GENERIC RECOVERY PLAN

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GENERAL DATA PROTECTION REGULATIONS 2016/679 AND DATA PROTECTION ACT 2018

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FREEDOM OF INFORMATION ACT 2000

This document will be made publicly available through the SRF website. Where content has been redacted under the freedom of Information Act 2000 (FOI) in the publicly available version, the paragraph number will be highlighted to show there has been a redaction and the relevant section of FOI referenced.

ENIRONMANTAL INFORMATION REGULATIONS 2004 (IF REQUIRED)

This plan presumes disclosure of all environmental information, under Environment Information Regulations. Where exemptions are claimed under Environment Information Regulation 12 (5)a, this will only be where one of the responder agencies has judged that the information may adversely affect either international relations, defence, national security or public safety. Where such content has been identified, the paragraph number will be highlighted and the paragraph text removed from public versions of the plan.

REVIEW

This plan will be reviewed by the Suffolk Joint Emergency Planning Unit on behalf of the SRF at least every 3 years. Earlier reviews will take place if there is a change in working practices, legislation or new information from lessons identified following exercises or incidents.

AMENDMENT RECORD

Amd no.	Date	Amendments made	Carried out by

FOREWORD

This plan was devised and written and is maintained by the Suffolk Joint Emergency Planning Unit (JEPU) on behalf of Suffolk Resilience Forum (SRF).

Consultation with other Category 1 and Category 2 Responders (Civil Contingencies Act 2004) has taken place via the SRF.

RECOVERY POLICY STATEMENT

The recovery phase starts at the earliest opportunity following the onset of the incident and continues in tandem with and beyond the initial response, it is led by the local authority. The specific nature of the incident will determine which agencies are involved when recovery begins, the length of the recovery period and the resources required.
Should an incident occur in Suffolk it is the intention of all local agencies to respond promptly, aiming to support local communities and businesses to return to a state as near to normality as possible, as early as possible. The relevant agencies will play a key role but the local authority will provide the leadership, coordination and will ensure the actions required are completed to achieve the necessary recovery.

FURTHER READING

a.   Emergency Response and Recovery (Non Statutory Guidance).
b.   National Recovery Guidance.
c.   National Nuclear Emergency Planning & Response Guidance - Recovery.
d.   Public Health England - UK Recovery Handbook for Radiation Incidents.
e.   Public Health England - UK Recovery Handbook for Chemical Incidents
f.   Government Decontamination Service – National Guidance - Decontamination of buildings, infrastructure and open-environment exposed to CBRN materials
e.   Responding to Emergencies The UK Central Government Response Concept of Operations

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MHCLG	- RED
BEIS	- Nuclear Emergency Planning
Environment Agency	
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Met Office	
Cadent	
National Grid Electricity	
BT	- Emergency Planning
Network Rail	- Security & Emergency Planning
Civil Nuclear Constabulary	- Contingency Planning
EDF Energy	- Emergency Planning Group
NHS England & NHS Improvement	- East England Emergency Planning Resilience and Response
Office for Nuclear Regulation	- Emergency Preparedness
USAFE (UK) - RAF Mildenhall	
HQ 7th Infantry Brigade & HQ East	- Joint Regional Liaison Officer East
HQ Air Command	– RAF Regional Liaison Officer East of England
Anglian Water	- Emergency Plans
Essex & Suffolk Water	- Emergency Plans
UKPN	- Emergency Planning Manager
Greater Anglia	- Emergency Planning, Security and Fire Coordinator
Public Health England	- East of England PH Team
East of England Ambulance Service NHS Trust	- Emergency Planning
British Transport Police	- Resilience Planning
Suffolk Constabulary	- Contingency Planning
Suffolk Fire & Rescue Service	- Resilience Team
Ipswich and East CCG	- Emergency Planning
West Suffolk CCG	
Great Yarmouth & Waveney CCG	- Emergency Planning
Suffolk Local Authorities	- via JEPU
ABP Ipswich	
ABP Lowestoft	
Hutchison Ports Felixstowe	
International Flavours & Fragrances (GB)	
PPG Industries UK Ltd	
Saxham Calor Gas Centre	
Treatt	

GLOSSARY

Abbreviation	Description
BEIS	Business, Energy and Industrial Strategy
BTP	British Transport Police
CCA	Civil Contingencies Act 2004
CBRNE	Chemical, biological, radiological, nuclear and explosive
CEPG	Community Emergency Planning Group
COBR	Cabinet Office Briefing Room
DEFRA	Department for Environment, Food and Rural Affairs
EA	Environment Agency (executive agency of DEFRA)
ECC	Emergency Control Centre
FOI	Freedom of Information
PHE	Public Health England
JEPU	Joint Emergency Planning Unit (Suffolk local authorities)
JRLO	Joint Regional Liaison Officer
LGD	Lead Government Department
LRF	Local Resilience Forum (generic term)
MAIC	Multi-Agency Information cell
MCC	Media Coordination Cell
MHCLG	Ministry of Housing, Communities & Local Government
NHS	National Health Service
PRG	Political Reference Group
RCG	Recovery Coordinating Group
RecCG	Regional Recovery Coordinating Group
RED	Resilience & Emergencies Division
RIA	Recovery Impact Assessment
RLO	Recovery Liaison Officer
SCG	Strategic Coordinating Group
SITREP	Situation Report
SRF	Suffolk Resilience Forum
STAC	Scientific and Technical Advisory Cell
SratCC	Strategic Coordination Centre
TCG	Tactical Coordinating Group
VCS	Voluntary and Community Sector Coordinator
VRC	Volunteer Reception Centre

INTRODUCTION

1.1 Recovery is an integral part of the incident management process and starts in the response phase. For the purpose of this plan, recovery is defined as *'the process of rebuilding, restoring and rehabilitating the community following an emergency.* (Emergency Response & Recovery Guidance, HM Government)

1.2 Recovery is more than simply the replacement of what has been destroyed and the rehabilitation of those affected. Rather than just a remedial procedure, it is a complex social and developmental process. The manner in which recovery processes are undertaken is critical to their success and is best achieved when the affected community is able to exercise a high degree of self-determination.

1.3 In many scenarios, the response phase of an incident can be relatively short in contrast to the recovery phase. The recovery process can take a considerable amount of time (months or years) as it seeks to support communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic, environmental and physical wellbeing.

1.4 The lead agency for the recovery phase will be the local authority. In Suffolk this may be a district or borough if a single district is affected or the county council if more than one district/borough area is affected.

2. AIM

The aim of this document is to outline the multi-agency structures, processes and procedures required for the recovery phase of an incident in Suffolk. The principles, guidance and annexes have been designed to be flexible and scalable to allow them to be used for any recovery activities following an incident regardless of the size and whether a Strategic Coordinating Group (SCG) is formed or not. It is not intended to provide direction for individual organisations or to direct their internal recovery processes but to ensure a coordinated multi-agency response.

3. ACTIVATION

3.1 Recovery arrangements are triggered at the first meeting of the SCG. At this meeting, SCG members must identify which agencies are required at the Recovery Coordinating Group (RCG) and set a time for the first RCG meeting.

3.2 If, at the first SCG meeting members agree that multi-agency coordination, support and oversight is not needed to support local recovery actions following the incident and therefore, an RCG is not required this decision must be minuted. Thereafter, this decision must be reviewed at every SCG meeting.

3.3 The first meeting of the RCG will take place before the 3rd SCG meeting in the response phase. This ensures continuity of the recovery work and maintains engagement with the participants and focus on the situation.

3.4 RCG Membership must be tailored to the incident. Each agency identified must provide and notify a suitable executive to form part of the RCG.

3.5   The Chair of the RCG will be from the lead local authority see Recovery Management for more information.

3.6   Recovery is not restricted to large incidents and can follow any size incident. This guidance refers throughout to an RCG being formed following an SCG meeting. In small scale incidents, where a formal SCG may not be formed, the recovery process will follow hand over from the highest tier of the response structure that has been activated.

4.   EMERGENCY RESPONSE PHASE

4.1   During the response phase the RCG will work as a subgroup of the SCG.

4.2   An important part of the work of the RCG during the response phase is to develop a recovery strategy and inform the SCG and Tactical Coordination Group (TCG) of this to ensure decisions made by the SCG do not compromise the medium to long-term recovery. The Chair of the RCG should attend SCG meetings to ensure that dialogue flows between the two groups effectively.

4.3   The RCG needs to provide relevant input to the SCG situation reports (SITREP) (see Annex D of the Suffolk Generic Emergency Response Plan)

4.4   Data collection regarding the impact of the incident will need to be collated by the RCG. The RCG should complete an initial Recovery Impact Assessment (RIA). See Recovery Impact Assessment and Annex O for further information.

4.5   The RCG should consider which recovery subgroups will be required to support the recovery phase. See Recovery Structure for further information.

4.6   The SCG or lead response agency will collectively agree with the lead local authority when to handover from response to recovery.

