

# Part 3



## Recovery Plan

(Recovery Action Cards, Checklists and Guidance Documents)

Produced by Devon Emergency Planning Partnership



This is Part 3 of the 5 Part DCC Response and Recovery Plan

Also available are:

Part 1 -	Response Actions Cards, Checklists and Guidance Documents
Part 2 -	Background and useful information in respect of Response
Part 4 -	Background and useful information in respect of Recovery
Part 5 -	Key Roles and Emergency Telephone Directory

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## Action Cards, Checklists and Guidance Documents to fulfil the Recovery Role following an Emergency Incident

### Roles and Responsibilities

Under the CCA 2004 and its associated guidance, Local Authorities (LAs) are the lead agency responsible for the Recovery Phase of an emergency. The scale of the incident will determine whether this involves little or no input or whether it involves full-scale management of the process over weeks, months or years.

In accordance with the DEPP Training Protocol; all pre-identified staff likely to be involved in the Recovery Phase will receive training about the type of incident and how they will need to respond to enable them to deliver a co-ordinated effort on behalf of the Local Authority (LA).

It is important that all pre-identified staff with a specific role to fulfil have read, understood and are familiar with the relevant documents in advance of an incident (particularly Part 4 of this plan). When a LA is in the Response phase to an incident, there is already a burden on individuals to lead and deliver urgent tasks whilst managing their other duties. LA's must therefore ensure that additional resources are identified to lead as Recovery Manager and to Chair RCG. When the incident is deemed to move to recovery then additional resources may be reallocated from response and not before. Effective and ongoing communication between each function is vital to successful handover and local response.

If, due to circumstances on the day, non-trained staff are deployed they will be briefed for the required role and responsibilities. Advice should be sought from the Recovery or nominated Manager for any clarification or issues of concern that may arise (the relevant Action Card or Action Lists will assist).

**Recovery needs to be considered as quickly as possible after an incident has begun.** This initial assessment may determine that there is no immediate need for a formal recovery process to begin, or it may be appropriate to give a 'heads-up notification' to those that would need to be involved with the option to stand them down at a later time. Be aware that the response and the recovery phases are likely to overlap and that each event will have different levels of activity and requirement.

During recovery staff may become involved in challenging situations and must remain mindful that they are representing the LA and upholding its reputation. It is essential that individuals are treated appropriately at all times.

This part of the plan comprises a series of Action Cards or Action Lists (Checklists) and Guidance Cards designed to act as an aide memoire to ensure all essential elements of the plan are covered. Many actions listed may appear to be 'business as usual', however, they remain an important element of the recovery process and should not be forgotten. Be aware that each incident, and therefore each recovery phase, is unique and additional factors over and beyond those listed may need to be considered.

The importance of accurate record keeping cannot be over stressed, for example: for personal or organisational protection, as any action may be called to account in a formal inquiry. It is equally important that any lessons that are identified during an incident can be disseminated for future benefit, forming part of the overall debrief process. As well as recording your actions, record why a certain decision was taken, particularly any that may be seen as contentious e.g. a decision not to instigate a recovery element.

## Initial Assessment

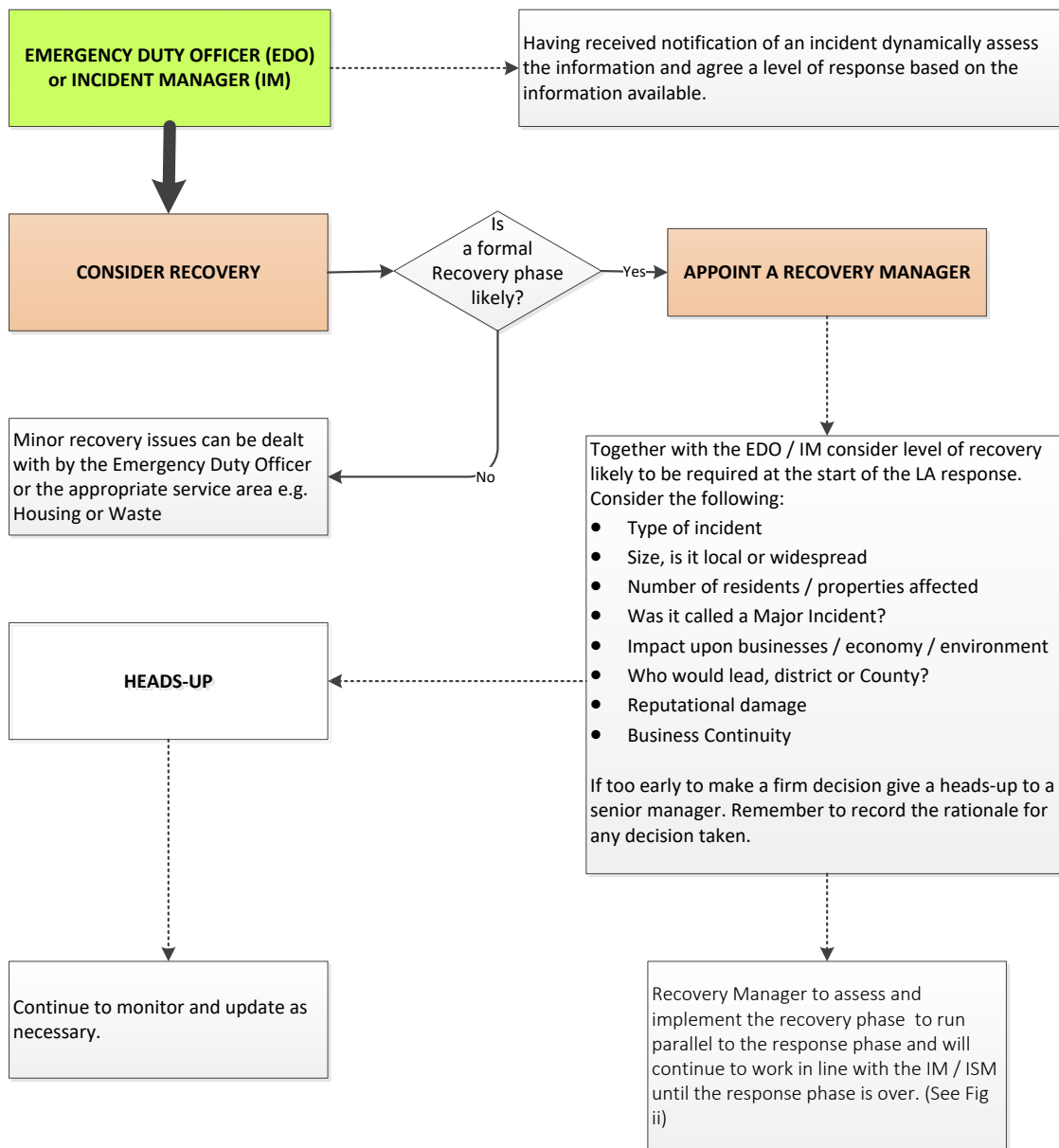
Very often it becomes obvious from the type or scale of the incident that little or no recovery process will be required. Any minor actions that do require attention can be dealt with as business as usual without the need for a formal recovery process.

For some incidents the full impact may not be understood for some time and therefore it may be prudent to give a heads-up to a senior manager and put in place the initial steps for the LA to set-up and facilitate the recovery phase of the incident.

The initial assessment will often be made by the Emergency Duty Officer (EDO) or the Incident Manager (IM) who has taken over. Each incident is unique so must be considered on its merits. This is a member of the Emergency Planning Team with strategic support from a member of Leadership Group duty officer.

**Assessing the need for Recovery**

**Fig i**



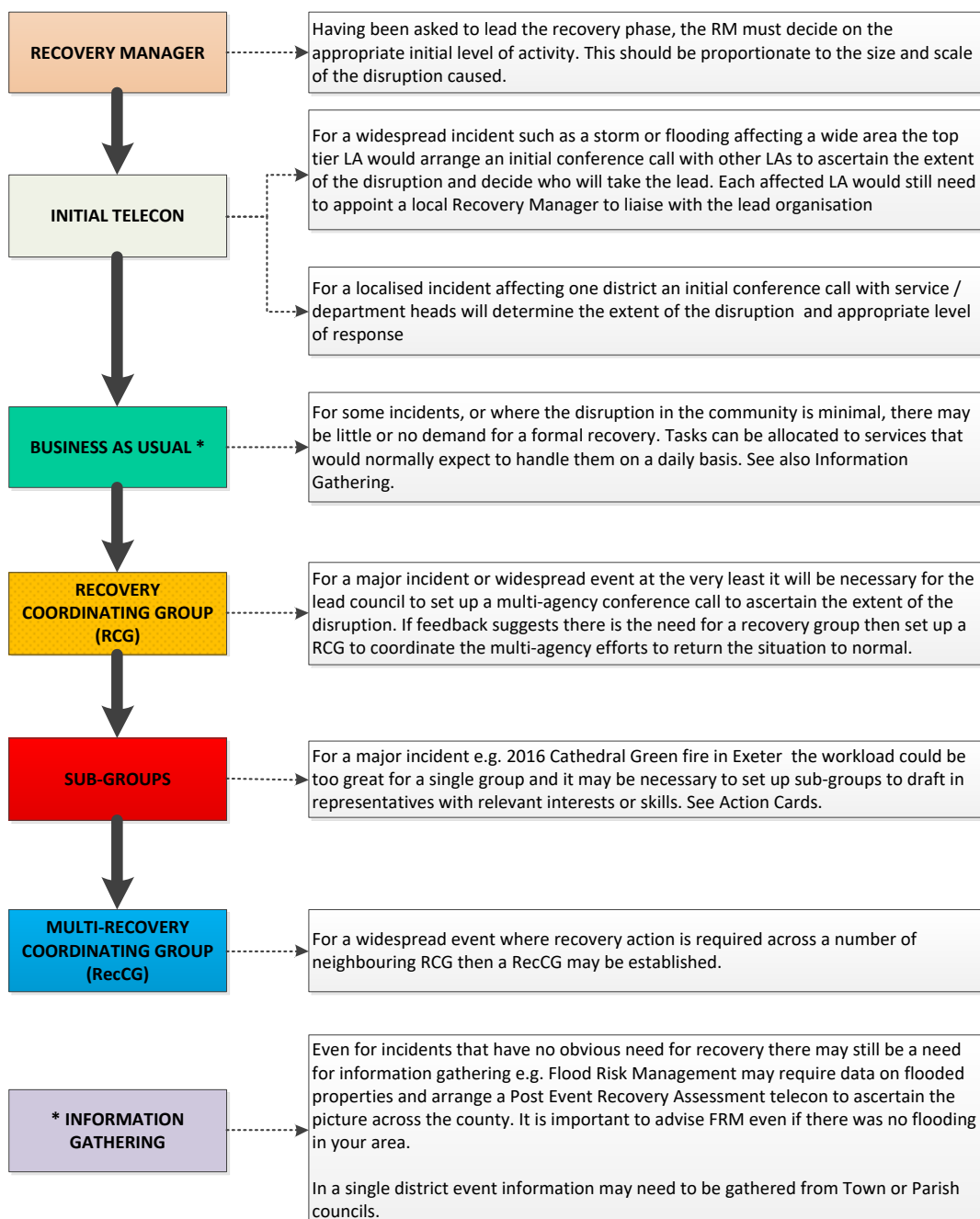
## Level of Recovery activity required

The individual appointed as Recovery Manager does not need to be the expert in their field to manage the recovery. It is more likely that those individuals are busily involved in the incident itself, but they do need to be an experienced manager who is able to understand the bigger picture, grasp the situation, get results and motivate others. It is also beneficial to understand the role of the elected members and a strategic overview of the authority. They will need to liaise with other LAs and multi-agency partners to understand the level of disruption caused by the incident and therefore the likely level of activity required during the recovery phase.

This will often commence with a telephone conference call with affected parties and completion of an Impact Assessment. For a list of the DCC trained recovery manager please contact the Emergency Planning team on 2680 or email [epduty@devon.gov.uk](mailto:epduty@devon.gov.uk)

### Decide the necessary level of Recovery

Fig ii



## Action Cards (Checklists) / Guidance

Action Card	Document
2	Emergency Duty Officer (EDO) (See Part 1)
3	Incident Manager (See Part 1)
6	Strategic Incident Manager (Chief Executive / SMT Lead) (See Part 1)
13	Recovery Manager
14	Elected Members
	General Guidance for Chairs
Action Lists & TOR	
1	Recovery Coordinating Group
2	Community Recovery Sub-Group
3	Health and Welfare Sub Group
4	Business and Economic Recovery Sub-Group
5	Environment and Infrastructure Sub Group
6	Communications Sub Group
7	Finance and Legal Sub Group
8	Science and Technical Advice Cell (STAC) Sub Group
	<b>Annex</b>
A	Agenda for the first Recovery meeting
B	Agenda for Sub-Group meetings
C	Useful tips from previous incidents
D	
	Useful information and guidance for the Recovery phase with signposting to other plans, has been included within Part 4 of this Plan.

