development Agency
- Regional Government Office
- Site Operator (if relevant)
- Social Care Representative
- Transport Providers
- Utility Companies
- Voluntary Organisation Representative

3.1.5 Issues



3.2 Community recovery committee sub-group

This is a group drawn from the wider community

3.2.1 Purpose

To reflect community concerns, feelings and initiatives and assist in informing the wider community. Assist in Impact Assessment of affected community.

3.2.2 Role

The group is non executive and shall, as far as possible, work on the basis of consensus to:

- Reflect community concerns, feelings and initiatives and bring these to the attention of the Recovery Coordinating Group
- Assist in informing the wider community of discussions and progress of the Recovery Coordinating Group
- Liaison with the Business Community and taking their concerns to the Business and Economic Recovery Group
- 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'.

3.2.3 Chair and Secretariat

Chaired by Local Strategic Partnership Chair. Secretariat to be provided by the local authority.

3.2.4 Membership

Representatives to attend as relevant from:

- Parish and/or Town Council Representatives
- Local Elected Members for District/Borough
- Local elected Member for County/Unitary
- Residents associations
- Tenants associations
- Local schools
- Local Businesses
- Community groups (including religious faith groups)
- Disaster Fund Manager (if established)
- Representative from the Recovery Coordinating Group

3.2.5 Issues



Questions	Actions
<ul style="list-style-type: none"> • What are the main community concerns? • What are the needs of the community? • What community initiatives are already underway? 	<ul style="list-style-type: none"> • Assess the overall impact on the community • Establish and assist with the formation of Community Recovery Groups as required. • Supporting the establishment of public appeals, anniversaries and memorials • Promotion of community self-sustainability (using local capacity and expertise) • Promotion of community confidence • Involvement of Area Committees (where these are in place) • Recommend a criteria for provision of services to those in need

3.3 Health & welfare sub-group

The remit of this Sub-Group is wide ranging and, depending on the nature and scale of the emergency, it may instead need to be split into two or more separate Sub-Groups looking at, for example, housing issues or health issues, etc.

3.3.1 Purpose

- To coordinate the provision of full range of practical assistance, support and, where necessary, counselling to those directly or indirectly affected by the emergency.
- Enable the community easy access to the required assistance
- Bring together the relevant Health expertise.

3.3.2 Role

- Provide welfare to those affected
- Allocation of welfare tasks to individual agencies
- Co-ordination of welfare assistance in order to avoid duplication of effort
- Collation of data on affected persons
- Prepare a health monitoring and protection strategy
- Maintain normal Health Service
- Establish extra health services if required
- Ensure public are informed about any health implications.

3.3.3 Chair and Secretariat

Chaired by Director of Public Health or Local Authority Head of Adult Social Care, with secretariat from the organisation providing the chair.