5.   TRANSITION FROM RESPONSE TO RECOVERY

5.1   It is likely that both the SCG and RCG will be running simultaneously during the response phase. During this period the SCG will retain primacy over the incident. The criteria for assessing when the handover can take place from response to recovery should be agreed between the Chair of the SCG and the Chair of the RCG. Once the criteria have been met the SCG will hand over primacy to the RCG and the recovery phase will start. At this stage the SCG will stand-down. The criteria to be used to assess when the handover can take place from the SCG to the RCG are at Annex A.
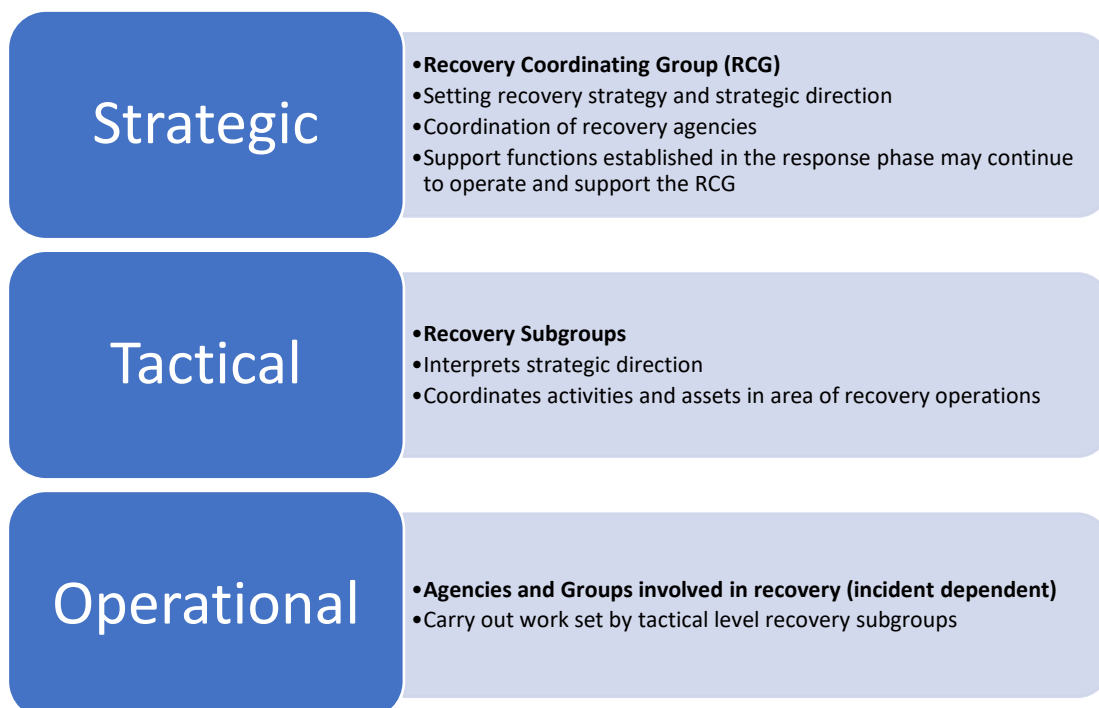
        Summary of transition:

- RCG working as a subgroup of the SCG
- Criteria for handover determined and agreed
- Criteria met for handover of some or all areas from Response to Recovery
- Formal handover of the Response to Recovery and signing of handover certificate
- Formal RCG meeting at the Strategic Coordination Centre (StratCC)

- RCG meeting virtually as recovery progresses

5.2 To ensure that all agencies understand the implications and issues of the change in coordination arrangements, and to mark the change in direction from response to recovery, the handover procedure will be confirmed at both an SCG and RCG meeting. It must also be communicated to all responding agencies and the community.

5.3 Support functions which have been running in tandem to the SCG during the response phase e.g. response cells, working groups and the TCG will transition from the response phase into the recovery phase. The RCG at an appropriate time will decide whether or not these functions are required to support the recovery phase. This phased process will ensure information collated and structures put in place as part of the response phase are effectively and efficiently handed over to those responsible for managing the recovery phase.

5.5 The handover from response to recovery may be a phased process depending on the emergency e.g. where several separate sites are released to the RCG over a period of time.

5.6 The process should be fully documented, and a handover certificate completed. An example of a handover certificate is shown at Annex A.

5.7 It is recommended that this process and certificate is also used when handing over from the lead response agency to the local authority in incidents where SCG has not been formed.

6. RECOVERY STRUCTURE

6.1 Coordination structures for recovery mirror those at the response phase- comprising of three levels:

Strategic
- **Recovery Coordinating Group (RCG)**
- Setting recovery strategy and strategic direction
- Coordination of recovery agencies
- Support functions established in the response phase may continue to operate and support the RCG

Tactical
- **Recovery Subgroups**
- Interprets strategic direction
- Coordinates activities and assets in area of recovery operations

Operational
- **Agencies and Groups involved in recovery (incident dependent)**
- Carry out work set by tactical level recovery subgroups

6.2   The lead local authority will be responsible for coordinating the process and for implementing the appropriate structures. The final structure required to manage the recovery phase can only be decided once a full assessment of the incident has been made and its impact established, this information is contained in the RIA. See Annex O.

A suggested coordinating structure is shown in Annex D. It may not be necessary to establish all the subgroups as the functions of some groups may be absorbed by others or additional groups may be needed. The final structure will always be driven by the needs of the recovery activity generated by the incident.

Detailed Terms of Reference for the RCG and subgroups (membership, issues and agendas) are at Annex E- Annex M. Subgroup Chairs will be part of the RCG in their own right.

6.3   The RCG shall identify the Chairs of each subgroup. The Chair of each subgroup with support from their Secretariat will arrange the first meeting and inform subgroup members. Meeting arrangements can be found at Annex C.

6.4   All subgroups are multi agency and work on a basis of consensus.

7.   RECOVERY STRATEGY

7.1   During the response phase of the incident the RCG should develop a recovery strategy and inform both the SCG and TCG. This is to ensure that decisions made by the SCG do not unnecessarily compromise the medium and long-term recovery.

7.2   The initial impact assessment may be used to inform the strategy development.

7.3   A start point strategy is given in Annex B.

8.   RECOVERY IMPACT ASSESSMENT

8.1   Emergencies affect communities in a wide variety of ways. To understand what recovery comprises, there is a requirement to map out who is affected and how the emergency has affected them. The aim of the RIA is to provide a formal process, at a multi-agency level, to facilitate the collation of required information to focus activity.

8.2   The impacts of the incident are centred on the five interlinked areas below:

a.   Community impacts
b.   Health and wellbeing impacts
c.   Environmental impacts
d.   Economic impacts
e.   Infrastructure

8.3 During the response phase the RCG should collate an initial RIA as at Annex O. The RCG should maximise information already available to them to complete this assessment e.g. the use of the latest SITREP. The RCG can liaise with the TCG and if activated, the Multi Agency Information Cell (MAIC) to complete this initial impact assessment as these support functions will have the latest update regarding the 'response' and therefore have the most up to date situational overview. The RCG should be mindful that the TCG priority is response activity.

8.4 An action plan will be developed on the basis of the impact assessment. This will assist in focussing the efforts of the range of partners who will be involved in the process and will enable the RCG and subgroups to focus on essential and important actions. Action Plan at Annex P.

8.5 Depending on the incident the situation may change as will the impacts. The RCG should have a clear indication of the requirement for a more detailed assessment to follow. The RCG should set a reporting timeline for subgroups to work to in the collection of information for the impact assessment. As it is an iterative process; it should be updated regularly throughout the recovery process.

8.6 Dependent on the scale of the incident the RCG may decide an RIA should be completed for each affected community.

9. RECOVERY TARGETS/MILESTONES

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

9.2 Suggested targets/milestones could include some of the following:

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

10. RECOVERY PHASES

10.1 For the purposes of this plan the recovery has been divided into three phases as follows:

a. Short-term- this includes the response phase and can be defined as those actions that may need to be taken in the first few days. The RCG will be formed as a subgroup of the SCG until the handover from response to recovery occurs. Issues that may be needed to help facilitate key initial emergency response actions and objectives will be covered.

b.   Medium- covers those actions required to facilitate key objectives from the first few days up to approximately the three-month point. It is expected that this will be started by the handover of control from the lead response to the lead recovery agency. This includes all the remaining issues, which are too protracted or widespread to be considered within the emergency response to the incident.

c.   Long-term- can be defined as those tasks and actions that are required beyond the three month point and may extend years or decades.

10.2   It is important to state that the recovery process may never be able to restore the affected area and community exactly to its previous state. After a consultation period, a point will be identified where a disproportionate amount of time, resources and attention can no longer be justified to overcome the effects of the incident.

11.   ROLES AND RESPONSIBILITIES

The roles and responsibilities of the organisations likely to be involved are listed below. The list is not exhaustive, there may be other organisations that can support the recovery effort. In addition, there may be other specialist national and sub-national organisations that, whilst not normally involved in recovery, might have a role depending on the impacts of an incident.