## Action Card 13: Recovery Manager

- This list is not prescriptive, exclusive or prioritised, but all entries will need to be considered – all incidents vary and will require a dynamic assessment of issues and actions required (If item is not required or relevant mark with an X to show it's been considered or leave as still outstanding if you need to review it later)
- Recovery Manager will be contacted by the Incident Manager in the early stages of an incident. They are likely to have independently or jointly with SCG considered the need for formal Recovery and will need a dedicated Recovery Manager to progress this. Initially the Recovery Manager works alongside the Incident Manager, with the Incident Manager moving away as the response phase ends.

Action	Detail	Tick Done
Record keeping	<ul style="list-style-type: none"> <li>• Start your log: document template or paper notes, consider electronic (RADAR) or input retrospectively. Use the recording method of: <b>Information or Requirement, Action and Result</b>. Remembering to number individual entries for ease of monitoring and cross referencing. Note finished entries with word 'COMPLETE'. Note reasoning for Actions / Decisions</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensure you record full details of all relevant information, taking particular note of contact names and numbers, any references (e.g. police log number), locations, what has happened, who (numbers) is affected and what is being asked of you.</li> </ul>	
Dynamically assess initial information	<ul style="list-style-type: none"> <li>• As soon as you are aware of an incident consider how it affects the Local Authority (LA) and the probable scale and impact upon the community.</li> <li>• Is there any indication of CBRN, Public Health or Pollution incident – if so refer to the relevant plans and ensure co-ordination with LRF process as well as local needs.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Determine the appropriate scale of activity that is required for the Recovery phase. See <b>Fig ii</b>. Some levels may not be required.</li> <li>• If necessary, complete an Impact Assessment.</li> <li>• Continue to assess the scale of Recovery needed throughout and act accordingly.</li> </ul>	
	<ul style="list-style-type: none"> <li>• If a widespread incident then consider jointly assessing the level of recovery with other affected LAs and agree which LA will lead the recovery.</li> </ul> <p><i>Normally based on:</i></p> <ul style="list-style-type: none"> <li>• One District affected - District leads</li> <li>• More than one District affected - a District or County leads</li> <li>• Cross border with a Unitary Authority - top tier LAs agree who leads, normally decided on the worst affected area</li> </ul> <p>Although it is likely each council will have its own internal recovery team responding to the lead authority.</p>	
Assess current and ongoing situation	<ul style="list-style-type: none"> <li>• Continually review and assess your decisions and actions and provide updates initially to the Incident Manager and Incident Strategic Manager on a regular basis.</li> </ul>	
Activation process	<ul style="list-style-type: none"> <li>• If required to lead a full Recovery process set up a Recovery Coordinating Group (Action List 1 and TOR 1) at the earliest opportunity</li> </ul>	

	<ul style="list-style-type: none"> <li>The Police may require a formal signed acceptance of transfer, in some instances this may be a phased process</li> </ul>	
Responsibilities and finances	<ul style="list-style-type: none"> <li>Agree areas of responsibility at an early stage, as legal and financial implications may arise later – note the agreement made and who was involved.</li> <li>If an RCG is called, identify RCG Chair, then work closely with nominated Chair to ensure RCG set strategy and hold task groups to account for delivery</li> </ul>	
Consider at an early stage	<ul style="list-style-type: none"> <li>A role for Councillors at all levels</li> <li>Public meetings for residents</li> <li>Communications, particularly social media</li> <li>Support to and communications with businesses</li> </ul>	
Incident Ends	<ul style="list-style-type: none"> <li>Retain all your notes / records which may be required for post incident evaluation or later inquiry.</li> <li>Contact Task Group Chairs and gather all notes and retain on record (location as agreed with LA Emergency Planning Lead Officer.</li> <li>Attend any LA or multi-agency debriefs if required</li> </ul>	

Immediate Actions
During formal recovery phase
On conclusion of recovery phase

Action Card 14: Elected Members		
<ul style="list-style-type: none"> <li>This list is not prescriptive, exclusive or prioritised, but all entries <u>will need</u> to be considered – all incidents vary and will require a dynamic assessment of issues and actions required (If item is not required or relevant mark with an X to show it's been considered or leave as still outstanding if you need to review it later)</li> </ul>		
Action	Detail	Tick Done
Role in the Recovery	<p>Once the immediate threat to human welfare, the environment or property has been mitigated the local authority is responsible for taking a lead role in recovery.</p> <p>If there is likely to be significant medium to longer term impacts on the community, the Incident Management Team may decide to establish a Recovery Coordinating Group (RCG).</p> <p>The RCG will be chaired by the Recovery Manager who will oversee the work of the following subgroups:</p> <ul style="list-style-type: none"> <li>Community Engagement</li> <li>Health &amp; Welfare</li> <li>Business &amp; Economic Recovery</li> <li>Environment &amp; Infrastructure</li> <li>Communications</li> <li>Finance &amp; Legal</li> </ul> <p>When the Recovery Coordinating Group has been established Elected Members should:</p> <ul style="list-style-type: none"> <li>Engage with their communities</li> <li>Provide regular feedback and information from their communities, plus any queries to enable a co-ordinated approach.</li> </ul>	
Getting involved	<p>Elected Members can assist recovery by:</p> <ul style="list-style-type: none"> <li>Being a key source of strength, inspiration and leadership for the local community in the return to normality.</li> <li>Having knowledge of local personalities, vulnerable people and resources within the community.</li> <li>Support the public with advice and assistance during any long-term recovery from an emergency</li> <li>Encouraging and supporting recovery teams working in the area</li> <li>Having consultations on regeneration, rebuilds and modernisation.</li> <li>Assisting with the media in getting messages to the community (in line with established guidelines).</li> <li>Liaising with other elected representatives (MP's/MEP's/other Local Authorities)</li> <li>Assisting (or possibly chairing) debrief sessions within the community.</li> <li>Assisting with VIP visits</li> <li>Participating in community self-help groups set up in support of those affected by the emergency.</li> </ul>	



	<ul style="list-style-type: none"> <li>• Attendance at any memorial/remembrance services as appropriate.</li> <li>• Ensuring that the lessons learnt from the response to the emergency are incorporated into the review of the emergency plans.</li> </ul>	
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Action	Tick Done
Engaging with those who have been affected by the incident and acting as a conduit between the council and the community.	
Providing a visible presence and being a source of strength, inspiration and leadership for affected communities.	
Supporting people and businesses in the affected community by listening to their concerns and providing reassurance.	
Attending public meetings, community self-help groups or drop in centres set up in support of those affected by the emergency.	
Gathering information, assessing the impacts on communities and providing feedback to the Strategic Lead, Incident Manager or Recovery Coordinating Group (refer to section 3 below).	
Providing information on local personalities, vulnerable people and resources within our communities.	
Liaising with the Comms Team to ensure that media messages are reaching the community.	
Disseminating information and providing advice back to the communities.	
Providing encouragement and support to recovery teams and ensuring that the services areas involved in the recovery are not distracted from non-priority issues.	
Liaising with other elected representatives (MP's/MEP's/other Local Authorities)	
Assisting with VIP visits.	
Contributing to internal debriefs to identify areas for improvement and good practice.	
Assisting (or possibly chairing) debrief sessions within the community.	
Ensuring that the lessons learnt from the response to the emergency are incorporated into the review of the emergency plans.	
Attendance at any memorial/remembrance services as appropriate.	

## General Guidance for Chairs

The Chair of the RCG (and individual Sub-Groups) needs to coordinate the operation of everyone involved in the recovery operation within their group. In order to achieve this, they should:

- Appoint secretarial support for the group
- Consider membership of the group
- Consider security clearance issues if terrorist incident
- Consider the environmental impact of the incident to prevent further damage
- Fully understand the terms of reference (TOR) for the group
- Ensure the group is aware of the full recovery structure, i.e. what groups are in place and their remit (Action Lists / TOR)
- Assign a communications liaison in each Sub-Group who can work with the Communications group regarding any communication needs
- 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, RED) 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 relevant others, e.g. REDS, etc.
- Share information and decision so the impact on other Sub-Groups can be considered.
- Provide a debrief report detailing the expenditure committed, actions taken, lessons identified, and any recommendations.
- Keep ISM / IM updated

## Action Lists and Terms of Reference for Sub-Groups

- Each sub-group has a suggested Recovery Action Plan.
- It should be noted that these suggestions are not finite, prioritised or exhaustive and any recovery will require a dynamic assessment of the issues and actions required.
- It is recommended that each Sub-Group maintains an Action Plan, and these are then all pulled together for review at RCG meetings. A blank template is available at Annex 3.
- Each action should be given a Priority Rating where:

E	=	Essential
I	=	Important
D	=	Desirable

This assists in focussing the efforts of partners involved in the recovery process, and will enable the RCG meetings to focus on the Essential and Important actions if time is restricted.

- The Status/ Progress column should be colour coded (Red/ Amber/ Green) to quickly highlight how each action is progressing.
- The suggested action lists are intended to be generic for most situations where a formal recovery group has been set up following a major incident although they also act as aide memoire for smaller events where minimal intervention is required.

Terms of Reference (TOR) for these Groups, include guidance on membership and issues that may arise. The Chair and Secretariat shown are suggestions; it is a matter for the LA to decide who is most appropriate perform these roles.

## Example:

Action	By Whom	By When	Status / Progress	Priority Rating
Action required	Allocated to	Timescale	<div style="background-color: red; color: white; padding: 2px;">Use Red /</div> <div style="background-color: orange; color: white; padding: 2px;">Amber /</div> <div style="background-color: green; color: white; padding: 2px;">Green</div> to indicate progress on action	<b>Priority Rating</b> E= Essential I= Important D= Desirable
Assess the overall impact by identifying all the communities affected by the event	LA	Within 2 days	Majority identified. Still hearing about isolated issues	E