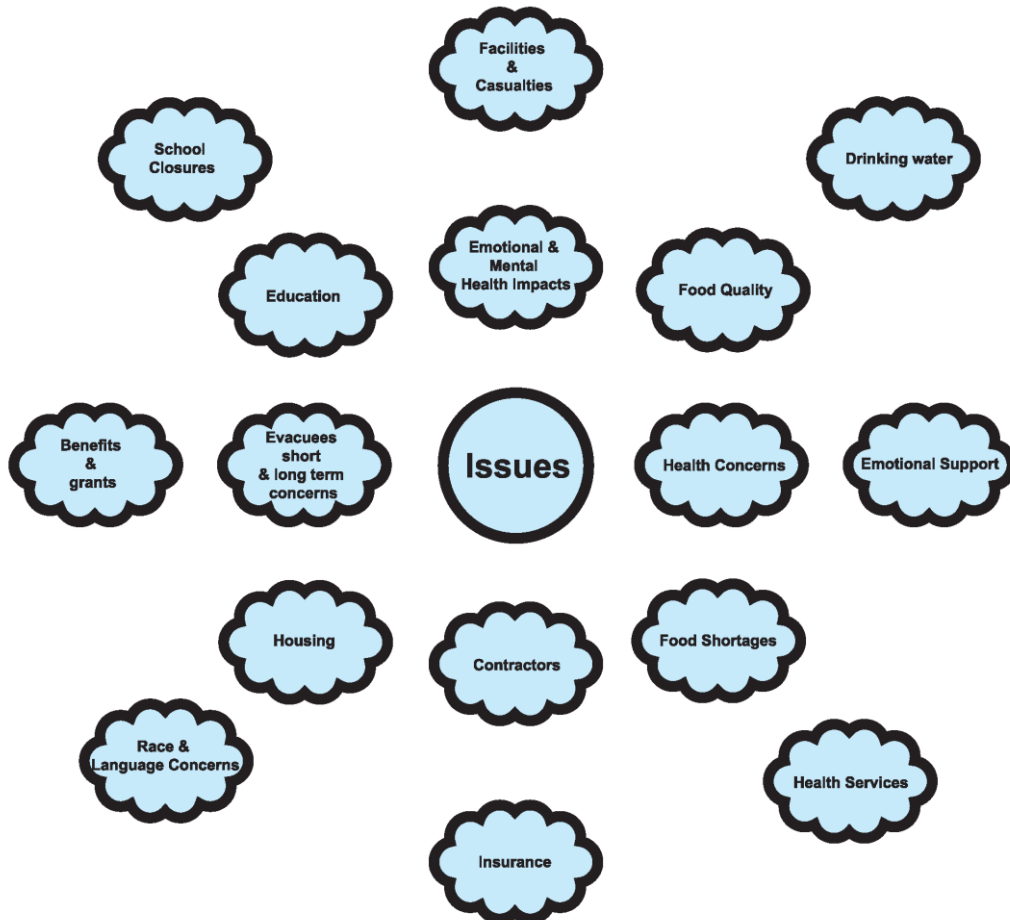
3.3.4 Membership

Representatives as relevant from:

- County / District / Unitary Council, including:
 - Adult Social Services
 - Children's Services
 - Environmental Health Officer
 - Emergency Accommodation Officer
 - Legal and Democratic Services (Elected Members)
 - And others as necessary
- Primary Care Trust
- Ambulance Service
- Strategic Health Authority

- Health Protection Agency
- STAC
- Food Standards Agency
- Voluntary Sector (e.g. British Red Cross, WRVS, Salvation Army, CAB, Samaritans)
- Churches Together (or other Faith Groups as relevant)
- Pension Services
- Disability carers services
- Benefits Agencies
- Incident Care Team from the relevant Train Operating Company if a train crash.

3.3.5 Issues



Questions	Actions
<ul style="list-style-type: none"> • What injuries have been caused to people (numbers / seriousness / medical treatment / sufficient facilities)? • Has the mass fatalities plan been implemented? • What are the parameters of who receives help? • Has temporary accommodation been provided as a result of evacuation? • Are there any implications for the food chain? • Have any emergency feeding arrangements been implemented? • Have any material aid, e.g. clothing & bedding been provided? • Has a Humanitarian Assistance centre been set up? • Has public help line been set up? • Has a victim’s support group been formed? • Have interpretation services been used? • Has MOU assistance been provided by other Local Authorities / Agencies? • Have volunteers/ agencies been used? • Has the appeal fund been implemented? 	<ul style="list-style-type: none"> • Coordinate health and welfare assistance by the various agencies available including voluntary • Establish database of affected people by collating from all relevant sources • Assess impact on health related services including LA resources • Publicise changes to health related services during any period of disruption • Use existing databases and information to establish those most at risk • Assess impact on vulnerable individuals / establishments • Impact on community care for vulnerable • Impact of bed release following hospital emergency plan execution. • Provide psychological support • Provide long term health monitoring if necessary • Continue implementation of longer term aspects of the mass fatalities plan if necessary • Enforcement of countermeasures • Establishment of exclusion / isolation zones • Assess if long term temporary or permanent accommodation is required. • Assessment of any long term material aid, e.g. essential household items • Co-ordination of donated goods / materials (includes storage, management & distribution) • Recognition of the effect on faith communities • Support arrangement for funerals • Financial assistance for: <ul style="list-style-type: none"> ○ Loss of income to individuals / community

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	<ul style="list-style-type: none">○ Displaced individuals / families○ Loss of work• Assistance with insurance and advice services, (e.g. ABI)• Assistance with legal aid
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3.4 Business and economic recovery sub-group

3.4.1 Purpose

- Assess the economic implications for the affected area and provide assistance
- Enable businesses affected by the emergency to resume trading as soon as possible.

