

**STRATEGIC**

**RECOVERY GUIDANCE**

**Version 2.1: 180410**

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***Title of***

***document:*** Strategic Recovery Guidance

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Distribution

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

**TRAINING AND EXERCISING MODULES**

|  |  |  |  |
| --- | --- | --- | --- |
| Up to five distinct modular areas should be identified in each plan, which when successfully tested will result in a complete test of a plan. A record of all testing will be maintained by the LRF Training and Exercising Group. | | | |
| **MODULE 1** | ACTIVATION | **Description:** | How the plan is triggered and the activation process see page 6 onwards |
| **Training:** | Guidance/Aide Memoire | **Exercising:** | Communications Exercise |
| **Frequency of training & exercising:** | | Every 3 years | |
| **MODULE 2** |  | **Description:** |  |
| **Training:** | Workshop | **Exercising:** | Table top Exercise |
| **Frequency of training & exercising:** | | Every 3 years | |
| **MODULE 3** |  | **Description:** |  |
| **Training:** | Workshop | **Exercising:** | Communications Exercise |
| **Frequency of training & exercising:** | | Every 3 years | |
| **MODULE 4** |  | **Description:** |  |
| **Training:** | Workshop | **Exercising:** | Table top Exercise |
| **Frequency of training & exercising:** | | Every 3 years | |
| **MODULE 5** |  | **Description:** |  |
| **Training:** | Choose an item. | **Exercising:** | Choose an item. |
| **Frequency of training & exercising:** | | Choose an item. | |

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Details of changes should be sent to:

Devon, Cornwall and Isles of Scilly Local Resilience Forum Secretariat

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**Acknowledgements:**

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

**Table of Contents**

Section1............................................................................................... 5

1.1 Introduction and Definitions ........................................................... 5

1.2 Impacts of Emergencies................................................................. 5

1.3 Emergency management process .................................................... 7

1.4 Recovery - Purpose and Principles ................................................... 9

1.5 Recovery Structures .................................................................... 10

1.6 Activation of the Recovery Coordinating Group ............................... 12

1.7 Recovery Strategy ...................................................................... 13

1.8 Location and Operation of the Recovery Coordinating Group............. 14

1.9 Handover of Command and Control to the RCG............................... 15

1.10 Stand-Down of the Recovery Coordinating Group ......................... 15

1.11 Evaluating and Capturing Issues Identified during the Recovery Phase

(De-briefing) ........................................................................... 16

Section 2............................................................................................ 17

Roles and responsibilities of individual agencies involved in Recovery ........ 17

2.1 Business Emergency Recovery Group .......................................... 17

2.2 Business Improvement District’s ................................................. 17

2.3 Business in the Community ........................................................ 17

2.4 Chamber of Commerce .............................................................. 18

2.5 Faith Groups............................................................................. 18

2.6 Fire and Rescue Service ............................................................. 18

Government Departments and services ................................................. 19

2.7 Animal and Plant Health Agency.................................................. 19

2.8 DCLG / Cabinet Office ................................................................ 19

2.9 DEFRA ..................................................................................... 20

2.10 Environment Agency.................................................................. 20

2.11 Food Standards Agency.............................................................. 21

2.12 Health and Safety Executive ....................................................... 21

2.13 Public Health England ................................................................ 21

2.14 Insurance Industry (ABI) ........................................................... 21

2.15 Local Authorities (unitary / county / district/ towns & parishes) ...... 22

2.16 Local Enterprise Partnership(s) ................................................... 22

2.17 Met Office ................................................................................ 23

2.18 National Health Service ........................................................ ..... 23

2.19 Police ...................................................................................... 23

2.20 Voluntary Sector ....................................................................... 24

Section 3............................................................................................ 25

RCG, RCG (Strategic) and sub group/work strand roles and responsibilities 25

3.1 Recovery Coordinating Groups .................................................... 25

3.2 Data handling group .................................................................. 29

3.3 Community engagement group.................................................... 31

3.4 Health & welfare sub-group......................................................... 33

3.5 Business and economic recovery sub-group .................................. 36

3.6 Environment and infrastructure sub-group (including clean up) ....... 38

3.7 Communications sub-group......................................................... 41

3.8 Finance & legal sub-group........................................................... 43

Section 4............................................................................................ 45

Guidance for Recovery Group Chairs ...................................................... 45

Section 5............................................................................................ 46

Agenda for Recovery Coordinating Group and Sub group/work strand

Meetings ............................................................................................ 46

Section 6............................................................................................ 47

Elected member involvement ................................................................ 47

Section 7............................................................................................ 49

Template for a Recovery Action Plan ...................................................... 49

Section 8............................................................................................ 50

Templates for DATA Collection .............................................................. 50

Section 9............................................................................................ 51

Suggested criteria for handover from response to recovery ...................... 51

Section 10 .......................................................................................... 52

Topic Sheets included in the National Recovery Guidance ......................... 52

**Section 1**

**1.1 Introduction and Definitions**

1.1.1 This document is designed to provide guidance, suggested management structures, considerations and advice to authorities addressing the recovery from an emergency which impacts one or more local authority(ies) within the Local Resilience Forum (LRF) or more than one LRF. It also provides guidance to enable each local authority to prepare its own recovery plan.