See Annex 3 for more details

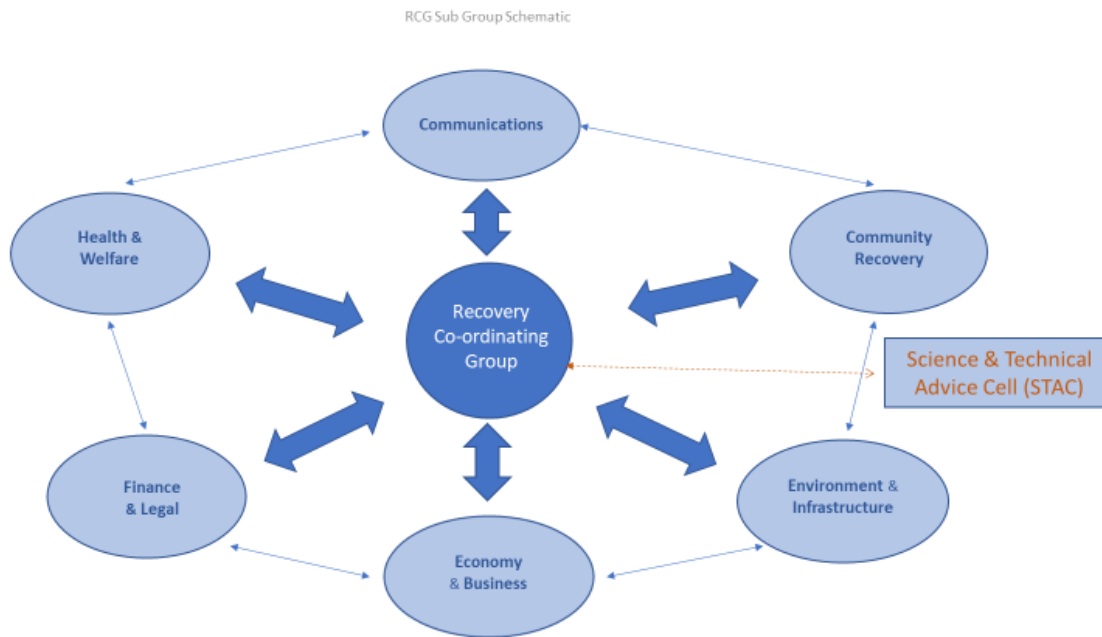
Action List 1: Recovery Coordinating Group (RCG)		
<ul style="list-style-type: none"> <li>The LA leading the multi-agency recovery phase will chair the RCG</li> <li>The RCG needs to be in place as soon as possible during the Response Phase</li> </ul> Consider: <ul style="list-style-type: none"> <li>Impact Assessments and Action Lists</li> </ul>		
This list is not prescriptive, exclusive or prioritised, but all entries <u>will need</u> to be considered – all incidents, and therefore the recovery, vary and will require a dynamic assessment of issues and actions required (If an item is not required or relevant mark with an X to show it's been considered or leave as still outstanding if you need to review it later)		
Action	Detail	Tick Done
Start a Recovery Log	<ul style="list-style-type: none"> <li>Record details of all activities related to the incident, the timing of all meetings, decisions and persons contacted.</li> <li>Include the names of the group members.</li> <li>Link into RADAR</li> </ul>	
During the Response phase	<ul style="list-style-type: none"> <li>Focus on the recovery and protection of unique critical documents (specialist contractors can advise on the preservation of damaged documents)</li> <li>Assist with arrangements for building control and public health inspections and the clean-up of any affected areas</li> <li>Consider the clean-up of affected area, including building inspection, demolition, repair and disposal of materials</li> <li>Find out who was responsible for the site or issue</li> <li>Liaise with the Cleansing Team on the collection requirement and with Devon County on any specialist disposal requirement</li> <li>Liaise with South West Water on the liability/costs on any clean-up of sewerage issues</li> </ul>	
As soon as possible	<ul style="list-style-type: none"> <li>Gather information on the incident and carry out an <b>Impact Assessment</b> and link with the Police re the <b>Community Impact Assessment</b> (if they do one) covering the physical, psychological and economic impacts on residents, businesses, infrastructure and environment</li> </ul>	
Liaise with the Comms Group (Action List 6)	<ul style="list-style-type: none"> <li>Provide information regarding the recovery</li> </ul>	
Devise a Recovery Strategy and Plan	<ul style="list-style-type: none"> <li>Determine at an early stage if there is an opportunity for longer term regeneration &amp; economic development as part of the recovery process</li> <li>Priorities – Humanitarian and Welfare; Comms (Media/PR); Environment and Infrastructure; Finance and Legal; Community Recovery Committee; Business and Economic Recovery (see relevant Action Cards)</li> <li>Link with Science and Technical Advice Cell (STAC), when set up</li> <li>Consultees</li> <li>Funding</li> <li>Resource requirement</li> <li>Monitoring and protection of public health</li> </ul> <b>Set milestones:</b> <ul style="list-style-type: none"> <li>Public services / Utilities returned to normal levels</li> <li>Transport infrastructure is running normally</li> <li>Local businesses are trading normally</li> <li>Tourism in the area has been re-established</li> </ul>	
Support to the Community	Consider the following: <ul style="list-style-type: none"> <li>Liaise with the local community, make sure they are fully involved in the recovery / regeneration process, arrange public meetings (surgeries) and consultations, if appropriate</li> <li>Be aware of the finite resources available in the community and do not overburden them</li> </ul>	

	<ul style="list-style-type: none"> <li>• Ensure that RCG remain the co-ordinating body for all subgroups to ensure request are prioritised and negotiated with identified stakeholders and clear messages of our joint response are created at a strategic level (cascading to tactical groups)</li> <li>• Community self-help scheme</li> <li>• Business Continuity</li> <li>• Storage, inspection and distribution of donated items (furniture, white goods and clothing)</li> <li>• Re-housing long-term homeless &amp; provision of housing advice</li> <li>• Grants and Benefits</li> </ul>	
<b>Liaise with the external agencies</b>	<ul style="list-style-type: none"> <li>• Agree the long-term recovery team representation e.g. utilities, politicians, other LAs etc</li> </ul>	
<b>Transfer of site</b>	<p>As the response phase ends the police will want to handover responsibility for the affected areas to the LA. Discuss the criteria, timing and resources required with the Strategic Incident Manager and Incident Manager:</p> <ul style="list-style-type: none"> <li>• Liaise with police on timing</li> <li>• Assess the resources available, for: <ul style="list-style-type: none"> <li>• Fencing / barriers / security staff</li> <li>• Signage / Warning &amp; Informing the local community</li> </ul> </li> <li>• Consider the staffing requirements and the possible need for commercial contractors to carry out the work</li> </ul>	
<b>Support to the Bereaved</b>	<p>County will arrange for the Crisis Support Team, Devon Faith Response Team and the voluntary sector to manage the welfare function within survivor and family and friends' reception centres on behalf of Police Major Disaster Room Managers (MDRM). Link with DCC re:</p> <ul style="list-style-type: none"> <li>• Liaison with next of kin (via Casualty Bureau)</li> <li>• Local families and out of area families affected</li> <li>• Religious needs</li> <li>• Memorial service(s)</li> </ul>	
<b>Financial Matters (see Funding for Recovery Page 51)</b>	<p>Consider:</p> <ul style="list-style-type: none"> <li>• Available funding</li> <li>• Disaster appeal fund – ensure that community groups do not set up their own appeals by making a statement of intent early</li> <li>• Insurance</li> <li>• Salvage</li> <li>• Carrier pays (where an incident involves a company with paying guests or passengers, that company remains responsible for their welfare and the cost of any clean-up operation)</li> <li>• Record of hours spent by staff members during the response</li> </ul>	
<b>Retain</b>	<p>All logs, action lists and communications for post incident evaluation and debrief. Consider appointing a 'librarian' to gather all media reports throughout the recovery process.</p>	
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Identify lead spokesperson for the RCG</li> <li>• Agree key messages</li> <li>• Agree single points of contact for immediate questions/concern for internal and external stakeholders</li> <li>• Identify all agencies lead communications mechanisms and how key messages will be communicated and leveraged</li> <li>• Agree schedule for communication – social media, PR, Web content Public meetings (and posters if required/relevant)</li> <li>• Ensure mop up session to share lessons learned and utilise messages for future events</li> </ul>	

<b>TOR 1: Recovery Coordinating Group (RCG)</b>	
Purpose:	<ul style="list-style-type: none"> <li>• The strategic decision making body for the recovery phase. Able to give the broad overview and represent each agency's interests and statutory responsibilities</li> <li>• Provides visible and strong leadership during the recovery phase</li> <li>• Takes advice from the Sub-Groups, decides the strategy and ensures implementation of the strategy and the rebuilding of public confidence</li> <li>• Ensures the co-ordination and delivery of consistent messages to the public and media.</li> </ul>
Role:	<ul style="list-style-type: none"> <li>• To feed in recovery issues whilst the SCG is running and continue delivery of Recovery function when SCG stands down.</li> <li>• To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery</li> <li>• Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy</li> <li>• To establish appropriate Sub-Groups as required by the incident</li> <li>• To produce an impact assessment on the situation</li> <li>• To co-ordinate the recommendations and actions of the Sub-Groups and monitor progress</li> <li>• To monitor financial matters and pursue funding and other assistance</li> <li>• To agree exit strategy criteria and timescale</li> <li>• Decide the final "state" of the physical infrastructure and natural environment affected by the incident</li> <li>• Deal with other issues that fall outside the scope of the working groups</li> <li>• To provide reassurance to the public and to minimise fear and alarm</li> <li>• To make recommendations, at an early stage, to elected LA 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.</li> <li>• To ensure consideration to equality and diversity needs of communities in all actions and communications</li> <li>• To promote the requirement for all stakeholders to ensure appropriate safeguarding actions around young people or adults at risk of harm.</li> <li>• RCG Chair/Manager should ensure that SCG decisions do not compromise Recovery.</li> </ul>
Chaired:	Named Chief Officer as approved by Chief Executive in consultation with Leadership Group. Chair should appoint a Secretariat to maintain records of all minutes of all RCG meetings, chase actions and co-ordinate a master record of all Sub-Group meetings.
Membership - senior representatives attend as relevant from:	<ul style="list-style-type: none"> <li>• County Council / District/ Unitary Authority</li> <li>• Chair of Community Recovery Committee (if formed)</li> <li>• Environment Agency</li> <li>• Food Standards Agency</li> <li>• Regional Government Office</li> <li>• NHS organisations</li> <li>• Social Care Representative</li> <li>• Public Health England</li> <li>• Animal Health</li> <li>• Utility Companies</li> <li>• Transport Providers</li> <li>• Maritime and Coastguard Agency</li> <li>• Police</li> <li>• Fire and Rescue</li> <li>• Ministry of Defence</li> <li>• Natural England</li> <li>• Site Operator (if relevant)</li> </ul>

<ul style="list-style-type: none"> <li>• Health and Safety Executive</li> <li>• Chairs of Sub-Groups including the chair of the STAC</li> <li>• Voluntary Organisation Representative</li> <li>• Government Decontamination Service (if contamination issues)</li> </ul>
<p>Issues:</p> <ul style="list-style-type: none"> <li>• Personnel</li> <li>• Resources</li> <li>• Public confidence</li> <li>• Finance</li> <li>• Compensation</li> <li>• Politics</li> <li>• Use of military</li> </ul>

The following sub-groups will feed into the RCG.



## Action List 2: Community Recovery

Consider:

- What are the main community concerns?
- What are the needs of the community?
- What community initiatives are already underway?
- Who can inform and advise on the real picture of community need and expectation?

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Action	Tick Done
All actions and decisions are communicated to the RCG	
Assess the overall impact by identifying all the communities affected by the event and their needs – Complete an <b>Impact Assessment</b>	
Understand what resources may be required	
Establish and assist with the formation of Community Recovery Groups to promote self-help as required	
Arrange public meetings in the affected communities	
Maintain a visible presence in the community outside of the public meetings	
Establish central point of contact for third party offers of help	
Update and engage Members (DCC, District, Parish / Town) & MPs	
Issue information to the communities	
Identify alternative locations for displaced facilities such as community buildings	



<b>TOR 2: Community Recovery</b>	
Purpose:	To reflect community concerns, feelings and initiatives and assist in informing the wider community. Assist in Impact Assessment of affected community.
Role:	<p>The group is non-executive and shall, as far as possible, work on the basis of consensus to:</p> <ul style="list-style-type: none"> <li>• Reflect community concerns, feelings and initiatives and bring these to the attention of the Recovery Co-ordinating Group</li> <li>• Assist in informing the wider community of discussions and progress of the Recovery Co-ordinating Group</li> <li>• Liaison with the Business Community and taking their concerns to the Business and Economic Recovery Group</li> <li>• Engaging the community in the recovery process.</li> <li>• Consider the community's interests in the context of overall recovery aims and objectives, including the choice between 'normalisation' and 'regeneration'.</li> </ul>
Chaired:	DCC Head of Communities with Secretariat to be provided by the LA.
Representatives to attend as relevant from:	<ul style="list-style-type: none"> <li>• Parish and/or Town Council Representatives</li> <li>• Local Elected Members for District/Borough/County/Unitary</li> <li>• Resident / Tenants associations</li> <li>• Local schools</li> <li>• Local Businesses</li> <li>• Community groups (including religious faith groups)</li> <li>• Disaster Fund Manager (if established)</li> <li>• Representative from the Recovery Co-ordinating Group</li> </ul>
Issues:	<ul style="list-style-type: none"> <li>• Insurance</li> <li>• Communications</li> <li>• Widespread Concerns</li> <li>• Community Needs</li> <li>• Initiatives</li> <li>• Emotional and mental health impacts</li> </ul>

<b>Action List 3: Health and Welfare</b>
<p>Consider:</p> <ul style="list-style-type: none"> <li>• What injuries have been caused to people (numbers / seriousness / medical treatment / sufficient facilities)?</li> <li>• Has the mass fatalities plan been implemented?</li> <li>• What are the parameters of who receives help?</li> <li>• Has temporary accommodation been provided as a result of evacuation?</li> <li>• Are there any implications for the food chain?</li> <li>• Have any emergency feeding arrangements been implemented?</li> <li>• Have any material aid, e.g. clothing &amp; bedding been provided?</li> <li>• Has a Humanitarian Assistance centre been set up?</li> <li>• Has public help line been set up?</li> <li>• Has a victim’s support group been formed?</li> <li>• Have interpretation services been used?</li> <li>• Has MOU assistance been provided by other Local Authorities / Agencies?</li> <li>• Have volunteers/ agencies been used?</li> <li>• Has the appeal fund been implemented?</li> </ul>
<p>This list is not prescriptive, exclusive or prioritised, but all entries <u>will need</u> to be considered – all incidents and therefore the recovery vary and will require a dynamic assessment of issues and actions required (If an item is not required or relevant mark with an X to show it’s been considered or leave as still outstanding if you need to review it later)</p>