3.4.2 Role

- To support affected businesses
- To devise an economic recovery strategy that takes account of any longer term strategic regeneration and economic development opportunities in the affected area

3.4.3 Chair and Secretariat

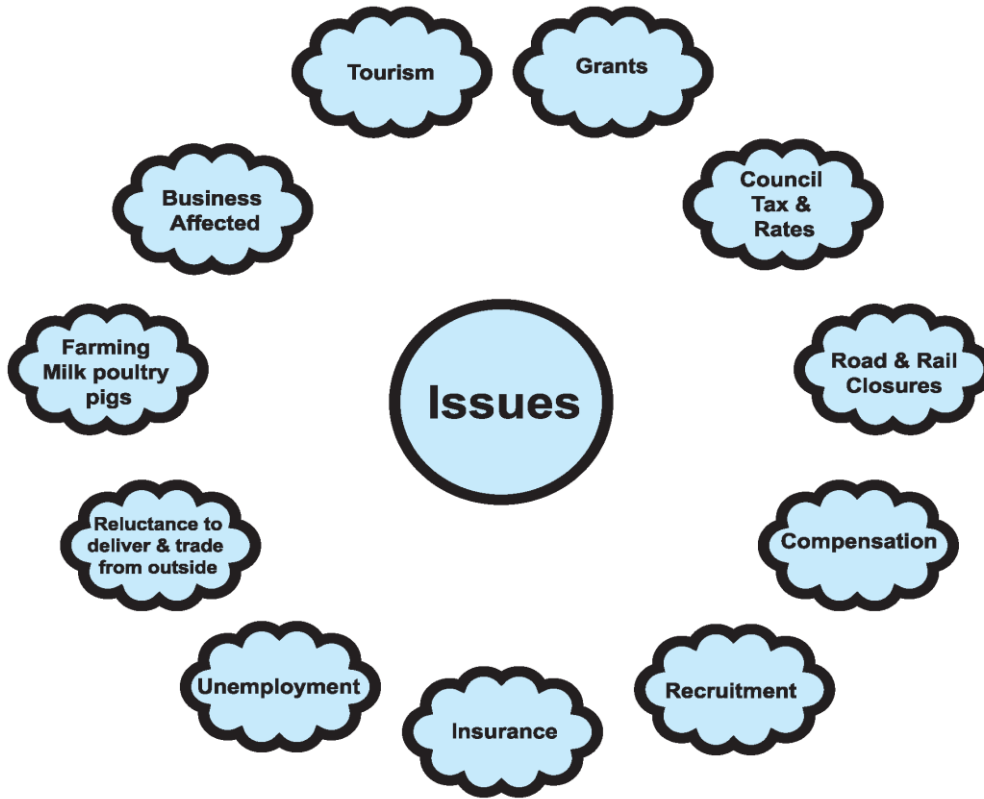
Chaired by Director from Economic and Business / Regeneration Team in the local authority or Regional Development Agency. Secretariat to be provided by the organisation providing the chair.

3.4.4 Membership

Representatives (as appropriate) from:

- District / County / Unitary Council
- Regional Government Office
- Regional Development Agency
- Jobcentre Plus
- Business Link
- Local Business Forums / Networks
- Chambers of Commerce
- Learning and Skills Council
- Local Tourist Board
- Trade Unions
- Trade Associations / Retail Forums
- Association of British Insurers
- Other agencies as required, e.g. National Trust, National Farmers Union, etc.
- Local Economic Partnership representatives.

3.4.5 Issues



Questions	Actions
<ul style="list-style-type: none"> • Has there been any temporary or permanent closure of operations or business? • Have any business had to move to temporary premises? • Are any of the workforces displaced from their homes? • Are any affected areas within regeneration areas? • Has there been an impact on the tourist industry (eg. a fall in visitor numbers)? 	<ul style="list-style-type: none"> • Evaluate the viability of the affected areas previous economic base – impact on its main business sector(s) trading operations and environment, accessibility for customers and suppliers, and to essential services • Assistance to businesses affected to enable them to resume normal business as quickly and effectively as possible; including Business Continuity advice for any future incidents. • Consider establishment of relevant schemes to assist businesses including, for example, access to interest free loans from third parties, grants or rent for alternative premises • Promotion of the area as 'open for business' • Facilitate access to buildings and an early return as possible to premises • Identify alternative premises, potentially for long periods of time, using Industrial and Commercial Property Registers and local agents. Assess impact of the workforce