1.1.2 **Each authority within the LRF will have its own Recovery Plan.**

1.1.3 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.

1.1.4 It is in this context, with the requirement for physical, psychological and economic restoration, that recovery is conducted.

**1.2 Impacts of Emergencies**

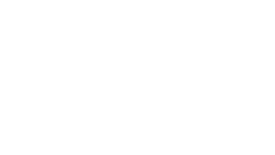
1.2.1 Emergencies affect communities in a wide variety of ways. To understand what recovery comprises, one first needs to map out *wh*o is, or likely to be, affected and *how* the emergency has/will affect them.

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.

**Section 1**



**Humanitarian (Including health)**

**Economic**

**Recovery**

**Infrastructure**

**Environmental**

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

|  |  |
| --- | --- |
| **Infrastructure** |  Disruption to Utilities/essential services e.g. electricity, water and transport (Inc. trains & buses). |
|  Damage & closure of residential properties, roads and other buildings. |
| **Health & Wellbeing** |  Disruption to daily life e.g. education and welfare services. |
|  Injuries and deaths in the community. |
|  Community displacement – numbers and location. |
|  Health impacts on the community (dependent on incident). |
| **Economy** |  Business and industry areas affected. |
|  Impact to major transport hubs (I.e. ports &  airports) |
|  Impact to tourism & tourist attractions |
| **Environment** |  Pollution incidents |
|  Waste issues |
|  Impact on natural resources & habitats (i.e. reservoirs & nature reserves). |

1.2.6 Elected Members/Parish Councils and other community leaders can play a

**Section 1**

critical role in the impact assessment process, identifying problems and 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 6.

1.2.7 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 7.

**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 Tactical Co-ordinating Group and, if formed, 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.

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 introducing new people and dynamism to an area.

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

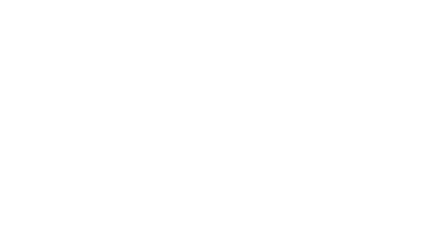
**Section 1**

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.

1.3.10In 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.

1.3.11The 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.



**1** Handover

**2** Public enquiry etc.

**1**

Police Fire Ambulance Health

Local Authority

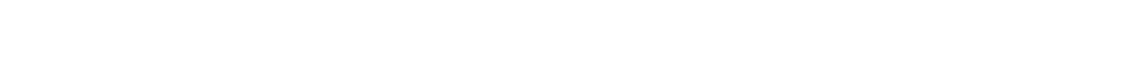
Recovery

**2**

Activity

Time break

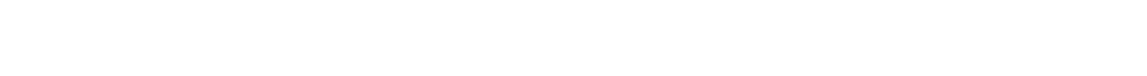
Time



Response – Strategic/Tactical Coordinating Group

Recovery – Recovery Coordinating Group

1.3.12 The recovery phase continues until the disruption has been rectified,



**Section 1**

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(ies) 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, community and commercial 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.

 Bear in mind that different communities may have different needs or capacities.

 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.

**Section 1**

 Recovery planning and management arrangements are most effective 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.

 Following completion of the recovery process the affected area may not be back to its original state. The new ‘norm’ may be significantly different from the old.

 Where repeat incidents occur affecting the same area recovery efforts may be concurrent with newer response phases.

**1.5 Recovery Structures**

1.5.1 The Local Authority will usually lead the recovery process.

1.5.2 **Recovery Co-ordinating Group**: Dependant on the scale of the incident each affected local authority may establish its own Recovery Coordinating Group working alongside the Tactical Coordinating Group, and reporting separately to the SCG where this has been established and/or is still functioning..

1.5.3 Where a single RCG is in operation it will work alongside the TCG.

1.5.4 On occasions where no other response structure such as a TCG has been required a local RCG may still be established to manage the recovery process.

1.5.5 **Recovery Coordinating Group (Strategic)**: 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. Details about this group are shown at 3.1. The purpose of this

‘strategic’ recovery group is to identify ‘cross border’ issues and resolve conflicting resource demands etcetera, thereby allowing the individual RCG’s to deliver the most effective support to the affected community(ies)

1.5.6 **Recovery Coordinating Group (RecCG)**: Where the incident affects more than one LRF area and an RCG is also formed in that or those other LRF areas and co-ordination or enhanced support would be beneficial then DCLG’s Resilience & Emergencies Division may on its own initiative, or at the request of local Strategic Coordinating Groups (SCGs) in consultation with the Cabinet Office, convene a Recovery Coordinating

**Section 1**

Group (RecCG). The RecCG would assist with the coordination and support of the multi-agency recovery at the local level.