<b>Action</b>	<b>Tick Done</b>
All actions and decisions are communicated to the RCG	
Assess the overall impact by identifying all the communities affected by the event and their needs – Complete an <b>Impact Assessment</b>	
Co-ordinate health and welfare assistance by the available agencies, including voluntary	
Establish database of affected people by collating from all relevant sources	
Assess impact on health related services including LA and community resources	
Publicise changes to health related services during any period of disruption	
Assess impact on vulnerable individuals / establishments	
Provide psychological support	
Provide long term health monitoring if necessary	
Understand what resources may be required	
If necessary implement the mass fatalities plan	
Establish exclusion / isolation zones or other countermeasures	
Assess temporary or longer term accommodation requirements	
Co-ordinate donated goods / materials (includes storage, management & distribution)	
Recognition of the effect on faith communities	
Support arrangement for funerals	
Consider financial assistance for: Loss of income or displaced families	
Assistance with insurance, advice services and Legal Aid	
Consider an Appeal fund	
Memorials events – week after, year after, where and led by whom	

<b>TOR 3: Health and Welfare</b>	
Purpose:	<ul style="list-style-type: none"> <li>To co-ordinate the provision of full range of practical assistance, support and, where necessary, counselling to those directly or indirectly affected by the emergency</li> <li>Enable the community easy access to the required assistance</li> <li>Bring together relevant Health expertise.</li> </ul>
Role:	<ul style="list-style-type: none"> <li>Provide welfare to those affected</li> <li>Allocation of welfare tasks to individual agencies</li> <li>Co-ordination of welfare assistance in order to avoid duplication of effort</li> <li>Collation of data on affected persons</li> <li>Prepare a health monitoring and protection strategy</li> <li>Maintain normal Health Service</li> <li>Establish extra health services if required</li> <li>Ensure public are informed about any health implications.</li> </ul>
Chaired:	<p>DCC Chief Officer Communities, Public Health Environment and Prosperity to Designate Officer</p> <p>And/ Or</p> <p>Chief Officer for Adult Care &amp; Health to Designate Officer or their designated officer with secretariat by the LA.</p>
Representatives to attend as relevant from:	<ul style="list-style-type: none"> <li>County / District / Unitary Council, including: <ul style="list-style-type: none"> <li>Adult Social Services</li> <li>Children’s Services</li> <li>Environmental Health Officer</li> <li>Emergency Accommodation Officer</li> <li>Legal and Democratic Services (Elected Members)</li> <li>And others as necessary</li> </ul> </li> <li>NHS England</li> <li>Ambulance Service</li> <li>Strategic Health Authority</li> <li>Public Health England</li> <li>STAC</li> <li>Food Standards Agency</li> <li>Voluntary Sector (e.g. British Red Cross, WRVS, Salvation Army, CAB, Samaritans)</li> <li>Faith Groups</li> <li>Pension Services</li> <li>Disability carers services</li> <li>Benefits Agencies</li> <li>Incident Care Team from the relevant Train Operating Company if a train crash.</li> </ul>
Issues:	<ul style="list-style-type: none"> <li>Facilities and Casualties</li> <li>Health Concerns</li> <li>Emotional Support</li> <li>Health Services</li> <li>Emotional and Mental Health Impacts</li> <li>Food Shortages</li> </ul>

- Insurance
- Evacuees – short and long-term concerns
- Housing
- Benefits and grants
- Race and language concerns
- Contractors
- Education
- School closures

## Action List 4: Business and Economic

Consider:

- Has there been any temporary or permanent closure of operations or business?
- Has 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 (e.g. a fall in visitor numbers)?

This list is not prescriptive, exclusive or prioritised, but all entries will need to be considered – all incidents and therefore the recovery vary and will require a dynamic assessment of issues and actions required (If an item is not required or relevant mark with an X to show it's been considered or leave as still outstanding if you need to review it later)

Action	Tick Done
All actions and decisions are communicated to the RCG	
Assess the overall impact by identifying all the communities affected by the event and their needs – Complete an <b>Impact Assessment</b>	
Have a central contact database of business affected – data collected from business rates, Google Street View, Mint, Economy team, Environmental Health	
Set up a closed Facebook group for businesses to join, to enable quick communication and discussion	
Evaluate the impact on the areas main business sector(s) trading operations and environment, accessibility for customers and suppliers, and essential services	
Assist businesses affected to enable them to resume normal business as quickly and effectively as possible; including Business Continuity advice for any future incidents.	
Assist businesses to access finance from third parties, grants or rent for alternative premises	
Help to promote the area as 'open for business'	
Facilitate access to buildings and as early return as possible to premises	
Assistance with advice services, for example, in conjunction with the ABI	
Provide a single point of contact to provide information to the business community via telephone, drop in centre, Facebook, website and or leaflets as appropriate	
Assist building confidence in the business community within the area and to internal and external investors / customers	
If businesses are closed for a prolonged period, assist staff in finding alternative employment	
Work with DWP / JCP in providing advice for employees affected	

<b>TOR 4: Business and Economic</b>	
Purpose:	<ul style="list-style-type: none"> <li>• Assess the economic implications for the affected area and provide assistance</li> <li>• Enable businesses affected by the emergency to resume trading as soon as possible.</li> </ul>
Role:	<ul style="list-style-type: none"> <li>• To support affected businesses and employees</li> <li>• To devise an economic recovery strategy that takes account of any longer term strategic regeneration and economic development opportunities in the affected area</li> </ul>
Chaired:	DCC Head of Economy Enterprise & Skills or Local Enterprise Partnership or relevant Devon/Regional Business network lead. Secretariat to be provided by organisation providing the chair.
Representatives to attend as relevant from:	<ul style="list-style-type: none"> <li>• District / County / Unitary Council</li> <li>• Regional Government Office (RED)</li> <li>• Jobcentre Plus</li> <li>• Local Business Forums / Networks</li> <li>• Chambers of Commerce / FSB / CBI</li> <li>• Local Tourist Board</li> <li>• Trade Unions</li> <li>• Trade Associations / Retail Forums</li> <li>• Association of British Insurers</li> <li>• Other agencies as required, e.g. National Trust, National Farmers Union, etc.</li> <li>• Local Enterprise Partnership representatives.</li> <li>• City / Town Centre Management / Business Improvement District</li> </ul>
Issues:	<ul style="list-style-type: none"> <li>• Businesses affected</li> <li>• Tourism</li> <li>• Grants</li> <li>• Council Tax and Rates</li> <li>• Farming</li> <li>• Road and Rail closures</li> <li>• Compensation</li> <li>• Recruitment</li> <li>• Unemployment</li> <li>• Reluctance to deliver and trade from outside</li> <li>• Insurance</li> </ul>

## Action List 5: Environment and Infrastructure

Consider:

- What structural and safety assessments have been carried out on:
  - 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)
  - Religious buildings
- Are there any hygiene issues with sanitation, clean water or food?
- Are there any issues with disposal of dead, diseased or injured farm stock?
- Have any flood defences been affected?
- Are there any environmental assessment/evaluations?
- Does the incident involve hazardous/CBRN material?
- Is decontamination required?
- 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?

This list is not prescriptive, exclusive or prioritised, but all entries will need to be considered – all incidents and therefore the recovery vary and will require a dynamic assessment of issues and actions required (If an item is not required or relevant mark with an X to show it's been considered or leave as still outstanding if you need to review it later)

Action	Tick Done
All actions and decisions are communicated to the RCG	
Assess the overall impact by identifying all the communities affected by the event and their needs – Complete an <b>Impact Assessment</b>	
Develop strategy with the community on how they can be involved in physical rehabilitation	
Identification of ownership of land, premises and infrastructure	
Prioritise sites for attention	
Identification and procurement of resources / plant required	
Identify local expertise 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 nature of damage to essential services / assets, building / structural, transport, health and educational infrastructure	
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"> <li>• Temporary structures</li> <li>• Redesign</li> <li>• Repair</li> <li>• Rebuilding</li> <li>• Ensure appropriate finance is in place</li> </ul>	
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	
Take appropriate steps to ensure prohibition notices or regulatory activities are carried out to prevent harm and mitigate risk	



<b>TOR 5: Environment and Infrastructure</b>	
Purpose:	Use expertise to give viable options for clean-up, repair and replacement. Liaise closely with stakeholders.
Role:	<ul style="list-style-type: none"> <li>• To develop a preferred strategy for submission to, and agreement by, the RCG, to cover cleaning, repair or replacement of the physical infrastructure and clean-up of the natural environment to an agreed state</li> <li>• Review integrity of key assets and prepare strategy for reinstatement where required</li> <li>• To implement the agreed strategy(s).</li> </ul>
Chaired:	DCC Head of Planning, Transportation and Environment (Or their Designated Lead Officer). Secretariat by the LA.
Representatives to attend as relevant from:	<ul style="list-style-type: none"> <li>• District / County / Unitary Council, including: <ul style="list-style-type: none"> <li>• Environment Health Officer</li> <li>• Waste Disposal Officer</li> <li>• Transport and Highways</li> <li>• Neighbourhood Management</li> <li>• Conservation Officer</li> <li>• Planning Officer</li> <li>• And others as necessary</li> </ul> </li> <li>• Environment Agency</li> <li>• Public Health England</li> <li>• NHS England</li> <li>• Police (if issues around security of sites)</li> <li>• Utility and Transport organisations</li> <li>• Food Standards Agency</li> <li>• Animal Health</li> <li>• National Trust / English Heritage / Natural England (if historic sites or protected areas are affected)</li> <li>• Other agencies such as the Government Decontamination Service, etc.</li> </ul>
Issues:	<ul style="list-style-type: none"> <li>• Waste</li> <li>• Compensation</li> <li>• Resources</li> <li>• Livestock</li> <li>• Countermeasures</li> <li>• Contamination</li> <li>• Natural Environment</li> <li>• Clean-up</li> <li>• Infrastructure</li> </ul>

## Action List 6: Communications

Consider:

- Has an LRF Communication Plan been implemented?
- Have any of the following been put into operation:
  - Public information hotlines
    - For local residents
    - For relatives
    - Businesses
  - Public information points / drop in centres Regular printed bulletins / newsletters
  - Web pages / e-bulletins specific to the emergency
  - The use of Social Media (Twitter, Facebook etc)
  - Interpretation / translation facility
  - Alert schemes?
- What is the viability of these continuing into recovery stage?
- List of all media who have to date expressed an interest in emergency?
- Were any specific issues raised during response stage that has implications for communication during recovery?
- Has a Media Advisory Group been established
- Has the handover from lead response organisation to the LA been publicised?

This list is not prescriptive, exclusive or prioritised, but all entries will need to be considered – all incidents and therefore the recovery vary and will require a dynamic assessment of issues and actions required (If an item is not required or relevant mark with an X to show it's been considered or leave as still outstanding if you need to review it later)

Action	Tick Done
All actions and decisions are communicated to the RCG	
Assess the overall impact by identifying all the communities affected by the event and their needs – Complete an <b>Impact Assessment</b>	
Identify a lead agency to communicate activity and key messages	
Co-ordinate communications across all recovery groups, including attending meetings if resources permit	
Consider longer-term strategy: <ul style="list-style-type: none"> <li>• Key target audiences, including those inside and outside of the area</li> <li>• Key messages, with a focus on public/business reassurance and rebuilding area's image.</li> <li>• Mechanisms to ensure multi agency working and consistency of message.</li> <li>• Key spokespersons, both overall and for specific aspects of the recovery period</li> </ul>	
The communications strategy should consider: <ul style="list-style-type: none"> <li>• Media relations / information programme, including media information about the handover itself</li> <li>• Resources needed to deliver the above and maintain mainstream / ongoing communications work</li> <li>• Web content / presence</li> <li>• The use of Social Media</li> <li>• Public information helplines</li> <li>• Publications /printed materials</li> <li>• Exhibition /display materials</li> <li>• Drop in / information centres</li> <li>• Interpretation and translation</li> <li>• Public forums /meetings</li> <li>• Information points</li> <li>• Tailored activities for hard to reach groups</li> </ul>	
Have the following key groups been informed and kept in communication with:	

<ul style="list-style-type: none"> <li>• Residents</li> <li>• Key business partners /employers</li> <li>• Elected members</li> <li>• Staff in all agencies</li> </ul>	
<p>Consider use of “trusted” individuals to get the message across, including those from the communities affected</p>	
<p>Work closely with identified and engaged voluntary and community sector reps to ensure engagement is maximised in identified localities.</p>	
<p>Identify who will lead on response to government or other key public bodies.</p>	

<b>TOR 6: Communications</b>	
Purpose:	<ul style="list-style-type: none"> <li>• Continue and expand upon the work of media team’s set-up during the response phase</li> <li>• Listen and act upon community concerns</li> <li>• Ensure that the public and media are fully informed and consulted</li> <li>• Ensure that all information is understandable and accessible to all, including hard to reach groups</li> <li>• Oversee the communications output of all other sub-groups</li> <li>• Address local, regional and national communication issues</li> <li>• Allow communities to make informed decisions.</li> </ul>
Role:	<ul style="list-style-type: none"> <li>• To ensure effective communication and consultation with affected communities</li> <li>• To formulate an overall Communications Plan</li> <li>• To ensure all information presented to the affected communities is in an understandable language</li> <li>• To ensure the involvement of stakeholders</li> <li>• To ensure consistency of message</li> <li>• To react to negative media stories and misinformation</li> <li>• If possible to have representation on the other Sub-Groups</li> <li>• To ensure that all staff, elected members and those involved are kept informed.</li> </ul>
Chaired:	DCC Head of Communications and Media. Secretariat by LA.
Representatives / press officers from:	<ul style="list-style-type: none"> <li>• County / District / Unitary Councils</li> <li>• Police</li> <li>• NHS England</li> <li>• Public Health England</li> <li>• Other Stakeholders E.g. Site Operator, Tourist Board, LRF representative from Local Media, etc. are affected)</li> </ul>
Issues:	<ul style="list-style-type: none"> <li>• Keeping media onside with messages</li> <li>• Clear concise, accessible and understandable information</li> <li>• Methods of getting it into the public arena</li> <li>• Conflicting messages from sources</li> <li>• Best way to speak to the public</li> </ul>

## Action List 7: Finance and Legal

Consider:

- 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?