Section 3

Questions	Actions
	<p>accessing the temporary premises – including consideration as to whether transport needs to be provided - or alternatively, if the workforce have been displaced from their homes, the workforce accessing the usual / temporary business premises</p> <ul style="list-style-type: none"> • Assistance with advice services, for example, in conjunction with ABI • Provision of information to the business community affected - via a single enquiry number/help-line service, drop in centre, website and / or leaflets as appropriate • Assisting in building the confidence in the business community within the area and to internal and external investors / customers • Assistance with litigation issues – subject to resources available. • Develop recommendations and options in support of the strategic decision making by the RCG between 'normalisation' and 'regeneration' as the outcome of the recovery phase, based on the extent of the damage and the costs of recovery

3.5 Environmental and infrastructure sub-group (including clean up)**3.5.1 Purpose**

Use expertise (and monitoring data) to give viable options for cleanup, repair and replacement. Liaise closely with stakeholders.

3.5.2 Role

- To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Coordinating Group, to cover 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 strategy for reinstatement where required
- To implement the agreed strategy(s).

3.5.3 Chair and Secretariat

Chaired by Local Authority Planning & Transportation or Head of Environmental Services. Secretariat by the local authority.

3.5.4 Membership

Representatives (as appropriate) from:

- District / County / Unitary Council – representatives as appropriate, e.g.:
 - Principal Environment Health Officer
 - Waste Disposal Officer
 - Transport and Highways
 - Neighbourhood Management
- Environment Agency
- Health Protection Agency
- Primary Care Trust
- Police (if issues around security of sites)
- Utility and Transport organisations
- Food Standards Agency
- Animal Health
- National Trust / English Heritage / Natural England (if historic sites or protected areas are affected)
- Other agencies such as the Government Decontamination Service, etc.

3.5.5 Issues



Questions	Actions
<ul style="list-style-type: none"> • What structural and safety assessments have been carried out on: <ul style="list-style-type: none"> ○ Essential services / assets (electricity, gas, water, sewerage & telecommunications) ○ Council properties (including educational facilities, sports centres / leisure facilities, community facilities) ○ Residential properties ○ Commercial premises ○ Health infrastructure (hospitals, health centres, GP Surgeries) 	<ul style="list-style-type: none"> • Develop strategy on how community will be involved in physical rehabilitation • Identification of ownership of land, premises and infrastructure • Prioritise sites for attention • Identify and procurement of resources / plant required • Identify use of local capacities and expertise so as to reduce reliance on external sources and switch community status from passive to active, helping to promote a positive psychological outlook. • Compile assessments of level and

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<ul style="list-style-type: none"> ○ Religious buildings • Are there any hygiene issues with sanitation, clean water or food? • Are there any issues with disposal of dead, diseased or maimed stock? • Have any flood defences been affected? • Are there any environmental assessment/evaluations? • Does the emergency involve hazardous/CBRN material? • Is there a need for decontamination? • Is there a need for any isolation zone / security restrictions or containment of material? • What remedial work has been carried out? • Has a strategy been decided on dealing with waste? • What are the financial / resource costs to responders? • What animal health surveillance processes have been put in place? 	<p>nature of damage to essential services / assets, building / structural, transport, health and educational infrastructure</p> <ul style="list-style-type: none"> • Ensure any relevant monitoring is carried out and results used • Commission remedial work (building to make safe, demolition, decontamination and clear up of waste/debris). For essential services / assets, building / structural, transport, health and educational infrastructure, consider: <ul style="list-style-type: none"> ○ Temporary structures ○ Redesign ○ Repair ○ Rebuilding • Restoration of utilities and services • Consider planning permission for new build, repairs to listed / graded buildings. • Identify whether compulsory purchase orders are required • Identify any potential future prevention / mitigation aspects • Consider location and reconstruction requirements for memorial structure(s) • Agree an end point for clean up
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3.6 Communications sub-group

Note: This could be the same group that supports the SCG and which could morph seamlessly into the Recovery phase.