11.1   Generic roles and responsibilities for all agencies:
- Support vulnerable people
- Support the generation of an impact assessment
- Support Suffolk multi-agency recovery coordination
- Support multi-agency media coordination

11.2   Suffolk Constabulary
- Be represented at the appropriate level on the RCG to ensure local issues can be addressed with foreknowledge of areas
- Where relevant be represented at the appropriate level on recovery subgroups
- Give feed back to the RCG regarding implications for the police service that any proposed recovery strategy or activity may entail, with regards to:
  - Security- provision of suitable advice. Further security issues will be dependent on the circumstances and will be decided by the Police RCG representative
  - Traffic management at funerals/memorials etc- such provision will be decided by the Police RCG representative
  - Public order at funerals/memorials services etc- provision will be based on a risk assessment pertinent to the ongoing situation and intelligence
  - If Family Liaison Officers are deployed a Family Liaison Coordinator may join the RCG to liaise closely with partner agencies with regard to 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

11.3   Suffolk Fire and Rescue Service

- Provide the use of specialist equipment during the recovery phase
- Provide professional advice on fire and rescue issues
- Provide a search and rescue capability if required
- Be represented at the appropriate level on the RCG or subgroups if required

11.4 Suffolk Local Authorities

- Chair the RCG and provide the Secretariat
- Provide Chairs and Secretariat for all subgroups (unless relevant agency identified)
- Lead on providing support to the local community working with community groups and residents
- Get people back into secure accommodation
- Provide humanitarian assistance support
- Deal with highways issues such a road closures and clean-ups etc
- Implement a communications strategy with support from other agencies
- Deal with the implications of school closures or school children that have been affected by the emergency
- Provide environmental health advice
- Lead on the waste management for the recovery process including sourcing specialist contractors to dispose of toxic waste
- Coordinate the support from voluntary agencies
- Coordinate local political involvement and where appropriate provide direction

11.5 East of England Ambulance Service NHS Trust

- Be represented at the appropriate level on the RCG or subgroups if required

11.6 National Health Service

- Coordinate primary, acute and mental health during the recovery stage
- Support multi-agency partners in the provision and advice to evacuees, survivors and relatives, including replacement medication
- Establish (with local authority) facilities for mass distribution of countermeasures, for example vaccinations and antibiotics
- Provide support, advice and leadership on health aspects of an incident
- Support screening, epidemiology and long-term assessment and management of the health effects of an incident
- Maintain liaison with and coordinate the response with the Department of Health & Social Care and NHS England

11.7 Public Health England

- Provide impartial expert advice on health protection and provide special health protection services
- Respond to health hazards and emergencies caused by infectious disease, hazardous chemicals, poisons or radiation

  Support and advise other organisations with a health protection role.

11.8 Environment Agency

The Environment Agency's (EA) roles and responsibilities during recovery vary depending on the incident. However, in general their main priorities in the recovery phase are:

- Prevent or minimise the impact of the incident on the environment, people and property
- Where safe to do so, monitor the impact of the incident on the environment
- Where appropriate, investigate the cause of the incident and consider enforcement action where appropriate
- Take action where EA assets have been damaged
- Seek restoration of the environment

With regards to incidents affecting the environment, people or property during the recovery phase the EA, will, where relevant:

- Provide technical support, information and advice on environmental impacts and the causes of the incident to professional partners, community groups and the public as appropriate
- In the case of flooding, raise awareness among communities about flood risk, as well as encouraging sign up to the flood warning service
- Promote sustainable development principles as an element of the recovery process
- Advise on pollution prevention activities
- Advise on and regulate the storage and disposal of wastes (including Hazardous and CBRN)
- Monitor the input of pollutants to the environment and where necessary the impact upon the environment
- Where appropriate provide information on environmental impacts to the public and professional partners

11.9 <u>Health and Safety Executive</u>
- Their remit encompasses the workplace health and safety of other responding agencies, including the emergency services
- Regulate health and safety in nuclear installations, mines factories, farms, hospitals, schools, offshore gas and oil installations and other workplaces
- Regulate the safety of the gas grid, railway safety, and may offer aspects of the protection of both workers and the public
- Provide relevant CBRNE specialist or technical advice to support recovery from emergencies

11.10 <u>Highways England</u>
- Highways England has responsibility for the management and operation of the A11, A47, A12 and A14 within the Suffolk area and will in the event of an incident:
- Liaise with Suffolk Highways as appropriate; and,
- Where relevant be represented at the appropriate level on either the RCG or recovery subgroups

11.11 <u>Maritime Coastguard Agency</u>

- Assist local authorities with shoreline clean-up if required
- Where relevant be represented at the appropriate level on either the RCG or recovery subgroups

11.12 The 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

11.13 The 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 but withdraw them as soon as safe to do so
- Advise, together with the EA, on the safe disposal of food that has been affected by an emergency

11.14 Defra CBRN Emergencies

- Provide guidance on the responsible authorities on the decontamination of buildings, infrastructure and open environment exposed to CBRN materials
- Plan and arrange for decontamination operations to be available to the responsible authorities should the need arise

11.15 Utilities

A number of organisations provide key utilities services with Suffolk. There are established sector-specific arrangements and companies will work closely with emergency services and local authorities during the recovery phase, including linking in with multi-agency structures.

11.16 UK Armed Forces

The UK Armed Forces' national structure, organisation, skills, equipment and training can be of benefit to civil authorities in supporting planning for and management of the response to and recovery from emergencies. The Military Aid to the Civil Authorities (MACA) arrangement governs this support. Subject to availability, military judgement and Defence Ministerial authority, the contribution of Defence can now be viewed as reinforcing national resilience through effectively providing military capacity, capability and resources, to assist in the planning, response and recovery for a wide range of disruptive events. Suffolk contingency plans do not rely upon the UK Armed Forces to support response or recovery activity. MACA should be considered early in the response to every significant incident whether there is, or may later be, a role for the armed forces. Requests for support are routed through the Joint Regional Liaison Officer East at HQ 7th Infantry Brigade & HQ East, and would include access to military advisors for information on the capabilities that may be available to support the response.

11.17 US Armed Forces

The US Visiting Forces (USVF) based in Suffolk, primarily at RAF Mildenhall and RAF Lakenheath, are also configured with organisation, skills, equipment and training that could be of benefit to civil authorities in managing the response to and recovery from emergencies. US Department of Defence direction on provision of Foreign Disaster Relief by USVF governs this potential support. Requests for support are routed through USAF representatives (USAF/UK Chief, International Relations) or, in their absence, the RAFRLO-EE or through the JRLO East at HQ 7th Infantry Brigade and HQ East. Specific off-site Major Incident arrangements have been developed for RAF Mildenhall and RAF Lakenheath to guide UK/US emergency response activity (available on SRF Resilience Direct site). Contact details for RAF Mildenhall Command Post are included within the SRF Alerting Directory to allow links with USAFE-AFA Deputy Director or USAFEAFA Chief International Relations to be established during any warning period.

11.18 <u>Faith Groups</u>
- Uniting with other Faith leaders and groups to support the community
- A ministry of care and comfort to those effected by the disaster
- Providing a ministry with Hospital Chaplains in hospitals
- Providing a ministry at temporary mortuary facilities
- To organise local religious services as required by the community
- To assist with the organisation of memorial services

11.19 <u>Voluntary Sector</u>
The voluntary sector can provide support in a number of areas but predominantly focused around:
- Welfare
- Psychosocial Support
- Transport
- Communications
- Documentation
- Refreshments
- Resources

11.20 <u>Clinical Commissioning Groups</u>
- Be responsible for commissioning healthcare including urgent and emergency care, mental health services, elective hospital services, and community care following an incident.

11.21 <u>Other</u>

a. <u>Insurance Industry</u>

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
- Key contact details of the organisations that represent the insurance industry

b. <u>Chamber of Commerce</u>

The British Chamber of Commerce is a private organisation with a paid membership. It is therefore not a recognised responder however; members can receive the following:

- Identify specific impacts on businesses in the area
- Provide relevant business advice to impacted organisations

12. LIASING WITH OTHERS

12.1 Interaction with Central Government

The Ministry of Housing, Communities and Local Government (MHCLG) provides the initial conduit for communication between local responders and the nominated LGD.

In an event requiring National level recovery structures to be activated, the Civil Contingencies Secretariat (Cabinet Office) will confirm the LGD, based on the type of emergency. If deemed necessary, the LGD will establish a Minister led Recovery Group.

Government involvement in the recovery phase will depend upon the nature of the emergency and the Government will judge whether central Government recovery coordination is needed on a case by case basis. In the event of central Government recovery coordination, reporting requirements will be confirmed at the outset, together with the mechanism by which this information will be collated to ensure that there is a common understanding of expectations between government departments and local responders. Reporting requirements will draw heavily on the categories set out within the Recovery Reporting Framework and are likely to mirror information that the RCG would require to inform local recovery arrangements.

Recovery reporting will help to inform decisions as to what central Government support may be required including any provision of recovery funding schemes, and to monitor progress during the recovery process. Depending on the nature of the emergency, the Government may require a representative of the RCG to participate in central Government recovery coordination meetings including Ministerial Recovery Group meetings.

For more information on the role of the LGD and the Minister led Recovery Group refer to [Responding to Emergencies the UK Central Government Response Concept of Operations](#).

In order to support RCG Chairs and partners who are participating in high-level meetings Government have developed an [aide-mémoire](#). It aims to help people understand their role in preparing for and engaging with ministers and gives greater clarity on Government expectations.

12.2 Interaction with Multi-RCG Recovery Coordinating Group

A Multi-RCG Recovery Coordinating Group (RecCG) may be convened where recovery action is required across a number of neighbouring RCG who would benefit from coordination or enhanced support. In such circumstances, the LGD for Recovery may, on its own initiative or at the request of local responders, convene a RecCG in order to bring together appropriate representatives from local RCG (e.g.

the Chair) where activated, or relevant organisations if not (e.g. if the incident primarily affects local authorities, then it may be appropriate for only local authorities to be represented at the RecCG).