This list is not prescriptive, exclusive or prioritised, but all entries will need to be considered – all incidents and therefore the recovery vary and will require a dynamic assessment of issues and actions required (If an item is not required or relevant mark with an X to show it's been considered or leave as still outstanding if you need to review it later)

Action	Tick Done
All actions and decisions are communicated to the RCG	
Assess the overall impact by identifying all the communities affected by the event and their needs – Complete an <b>Impact Assessment</b>	
Maintain accurate, auditable records	
Compile any business cases required and submit to central government or others	
Advise the RCG on legislative 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	
Co-ordinate the compilation of material for inquiries, etc	
Advice to LA Lead Members and Committees related to decisions and local challenge.	

<b>TOR 7: Finance and Legal</b>	
Purpose:	To assess the financial and legal implications for the affected area and provide advice to the RCG.
Role:	<ul style="list-style-type: none"> <li>• To ensure appropriate and proportionate levels of core funding is made available</li> <li>• Access emergency funds and to explore different streams for financial aid</li> <li>• To monitor all recovery work expenditure and report to RCG</li> <li>• To consider any litigation, criminal, or public enquiry issues.</li> <li>• Ensure appropriate use of available powers to mitigate harm and risk</li> <li>• Liaise with insurers of public buildings and community spaces to ensure expedited access to support and funds</li> </ul>
Chaired:	DCC Chief Officer for Legal, HR and Communications (Or their Designated Lead Officer). Secretariat to be provided by the LA
Representatives (as appropriate) from:	<ul style="list-style-type: none"> <li>• District / County / Unitary Council – representatives as appropriate, e.g.: <ul style="list-style-type: none"> <li>• Finance Officers</li> <li>• Legal Officers</li> </ul> </li> <li>• Police Force</li> <li>• Other organisations as appropriate.</li> </ul>
Issues:	<ul style="list-style-type: none"> <li>• Loss of business rates</li> <li>• Loss of council tax revenue</li> <li>• Housing provision costs</li> <li>• Education costs</li> <li>• Social Services costs</li> <li>• Increase in benefits payments</li> <li>• Depleted community economic base</li> <li>• Uninsured losses</li> <li>• Litigation</li> <li>• Claims</li> </ul>

<b>Action List 8: Science and Technical Advice Cell (STAC)</b>
<b>NOTE: THIS GROUP IS SET UP AND LED BY PUBLIC HEALTH ENGLAND WHEN REQUIRED</b>
Considerations and actions for this group will depend on the type of incident that has occurred.
This list is not prescriptive, exclusive or prioritised, but all entries <u>will need</u> to be considered – all incidents and therefore the recovery vary and will require a dynamic assessment of issues and actions required (If an item is not required or relevant mark with an X to show it’s been considered or leave as still outstanding if you need to review it later)

Action	Tick Done
All actions and decisions are communicated to the RCG	
Assess the overall impact by identifying all the communities affected by the event and their needs – Complete an <b>Impact Assessment</b>	

<b>TOR 8: Science and Technical Advice Cell (STAC)</b>	
Purpose:	To co-ordinate and provide specialist scientific and technical advice including on public health and the environment.
Role:	<ul style="list-style-type: none"> <li>To provide a common source of science and technical advice to the SCG and RCG</li> <li>To monitor and corral the responding science and technical community to deliver on the RCG’s high-level objectives and immediate priorities</li> <li>To agree any divergence from agreed arrangements for providing science and technical input</li> <li>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</li> <li>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</li> <li>To identify other agencies/individuals with specialist advice who should be invited to join the cell in order to inform the response</li> <li>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</li> <li>To liaise between agencies represented in the cell and their national advisors to ensure consistent advice is presented locally and nationally</li> <li>To ensure a practical diversion of effort among the scientific response to avoid duplication and overcome any immediate problems arising</li> <li>To maintain a written record of decisions made and the reasons for those decisions.</li> <li>See also the LRF STAC Plan</li> </ul>
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 PHE or NHS. Secretariat to be provided by the organisation providing the chair.
Representatives (as appropriate) from:	<ul style="list-style-type: none"> <li>RCG Liaison</li> </ul>

- Relevant emergency service technical advisors
- NHS England
- Public Health England
- 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.

Issues:

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



## Annex 1- Agenda for the first Recovery Coordinating Group meeting

Suggested initial agenda for the RCG:

- Introductions
- Common Recognised Information Picture (CRIP) or Common Operating Picture (COP) (so everyone understands what is known, location, scale etc)
  - Briefing/ progress report
- Latest impact assessment which must include: Human Aspects, Environment, Economy and Infrastructure (priorities must be identified in each)
  - 
  - SCG strategy (if incident on-going) including feedback from Incident Management Team (IMT)
  - Has official handover from Response Phase (Police) to Recovery Phase (LA) been completed? - if not recovery will run parallel to response)
- Terms of Reference for the Group
- Membership
  - Responsibilities and authority
  - Other agencies that may be required
- Agree recovery strategy (including detailed objectives, action plan and targets as necessary)
- Immediate actions/ or urgent issues related to the incident
- Recovery action plan formulation and delegations of tasks (including deciding what Sub-Groups will be 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.

## Annex 2- Agenda for Sub-Group meeting

Suggested agenda for sub-groups:

- Introductions
- Common Recognised Information Picture (CRIP) or Common Operating Picture (COP) (so everyone understands what is known, location, scale etc)
  - Briefing/ progress report
  - Latest impact assessments
  - RCG strategy
- Terms of Reference for the Group
- Membership
  - Responsibilities and authority
  - Other agencies that may be required

The following will ensure that all information is presented to the RCG in a consistent format:

- Situation Report
- RCG requests/Requirement and timelines
- Assessment of Harm, Threat and Risk and decisions to tolerate and mitigate
- Development of Action Plans and Timelines
- Agreed report to RCG/SCG
- Communications – key messages, a target audience, timelines
- Next Meeting

### Annex 3- Action List template

The Action list for each sub-group will be reviewed at the RCG meetings.

- Each action should be given a Priority Rating where:

E	=	Essential
I	=	Important
D	=	Desirable

This assists in focussing the efforts of partners involved in the recovery process, and will enable the meetings to focus on the Essential and Important actions if time is restricted.

- The Status/ Progress column should be colour coded (Red/ Amber/ Green) to quickly highlight how each action is progressing.

Example:

Action	By Whom	By When	Status / Progress	Priority Rating
Action required	Allocated to	Timescale	Use Red / Amber / Green to indicate progress on action	Priority Rating E / I / D

## Annex 4- Tips from past experience

A few suggestions based on previous recovery phases and debriefs on what went well and what could have gone better. This section will no doubt expand over the years.

### Attend meetings

- If you cannot attend a meeting or a teleconference send a deputy. There has to be full engagement from all partners for the recovery to be effective. If an organisation is not represented the group may not be aware of issues.

### Avoid burn-out

- Some people can be too busy, especially if they are involved in both the Response and Recovery phases. Make sure all staff are managed and given breaks.

### Communicate with staff and partner organisations

- Let all staff know what is going on otherwise another part of the organisation could be doing something counterproductive.
- Make partners aware if conducting site visits / reconnaissance after the incident to avoid duplication of effort.

### Donations

- Use Devon Community Foundation to handle any appeal funds
- Consider forging links with a charity to handle donations of clothes etc. They have more experience of handling those goods.

### Elected Members

- Involving Councillors at all levels (County, District, Parish, Town) should be encouraged. Give them a role to get them involved. Engaging with them keeps them involved so that they can pass on the message to their communities and get direct feedback from them

### Funding

- Don't miss out on information and therefore funding. Make sure you are kept aware of the various funding pots which different ministers might make available.

### Helplines

- Use a dedicated number rather than a number identified with an individual. Then the number can be closed down at the end of the recovery.

### Public Meetings and Information

- Book venues and people for public meetings asap. You may end up cancelling if not required but better to get it in the diary early
- Man the venue with Customer Service staff to help control the meeting and venue
- The panel must be able to answer
- Drop in events given residents a chance to hear what is being done and are good for the LA's reputation. It is also an opportunity to get elected members involved to offer support.
- Community support is vital.
- Public meetings can be difficult with heightened tensions from individuals wanting to push their own priorities.
- The Media can be helpful, but when dealing with challenging issues for the community there may be some benefit from excluding them from meetings.
- Consider appointing a Residents Liaison Officer, (keep job description vague) need someone used to dealing with questions and with a good knowledge of the organisation.
- A physical residents' information board can be helpful.

**Record Keeping**

- Appoint someone as a Librarian to keep all photos, press articles etc. This will help with ‘before’ and ‘after’ information for insurance claims.
- Request photographs be sent in from a network of locals / staff to show the extent of the damage (remind them not to put themselves in danger)

**Social Media**

- Get Facebook and Twitter working in unison to keep ahead of the expectation of the affected communities
- Setting up mass communications (SMS) can take time but worth it if in place quickly
- If set up in advance WhatsApp can be a good way to quickly spread information.
- A dedicated webpage or Facebook page is a useful way to keep residents or businesses informed.
- Get your Communications team fully involved.
- Use the Devon Community Resilience Forum to help spread communication, especially around the distribution of funding pots.

**Share Information**

- Collation of data, particularly in the early stages can be difficult e.g. when trying to gather flood information. Need accurate data to assess the level of response required.
- Conflicting information on different spreadsheets can also be confusing so try to keep one record.

**Professional expertise**

- Get early involvement from Finance, Insurance and Health & Safety colleagues.

# Part 4



## Recovery Plan

(Background and useful information in respect of Recovery)

Produced by Devon Emergency Planning Partnership



This is Part 4 of the 5 Part DCC Response and Recovery Plan

Also available are:

Part 1 -	Response Action Cards, Checklists and Guidance Documents
Part 2 -	Background and useful information in respect of Response
Part 3 -	Recovery Action Cards, Checklists and Guidance Documents
Part 4 -	Background and useful information in respect of Recovery
Part 5 -	Key Roles and Emergency Telephone Directory

This plan is the intellectual property of the Devon Emergency Planning Partnership (DEPP) and it cannot be copied without express permission of DEPP. The information contained will be reviewed and updated following changes in legislation, good practice or learning from exercise and incident debriefs

The Incident Response & Recovery Plan is owned by Devon Emergency Planning Service (DEPP) and its partners. The information contained will be reviewed and updated following changes in legislation, good practice or learning from exercises and incidents.

## Plan Exercises

This plan will be exercised in accordance with the DEPP training and exercising protocol.

## Record of Amendments

Amendment Number	Date Issued	Details of Amendment	Date Inserted	Initials

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The information in Part 4 is designed to be easily read and understood by individuals that do not necessarily deal with the recovery from an emergency incident on a regular basis. It is intended to provide sufficient detail to be effective without the requirement to understand the document in its entirety.