1.5.7 A suggested structure for managing the recovery is shown below.

**This structure is for guidance only. It may not be necessary to establish all the sub-groups/work strands 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.**

RecCG if established

Recovery Coordinating Group (Strategic) If established

**Recovery Coordinating Group (RCG)**

TCG if established

Data handling

Finance & Legal

Environment & Infrastructure

Communications

(Media & PR)

Business & Economic

Science & Technical Advice Cell (STAC)\*

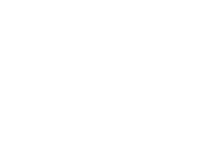
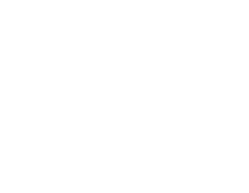
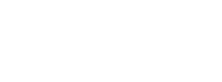
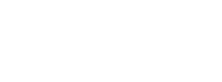
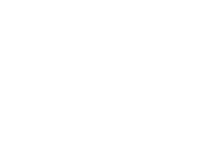
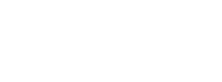
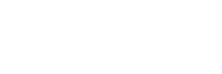
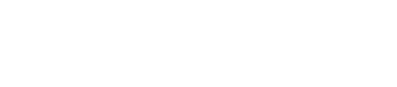
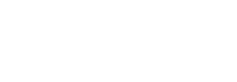
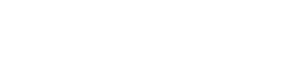
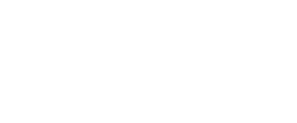
Site clearance sub group

Community

Engagement

Health & Welfare

Reporting Route Advice route



\*Established by SCG

1.5.8 Recovery Coordinating Group and Sub group/work strands administration

and guidance

**Section 1**

|  |  |  |
| --- | --- | --- |
| **Group /**  **work strand** | **Chair & Secretariat** | **Guidance**  **Section** |
| Recovery Coordinating Group | Local Authority Chief Executive or Director  (Secretariat from Chair’s organisation) | 3.1 |
| Data handling | Local Authority | 3.2 |
| Community  Engagement | Local Authority – Localism  (Secretariat from Local Authority) | 3.3 |
| Health & Welfare | Director of Public Health or Local Authority  Head of Adult Social Care (or similar)  (Secretariat from Chair’s organisation) | 3.4 |
| Business & Economic  recovery | Local Authority Director of Economy and Business or similar (Secretariat from Chair’s organisation) | 3.5 |
| Environment & Infrastructure | Local Authority Head of Planning & Transportation or Environment or similar  (Secretariat from Chair’s organisation) | 3.6 |
| Communications | Local Authority PR & Communications  Manager  (Secretariat from Chair’s organisation) | 3.7 |
| Finance & Legal | Local Authority Senior Financial Manager or Solicitor  (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.

1.5.9 Guidance for the Chairs of the Groups is in Section 4.

1.5.10 A suggested agenda for the meetings of the Recovery Coordinating

Group and Sub groups/work strands is shown in Section 5.

1.5.11 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.

**1.6 Activation of the Recovery Coordinating Group**

1.6.1 Following a requirement by the Tactical Coordinating Group the Recovery

Coordinating Group will be established by the Local Authority. It needs

**Section 1**

to be formed as soon as possible to influence the TCG response, and a discussion about its establishment should take place at the first TCG 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, during the response phase of the incident, is to develop a recovery strategy and inform the TCG of this to ensure that decisions made by the TCG do not unnecessarily compromise medium to long term recovery. The Chair, or nominated deputy from the RCG, needs to sit on the TCG to ensure the communication flows between these two Groups work effectively.

1.6.3 Data collection regarding the identity, location and extent of affected individuals and premises is an essential component during the response phase; and will need to be considerably enhanced and finessed during the recovery process. See Section 3.2 and Section 8.

**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 reviewed and updated.

 Develop a clear communication strategy including local, national and social media.

 Establish clear information reporting and communications route with

Government and Lead Government Departments.

 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.

**Section 1**

 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.

A Recovery Action Plan template for recording recovery strategy, objectives and progress is shown at Section 7.

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

 People are returned to their own homes

 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.

**Section 1**

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/work strands 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.

**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 Tactical Coordinating Group and Recovery Coordinating Group Chairs and Chair of the Strategic Recovery Coordinating Group if established, and should consider:

 The criteria to be used to assess when the handover can take place from the Tactical Coordinating Group (usually chaired by the Police) to the Recovery Coordinating Group (usually chaired by the Local Authority). Suggested criteria are shown in Section 9.