RecCG will observe the principle of subsidiarity – in which it is recognised that decisions should be taken at the lowest appropriate level. The RecCG will not interfere in local command and control arrangements but will provide a mechanism for ensuring that local responders can be as fully informed as possible in the decisions they have to take.

Such gatherings are most likely via a tele/videoconference, though there may be occasions when a face to face meeting is more appropriate. The RecCG would normally be chaired by LGD for Recovery unless otherwise agreed. LGD for Recovery staff would normally take the lead in confirming the form the meeting will take and attendance. They would also:

a. draw up the agenda;
b. circulate papers and other relevant information to committee members as necessary; and
c. provide the formal record of discussions and decisions

For more information refer to [Responding to Emergencies the UK Central Government Response Concept of Operations](#).

12.3   Central Government Reporting

A reporting framework has been introduced to ensure that there is a common understanding between government departments and local responders about what will be expected in terms of reporting during the recovery phase. A set of recovery reporting principles is given in Emergency Response and Recovery guidance.

The framework should only be activated when there is central Government recovery coordination and a lead government department role is initiated. Government will judge whether coordination is needed on a case by case basis.

Government departments will ask for information using the recovery reporting framework and using the principles set out. Only in exceptional circumstances should Government departments ask for additional information not covered in the reporting framework.

For further information see [Emergency Response and Recovery non statutory guidance accompanying the Civil Contingencies Act 2004.](#)

12.4   Role of Politicians and Elected Members

Elected local authority members and parish councillors play a critical role in the recovery phase. Their role is to identify problems and vulnerabilities within their communities that may require priority attention and to feed this back into the impact assessment and the provision of ongoing intelligence regarding recovery implementation. Most importantly local authority members and parish councillors should assist wherever possible in disseminating credible and timely information

and advice back to the community, assisting to maintain community cohesion and providing public reassurance.

Members and councillors should provide feedback on the impacts of the incident on their community through the MAIC. If a MAIC is not active councillors should contact their local authority Emergency Control Centre (ECC) where information will be collated.

A Political Reference Group (PRG) may be formed by the council leading the recovery coordination to provide collective oversight of recovery work by county, district or borough councils involved in recovery activity and to influence recovery strategy where needed. When a PRG is formed, the RCG Chair will brief this group on recovery strategy, planning and opportunities for longer term regeneration; recovery subgroup chairs may also be asked to brief the PRG on specific topics or issues.   The PRG may use existing political structures, such as the Suffolk Public Sectors Leaders group, to provide this interface with recovery coordination work.

Existing individual council scrutiny functions may be used during the recovery phase to scrutinise individual council recovery actions and planning. Where this activity is required, key officers within the recovery coordination structure may be required to provide information or attend meetings as appropriate.

Councils will continue to use communications staff to share emergency recovery related information with members and staff not directly involved in recovery related activity. Information provided by communications staff will initially be generated from the council ECC where set up, or emergency planning officers. In due course the Community subgroup may become the conduit for community related information both outwards to members and staff but also inwards to contribute to any recovery impact assessment.

12.5   Community Involvement in Recovery

It is clear that consultation and involvement with the local community is a critical component that underpins successful recovery. It is recommended that public meetings are held for people to air concerns and opinions and to identify the impact on the community. It is vital that this meeting is as structured as possible, and findings are fed back via the Community Subgroup. Public meetings should be attended by senior representatives from the relevant agencies, who can provide an update on the situation, the recovery phase and answer questions from attendees. Senior representatives will need to provide clear information about the multi-agency actions and messages and be prepared to manage the range of robust and emotionally driven challenges and issues raised by individuals and groups. If an established Community Emergency Planning group (CEPG) exist, they should be invited to attend to potentially be used as a conduit.

Already established CEPG's could provide vital links through which community needs and concerns can be highlighted to the Community Subgroup. This information will be collated via the local authority ECC and will allow resources to be directed to support communities in the most effective ways. In areas without CEPG this role maybe adopted by town councils, faith groups, voluntary groups and other community groups.

12.6   Spontaneous Volunteers

Spontaneous volunteers is defined as 'individuals who are unaffiliated with existing official response organisation yet, without extensive pre-planning, are motivated to provide unpaid support to the response and/or recovery to emergencies.

If spontaneous volunteers are not properly managed, they can divert resources and attention away from organised recovery activities. Spontaneous volunteers who are not involved in official recovery activities potentially could cause further harm than good if their activities are not coordinated.

During the response to an emergency, an assessment would have been completed to determine the scale of spontaneous support. If the situation dictates, and it is appropriate for the 'employment' of spontaneous volunteers, a Volunteer Reception Centre (VRC) facility would have been established by the local authority and a Voluntary and Community Sector Coordinator (VCS) appointed to the TCG.

As the incident transitions from the response into the recovery phase the VCS will update the RCG. All recovery subgroups should be made aware of the VRC and capabilities of the spontaneous volunteers. Requests for using spontaneous volunteers should go via the RCG, as a group the RCG will determine, in consultation with the VCS which activities are appropriate to allocate spontaneous volunteers to. Public communication messages should be prepared for media/social media broadcast indicating the spontaneous volunteers approach/requirement.

If spontaneous volunteers have not been used during the response phase the RCG should assess the situation to determine the scale of spontaneous support in the recovery phase. If appropriate, a Volunteer Reception Centre (VRC) facility should be established and a VCS appointed and invited to join the RCG.

12.7   Critical Friends and National Experts

Chairs of the RCG and subgroups should consider the use of a 'critical friend' to support and challenge them throughout the recovery phase. This person should be familiar with the circumstances and be skilled at offering a second opinion.

Chairs and Members of the RCG and subgroups should also consider the use of national experts. These are subject matter experts in their field who will provide advice and support by drawing on their previous experiences.

13.   RECOVERY MANAGEMENT

13.1   Principles. The key principles for success are clearly stated in *'Emergency Response & Recovery'*. They are:

a.   Clear leadership coupled with robust management and a clear commitment to the 'long haul'
b.   Community Involvement
c.   Enabling the private sector

13.2   <u>Chair</u>.   The RCG Chair will be provided from Suffolk local authorities as follows:

- Incident with consequence within a single district area – relevant district/borough Chief Executive or nominated executive
- Incident with consequences cover 2 or more district areas – Suffolk County Council Chief Executive or nominated executive
- The JEPU Recovery Planning Officer will provide specialist support and advice to the Recovering Coordinating Chair

13.3   <u>Meetings</u>

It is important that the RCG maintains strategic coordination, as each subgroup will have their own responsibilities and agendas. Regular meetings of the RCG with the chairs of each subgroup and the maintenance of action plans and progress reports are essential to ensure coordination of the work.

The frequency of meetings should be determined by the chairs of each group, with the chair of the RCG maintaining a watching brief and coordination role. As recovery progresses, the RCG would need to agree a reduction in tempo to match the demands of the recovery activity, this would see the RCG moving through the following steps:

- From permanence at StratCC to a series of formal meetings held most likely at a local authority office
- From formal RCG meetings to RCG teleconferences
- From RCG teleconferences to normal meeting structures that pre-existed the incident

The RCG meeting agenda given in Annex N ensures that the standard items are covered. It can be adapted to meet the requirements of the recovery as needed.

13.4   <u>Meeting Locations</u>

During the response phase, the RCG shall physically meet in the same location as the SCG at the StratCC, at Police headquarters, Martlesham. Unless the SCG has met virtually in which case the RCG can decide on an appropriate location. The RCG Chair may choose to meet virtually.

If the RCG is a virtual group, care should be taken to ensure that all members have access to appropriate technology and meeting papers are circulated in advance of the meeting.

Once handover from SCG to the RCG is complete the RCG and subgroups chairs will decide on the most appropriate operating arrangements for each group, Annex C gives likely meeting arrangements.

An important factor to consider when relocating the meetings away from the StratCC or conducting them by teleconference is that once individuals return to their desks, the demand to return to the 'day job' and 'catch up' may become irresistible and the process may falter.

Some agencies will feel they are more effective if they are working from their own office locations where they have access to the data and communications links that they need. This will become more of an issue as the recovery phase moves further away from the emergency response and closer to 'normality'. The group Chairs need to manage this progression carefully.

13.5   Meeting Tempo

Due to the nature of activities taking place during the recovery phase an inherently slower battle rhythm than in the response period is required. The frequency of recovery meetings will be determined by each group on a case by case basis. The need to make decisions as a result of change in the incident or when information is required will drive this. In the early stages, the RCG may meet daily, but this is likely to reduce over time to weekly and possibly even monthly during the recovery phase. RCG meetings must be set to allow interaction with national recovery management structures, i.e. COBR or Lead Government Department Incident Room.

Recovery structures will be during office hours only unless otherwise agreed by the RCG.

13.6   Information Management

Minutes of all RCG and subgroup meetings will be held on Resilience Direct. Accurate recording is paramount to ensure a clear audit trail, with comprehensive records of timings, notifications, decisions, actions and expenditure.