3.6.1 Purpose

- Continue and expand upon the work of public consultation and media teams set-up during the response phase
- Ensure that the public and media are fully informed and consulted
- Ensure that all information is in an understandable language and format
- Oversee the communications output of all other sub-groups
- Address local, regional and national communication issues
- Allow communities to make informed decisions.

3.6.2 Role

- To ensure effective communication and consultation with affected communities
- To formulate an overall Communications Strategy
- To ensure all information presented to the affected communities is in an understandable language
- To ensure the involvement of stakeholders
- To ensure consistency of message
- To react to negative media stories and misinformation
- To have a representative on the other Sub-Groups if possible
- To ensure that all staff, elected members and those involved are kept informed.

3.6.3 Chair and Secretariat

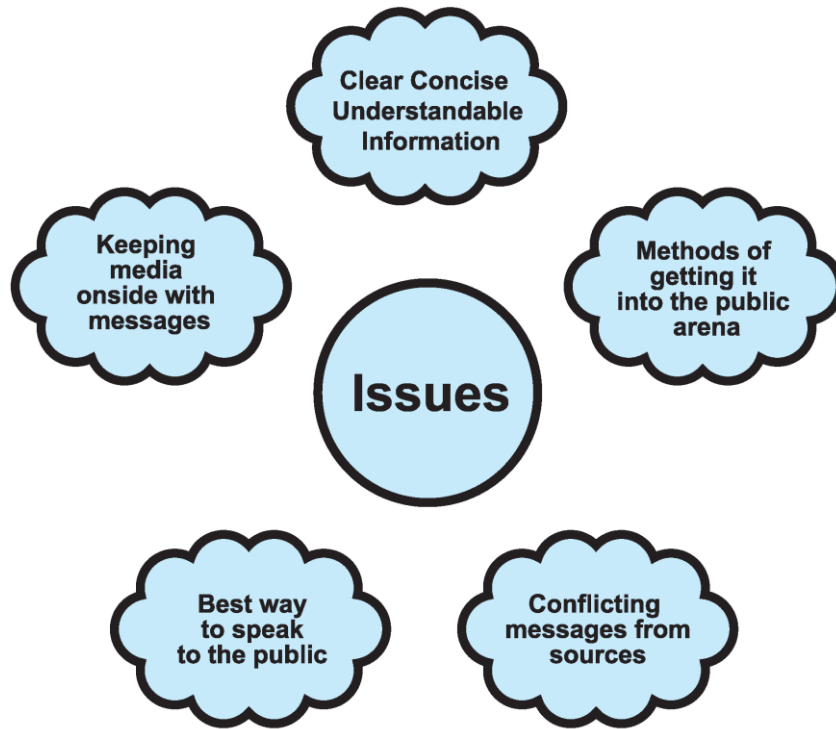
Chaired by Local Authority PR and Communications Manager. Secretariat by local authority

3.6.4 Membership

Representatives / press officers from:

- County / District / Borough Councils
- Police
- Primary Care Trust (representing all NHS Trusts)
- Health Protection Agency
- Government News Network
- Other Stakeholders e.g. Site Operator, Tourist Board, LRF representative from Local Media, etc.

3.6.5 Issues



Questions	Actions
<ul style="list-style-type: none"> • Has the LRF Communication Plan been implemented? • Have any of the following been put into operation: <ul style="list-style-type: none"> ○ Cross agency media centre ○ Public information hotlines <ul style="list-style-type: none"> ▪ For local residents ▪ For relatives ▪ Businesses ○ Public information points/drop in centres Regular printed bulletins/newsletters ○ Websites/WebPages/e-bulletins specific to the emergency ○ Interpretation/translation facility ○ Alert schemes? • What is the viability of these continuing into recovery stage? • List of all media who have to date 	<ul style="list-style-type: none"> • Coordinate communications across all recovery groups, including attending meetings if resources permit • Consider longer-term strategy: <ul style="list-style-type: none"> ○ Key target audiences, including those inside and outside of the area ○ Key messages, with a focus on public/business reassurance and rebuilding area’s image. ○ Mechanisms to ensure cross agency working and consistency of message. ○ Key spokespersons, both overall and for specific aspects of the recovery period. • The communications strategy should consider:

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Questions	Actions
<p>expressed an interest in emergency?</p> <ul style="list-style-type: none"> • Were any specific issues raised during response stage that has implications for communication during recovery? • Has the Media Advisory Group been established • Has the handover from lead response organisation to the local authority been publicised? 	<ul style="list-style-type: none"> ○ Media relations/information programme, including media information about the handover itself ○ Resources needed to deliver the above and maintain mainstream/ongoing communications work ○ Web content/presence ○ Public information helplines ○ Publications/printed materials ○ Exhibition/display materials ○ Drop in/information centres ○ Interpretation and translation ○ Public forums/meetings ○ Information points. • Have the following key groups been informed and kept in communication with: <ul style="list-style-type: none"> ○ Residents ○ Key business partners/employers ○ Elected members ○ Staff in all agencies • Consider use of “trusted” individuals to get the message across, including those from the communities affected

3.7 Science and Technical Advice Cell (STAC)**3.7.1 Purpose**

- To coordinate and provide specialist scientific and technical advice including on public health and the environment.

3.7.2 Role

- To provide a common source of science and technical advice to the SCG and RCG
- To monitor and corral the responding science and technical community to deliver on the RCG's high-level objectives and immediate priorities
- To agree any divergence from agreed arrangements for providing science and technical input
- To pool available information and arrive, as far as possible, at a common view on the scientific and technical merits of different courses of action
- To provide a common brief to the technical lead from each agency represented in the cell on the extent of the evidence base available, and how the situation might develop, what this means, and the likely effect of various mitigation strategies
- To identify other agencies / individuals with specialist advice who should be invited to join the cell in order to inform the response
- To liaise with national specialist advisors from agencies represented in the cell and, where warranted, the wider scientific and technical community to ensure the best possible advice is provided
- To liaise between agencies represented in the cell and their national advisors to ensure consistent advice is presented locally and nationally
- To ensure a practical division of effort among the scientific response to avoid duplication and overcome any immediate problems arising
- To maintain a written record of decisions made and the reasons for those decisions.

3.7.3 Chair and Secretariat

Chaired by the most appropriate senior specialist. In the initial stages of an emergency, the immediate concern is likely to be the risk to human health, therefore the Chair is likely to be a Public Health specialist from the HPA or NHS. This may change as the recovery phase progresses. Secretariat to be provided by the organisation providing the chair.

3.7.4 Membership

Representatives (as appropriate) from:

- RCG Liaison
- Relevant emergency service technical advisors

- Health Protection Agency
- Primary Care Trust (representing all NHS)
- Health and Safety Executive
- Food Standard Agency
- Environment Agency
- Local water company and Water Inspectorate
- Defra and partners
- Met Office
- Business, Enterprise and Regulatory Reform (BERR) Government Technical Adviser
- Defence Science and Technology Laboratory (Dstl)
- Atomic Weapons Establishment (AWE)
- Government Decontamination Service
- LA Senior Environmental Health Officer
- Site Operator
- Transport operators

3.7.5 Issues

- Impact Assessments
- Public Health hazards and advice
- Health and Safety
- Environmental pollution
- Food Safety
- Animal Welfare
- Water Supply Safety
- Decontamination
- Meteorological information

3.8 Finance & legal sub-group

3.8.1 Purpose

To assess the financial and legal implications for the affected area and provide advice to the RCG.

3.8.2 Role

- To explore different streams for financial aid (Including Government funding, Bellwin scheme etc.)
- To monitor all recovery work expenditure and report to RCG
- To consider any litigation, criminal, or public enquiry issues.

3.8.3 Chair and Secretariat

Chaired by Senior Financial Manager / or Solicitor in the local authority. Secretariat to be provided by the organisation providing the chair.

3.8.4 Membership

Representatives (as appropriate) from:

- District / County / Unitary Council – representatives as appropriate, e.g.:
 - Finance Officers
 - Legal Officers
- Police Force
- Other organisations as appropriate.