 It is recommended that a formal handover process is followed which must be fully documented. For the avoidance of later doubt, where necessary a formal handover certificate may be used.

 It is important that the changes about the handover are communicated to other responding agencies and the community.

**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/work strands 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 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 national significance, or requiring national action, can be taken to the Resilience & Emergencies Division (RED) representative 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.2

2 [www.ukresilience.info/response/recovery\_guidance/case\_studies.aspx](http://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 **Business Emergency Recovery Group**

BERG helps businesses and communities across the UK to prepare for, respond to and recover from emergencies such as flooding, cyber-attacks and civil unrest. It enables larger organisations to assist small to medium- sized businesses and communities affected by crises by matching their resources with identified local needs. [www.bitc.org.uk/programmes/business-emergency-recovery-group-berg](http://www.bitc.org.uk/programmes/business-emergency-recovery-group-berg)

2.2 **Business Improvement District’s**

A BID is a business-led and business funded body formed to improve a defined commercial area. The benefits of BIDs cited by the businesses they represent are wide-ranging and include:

 Businesses decide and direct what they want for the area

 Businesses are represented and have a voice in issues effecting the area

 BID levy money is ring-fenced for use only in the BID area – unlike business rates which are paid in to, and redistributed, by government

 Increased footfall

 Improved staff retention

 Business cost reduction

 Area promotion

 Facilitated networking opportunities with neighbouring businesses

 Assistance in dealing with the Council, Police and other public bodies

2.3 **Business in the Community**

BITC offers a number of practical ways for businesses to work together and take action to help tackle some of the key issues facing society. They provide a range of services, practical guidance and creative solutions that help businesses review, improve, measure and report.

[www.bitc.org.uk/](http://www.bitc.org.uk/)

2.4 **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

 Hot desk facilities

 Legal expenses (not available at Plymouth & Devon Chamber of

Commerce)

 Discounted Insurance

 Business Support Helpline

 HR Advice

 Health & Safety service

 Payment services

 Risk Insurance.

2.5 **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.

2.6 **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.

**Government Departments and services**

2.7 **Animal and Plant Health Agency**

Animal and Plant Health Agency 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 & Plant Health also works to protect public health by ensuring that dairy hygiene and egg production standards are met.

2.8 **MHCLG / Cabinet Office**

The Cabinet office will:

 During the Response phase, discuss and agree with the lead government department for Response, MHCLG RED and other relevant departments, what support is likely to be required by local responders during the Recovery phase. This will dictate what support structures, if any, are put in place

 Work with local and central partners to ensure an effective cross- government response to, and recovery from, major emergencies

 Provide staff to run the COBR facility and any associated crisis facilities as appropriate in accordance with agreed procedures and protocols

 Broker policy solutions where necessary

The Resilience & Emergencies Division (RED) from

MHCLG 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 widespread incident if required

 Provide assistance with media relations through the use of the Lead

Government Departments’ media teams

* Provide a Recovery Liaison Officer to act as a single point of contact between local authorities and central Government for the duration of the recovery period

As well as its RED role, DCLG is also the lead Government department for the recovery phase from flooding and severe weather, and public disorder.

2.9 **DEFRA**

Defra is the lead Government department for the recovery phase of a major incident involving chemical, biological, radiological or nuclear (CBRN) materials and also the recovery phase from animal disease.

Defra will:

 Give advice on policy issues such as waste, water security, animal welfare and environmental pollution

 Minimise the impact of the emergency on food production, farming and fishing industries and the rural economy

 Advise on the disposal of contaminated carcasses

* The Defra CBRN Recovery Team will provide advice, guidance and access to capability to facilitate recovery following a terrorist related incident involving the use of CBRN materials or following a major hazmat incident which overwhelms local capability, e.g. a civil nuclear incident.  The team can be accessed 24/7/365 via Defra’s Duty Office on Tel No: 0345 051886 or directly via the Defra Emergencies Duty Officer on Tel No: 0300 1000 316

 Provide advice and guidance to support those responsible for the decontamination of buildings, infrastructure, mobile transport assets and the open environment following a CBRN or major Hazardous Material incident.

 Ensure that responsible authorities have ready access to the services of the specialist decontamination companies on its framework allowing engagement with assured specialists quickly without the need to conduct EU tendering processes.

2.10 **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.

2.11 **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.

2.12 **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.

2.13 **Public Health England**

PHE 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.

2.14 **Insurance Industry (ABI)**

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.

and will want to engage at an early stage with, and provide advice to and through the RCG and sub groups.

2.15 **Local Authorities (unitary / county / district/ towns & parishes)**

 Chair the RCG and appropriate sub groups/work strands 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 Highways

England 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

 Provide Trading Standards/Quality Standards Animal & Plant 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.

 Provide support, advice and leadership to the local community on public health aspects.