14.   RCG EXIT SRATEGY

14.1   The decision to stand down the RCG will be made by the Chair of the RCG in conjunction with its members, subgroup Chairs and national groups (if formed). The ongoing needs of the community will be key to this decision.

14.2   Depending on the impacts being addressed, it may be possible for some of the RCG subgroups to close prior to the main RCG standing down.

14.3   The length of time that the RCG is required will vary according to the nature and scale of the incident and value that it is adding. Some incidents may have long-term issues to consider e.g. health monitoring.

14.4   The RCG can stand down once there is no longer a need for regular multi-agency individual agencies as part of normal business. It is essential that this decision is taken in the light of a complete and up to date RIA. The following criteria must be met:

- All strategic objectives have been met or where they haven't there is no longer a requirement for coordination
- Financial records are up to date
- Media messages to partners and public information agreed and exit strategy disseminated

- Decision to stand-down recovery documented in last RCG meeting minutes
- Log books, meeting minutes and action plans all completed and correctly archived
- A team or person has been appointed to manage any future memorials

14.5 The decision to stand down the RCG will be communicated to all affected agencies, subgroups and the SRF by the RCG Chair/Secretariat.

15. DEBRIEF

It is important to ensure that a continuous evaluation of the recovery phase takes place and any issues identified are captured and actioned as necessary. The formal debrief process (which may be repeated on a number of occasions at key milestones during a prolonged recovery phase) should identify issues from the RCG, subgroups, support cells and working groups. Consideration should also be given to obtaining views from the affected community (residents and businesses), this can be done through public meetings chaired by elected members.

A final debrief report should be produced which captures all these issues. The report will be reviewed by the SRF for identification of any further action required. Issues of regional and national significance, or requiring regional or national action, should be escalated via the LGD or MHCLG RED advisor for resolution or onward transmission to the relevant government departments. Any lessons identified or good practice should be shared on the Joint Organisational Learning platform.

Opportunities should be taken to share the debrief report widely amongst partners and organisations who may play a key role in future recovery activity

16. HAZARD & ISSUE SPECIFIC CHECK LISTS

Hazard and Issue specific checklists are at Annex Q. The aim of this annex is to provide an aide memoire of additional points that may also need to be considered in the planning.

17. LOCAL AUTHORITY RECOVERY ACTIVITIES

Aide memoirs are available from the SRF Resilience Direct pages, for the following potential activities. Some of these should begin at the earliest opportunity, running in tandem with the response. They are provided as a starting point and as a guide to responding local authorities. Subgroups should be aware of activities relevant to their role and be prepared to contribute to them as necessary.
   a. Tributes (Short-term)
   b. Book of Condolence
   c. Donations
   d. VIP Visits
   e. Psychological first aid support
   f. Recovering Costs (BELWIN)
   g. Memorials and Anniversaries

18.   COMMUNICATIONS

The Media Coordination Cell (MCC) will continue to operate as it is equally relevant in the recovery phase. The continuity of media and communications should be considered as part of the planned transition between phases. At this stage, it is likely that the communications lead will change but the requirement for multi-agency staff to fulfil the roles needed to run a communications function may remain. Instead of reporting to the SCG the MCC will report to the RCG. A recovery focused, communications strategy will be developed as part of the recovery process and approved by the RCG. The local authority will lead the development of the strategy. Further information is available in the SRF Communications Plan.

19.   SCIENCE AND TECHNICAL ADVICE CELL

Provision of advice from STAC may continue into the recovery phase of an incident therefore if operational, the STAC will continue to operate but will report to the RCG until agreed by both the RCG Chair and STAC Chair that it is no longer required. Further information is available at Annex L and in the STAC Plan.

20.   FUNDING

20.1   Initial funding will be from lead and partner agencies in particular from staff time and resources. The lead recovery agency is responsible for coordinating the financial management, planning and tracking for the recovery phase.

20.2   As action plans are drawn up project funding and reimbursement may be available from a range of sources including:

- Individual government departments
- The polluter (if appropriate).

20.3   Further guidance on cross government principles on recovery funding and individual governmental department arrangements can be found in Emergency Response and Recovery - Funding for Recovery. Note that the Bellwin scheme does not apply in the recovery phase as it is for immediate response costs.

20.4   Other areas for financial consideration and planning are:

- Financial support for businesses
- Public donations
- Insurance issues
- Tributes, commemorative events and memorial funds

20.5   IT IS VITAL THAT RECORDS ARE KEPT BY ALL AGENCIES IN ORDER TO PROVIDE THE INFORMATION REQUIRED FOR ANY REIMBURSEMENT.

21.   FURTHER GUIDANCE

Further Guidance on specific topics, are listed in <u>Annex R.</u> The detailed information is available in the National Recovery Guidance held on the <u>UK Resilience website.</u>

ANNEX A - CHECKLIST FOR HANDOVER FROM RESPONSE TO RECOVERY

The criteria for assessing when the handover can take place from response to recovery should be agreed between the Chair of the SCG (usually the police) and the appointed Chair of the RCG from the local authority.

Checklist:

- The incident is contained and there is no significant risk of resurgence

- Public safety measures are in place and working effectively

- RCG and supporting subgroups are firmly established and pro-active

- The lead local authority for recovery has a functioning Emergency Control Centre and has the necessary:

    o Resources
    o Communications
    o Media coordination support

- The lead local authority is able to accept the Chair of RCG

- Budget accounting by agencies has been established

- Confirm right organisations and community groups for recovery are engaged

- The Community Impact Assessment is handed over, with focus on vulnerable groups

- Confirm supporting functions from the response phase are still operating and if required handovers completed

- Confirm ongoing investigations

- Confirm critical infrastructure implications

- VIP visits

Handover Certificate

(This certificate can be amended to suit the incident)

Upon this Status Certificate being signed by both the lead recovery agency and lead response agency, the Command and Control for dealing with the aftermath of the ….. ………….incident is to be taken over by ……………………

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

1.   There is no known further risk to life in relation to this specific incident.

2.   The circumstances dictate it more appropriate for coordination to rest with ……………..in that the phase is clearly now one of recovery.

3.   There are no serious public order or crime prevention issues which impact on the overall strategic coordination of the recovery phase.

4.   Suffolk Fire and Rescue Service together with the East of England Ambulance Service and Suffolk Constabulary are operating at a level which does not necessitate a Strategic Coordinating Group to co-ordinate and facilitate their activity.

5.   There are no known scenarios which may require the reinstatement of the Strategic Coordinating Group in relation to this emergency in the foreseeable future.

6.   ………………………………. is satisfied that it has in place the infrastructure and processes and necessary information to take over coordination from the lead response agency.

Signed: ………………..………………….. Chair of RCG

Signed: ………………..………………….. Chair of SCG

Date and Time Signed: ………………..…………………..

ANNEX B - GENERIC RECOVERY STRATEGIC PRIORITIES

The following generic template may be used to develop the initial recovery strategy:

Strategy Statement

Amend as necessary.

- To support the community and businesses in their return to normality or a new normality.
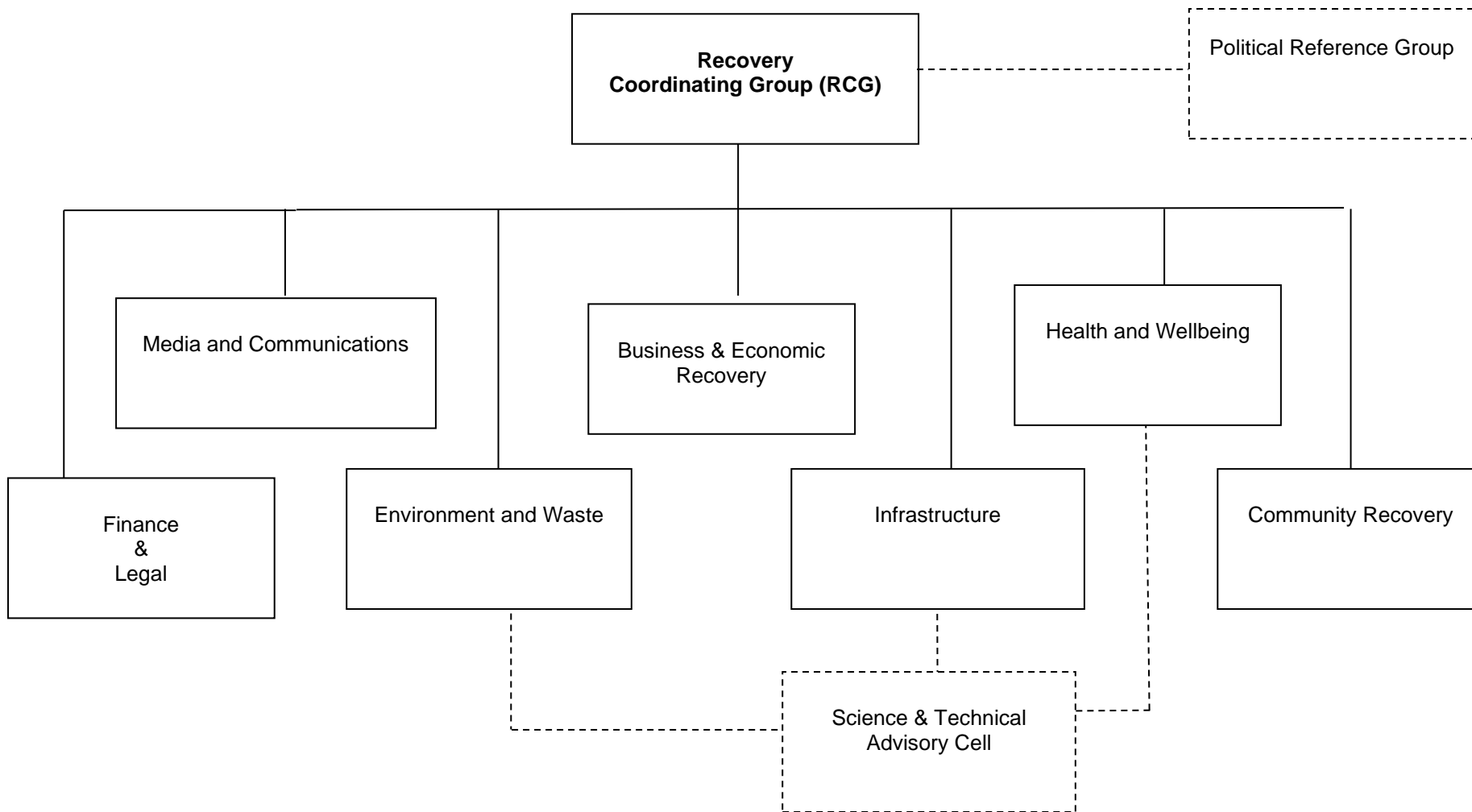
Objectives