It is essential that those involved in any recovery are fully conversant with their respective roles and responsibilities, in order that they can act in a controlled, prompt and professional manner. Part 3 contains Action Cards as aide memoires for the roles associated with recovery.

The web version of the overall plan will be checked regularly. If you discover a broken link please contact [DEPP@devon.gov.uk](mailto:DEPP@devon.gov.uk)

Printed versions should be checked for updates on a regular basis.



## What is Recovery?

*“Recovery is defined as a process of rebuilding, restoring and rehabilitating the community following an emergency. Although distinct from the response phase, recovery should be an integral part of the response from the very beginning, as actions taken during the response phase can influence the longer-term outcomes for a community.”*

*“Recovery may take months or even years to complete, as it seeks to support affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social and physical well-being. The process of rebuilding, restoring and rehabilitating the community following an emergency or disaster, continues until the disruption has been rectified, demands on services have been returned to normal levels, and the needs of those affected have been met.”*

## Purpose of Recovery

The purpose of providing recovery support is to assist the affected communities towards management of its own recovery. It is recognition that where a community experiences a significant emergency, there is a need to supplement the personal, family and community structures which have been disrupted.

## Principles of Recovery

- **Recovery is best achieved where the recovery process begins immediately from the moment the incident begins. It is recommended that if resources allow, the Recovery Coordinating Group (RCG) is set up on the first day of the emergency incident. This will be led by the relevant Local Authority (LA).**
- Management should recognise the complex, dynamic and protracted nature of recovery processes, the changing needs of those affected including individuals, families and community groups over time.
- It is an enabling and supportive course of action, which allows businesses, individuals, families and communities to process information, guidance, specialist services and resources.
- Swift establishment of planning and management arrangements which are accepted and understood by those assisting the response and the communities affected.
- Recovery is best approached from a community development perspective and is most effective when conducted with active participation of the affected community and with a strong reliance on local capacities and expertise. The private sector and wider community will play a crucial role.
- Agencies involved in human welfare have a major role to play at all levels of the decision making process, which may influence the well-being of those affected.
- Recovery should be supported by training and exercising to ensure those agencies likely to be involved in the recovery process are properly prepared for their role.
- The recovery process is a comprehensive and integrated framework to manage all potential emergencies in a timely, fair and equitable manner with sufficient flexible and diversity for all community needs.

## Recovery Structure and Sub-Groups

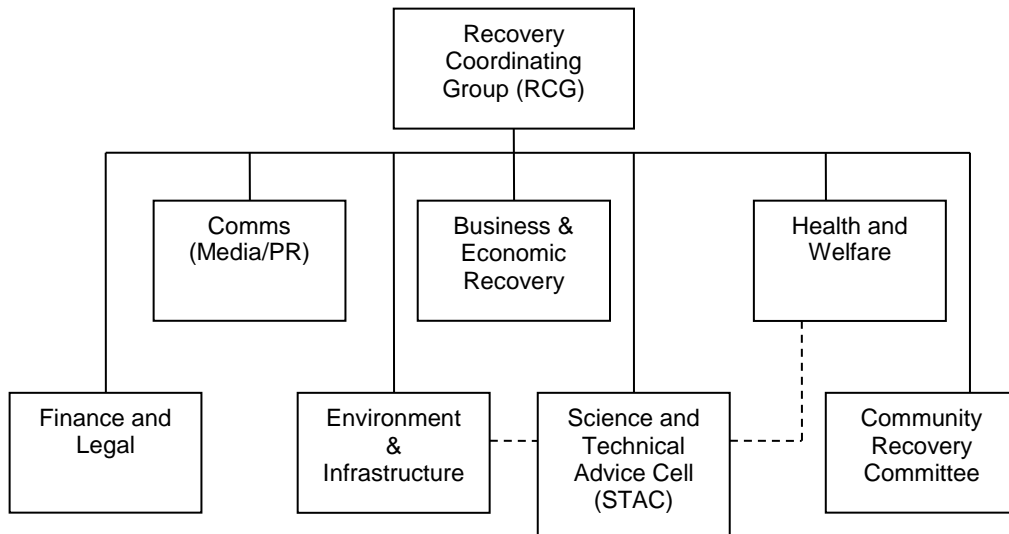
The lead LA should be decided as soon as possible during the response phase. A decision will need to be made in conjunction with other affected LAs as to which authority will lead the recovery process. It is the responsibility of the lead LA to initiate the RCG and chair it.

Normally that that decision would be determined by:

- One District affected - District leads
- More than one District affected – the County or a District leads

- Cross border with a Unitary Authority - agreement between the top tier local authorities to coordinate, normally based on worst affected area

The lead LA will need support from a wide range of multi-agency partners. This structure is for guidance only as it may not be necessary to establish all the sub-groups, depending on the scale / type of incident.



Terms of Reference and Action Cards for each group including guidance on membership and issues that may arise are included in Part 3.

Initially, it is advisable to start big and scale down. An early assessment should be made of the responding organisations’ capacity and resources and mutual aid agreements activated, as required.

With often limited resources some individuals may be involved in both the response and recovery phases at the same time. Whilst onerous on those involved it can be beneficial to consider both phases simultaneously to ensure that nothing is forgotten and that a seamless changeover from one phase to the other can be achieved when the time is right to do so.

Services across LAs, both district and county, will need to be joined-up to ensure appropriate assistance is available to affected communities.

It is essential that LAs engage fully with the community and elected members at all levels during the recovery process. LAs will be under pressure to restore services interrupted by the incident, and will need to demonstrate that they are coping to enhance public confidence. **LAs will be judged on how quickly things get back to normal.**

LAs have a statutory responsibility to provide welfare support and will take a leading role both at the strategic and operational levels during the recovery phase. Local responders will identify the needs of those affected considering cultural factors, such as language, faith and belief, and other needs. All support should be appropriate and based on knowledge about the community and the diverse needs of its population.

## Activation of the RCG / Roles and Responsibilities

Activation is initiated by the lead LA. The RCG should quickly develop a strategy and inform the SCG of this strategy to ensure decisions made by SCG do not compromise the recovery. The RCG should report to the SCG until it stands down.

Membership of the RCG will be determined by the type of incident. (See Part 3 for Terms of Reference and Action Lists).

Each LA will need to work closely with each other to fulfil the LAs roles and responsibilities to:

- Chair the RCG and provide support staff, if required.
- Lead on providing support to the local community working with community groups and residents.
- Deal with any highways issues 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 sector.
- Coordinate the local political involvement.
- Provide humanitarian assistance, including through Humanitarian Assistance Centres, if appropriate.
- Provide alternative accommodation for displaced persons.
- Work with utilities suppliers to coordinate the restoration of the utilities services.

## Location for the RCG

Although not essential, in the early part of the recovery phase it may be beneficial to physically locate members of the RCG together to avoid the demands of the 'day job' which could be a distraction to the recovery process. Being co-located also ensures those agencies not involved in the response phase will get integrated into the process.

The frequency of meetings will be determined on a case-by-case basis. In the early stages, the group may meet frequently throughout the day, over time this will reduce but meeting will continue until the recovery is complete which could be weeks, months or years.

Accurate records of all meetings must be kept. There needs to be a clear audit trail with a record of timings, notifications, decisions, actions and expenditure.

## Setting the Strategic Objectives

At an early stage a clear recovery strategy should be developed and agreed by the RCG. The recovery strategy will cover some, or all of the following:

- An Impact Assessment (covering impacts on residents, businesses, infrastructure, environment etc) should be carried out as soon as possible and regularly updated.
- Determine the priorities for the RCG and sub groups, taking into consideration the welfare of the people within the communities as well as political, economic, commercial and business

interests

- Determine if there is an opportunity for longer term regeneration and economic development as part of the process. Is there an opportunity to enhance the resilience of the area (physical and social)?
- A recovery action plan involving all agencies, and fitting the needs of the incident is developed.
- The community is fully involved in the process by being represented within the RCG.
- Ensuring agencies work closely with those directly affected, including the monitoring and protection of public health.
- Restoring utilities (e.g. gas, water and sewerage) and transport networks as soon as practicable.
- Establishing a pro-active and integrated framework of support to business.
- Ensure all affected areas are restored to an agreed standard so that they are suitable for their defined future purposes.
- Coordinating environmental protection and recovery issues.
- Organising the information and media management.
- Having effective protocols in place for involvement and liaison with local and national politicians.

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

Targets / milestones may include:

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

## Communicating with affected communities

Quickly get to grips with social media. Make sure we lead the direction of the conversation rather than let others take the lead.

At an early stage consider holding public meetings, to include senior representatives from all the agencies involved, to present a clear multi-agency strategy and answer questions authoritatively. Councillors should also be included.

Establish drop in centres to allow the public access to information on a whole range of problems and focal points for assistance should be equally high on the agenda. Consider using mobile units during a wide area event until suitable buildings are made available.

It may be useful to produce a leaflet containing helpful information which can be distributed to households at the time an incident occurs. An example may be for flooding.

Consideration should be given to setting up an appeal fund at an early stage, although see Spontaneous Donations.

Advice and assistance should also be made available to the business community.

Recovery that involves chemical or radiological hazards creates a whole new range of challenges whereby relevant LRF / other plans will need to be activated, e.g. LRF Chemical, Biological, Radiological and Nuclear [explosion] (CBRNe) Plan, Public Health England has produced documents which are comprehensive and will provide [guidance](#) for these and other forms of incident as well.

The National Recovery Guidance provides research and learning from past major emergencies. Guidance primarily aimed at local responders and developed in line with the Civil Contingencies Act (CCA) on recovering from an emergency in the UK.

## Handover from Response to Recovery

In the early stages of an incident it is likely that response and recovery will be running in parallel but at some stage the response phase will come to an end and the emergency services will look to pack up and handover responsibility to the lead LA.

**Do not be too quick to accept the handover as there are possible financial advantages to staying in the Response phase of the incident for as long as possible. Bellwin only applies to the Response phase, not to Recovery costs.**

The criteria for assessing when the handover can take place are:

- The emergency is contained and there is no significant risk of resurgence.
- Public safety measures are in place and working effectively.
- RCG (and supporting sub-groups) is firmly established and pro-active.
- The Emergency Centre (if operational) is functioning effectively and has the necessary:
  - Resources
  - Communications
  - Media coordination support.
- Individual organisations are functioning effectively with adequate:
  - Resources
  - Communications
  - Management of outstanding issues.
- The Lead LA is able to Chair the RCG.

It is recommended that a formal handover process is followed and that:

- A handover document is signed.
- As part of the handover process, consideration to be given to how information collated as part of the response phase is handed over to those responsible for managing the recovery phase.
- Other responding agencies and the community are advised about the handover.

## Identifying Issues and Impact Assessments

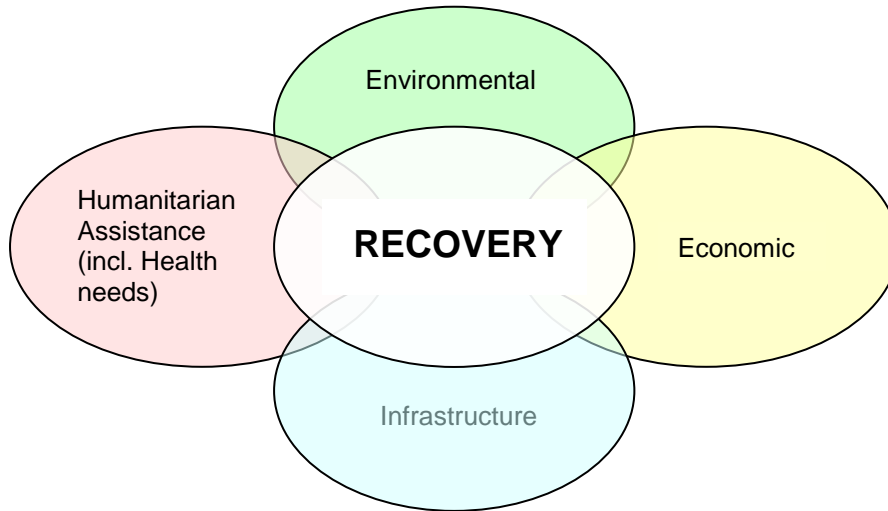
Incidents and emergencies affect communities in a wide variety of ways. To understand what recovery comprises, there is a need to map out who is affected and how the emergency has affected them. See page 63.)

The impact goes well beyond those directly affected by an emergency (e.g. through injury, loss of property, evacuation). It can affect 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.

To understand how emergencies affect individuals and their communities – and thus prioritise and scope the recovery effort – it is important to understand how the incident has impacted the community.