2.16 **Local Enterprise Partnership(s)**

Local enterprise partnerships are partnerships between local authorities and businesses. They decide what the local economic priorities should be for

investment in roads, buildings and facilities in the area and undertake activities to generate growth and employment.

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.

 Provide the Rimnet (radiation monitoring) service for radiological incidents.

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 Public Health England with screening, epidemiology and long term assessment and management of the health effects of an incident

 Maintain liaison with and coordinate the response with Regional and

National Centres as required.

2.19 **Police**

The Police will:

 (Through the Chair of the Strategic/Tactical 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:

o Body recovery, identification and forensic examinations

o Security issues

o Traffic management at funerals, memorial services, etc.

o 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 **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:

 BRC

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

 Communications

 Documentation

 Medical support

 PDSA

 RNLI

 RSPB

 RSPCA

 Search & Rescue

 Social and psychological aftercare

 Training & exercising.

 Transport

 Volunteer Co-ordination E.g. Volunteer Cornwall

 Welfare

**Section 3**

**RCG, RCG (Strategic) and sub group/work strand roles and responsibilities**

**3.1 Recovery Coordinating Groups**

Where an RCG is established by a constituent Local Authority the Chair will be appointed by the Chief Executive of that Authority.

Where the area affected by the incident or incidents is so widespread that more than one Authority is affected and each establishes an RCG, and specifically when the Devonport Offsite Emergency Plan is activated, the SCG will establish a Recovery Co-ordinating Group (Strategic) which will maintain oversight of the Recovery issues. The Chair of the RCG (Strategic) will be identified by the SCG Chair in consultation with the Chief Executives of the Local Authorities. See Paragraph 1.5.1 – 1.5.7 ante.

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/work strands, 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.

 Collate and forward data on affected people, premises, infrastructure etc.

* Co-ordinate the recovery funding and cost recovery procedures.

3.1.2 **Role**

 To feed in recovery issues to the SCG/TCG.

 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.

**Section 3**

* To monitor financial matters and pursue funding and other assistance. Co-ordinate the recovery funding and cost recovery procedures.

 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/work strand are suggestions; it is a matter for the RCG to decide who should most appropriately perform these roles.

3.1.4 **Membership**

Individual RCGs will comprise the Chairs of sub-groups or work strands, all of whom will be identified by the RCG Chair.

The RCG (Strategic) will comprise the Chairs of the other Recovery

Coordinating Groups which have been established in the LRF.

3.1.5 **Issues to address**

**Issues**

 Understanding impacts to people, infrastructure, business and environment

 Minimising disruption to ‘normal’ day-to-day activities

 Advising SCG/TCG on recovery issues

 Identifying priority recovery actions/activities

 Public confidence

 Financial implications/cost recovery/compensation

 Resources available

**Section 3**

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| --- |
|  Personnel   Military assistance |
| **Questions** |
|  What impacts has the event had on people, infrastructure and the environment?   What recovery work is required based on the known impacts?   What recovery actions will reduce disruption to people’s day-to-day activities?   Which areas/locations/activities are higher priorities?   What resources do we require to facilitate the recovery process?   How are we going to finance the recovery activities?   * What Government core funding schemes are available?    What are our priority actions?   How are we going to involve the public?   How are we going to keep the public informed?   How are we going to report our activity to politicians and Central  Government?   Do we need military assistance to assist in the recovery process?  Can we afford it?   Are we in a position to transition between the response and recovery phases? |
| **Actions** |
|  Undertake an Initial Impact Assessment.   Identify key recovery issues based on results from the Initial  Impact Assessment.   Develop an Initial Recovery Strategy that will minimise disruption to day-to-day activities.   Advise the SCG/TCG on recovery issues and response actions.   Begin process of getting Officers in position to take on Recovery  Co-ordinating Group roles.   Begin implementing priority actions from Initial Recovery Strategy.   Develop long-term Recovery Strategy.   Ensure appropriate sub-groups are set up and are sufficiently staffed and resourced.   Identify and agree on how the recovery process will be financed.   Produce regular reports/updates on the progress of the recovery activities.   Approve recommendations from sub-groups and ensure they are  actioned.   Ensure recovery activities are progressing on time and to budget.   Ensure the community are kept informed of the recovery activity progress.   Develop an Exit Strategy and criteria for its activation.   Agree criteria with SCG/TCG for handover to recovery phase. |

**Section 3**

 Oversee the transition between response and recovery phase.

**3.2 Data handling group**

3.2.1 **Purpose**

**Section 3**

To ensure that all relevant data regarding affected people, properties, infrastructure, businesses, economy, transport, essential services, environment etc. is collected to an appropriate level of detail, collated, sanitised and reported as required. The information will inform the RCG and allow appropriate decision making based on impacts, duration and costs etc. The periodic statistical returns will provide the necessary recovery issue oversight and assist Lead Government Departments etc. to consider the appropriate release of grants or other funds to support the recovery process in situations where national co-ordination is required. (Templates for capturing and reporting data are shown at Section 8)

3.2.2 **Role**

 Ensure that all responders, recovery groups and other partners are aware of the need for collecting and submitting accurate relevant data.