Depending on the incident choose some of the following objectives to support your strategy. This list is not exhaustive and should be used for guidance only.

- Local communities are engaged, consulted and supported at all stages of the recovery process
- Providing safety and welfare of all persons engaged in the delivery of the recovery programme
- Determine possible funding streams and provide funding to the impacted community
- An effective community strategy is in place
- To establish effective communication links with the affected community and ensure the community is fully involved in the recovery process
- Establish close links with central, regional and local government where appropriate and maintain these throughout the recovery process
- An impact assessment is conducted
- Develop a concise and realistic recovery Action plan which involves all agencies and fits the needs of the emergency
- Establish a pro-active and integrated framework of support to businesses and others on the financial and commercial implications of the emergency
- Reinstate the built environment
- Coordinate environmental protection and recovery issues
- All infrastructure, assets and highways are repaired or enhanced
- Maintaining normal services at an appropriate level
- Determine if there is an opportunity to enhance the resilience of the area (physical and social)
- Reduce the risk of a similar incident occurring again
- Facilitating investigations and inquiries
- Financial management arrangement are in place with recovery efforts complying with legal requirements
- The provision of education and learning is maintained
- To maintain business as usual
- All agencies work closely with the community and those directly affected, including ongoing monitoring and protection of public health
- An evaluation of the recovery process is conducted
- Identifying and taking action to implement lessons learned

ANNEX C - MEETING ARRANGEMENTS FOR RECOVERY GROUPS

Group	Arrangement
RCG	Initial meeting: StratCC Short-term: StratCC Medium-term: Venue agreed by RCG Chair Long-term: Teleconference
Infrastructure	Initial meeting: Lead local authority premises Short-term: } Medium-term: } Agreed by Infrastructure subgroup Long-term: } Chair
Environment	Initial meeting: Lead local authority or Environment Agency premises Short-term: } Medium-term: } Agreed by Environment subgroup Long-term: } Chair
Community Recovery	Initial meeting: Lead local authority premises Short-term: } Medium-term: } Agreed by Community Recovery Long-term: } subgroup Chair
Health & Wellbeing	Initial meeting: StratCC Short-term: } Medium-term: } Agreed by Health and Wellbeing Long-term: } subgroup Chair
Finance & Legal	Initial meeting: Convenient location decided by Chair Short-term: Teleconference Medium-term: Teleconference Long-term Teleconference
Media / Communications	Initial meeting: StratCC Short-term: Core group at StratCC with other comms officers working in their own locations keeping in touch by teleconference Medium-term: } Agreed by Media and Comms Long-term: } subgroup Chair
Business & Economic Recovery	Initial meeting: Convenient location Short-term: Teleconference with periodic face to face meetings Medium-term: } Agreed by Business and Long-term: } Economic Subgroup Chair

ANNEX D- GENERIC RECOVERY STRUCTURE

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                    ┌─────────────────────────┐           ┌─────────────────────────────┐
                    │       Recovery          │ ----------│  Political Reference Group  │
                    │ Coordinating Group (RCG) │           └─────────────────────────────┘
                    └─────────────────────────┘
                                │
        ┌──────────────┬────────┼────────────┬──────────────┐
        │              │                      │              │
  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐
  │ Media and    │  │ Business &   │  │ Health and   │
  │ Communications│  │ Economic     │  │ Wellbeing    │
  └──────────────┘  │ Recovery     │  └──────────────┘
                    └──────────────┘

┌──────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────────┐
│ Finance  │  │ Environment  │  │ Infrastructure│  │ Community Recovery│
│   &      │  │ and Waste    │  │              │  └──────────────────┘
│ Legal    │  └──────────────┘  └──────────────┘
└──────────┘

                    ┌──────────────────────┐
                    │ Science & Technical  │
                    │ Advisory Cell        │
                    └──────────────────────┘
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ANNEX E - RECOVERY COORDINATING GROUP TERMS OF REFERENCE

a)   Purpose

- Strategic decision-making body for the recovery phase. Able to give the broad overview and represent each agency's interests and statutory responsibilities.
- Provides visible and strong leadership during the recovery phase to support communities and businesses to return to a state as near to normality as soon as possible.
- Takes advice from the subgroups, decides the strategy and ensures implementation of the strategy and rebuilding of public confidence.
- Ensures the coordination and delivery of a consistent message to the public and media.

b)   Chair and Secretariat

Chaired by local authority, this may be the district or borough if a single district is affected or the county council, if more than one district is affected. 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 subgroup meetings.

c)   Role

- To feed in recovery issues whilst the SCG is running
- To complete an initial Recovery Impact Assessment
- To update the Community Impact Assessment that was produced during the response phase (task delegated to Community Recovery subgroup)
- To establish, support and disband subgroups as appropriate
- To decide the overall recovery strategy, including clean-up, health, welfare, communications, economic and business recovery
- To allocate ownership for delivery of specific strategic objectives to a relevant subgroup (use of a project management tool should be considered to monitor progress)
- To give early direction on the prioritisation of physical locations for infrastructure recovery
- To coordinate and prioritise the recommendations and actions of the subgroups and to monitor process
- To monitor resources and financial matters
- To agree exit strategy criteria and timescale
- Decide the final 'state' of the physical infrastructure and natural environment affected by the incident
- Deal with other issues that fall outside the scope of the subgroups
- Oversee and approve all communication relating to the multi-agency recovery
- Maintain liaison with politicians at local and national level
- Make recommendations to elected members on the strategic choice between 'normalisation' (restoring the area to its previous condition and regeneration (aspiring to transform the area in support of longer-term development objectives)
- Ensure the recovery effort is undertaken in accordance with Government guidance

d) Membership

RCG Membership must be tailored to the incident therefore the list below is a starting point. Others may be added where appropriate.

Senior representatives attend as relevant from:
- County Council/district council(s)
- Environment Agency
- Food Standards Agency
- NHS England
- Public Health England
- Animal Health
- Utility Companies
- Transport Providers
- Maritime and Coastguard Agency
- Police
- Fire and Rescue
- Regional Development Agency/Local enterprise partnerships
- Ministry of Defence
- Natural England
- Incident Site Operator
- Health and Safety Executive
- Voluntary Organisation representative
- Defra CBRN Emergencies team (if contamination issues)
- Chairs of subgroup including STAC if still formed

e) Issues

- Prioritisation
- Coordination
- Resources
- Finance
- Politics
- Compensation
- Use of military
- Public confidence
- Communications
- Exit state criteria

f) Start Point Strategy
To establish coordinated, collaborative and sustained recovery action that will promote effective and timely regeneration of impacted Suffolk communities.

Indicative Objectives:
- Saving and protecting human life and minimise further harm
    - Clean water supply
    - Effective sewage system and waste collection
    - Restoration of effective health services and social care

- o Food supply chain re-established
- o Disease incidence at normal levels

- Get people back into secure accommodation
  - o Closure of emergency accommodation (rest centres)
  - o Re-housing of displaced people
  - o Establishment of Humanitarian Assistance Centres

- Get businesses up and running and people back to work
  - o Restoration of key infrastructure
  - o Schools reopened
  - o Business support structure and recovery scheme in place

g)   Liaison

All Recovery subgroups, government departments, elected members.