3.8.5 Issues

- Loss of business rates
- Loss of council tax revenue
- Housing provision costs
- Education costs
- Social Services costs
- Increase in benefits payments
- Depleted community economic base
- Uninsured losses
- Litigation
- Claims

Questions	Actions
<ul style="list-style-type: none"> • What are the financial implications of the decisions being made? • What are the legal implications of the decisions being made? • Is there any legislation that the RCG ought to be aware of? • Are there any legislative barriers to the proposed actions? • What are the financial and legal implications of any mutual aid arrangements? Are these acceptable? • Is any central government assistance required? • Are there likely to be any claims made against any public bodies? • Is there likely to be an inquiry? • Are there likely to be an investigations or criminal prosecutions? 	<ul style="list-style-type: none"> • Maintain accurate, auditable records • Compile any business cases required and submit to central government or others • Advise the RCG on legislation issues • Advise the RCG on the financial implications of their decisions and proposed actions • Advise on the implications of business rate relief • Advise on the implications of council tax relief • Support the processing of any claims made, if relevant • Coordinate the compilation of material for inquiries, etc.

Guidance for Recovery Group Chairs

Chairs of the Recovery Coordinating Group and Sub-Groups need to facilitate and coordinate the operation of agencies involved in the recovery operation within their Group / Sub-Group. In order to achieve this, they should:

- Appoint a Recovery Co-ordinator / Secretariat to support the Group / Sub-Group
- Appoint a loggist for the group or sub group Chair (This not the minute secretary)
- Appoint a deputy
- Consider membership of the group
- Consider security clearance issues if terrorist incident
- Fully understand the remit of their role and educate members of the group, including ensuring adequate training (which may include 'mentoring' from agencies who have gone through similar emergencies in the past) is provided if required
- Ensure the group is aware of the full recovery structure, ie. what groups are in place and their remits
- Assign a communications lead within each Sub-Group
- Ensure action planning and reporting mechanisms are in place to provide regular reports on recovery operations to the RCG and other relevant Sub-Groups, and to any other organisations (e.g. LRF, RRF and any central government agencies) that have a role or interest in the recovery process
- Identify areas where decisions need to be made beyond existing policies and procedures, and advise on recommended options to the RCG (for onward transmission to others, e.g. the Regional Resilience Team / Government as necessary)
- Disseminate information so that all concerned are aware of the steps being taken during the recovery process. For each decision made or piece of information produced / received, consider:
 - What might be the ripple effect of this decision / information?
 - Who else needs to be aware of this?
 - Does the group need to do any more work as a result of this?
 - Does someone else need to carry out an action?
- Provide a debrief report at the closure of the Group / Sub-Group detailing the expenditure committed, actions taken, lessons learnt, and any recommendations.

Agenda for Recovery Coordinating Group and Sub Group Meetings

The following is a list of points that could be put on the initial agenda for any Recovery Coordinating Group meeting.

- Introductions
- Terms of reference for the group
- Membership
 - Responsibilities and authority
 - Other agencies that may be required
- Briefing / progress report, including the latest impact assessment and the Strategic Coordinating Group strategy (brief overview, keep concise)
- Agree recovery strategy (including detailed objectives and targets as necessary)
- Immediate actions / or urgent issues related to the emergency
- Recovery action plan formulation and delegation of tasks (including deciding what Sub-Groups are required)
- Priorities for action
- Any other issues
- Schedule of meetings

Notes or minutes of the meeting should be taken as well as the maintenance of a key decision / action log.

An attendance sheet for every meeting will assist later identification of decision makers etc.

Secretariat support should be provided in accordance with the Role & Responsibilities guidance at Section 3.

Suggested criteria for handover from response to recovery

The criteria for assessing when the handover can take place from response to recovery should be agreed between the Chair of the Strategic (or Tactical where no SCG is established) Coordinating Group (usually the police) and the Chair of the Recovery Coordinating Group (usually the local authority).

This could be a phased event depending on the emergency, e.g. where a number of disparate affected sites are released to the RCG over a period of time.

Suggested criteria are:

- The emergency is contained and there is no significant risk of resurgence.
- Public safety measures are in place and working effectively.
- Recovery Coordinating Group (and any supporting Sub-Groups) is firmly established and pro-active.
- The Emergency Centre (Tactical Coordinating Group) is functioning effectively and has the necessary:
 - Resources
 - Communications
 - Media co-ordination support
- Individual organisations are functioning effectively with adequate:
 - Resources
 - Communications
 - Management of outstanding issues
- County / Unitary / District Council is able to accept Chair of Recovery Coordinating Group.