 Collate, sanitise, maintain and make readily available the information provided in a form which will inform the recovery process and partners within it.

 Prepare and submit periodic statistical returns as required.

3.2.3 **Chair and secretariat**

To be provided by the Local Authority

3.2.4 **Membership**

Representatives from each agency and service working in the affected areas.

As a minimum the group will always require data/information from the following sectors:

 Environment Agency

 Fire & Rescue Service

 Health services

 Local Authority

 Police

 Social care services

Information may also be gathered from:

 Business, Commerce and Tourism industry

 Community resilience groups

 Environment services or regulators

 Local Members

 Schools and colleges

 Social and other media sources

 Town and Parish Councils

 Transport/infrastructure suppliers, services or agencies

 Voluntary sector

**Section 3**

**3.3 Community engagement group**

**Section 3**

This is a group drawn from the wider community and professional partners.

3.3.1 **Purpose**

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

3.3.2 **Role**

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

 Collect, collate and forward data on affected people, premises, infrastructure.

 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'.

3.3.3 **Chair and Secretariat**

Chaired by Local Strategic Partnership Chair or equivalent where LSP no longer exists. Secretariat to be provided by the local authority.

3.3.4 **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)

**Section 3**

3.3.5 **Issues to address**

|  |
| --- |
| **Issues** |
|  Community needs   Community based/focused initiatives   Emotional and mental health of affected communities   Widespread community concerns   Communication between agencies and the community   Insurance issues   Local business issues |
| **Questions** |
|  What are the main community concerns?   What are the needs of the community?   What community initiatives are already underway?   If affecting a large area have appropriate sub-committees/groups been established to engage with as much of the community as possible? |
| **Actions** |
|  Assess the overall impact on the community   Establish and assist the formation of Community Recovery Groups as required   Support the establishment of public appeals, anniversaries and  memorials   Promote community self-sustainability   Promotion of community confidence   Advise the RCG and relevant sub-groups on the communities concerns and requirements |

**3.4 Health & welfare sub-group**

**Section 3**

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.

3.4.1 **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.

3.4.2 **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.

3.4.3 **Chair and Secretariat**

Chaired by Director of Public Health; secretariat from that organisation.

3.4.4 **Membership**

Representatives as relevant from:

 County / District / Unitary Council, including:

o Adult Social Services

o Children’s Services

o Environmental Health Officer

o Emergency Accommodation/Housing Officer

o Legal and Democratic Services

o And others as necessary

 Ambulance Service

 NHS England

 Public Health England

 STAC

 Food Standards Agency

**Section 3**

 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

 Department of Work & Pensions

 Association of Train Operating Companies Incident Care Team if a train crash.

3.4.5 **Issues to address**

|  |
| --- |
| **Issues** |
|  Education – school closures, continuation of education   Emotional & mental health impacts – provision of support services   Provision of health services   Provision of care services to vulnerable persons   Food and water quality and supply   Housing – short, medium and long term   Benefits and grants for persons affected   Contractors and Insurance |
| **Questions** |
|  What injuries have people suffered? Numbers? Medical treatment required?   Has the Mass Fatalities Plan been implemented?   Has temporary accommodation been provided to evacuees?   Are there Race or Language concerns?   Are there any evacuee concerns?   Is there an impact to the food & water supply chains   Have emergency feeding arrangements been implemented?   Has any material aid (bedding & clothing etc.) been provided?   Has a Humanitarian Assistance Centre been set up?   Has a public helpline been set up?   Has a victim support group been set up?   Are volunteer agencies being used?   Has an appeal fund been set up? |
| **Actions** |
|  Co-ordinate health and welfare assistance by the various agencies   Establish a database of affected people by collating from all relevant sources   Assess impact on health related services (including LA resources) |

**Section 3**

 Publicise changes to health-related services during any period of disruption

 Use existing databases to identify those most at risk of changes/disruption

 Assess impact on vulnerable individuals/establishments

 Provide psychological and psychosocial support

 Provide long-term health monitoring

 Establish exclusion/isolation zones if necessary

(CBRN/chemical/disease incidents)

 Co-ordinate donated goods/materials

 Support arrangements for funerals

 Support faith groups and understand effect on faith communities

 Assist with insurance and public advice services

 Assistance with legal issues

 Implement long-term health and welfare provision and monitoring strategy

**3.5 Business and economic recovery sub-group**

3.5.1 **Purpose**

**Section 3**

 Assess the economic implications for the affected area and provide assistance.

 Collect, collate and forward data on affected people, premises, infrastructure.

 Enable businesses affected by the emergency to resume trading as soon as possible.

3.5.2 **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

3.5.3 **Chair and Secretariat**

Chaired by Director/Senior Manager from Economic and Business / Regeneration Team in the local authority. Secretariat to be provided by the organisation providing the chair.