ANNEX F - ENVIRONMENT AND WASTE SUBGROUP TERMS OF REFERENCE

a)   Purpose

- Use expertise to give viable options for clean-up and monitoring of the urban environment in line with the RCG's priorities.
- Liaise closely with stakeholders and other subgroups.

b)   Chair and Secretariat

Chaired by the lead officer for environmental services in the local authority. Secretariat by the local authority. Unless it is agreed that it would be more appropriate for this group to be chaired by a relevant agency in which case, they will provide the Chair and Secretariat.

c)   Role

- To develop a preferred realistic remediation strategy for submission to, and agreement by, the RCG, to cover clean-up, monitoring and repair of the natural environment, including repair of flood defences
- To develop a preferred realistic remediation strategy for submission to, and agreement by the RCG to cover clean-up of the urban environment to an agreed standard
- To identify long-term damage and safety issues relating to natural environment, any consequential issues relating to it and remedial action
- Develop a waste management strategy
- Review integrity of key natural protection assets and prepare strategy for reinstatement where required
- Monitor areas contaminated during and after the incident, where necessary
- To report back to the RCG on a regular basis
- Identify any potential future prevention / mitigation aspects

d)   Membership

Senior representatives attend as relevant from:

- District/county/borough council, e.g.:
  - Principal Environmental Health Officer
  - Waste Disposal Officer
  - Neighbourhood Management
- Environment Agency
- Public Health England
- Police (if advice on security of sites is needed)
- Food Standards Agency
- Animal Health
- National Trust/English Heritage/Natural England (if historic sites or protected areas are affected)
- Other agencies such as DEFRA CBRN Emergencies team, etc.
- Wildlife and marine conservation groups
- NFU

e) Issues

- Resources
- Prioritisation
- Land ownership
- Finance
- Waste recovery and disposal
- Compensation
- Clean-up
- Contamination
- Counter measures
- Livestock/food stuffs
- Monitoring
- Hard resources/protection (flood defences etc)

f) Start Point Priorities

Identify extent of pollution, reduce the number of displaced people by making the environment safe.

Identify use of local capabilities and expertise so as to reduce reliance on external sources and switch community status from passive to active, helping to promote a positive psychological outlook.

g) Liaisons

RCG and relevant recovery subgroups.

ANNEX G - INFRASTRUCTURE SUBGROUP TERMS OF REFERENCE

a)   Purpose

- Use expertise to give viable options for repair and replacement of essential services and infrastructure
- Ensure safety of public from dangerous structures or areas
- Liaise closely with stakeholders and coordinate recovery activities to minimise disruption

b)   Chair and Secretariat

Chaired by the lead officer for Highways or Planning in the local authority. Secretariat by the local authority. Unless it is agreed that it would be more appropriate for this group to be chaired by a relevant agency in which case, they will provide the Chair and Secretariat.

c)   Role

- To develop a preferred remediation strategy for submission to, and agreement by, the RCG, to cover repair or replacement of physical infrastructure
- To prioritise the restoration of Critical National Infrastructure
- To reinstate key essential services and utilities at an acceptable level for use
- Review integrity of key assets and prepare strategy for reinstatement where required
- To report back to the RCG on a regular basis
- Commission remedial work (building to make safe, demolition). For essential services/assets, building/structural, transport, health and educational infrastructure, consider:
    - Temporary structures
    - Redesign
    - Repair
    - Rebuilding
- Consider planning permission for new build, repairs to listed / graded buildings
- Identify whether compulsory purchase orders are required
- Consider location and reconstruction requirements for memorial structure(s)

d)   Membership

Senior representatives attend as relevant from:

- District/county/borough council – representatives, e.g.:
    - Principal Environment Health Officer
    - Building control
    - Transport and Highways
    - Planning authority
    - Health and Safety manager
- NHS England
- Police (if advice on security of sites is needed)
- Utility and Transport organisations

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

e) Issues

- Resources
- Prioritisation
- Land ownership
- Finance
- Waste recovery and disposal
- Compensation
- Clean-up
- Contamination
- Counter measures
- Livestock/food stuffs
- Monitoring
- Hard resources/protection (flood defences etc)

f) Start Point Strategy

Restore infrastructure/access e.g. bridges and roads
Restore utilities
Identify major risk areas to loss of human life

Indicative Objectives:
- Restore infrastructure in critical areas
  - Roads clear
  - Bridges open
  - Bridge task group underway and working efficiently

- Restore utilities, gas, electricity and water
- Identify critical areas/care homes/communities – restore first
- Identify areas where major population can go back to normal

g) Liaisons

RCG and relevant recovery subgroups.

ANNEX H - COMMUNITY RECOVERY SUBGROUP TERMS OF REFERENCE

a) Purpose

- To reflect community concerns, feelings and initiatives and assist in informing the wider community
- Produce and update the Community Impact Assessment

b) Chair and Secretariat

Chaired by the lead officer for Community Safety or Communities team in the local authority. Secretariat by the local authority.

c) Role

- To provide and co-ordinate ongoing support to the residents affected and the wider affected community in a fair and equitable manner
- Assist in informing the wider community of discussions and progress of the RCG
- To facilitate assessment of the long-term impact on community cohesion and capacity
- Reflect community concerns, feelings and initiatives and bring these to the attention of the RCG
- Establish public help lines and consider support centres in conjunction with the Media and Communications Subgroup
- Provide reassurance e.g. over property security
- To report progress back to the RCG on a regular basis
- To consider cultural, religious and other diversity issues
- Promote access to insurance and compensation claim process for the public
- Manage the applications and disbursement process for public appeals
- Consider the communities interests in the context of overall recovery aims and objectives including the choice between 'normalisation' and 'regeneration'

d) Membership

- Local authority Community Safety and Equalities and Diversity staff
- Parish and/or Town Council Representatives
- Local elected members for district/borough and county council
- Residents associations
- Tenants associations
- Local schools
- Local Businesses
- Community groups (including religious faith groups)
- Disaster Fund Manager (if established)
- Representative from the RCG
- Police

e) Issues

- Regeneration
- Insurance
- Race and language
- Effect on community
- Community consultation/communications – this could be indirectly, directly through councillor engagement, directly through public meetings, use of a HAC/Information Centre or through proactive monitoring
- Support to the community
- Community Security/Law and order (public safety);
- VIP visits

f)   Start Point Strategy

Consider the current needs of the affected community.

Indicative objectives:
- Assess the overall impact on the community
- Establish and assist with the formation of Community Groups as required
- Supporting the establishment of public appeals, anniversaries and memorials
- Promotion of community self-sustainability (using local capacity and expertise)
- Promotion of community confidence and reassurance
- Involvement of Area Committees/Groups (where these are in place)
- Recommend a criterion for provision of services to those in need
- Establish public help lines and consider support centres

g)   Liaisons

RCG and relevant recovery subgroups.

ANNEX I - HEALTH AND WELLBEING SUBGROUP TERMS OF REFERENCE

a)   Purpose

- Bring together the relevant health and wellbeing expertise to coordinate the provision of full range of practical assistance, support and, where necessary, counselling to those directly or indirectly affected by the incident
- Similar consideration should also be given to the family and friends of those affected but who may live elsewhere

b)   Chair and Secretariat

Chaired by Director of Public Health or lead officer for Adult Social Care. Secretariat by the local authority. Unless it is agreed that it would be more appropriate for this group to be chaired by a relevant agency in which case, they will provide the Chair and Secretariat.

c)   Role

- Assess and provide health and wellbeing services to those affected, including re-housing
- Allocation of tasks to individual agencies
- Coordinate necessary actions to be in a position to close rest centres and reopen schools at the earliest opportunity
- Coordination of assistance in order to avoid duplication of effort including the voluntary organisations
- Collation of data on affected persons
- Advise Infrastructure group on health and welfare benefits / desire for restoration of services to prevent infection
- Prepare a health monitoring and protection strategy
- Maintain normal health and social care services
- Establish extra health services if required
- Ensure public is informed about any health implications
- To provide and co-ordinate ongoing support to residents affected and the wider community
- Identify vulnerable groups at risk from the outcomes of the incident.
- To consider the health issues e.g. psychological impact and stress systems, long-term effects/mental health and alcoholism
- To consider staff welfare and support
- To ensure clear and consistent information is readily available to the community.
- To report progress to the RCG on a regular basis
- Manage the return to self-sufficiency
-

d)   Membership

Core membership as appropriate from:
- County/district/borough council, including:
  - Adult Social Services

- o Public Health
- o Children's Services (including schools)
- o Environmental Health Officer
- o Housing and Homelessness
- o Legal and Democratic Services (elected members)
- Suffolk Clinical Commissioning Groups
- Acute (Hospital) Care Trust
- Norfolk and Suffolk Foundation Trust
- East of England Ambulance Service
- Public Health England

Invited membership as appropriate from:
- Voluntary Sector (e.g. British Red Cross, RVS, Salvation Army, Citizens Advice, Samaritans, Age UK)
- Churches Together (& other Faith Groups as relevant)
- Suffolk Wellbeing Board (including Suffolk Collaborate)
- Disability carers services
- Benefits Agencies
- Incident Care Team from the relevant transport operator
- HM Coroner

e)   Issues
- Accommodation – public and private
- Support networks
- Exit strategy
- Donations; e.g. clothing, money, food, other
- Civil amenities, e.g. rest centres
- Rural and urban
- Member involvement
- Re-establishing community spirit

f)   Start Point Strategy
To assess the immediate health and wellbeing needs of the affected community.

Indicative Objectives
- Assess health and wellbeing needs of displaced people
- Maintain normal health and social care services and supplement additional services where needed
- Early key health messages for public health, public health help line
- Advise infrastructure group re health and welfare benefits/desires for restoration of services to prevent infection

g)   Liaisons

RCG and relevant recovery subgroups.