Recovery is built on four interlinked themes; humanitarian, economic, environmental and infrastructure. Impact assessments are the responsibility of each Task Group Chair and will inform the overall Recovery Impact Assessment.

FIG iii



The [National Recovery Guidance](#) includes topic sheets on common issues and for each of these four themes. For individual links see table 8.3 .

Some examples of the types of issues that may be faced include:

Humanitarian Assistance (including Health)	Physical impacts (including individuals’ health, housing financial needs)
	Psychological impacts
	Deaths
	Community displacement
Economic	Economic and business recovery
Infrastructure	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 properties
Environmental	Pollution and decontamination
	Waste
	Natural resources

8.3 Topic sheets on the following subjects can all be found in the [National Recovery Guidance](#). They are intended to be used as guidance during planning, however they may be useful as a quick reference note when dealing with recovery. The topic sheets also have links to case studies from previous incidents across the UK.

<a href="#">Common Issues</a>	Recovery structures and processes
	Training and exercising
	Data protection and sharing
	Mutual aid
	Military aid
	VIP visits and involvement
	Impacts on LA performance
	Inquiries
	Investigations and prosecutions

	Coroner's Inquests
	Recovery evaluation and lessons identified
<b>Humanitarian Aspects</b>	Needs of people (Health)
	Needs of people (Non Health)
	Financial support for individuals
	Displaced communities
	UK residents affected by overseas incidents
	No-resident UK nationals returning from overseas incidents
	Foreign nationals
	Mass fatalities
	Community engagement
	Commemoration
	Community cohesion
<b>Environmental Issues</b>	Environmental pollution and decontamination
	Dealing with waste
	Animal health and welfare
<b>Economic Issues</b>	Economic and business recovery
	Financial impact on local authorities
<b>Infrastructure Issues</b>	Access to and security of sites
	Utilities
	Repairs to domestic properties
	Historic environment
	Site Clearance
	Dealing with insurance issues
	Damaged school buildings
	Transport

Communities will be affected in different ways, however the likely needs will include:

- Shelter
- Provision of information about what has happened
- 'Hand holding' through or 'signposting' to systems of support and advice, and direction and assistance on how to access support
- Access to financial assistance and advice (benefits/ Criminal Injuries Compensation Scheme, as appropriate)
- Help with legal and insurance issues
- Provisions for health and rehabilitation issues
- Psychological/ counselling provisions for mental health issues including trauma
- Support and assistance in managing media interest
- Family support
- Emotional support
- Communication facilitation – allowing people to meet each other, possibly facilitation of 'support' or 'storytelling' groups
- Where relevant, a link to any ongoing police investigation
- A point of contact for longer-term support and advice.
- Access to financial assistance and advice (benefits/business rates/coordination of donations from the general public/Criminal Injuries Compensation Scheme, as appropriate)

Businesses will also be affected in different ways; their needs may include:

- Regular updates about what has happened and happening
- 'Hand holding' through or 'signposting' to systems of support and advice, and direction and assistance on how to access support

- Help with legal and insurance issues (signposting only)
- Support and assistance in managing media interest
- Assistance in finding alternative premises
- Provide assistance for employees seeking alternative employment
- Messaging and promotion that the area is 'Open for Business'
- Liaison between emergency service and disaster recovery with the business community
- Provision of information about what has happened
- 'Hand holding' through or 'signposting' to systems of support and advice, and direction and assistance on how to access support
- Access to financial assistance and advice (benefits/ Criminal Injuries Compensation Scheme, as appropriate)
- Help with legal and insurance issues
- Support and assistance in managing media interest

## Emergency accommodation for displaced communities

Where there has been damage to properties due to flood or fire displaced families are likely to require assistance with accommodation for several months, while homes are dried out or rebuilt.

Experience indicates that:

- 60% of people evacuated due to an incident leave the area and stay with relatives/friends (& holiday-makers return home). A further 30% of people use available hotels in safe areas. 10% need assisted sheltering.
- In the case of severe flooding, assume 50% of displaced victims require accommodation for up to 3 months, 30% for up to 6 months, and 20% for up to 12 months.

However, figures may vary significantly from these depending on the scale and nature of the emergency, and the make-up of the community and have active channels of communication with the impacted community.

Provision for people who become homeless through no fault of their own is covered in Part 7 of the **Housing Act 1966**, known as "the homelessness legislation", The legislation is not principally designed to deal with emergencies but there is specific provision that means authorities will have a duty to secure accommodation for most people who become homeless as a result of an emergency such as flood, fire or other disaster.

Housing Departments will be aware of other advice and guidance including:

- **Homelessness Code of Guidance to Local Authorities.**
- [Evacuation and Shelter](#) guidance
- [Non-Resident UK Nationals returning from Overseas Emergencies](#)

## Community tensions

Some emergencies have the potential to heighten tensions between different communities.

To help mitigate unrest various national bodies have come together to produce [Guidance for local authorities on community cohesion contingency planning and tension monitoring](#)



## Funding for recovery

Unlike the response phase where the Bellwin scheme can offset some costs there is no equivalent funding to provide financial assistance when dealing with the recovery. LAs will normally bear the costs of recovery although in exceptional circumstances individual government departments will consider providing financial support for various aspects of the recovery effort.

The [Flood Recovery Framework](#) provides guidance on what recovery support might be made available to local areas following a flood, and how it can be accessed.

Those dealing with the recovery from other events will need to be alert to any funds which are made available and the criteria for applying. For more information on funding refer to [Cabinet Office guidance - 5.5 Funding for Recovery](#).

## Insurance

Insurance companies will appoint Loss Adjusters who will need to be given access to the site to inspect properties before an insurance claim is settled. This will only occur when the site has been deemed safe.

[The role of the insurance industry in dealing with civil emergencies](#) sets out the framework for co-operation between the insurance industry, police, fire and rescue services, LAs and the Air Accidents Investigation Branch (AAIB). It is not legally binding, but there is an expectation that all parties will abide by its provisions and co-operate fully.

The ABI can have a role to play in the recovery process especially where multiple properties are involved.

## Participating in ministerial meeting

Where an incident is likely to have significant consequences; or threaten a wide area then Government may decide to activate its central response arrangements through COBR (Cabinet office briefing Room). In recovery, a Ministerial Recovery Group will coordinate Government's recovery activity. Chairs of Strategic Coordinating Groups or Recovery Coordinating Groups may be invited to participate in these meetings via a teleconference. Chairs are expected to share information on how the local multi-agency response or recovery effort is being managed; reassure ministers that actions are being taken to mitigate impacts (and further risk); and identify where government could help.

In order to help those teleconferences run smoothly an [Aide-memoire for Strategic and Recovery Coordinating Group Chairs participating in ministerial meetings](#) is available.

## Standing down the RCG

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

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 Sub-Groups to close prior to the main RCG standing down.

The decision to stand-down the RCG must be communicated to all affected agencies and the communities.

## Debriefing and lessons learned

Continually evaluate any issues identified during the recovery. These should be identified as milestones are reached and be captured for the final debrief report.

The formal debrief process (which may be repeated 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 elected Members and the affected community (residents and businesses).

A final debrief report should be produced which captures all these issues (see **Debrief and Lessons Identified Plan 1 – Section 15**).

The report can be taken to the LRF for identification of any further action required. Key recommendations will be placed on the LRF's recommendations tracker following their review by the LRF Debrief Group to ensure they are shared with all partners and are actioned and dealt with appropriately.

Issues of regional and national significance, or requiring regional or national action, can be taken to the Resilience Emergencies Division South (REDS) for resolution or onward transmission to the relevant government departments.

Opportunities should also be taken to share the debrief report widely amongst responders (if possible) so everyone benefits from the learning.

For useful ideas from previous recovery events see Tips from past experience

# Handover Certificate



Operation *Insert Name*  
*Insert Location*  
*Insert Date of Incident*

## Lead Responder Handover Document

In line with the agreed Combined Agencies Emergency Response Protocol, established by the Devon, Cornwall and Isles of Scilly Local Resilience Forum, Devon & Cornwall Police assumed responsibility as the lead co-ordinating agency from the time this incident occurred on the *insert date of incident*.

Devon & Cornwall Police has continued in that role during the RESPONSE process of reaction, rescue and retrieval phases of the incident. Devon & Cornwall Police has now completed the retrieval phase to the best of their knowledge and belief.

Therefore, in accordance with the above protocol, Devon & Cornwall Police now relinquishes the role of lead co-ordinating agency, which is passed to the relevant local authority. As from the time and date shown below, *insert name of relevant Local Authority*, are now responsible for the co-ordination of the RECOVERY process of relief, remediation and regeneration phases of the incident.

Signed on behalf of  
 Devon & Cornwall Police

Signed on behalf of the  
*Insert name of relevant Local Authority*

Time.....

Date.....

*Please note that the highest level of command currently present during this incident must sign-off the sheet e.g. if SCG is operational then its members should approve and not TCG.*

## Roles and Responsibilities for organisations during recovery

Many organisations could be involved in the recovery. The roles and responsibilities of some key organisations are listed below. Other local organisations 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).

### Animal Health

- Ensure that farmed animals 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.
- Animal Health also works to protect public health by ensuring that dairy hygiene and egg production standards are met.

### Chamber of Commerce

The Chamber of Commerce is a private organisation rather than a recognised responder. Members can receive the following support:

- Making new business contacts
- Legal Expenses
- Insurance
- Business Helpline
- HR Advice
- Health & Safety service
- Payment services
- Risk Insurance.

### Citizens Advice Bureau

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

### DEFRA

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

### Environment Agency

- 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.
- Investigation and enforcement of 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

**Faith Groups**

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

**Fire and Rescue Service**

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

**Food Standards Agency**

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

**Government Decontamination Service**

- Provide advice and guidance to support those responsible for the decontamination of buildings, infrastructure, mobile transport assets and the open environment following a CBRN or major Hazardous Material incident.
- Ensure that responsible authorities have ready access to the services of the specialist decontamination companies on its framework.

**National Health Service**

- Co-ordinate 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 co-ordinate the response with the SHA or equivalent.

**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.

**Health Protection England**

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

### Local Authorities

- Chair the RCG and provide other officers to assist if required
- Lead on providing support to the local community working with community groups and residents
- Deal with any highways issues involved (in conjunction with the Highways Agency as required) such as road closures, clean up, etc
- Implement, with the support from other agencies, a communications strategy
- Deal with the implications of any school closures or school children that have been affected by the emergency
- Data gathering e.g. flooded properties
- Provide Environmental Health advice
- Lead the waste management for the recovery process including sourcing specialist contractors to dispose of toxic waste
- Co-ordinate the support from the voluntary agencies
- Co-ordinate the local political involvement
- Provide humanitarian assistance, including through Humanitarian Assistance Centres if appropriate
- Provide alternative accommodation for displaced persons
- Work with utilities suppliers to co-ordinate the restoration of the utilities services.

### Met Office

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

### Police

- Ensure that the RCG is convened as early as possible during the actual response phase to an emergency/major incident
- Be represented at the local level on the RCG in order to ensure that local issues can be addressed with foreknowledge of particular areas and issues
- Offer managerial guidance with respect to, or act as conduit for, the other emergency services should they not be present at the RCG
- Give feedback to the RCG regarding implications for the police service that any proposed recovery strategy or measure may entail, in particular with regards to:
  - Body recovery, identification and forensic examinations
  - Security issues
  - Traffic management at funerals, memorial services, etc
  - 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 a temporary mortuary has been established, a Senior Identification Manager may join the RCG or should be liaised with.

**Resilience & Emergency Division (RED)**

- 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

**Voluntary Sector**

The nature, range and scale of services offered may alter depending upon the context of the emergency situation at the time. They can provide support in a number of generic areas specifically:

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

**Role of Elected Members**

Elected Members have an important role to play in the community assisting with the recovery process. As community representatives they can gather and make known the concerns of their community and feed them into the recovery process through the Community Recovery Committee.

They also have an important role in passing credible information and advice back to the community and can be a valuable source of help and specialist advice.