3.5.4 **Membership**

Representatives (as appropriate) from:

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

3.5.5 **Issues to address**

**Issues**

**Section 3**

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| --- |
|  Spectrum of businesses impacted   Impact of road and rail closures to businesses   Impact to tourism   Impact to farming   Insurance and compensation of businesses   Grants & council tax rebates for businesses   Unemployment and loss of earnings to employees   How supply and demand gaps will be temporarily filled |
| **Questions** |
|  Has there been any temporary or permanent closure of operations or businesses?   Have any businesses 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 (e.g. fall in visitor numbers)?   * What Government core funding schemes are available? |
| **Actions** |
|  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.   Provide 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. Address how the workforce would access alternative property.   Assistance with advice services.   Provision of information to businesses. |

**Section 3**

**3.6 Environment and infrastructure sub-group (including clean up)**

3.6.1 **Purpose**

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

3.6.2 **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).

 Establish a site clearance sub group as required.

 Collect, collate and forward data on affected people, premises, infrastructure.

3.6.3 **Chair and Secretariat**

Chaired by Local Authority Planning & Transportation or Head of

Environmental Services; Secretariat by the local authority.

3.6.4 **Membership**

Representatives (as appropriate) from:

 District / County / Unitary Council – representatives as appropriate, e.g.:

o Principal Environmental Health Officer

o Waste Disposal Officer

o Transport and Highways

o Neighbourhood Management

 Animal Health

 Environment Agency

 Food Standards Agency

 National Trust / English Heritage / Natural England (if historic sites or protected areas are affected)

 NHS/Other Health organisations

 Police (if issues around security of sites)

 Public Health England

 Utility and Transport organisations

 Other agencies such as the Government Decontamination Service, etc.

**Section 3**

3.6.5 **Issues to address**

|  |
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| **Issues** |
|  Clean-up of residential and industrial areas   Clean-up of natural environment   Impact to livestock, crops and water supplies   Impact of contamination and decontamination of affected areas   Compensation to those affected (residential, business, land)   Impact on infrastructure (roads, buildings and other physical structures)   Collection and disposal of waste (including contaminated waste)   Countermeasures to prevent further contamination/pollution |
| **Questions** |
|  What structural and safety assessments have been carried out on: Essential Services, Council owned properties, Residential properties, Commercial properties and Critical infrastructure (roads, hospitals etc.)?   Are there any hygiene issues with sanitation, clean water or food?   Are there any issues with disposal of dead or diseased livestock?   Have flood defences been affected?   What natural environment assessments are being carried out?   Did the incident involve any hazardous chemicals/CBRN material?   Is there a need for decontamination?   Is there need for any isolation zones, security restrictions or containment of material?   How is waste being collected and disposed of? Is a strategy in place?   Are animal health surveillance processes required or in place?   * What Government core funding schemes are available? |
| **Actions** |
|  Develop a strategy on how the community will be involved in physical rehabilitation (involve the Community Recovery Committee)   Prioritise sites for attention   Identification of ownership of land, premises & infrastructure   Identify and procure resources/materials/plant   Identify use of local capacities and expertise to reduce reliance on external sources to aid the community involvement in repair and rehabilitation   Compile assessments on level and nature of damage to essential  services, building structure, transport, health and educational infrastructures |

**Section 3**

 Ensure appropriate monitoring is carried out and results used

 Commission remedial work for clean-up, repairs, demolition, and decontamination

 Restoration of utilities and essential services

 Consider planning permission for new builds

 Consider planning permission for repairs to listed buildings

 Consider location and reconstruction requirements for memorial structures

 Identify whether compulsory purchase orders are required

 Identify potential for future prevention/mitigation aspects

 Agree an end point for clean-up and temporary service measures

**3.7 Communications sub-group**

**Section 3**

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

3.7.1 **Purpose**

 Continue and expand upon the work of the 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 and national communication issues.

 Allow communities to make informed decisions.

3.7.2 **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.

3.7.3 **Chair and Secretariat**

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

3.7.4 **Membership**

Representatives / press officers from:

 County / District / Borough Councils

 Police

 NHS via appropriate extant body

 Public Health England

 Other Stakeholders e.g. Site Operator, Tourist Board, LRF

representative from Local Media, etc.