Suggested Handover Certificate

Note: This certificate has been written assuming the Strategic or Tactical Coordinating Group is being chaired by the Police and the Recovery Coordinating Group is being chaired by the local authority.

Upon this Status Certificate being signed by the Local Authority and the Police Authority, responsibility for the coordination of the recovery phase following theemergency is to be taken over by Council.

In addition to any requirements laid out in specific contingency plans relevant to this emergency:

1. There is no known further risk to life in relation to this specific emergency.
2. The circumstances dictate it more appropriate for the lead coordination responsibility to rest with Council in that the phase is clearly now one of recovery.
3. There are no serious public order or crime prevention issues which impact on the overall strategic co-ordination of the recovery phase.
4. Fire and Rescue Service together with the South Western Ambulance Service (NHS) Trust are operating at a level which does not necessitate a Strategic Coordinating Group to coordinate and facilitate their activity.
5. There are no known scenarios which may require the reinstatement of the Strategic Coordinating Group in relation to this emergency in the foreseeable future.
6. Council is satisfied that it has in place the infrastructure and processes to take over co-ordination from the Police.

Signed: County/District/Unitary Council

Signed: Devon & Cornwall Police

Date and Time Signed:

Elected member involvement

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 the Community Recovery Committee. They also have a very important role in disseminating credible information and advice back to the community.

As civic leaders, elected members are usually involved with many other aspects of community life through such things as School Governing bodies, local charities and various community groups. They can be a valuable source of help and specialist advice.

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

Through their normal duties as committee members, elected members give the Authority strategic direction and decide policy. They will scrutinise

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decisions of officers and other committees and suggest improvements. They will ultimately authorise actions affecting the Local Authority's functions, so they will need to be kept well informed with accurate and up to date information to enable them to make credible and well informed judgements.

Note: The normal political processes and structures will still apply in the recovery phase. Some Members may sit on both the Recovery Committee and their normal committees.

Template for a Recovery Action Plan

Below is a suggested format for a Recovery Action Plan.

It is recommended that each Sub-Group maintains an Action Plan, and these are then all pulled together for review at Recovery Coordinating Group meetings.

To aid this review, it is recommended that:

- Each action is given a Priority Rating where:

E = Essential

I = Important

D= Desirable

This will assist in focussing the efforts of the myriad of partners who will be involved in the recovery process, and will enable the Recovery Coordinating Group meetings to focus on the Essential and Important actions if time is limited.

- The Status / Progress column is colour coded (Red / Amber / Green) to quickly highlight how each action is progressing. This will enable the Recovery Coordinating Group meetings to focus on the Red and Amber actions if time is limited.

Action	By Whom	By When	Status / Progress	Priority Rating
			<i>[insert text then colour code box Red, Amber or Green to reflect progress with action]</i>	<i>[label each action E, I or D]</i>

Topic Sheets included in the National Recovery Guidance

The following topic sheets (with links to relevant case studies) can be found in the National Recovery Guidance on the UKResilience website at www.ukresilience.info/response/recovery_guidance.aspx

Generic Issues

- Coroner's Inquests (for deaths in Scotland, see Inquiries into deaths in Scotland)
- Data protection and sharing
- Impacts assessments
- Impacts on local authority performance targets
- Inquiries (see also, Inquiries into deaths in Scotland)
- Inquiries into deaths in Scotland
- Investigations and prosecutions
- Military Aid
- Mutual Aid
- Recovery evaluation and lessons identified processes
- Recovery structures and processes (including Recovery Plan Guidance Template)
- Training and exercising
- VIP visits and involvement
- Working with the media

Humanitarian aspects

- Commemoration
- Community cohesion
- Community engagement
- Displaced communities

- Financial support for individuals
- Foreign nationals
- Mass fatalities
- Needs of people - health
- Needs of people – non-health
- Non-resident UK nationals returning from overseas incidents
- UK residents affected by overseas incidents

Economic Issues

- Economic and business recovery
- Financial impact on local authorities

Infrastructure Issues

- Access to and security of sites
- Damaged school buildings
- Dealing with insurance issues
- Historic environment
- Repairs to domestic properties
- Site clearance
- Transport
- Utilities

Environmental Issues

- Animal health and welfare
- Dealing with waste
- Environmental pollution and decontamination