They have a role as:

- Listen to the community – as councillors and local figureheads, they have a key role as the voice of the community and can therefore:
  - be the eyes and ears ‘on the ground’ by providing a focus for and listening to community concerns and feeding these in appropriately
  - provide support and reassurance to the local community, by listening or visiting those affected and acting as a community champion and supporter.
- Use local knowledge – as a member of the community, councillors have unique access to the thoughts and opinions of, and information relating to their local community. As such, they can play a part in using:
  - local awareness of the thoughts and feelings of the community to identify problems and vulnerabilities the community may have, and which may require priority attention and feeding them back to the relevant recovery sub-group, e.g. the community recovery committee
  - local knowledge to provide information on local resources, skills and personalities to the relevant recovery sub-group, in particular local community groups which can also be an important source of help and specialist advice; working closely with community groups, councillors will also be valuable in knowing how and who is active within a community.
- Provide support to those working on recovery through:
  - providing encouragement and support to recovery teams working within the community
  - working with the communications team to communicate key messages, from the RCG and its sub-groups, to local and national press and to disseminate credible advice and information back to the community, keeping community members involved, including potentially assisting in debrief sessions with the community and managing community expectations along with the wider council
  - actively engaging with community members involved in the recovery efforts.

- Demonstrate political leadership:
  - through scrutiny – getting buy-in and closure at political level, including sign off for funding
  - presenting the case for their community to the strategic community recovery committee where relevant.

See also Further Reading -



## Further Reading

The following links provide further guidance and background information.

### [Emergency Response and Recovery](#)

Emergency Response and Recovery describes the multi-agency framework for responding to and recovering from civil emergencies in the UK. Chapter 5 covers Recovering from Emergencies and includes the following sections

- 5.1 Recovery overview
- 5.2 Roles and responsibilities
- 5.3 Recovery structures and organisations
- 5.4 Management and co-ordination of the recovery phase
- 5.5 Funding for recovery
- 5.6 Debriefing and identifying lessons to be learned

### [National Recovery Guidance](#)

Guidance primarily aimed at local responders and developed in line with the Civil Contingencies Act (CCA) on recovering from an emergency in the UK. The National Recovery Guidance was produced in 2007 by the National Recovery Working Group (NRWG), as commissioned by ministers. New material is added to it regularly, as new information and guidance is produced and new case studies and lessons are identified.

- Common issues
- Economic issues
- Environmental issues
- Humanitarian issues
- Infrastructures issues

Cabinet Office webpages containing, and links to, detailed recovery guidance, topic sheets, impact assessments and case studies.

### [Strategic National Guidance: The decontamination of buildings, infrastructure and open environment exposed to CBRN materials](#)

This guide gives basic information on the decontamination and remediation that may be required following a deliberate or accidental release in the UK as outlined below.

An incident, whether deliberate or accidental (Hazmat), involving chemical, biological, radiological or nuclear (CBRN) materials can potentially lead to the loss of life, contamination of the built and open environment, disruption of society and consequential damage to the UK economy. It is therefore important that plans are in place to minimise the effects of such an event, and to plan for recovery following this type of incident. This guidance covers key elements in the decontamination process following an incident - from developing the initial recovery strategy through to managing waste and returning things to normal. The principal roles and responsibilities of key organisations have been identified and listed, and planning and precautionary measures have been highlighted to promote better preparedness.

In view of the different types of potential incidents, and the variety of buildings, environments and infrastructure that could be affected, the guidance in this document is necessarily generic.

### [Guidance on development of a Site Clearance Capability](#)

This guidance has been prepared to help everyone with a key role to play in planning for, and dealing with the clear-up of rubble and debris generated by all types of incident whether of natural cause, accidental or attributable to terrorist attack.

Any site clearance operation is likely to have a number of under-pinning key objectives including, but not necessarily limited to, ensuring the safe rescue of trapped and injured people, the recovery and sensitive handling of fatalities and human remains; facilitation of criminal and other investigation and, with due regard for the environment, the safe removal and disposal of rubble and other debris.

### [UK Recovery Handbooks for Radiation & Chemical Incidents](#)

Public Health England has published guidance for the recovery and remediation of the post-acute phase of chemical and radiation incidents, with a focus on reducing exposure to radioactively and / or chemically contaminated:

- Air (e.g. vapours / dust)
- Surfaces in inhabited areas
- Food products, animal feed or animals which might eventually enter the food chain and affect humans
- Water environments (including drinking water supplies and other water environments (e.g. recreational or coastal waters)).

Contaminants (e.g. chemical, radiation or biological agents) released into the environment can move or be dispersed within that environment due to a range of environmental processes and cross contamination pathways (e.g. a plume depositing onto land results in both air and land contamination).

Therefore, decision makers should consider, not only the expected consequences of implementing a recovery strategy (e.g. the averted exposure, costs, resources required, likely duration, level of disruption), but also how implementing the recovery strategy will contribute to the re-establishment of 'normality'.

Whilst the handbooks relate mainly to the recovery phase, they may also be useful in providing information and advice on the longer-term management of incidents and highlight the implications of early urgent actions on any subsequent recovery strategy.

### [The Bellwin Scheme of emergency financial assistance to local authorities](#)

These guidance notes set out the terms under which the Department for Communities and Local Government is prepared to make emergency financial assistance available to local authorities (as defined in section 155(4) of the Local Government and Housing Act 1989) in England.

A Bellwin scheme may be activated in any case where an emergency or disaster involving destruction of or danger to life or property occurs and, as a result, one or more local authorities incur expenditure on, or in connection with, the taking of immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, in their area or among its inhabitants. There is no automatic entitlement to financial assistance: Ministers are empowered by Section 155 of the Local Government and Housing Act 1989 to decide whether or not to activate a scheme after considering the circumstances of each individual case.

This guidance cannot cover every possible set of circumstances, and Ministers will need to make a separate decision following any major incident. Bellwin has traditionally been seen as a response to incidents in which bad weather caused threats to life and property beyond all previous local experience. Although the law does not rule out other types of incident, the Department expects that the scheme will continue to apply predominantly as a response to bad weather incidents that occur within the area that the scheme covers. It is unlikely to set up a scheme in response to events in areas where the Government makes specific provision. In these cases, authorities are expected to deal with some rise and fall in expenditure demands within the money allocated to the spending programme concerned.

### [Support for Recovery from Exceptional Emergencies](#)

These guidance notes set out the sort of exceptional circumstances where the Department for Communities and Local Government would consider providing financial support to local authorities in addition to the Bellwin Scheme, to support recovery efforts and the sort of costs that might be met in those circumstances.

A 'Bellwin' scheme may be activated in any case where an emergency involving destruction of, or danger to, life or property occurs and, as a result, one or more local authorities incur expenditure on, or in connection with, the taking of immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, in their area or among its inhabitants.

Bellwin is not, however, applicable for the recovery phase of an incident, since the grant is limited by Section 155 of the Local Government and Housing Act 1989 to contributing to immediate costs incurred on or in connection with safeguarding life or property or preventing inconvenience following an incident. It is important to be aware that precautionary actions and longer term clearing up actions are ruled out by the terms of the statute.

### [Emergency Response & Recovery Guidance](#)

This guidance aims to establish good practice based on lessons identified from responding to and recovering from emergencies, both in the UK and internationally. It accompanies the Emergency Preparedness document which provides guidance on how to implement the CCA regime (this includes guidance on risk assessment, emergency and business continuity planning, communicating with the public, co-ordination, information sharing and for Local Authorities only business continuity promotion).

The Emergency Response and Recovery guidance aims to further develop:

- a shared understanding of the multi-agency framework for emergency response and recovery at the local level, and the roles and responsibilities of individual organisations
- a shared understanding of the role of local, regional and national levels in emergency response, and how they will work together; and
- a common frame of reference, especially concepts and language, for those involved in responding to emergencies.

### [Flood Guidance](#)

A number of guides

### [A Councillors Guide to Civil Emergencies](#)

Case studies, an overview and key themes for councillors

## RCG Impact Assessment Form

Date/time of drafting/revision	
Date/time of planned review	

**Part One: Identification of impacts and priority allocation (for completion by RCG)**

Recovery category	Impact description	Impact of incident: insignificant to catastrophic	Recovery action assessment: low to catastrophic	Recovery priority: low to critical
Humanitarian assistance	<i>Health and Humanitarian Assistance Sub Group can assist with this impact assessment</i>			
Economic	<i>Business and Economic Sub Group can assist with this impact assessment</i>			
Infrastructure	<i>Environmental and Infrastructure Sub Group can assist with this impact assessment</i>			
Environmental	<i>Environmental and Infrastructure Sub Group can assist with this impact assessment</i>			

Community Sub Group can assist with all of these impact assessments.

Recovery priority assessment matrix		Recovery action assessment (whilst actions may be initiated within the timescales, the actual implementation of the action may take longer – in this case interim actions may be required)				
		Low:	Medium:	High:	Very high:	Catastrophic:
		No initial or ongoing recovery measures / controls / capabilities required	Negligible initial or ongoing recovery measures / controls / capabilities required	Minor initial or ongoing recovery measures / controls / capabilities required	Moderate initial or ongoing recovery measures / controls / capabilities required	Significant initial or ongoing recovery measures / controls / capabilities required
		Recovery priority assessment				
Impact <sup>1</sup> of incident leading to the need for recovery (an assessment of likelihood/risk is not required as recovery only follows an incident)	Catastrophic	Low recovery priority, monitor and review unless subsequent assessments show a substantial change	Medium recovery priority, action should be taken in the medium to long-term (12 months or over)	High recovery priority action, should be taken in the short to medium-term (6 months)	Very high recovery priority action, should be taken in the immediate to short-term (3 months)	Critical recovery priority, action should be taken immediately
	Significant	Low recovery priority, monitor and review unless subsequent assessments show a substantial change	Medium recovery priority, action should be taken in the medium to long-term (12 months or over)	High recovery priority, action should be taken in the short to medium-term (6 months)	Very high recovery priority, action should be taken in the immediate to short-term (3 months)	Very high recovery priority, action should be taken in the immediate to short-term (3 months)
	Moderate	Low recovery priority, monitor and review unless subsequent assessments show a substantial change	Medium recovery priority, action should be taken in the medium to long-term (12 months or over)	High recovery priority, action should be taken in the short to medium-term (6 months)	High recovery priority, action should be taken in the short to medium-term (6 months)	High recovery priority, action should be taken in the short to medium-term (6 months)
	Minor	Low recovery priority, monitor and review unless subsequent assessments show a substantial change	Medium recovery priority, action should be taken in the medium to long-term (12 months or over)	Medium recovery priority, action should be taken in the medium to long-term (12 months or over)	Medium recovery priority, action should be taken in the medium to long-term (12 months or over)	Medium recovery priority, action should be taken in the medium to long-term (12 months or over)
	Insignificant	Low recovery priority, monitor and review unless subsequent assessments show a substantial change	Low recovery priority, monitor and review unless subsequent assessments show a substantial change	Low recovery priority, monitor and review unless subsequent assessments show a substantial change	Low recovery priority, monitor and review unless subsequent assessments show a substantial change	Low recovery priority, monitor and review unless subsequent assessments show a substantial change

<sup>1</sup> As defined in [Emergency Preparedness, Chapter 4, Local Responder Risk Assessment Duty, Annex 4D Likelihood and Impact Scoring Scales, pages 57 to 58, March 2012](#). The best fit should be made with the defined impacts and the actual impacts of the incident(s).

Recovery action assessment categories	Description of category
<b>Low:</b> No initial or ongoing recovery measures / controls / capabilities required	No recovery measures/controls/capabilities are required or all required recovery measures/controls/capabilities have been fully identified and implemented and are being maintained by relevant Category One Responders, Category Two Responders and site/plant operators as “business as normal” with only collaboration, as necessary, at the operational level
<b>Medium:</b> Negligible initial or ongoing recovery measures / controls / capabilities required	Few recovery measures/controls/capabilities are required to be implemented and/or the majority of identified recovery measures/controls/capabilities are being implemented and maintained by relevant Category One Responders, Category Two Responders and site/plant operators with collaboration at the tactical level
<b>High:</b> Minor initial or ongoing recovery measures / controls / capabilities required	The majority of recovery measures/controls/capabilities are required to be implemented and/or the majority of identified recovery measures/controls/capabilities need to be implemented and maintained by relevant Category One Responders, Category Two Responders and site/plant operators with collaboration at the LRF strategic level
<b>Very high:</b> Moderate initial or ongoing recovery measures / controls / capabilities required	Major recovery measures/controls/capabilities are required to be implemented and/or the identified recovery measures/controls/capabilities can only be implemented and maintained by relevant Category One Responders, Category Two Responders and site/plant operators with collaboration at the LRF strategic level
<b>Catastrophic:</b> Significant initial or ongoing recovery measures / controls / capabilities required	Major recovery measures/controls/capabilities are required to be implemented and/or the identified recovery measures/controls/capabilities can only be implemented and maintained by relevant Category One Responders, Category Two Responders and site/plant operators with collaboration at the LRF and regional/national strategic level

# END