3.7.5 **Issues to address**

**Section 3**

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| **Issues** |
|  Clear, appropriate and timely communications with the public   Monitoring for, and correction of, misinformation   Updating and informing stakeholders and elected members   Co-ordinated communication requirements of multiple recovery sub-groups |
| **Questions** |
|  Has the LRF Communication plan been implemented?   Was the Media Briefing Centre activated in the response phase?  Has it been subsumed into this group?   Has the handover between the lead response agency and lead recovery authority been publicised?   Has a media strategy been implemented?   Has a multi-agency media centre been activated?   Have public information hotlines been activated?   Do the public have set information points/drop in centres?   Are there specific websites set up to provide information?   Is there a regular printed bulletin/newsletter?   Is there a translation facility available?   Is there a list of all relevant media outlets who may request information?   Were any communication issues raised during the response phase that could impact communications during the recovery phase? |
| **Actions** |
|  Co-ordinate communication activities across all recovery sub- groups, including attending meetings if resources permit   Ensure the communications strategy considers: media relations,  required resources, digital media presence, printed media requirements, information centres/points, public forums/meetings and translation services   Ensure that; residents, key business partners, elected members  and staff from all agencies are kept informed throughout the recovery period   Consider a long-term strategy that identifies, key audiences, key messages, mechanisms to ensure cross-agency working and consistency of message, and key spokespersons for duration of recovery period   Consider the use of ‘trusted’ individuals to get the message across to the affected communities – liaise with the Community Engagement Sub Group |

**3.8 Finance & legal sub-group**

3.8.1 **Purpose**

**Section 3**

To assess the financial and legal implications of the incident/recovery process and provide advice and guidance to the RCG.

3.8.2 **Role**

 To explore different streams for financial aid (Including Government funding, Core scheme funding, Bellwin scheme etc.).

 To monitor all recovery work expenditure and report to RCG.

 To advise and assist on all cost recovery options.

 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.:

o Finance Officers

o Legal Officers

 Police Force

 Other organisations as appropriate.

3.8.5 **Issues to address**

**Issues**

 Loss of business rates and council tax revenue

 Housing provision costs

 Education and social services costs

 Increase in benefit payments

 Loss of income in affected areas

 Cost to health services

 Uninsured losses

 Litigation

 Advice on insurance claims

 Access to emergency funds

**Section 3**

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| **Questions** |
|  What are the financial implications of decisions being made?   What are the legal implications of decisions being made?   Is there any legislation that the RCG should be aware of?   Are there any legislative barriers to the proposed actions?   What are the financial and legal implications of any mutual aid arrangements?   Is any central government assistance required?   Are there likely to be any claims made against public bodies?   Is there likely to be an inquiry?   Are there likely to be any investigations or criminal prosecutions?   * What Government core funding schemes are available? |
| **Actions** |
|  Maintain accurate and auditable financial and legal records   Compile any business cases required and submit to relevant authority   Advise the RCG on legislative issues   Advise the RCG on financial implications of their decisions and proposed actions   Advise on the implications of council tax relief   Support the processing of any claims made, if relevant   Co-ordinate the compilation of material for inquiries and criminal proceedings |

**Section 4**

**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 Secretariat to support the Group / Sub-Group.

 Appoint a loggist for the group or sub group/work strand Chair (This not the minute secretary).

 Appoint a deputy.

 Appoint a person or team to collate, manage and forward data concerning the incident(s).

 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, i.e. 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. SCG, RCG Strategic, RecCG, Resilience & Emergencies Division for COBR and Lead Government Departments.) 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 Resilience & Emergencies Division, COBR, Lead Government Departments 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:

o What might be the ripple effect of this decision / information?

o Who else needs to be aware of this?

o Does the group need to do any more work as a result of this?

o 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.

**Section 5**

**Agenda for Recovery Coordinating Group and Sub group/work strand Meetings**

The following is a suggested agenda for any Recovery Coordinating Group meeting.

 Introductions

 Terms of reference for the group

 Membership

o Responsibilities and authority

o 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

 Data collection, collation and management

 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 plan.

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.

**Section 6**

**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 Engagement group. 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

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 Community Engagement group 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** |
|  |  |  | *[insert text then colour code box Red,*  *Amber or*  *Green to reflect progress with*  *action]* | *[label each action E,*  *I or D]* |
|  |  |  |  |  |
|  |  |  |  |  |

**Templates for DATA Collection**

**Work in progress with DCLG etc. Will be attached when published. (As at 1 December 2015)**

**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). The process should be fully documented.

The handover 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.

 All known hazards within the area affected by the incident have been risk assessed, appropriate protective/preventive measures put in place and staff expecting to take responsibility for those sites have been fully briefed.

 Recovery Coordinating Group (and any supporting Sub-Groups) is firmly established and pro-active.

 Individual organisations are functioning effectively with adequate:

o Resources

o Communications

o Management of outstanding issues

 County / Unitary / District Council is able to accept Chair of Recovery

Coordinating Group.



**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 UK Resilience website at <https://www.gov.uk/guidance/national-recovery-guidance-common-issues>

Recovery structures and processes

Training and Exercising

Data protection and sharing

Mutual aid

Military aid

Working with the media

The role of elected members

VIP visits and involvement

Impact on Local Authority Performance targets

Inquiries

Investigations and prosecutions

Coroner’s inquests

Recovery evaluation and lessons identified processes

Impact assessments

Reporting

Voluntary sector

Also see Flood recovery framework: guidance for Local Authorities in England re flood cost recovery and funding – available on Resilience Direct (2017)