ANNEX J - FINANCE AND LEGAL SUBGROUP TERMS OF REFERENCE

a)   Purpose

Primary aim is to assess the financial and legal implications for the affected area and each authority, obtain external funding and provide advice to the RCG.

b)   Chair and Secretariat

Chaired by lead officer for Finance or a Lawyer in the local authority. Secretariat to be provided by the local authority.

c)   Role

- To ensure financial accountability for the recovery phase
- To oversee the management of the collection and distribution of trust funds and aid.
- To consider financial resource implications
- Clarify possible funding sources and entitlement
- Provide guidance on interim/emergency authorisation limits and escalation process
- Assess and understand levels of insured and uninsured costs
- Consider whether to establish a fund or appeal for financial donations. Clarify the position on business rates, council tax and rent relief
- Assess scales of potential revenue loss and consequent impacts
- To ensure that the records differentiate between response and recovery expenditure
- Maintain business community links
- Develop an Expenditure Pro-forma
- To maintain close links with the insurance companies and insurance officers and lead issues relating to compensation and insurance claims for the general public
- To investigate and secure financial assistance that might be available from Government Departments
- To provide appropriate financial information and support
- To report progress to the RCG on a regular basis
- To revert to business as usual processes as soon as possible, e.g. procurement and authorisation levels
- Ensure value for money procurement arrangements

d)   Membership

Membership as appropriate from:
- Districts including financial officers;
- County including financial officers;
- British Red Cross/public appeal funds.
- Site Operator
- Association of British Insurers representatives
- Legal professional

e)   Issues

- Central Government Department funding;

- Emergency financial assistance;
- Research capital works and programmes;
- Loss of business rates
- Loss of council tax revenue
- Housing provision costs
- Education costs
- Social Services costs
- Increase in benefits payments
- Depleted community economic base
- Uninsured losses
- Litigation
- Compensation issues
- Claims

f)   Start Point Strategy

Assess financial and legal implications and provide advice to the RCG.

Indicative objectives
- Clarify possible funding sources and entitlement
- Ensure each subgroup keeps appropriate records of expenditure.
- Set interim/emergency authorisation limits and escalation process
- Assess and understand levels of insured and uninsured costs
- Establish and support a public appeal (using the Red Cross)
- Clarify position on Business rates, council tax and rent relief
- Assess the scale of potential revenue loss and consequential impacts
- Develop an action plan to address issues raised

g)   Liaisons

RCG and relevant recovery subgroups.

ANNEX K - BUSINESS AND ECONOMIC RECOVERY SUBGROUP TERMS OF REFERENCE

a)   Purpose

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

b)   Chair and Secretariat

Chaired by lead officer for Economic development. Secretariat to be provided by the local authority. Unless it is agreed that it would be more appropriate for this group to be chaired by a relevant agency in which case, they will provide the Chair and Secretariat.

c)   Role

- To provide immediate support to business and employees
- To oversee the development and implementation of regeneration strategy for the business community linked to the borough/district council Regeneration Vision
- To maintain pro-active communications, networks to encourage cooperation and business involvement
- Provide Business Advice Group in a pre-designated location (could be located with the HAC)
- To report progress back to the RCG on a regular basis

d)   Membership

Membership as appropriate from:

- Chamber of Commerce
- County/district Economic Development Officers
- Local Economic Partnership representatives
- Business Innovation and Skills (Suffolk and Norfolk)
- Haven Gateway Partnership
- Town Centre Partnership
- Enterprise Agencies
- MENTA (Suffolk Enterprise Agency)
- NWES (Norfolk and Waveney Enterprise Services)
- Suffolk Tourism Bodies (Visit East Anglia)
- Key Local Businesses
- Utilities
- Citizens Advice
- Jobcentre Plus
- Federation of Small Businesses
- Local Business Forums/Networks
- Trade Unions (link to immediate support to businesses and employees)
- Trade Associations/Retail Forums
- Association of British Insurers
- Other agencies as required, e.g. National Trust, National Farmers Union, etc.
- Trading Standards

e) Issues

- Regeneration
- Identifying affected businesses
- Support – to business
- Liaise with local businesses
- Identify issues affecting local businesses
- Consideration of the support to business i.e. temporary accommodation
- Enlist support of trade and business associations
- Liaison with Government and other agencies re possible funding
- Promoting Business Continuity advice
- Consider Business Improvement Districts

f) Start Point Strategy

Coordinate and promote sustainable business and economic activity to at least pre incident levels and look at opportunities for regeneration and to encourage future growth.

Indicative objectives

- Provide advice, support, guidance and alternative locations to businesses to enable timely structural rebuilding programmes to be undertaken for affected premises
- Provide financial advice, support, guidance and access to funding to businesses to enable and enhance quick return to self-funding activity
- Provide HSE/ Human resource advice, support, guidance to businesses
- Provide specific area advice to re-establish agricultural capacity to the farming community
- Promote Suffolk Open for Business
- Provide robust barriers to opportunist activity

g) Liaisons

RCG and relevant recovery subgroups.

ANNEX L - STAC TERMS OF REFERENCE

a)   Purpose

To provide timely and coordinated scientific, technical, environmental and public health advice to the RCG.

b)   Chair and Secretariat

The STAC Chair and STAC support is provided by PHE East of England

c)   Role

- To provide a single point of scientific advice to the RCG on the scientific, technical, environmental and public health advice
- Pool available information and arrive, as far as possible, at a common vie on the scientific and technical merits of differ courses of action

d)   Membership

STAC members can be drawn from a range of agencies/organisations depending on the nature of the incident and specialism required.

- Animal and Plant Health Agency
- COMAH/Nuclear Site Operator
- Multiagency Communications Lead
- Emergency Service Technical Advisers
- Environment Agency
- Food Standards Agency
- Environmental Health
- Health and Safety Executive
- Director of Public Health or their nominee
- Met Office
- MHCLG
- Ministry of Defence
- National Health Service
- Office of Nuclear Regulation
- Public Health England Subject Matter Expert(s)
- Other agencies/organisations invited to address sector specific issue, such as the utilities or transport operators

e)   Liaisons

RCG and relevant recovery subgroups.

For further information see STAC Activation Plan.

ANNEX M - MEDIA AND COMMUNICATIONS SUBGROUP TERMS OF REFERENCE

a)   Purpose

This group will formulate an overall Communications Strategy, expanding upon the work of public consultation and media teams set-up during the response phase to ensure that the public and media are fully informed. Work closely with all the subgroups to ensure messages are disseminated in a timely manner to keep the affected communities informed.

b)   Chair and Secretariat

Chaired by the lead officer for media and communications in the local authority. Secretariat to be provided by the local authority.

c)   Role

- To ensure effective and timely communication and consultation with affected communities
- To formulate an overall Communications Strategy
- To ensure all information presented to the affected communities is in an understandable language
- To ensure the involvement of stakeholders
- To ensure consistency of message
- To respond to negative media stories and misinformation
- To have a representative on the other subgroups if possible
- To ensure that all staff, elected members and those involved are kept informed
- To coordinate VIP visits
- To manage the Media locally and provide regular media briefing sessions
- Help set up and run public contact centre both telephone help lines and face to face
- To manage information both externally and internally
- To establish channels for information from participating agencies
- Maintain effective working relationship with key agencies
- Empower communities to respond to the incident

d)   Membership

- Communicate Suffolk
- Other Communications officers as appropriate (operator's press officer if relevant)

e)   Issues

- VIP visits/anniversaries
- Public Relations
- Media Relations
- Stakeholder liaison
- Race and Language issues
- Projecting positive image
- Monitoring the press

- Monitoring local and national media for inaccurate stories and assess the views of the local community
- Establish key messages and lines to take
- Provide accurate and timely information through all channels e.g. websites/help lines
- Coordinate and advise on all media relations
- Identifying appropriate spokesmen/women for different issues and levels of response
- Provide clear messages in consultation with stakeholders.
- Keeping elected members and local politicians informed of lines to take
- Ensure effective internal communications with staff in all partner bodies
- Set up Customer Service links – linking them into the larger communication circle
- Releasing information in a timely manner for all partners involved

f)   Start Point Strategy

To ensure that the relevant and consistent messages are generated/circulated to all communities including internal staff, elected members and hard to reach groups.

Indicative objectives
- Manage media
- Managing information both externally and internally
- Ensure effective and timely communication of information
- Establish channels for information from participating agencies
- Empower communities to respond to the incident
- Identify key messages both internal and externally
- Identify talking head
- Establish media briefings on a regular basis

g)   Liaisons

RCG and all subgroups

ANNEX N - STANDARD AGENDA FOR RCG MEETINGS

1. Urgent Actions

2. Review progress on actions from last meeting

3. Overview of the recovery progress

4. Confirm and allocate new actions

5. Update from subgroups
   o Priorities
   o Update on progress including targets/milestones achieved
   o Show stoppers
   o Points for clarification for RCG
   o Points for clarification for other subgroups
   o Debrief/Lessons Identified points
   o AOB
   o Time/date of next meeting

6. Prioritisation of tasks and coordination

7. Set/Review Strategy/Objectives

8. Update Recovery Impact Assessment

9. Update Central Government Reports (when necessary)

10. Any other business

11. Time of next meeting

STANDARD AGENDA FOR FIRST SUBGROUP MEETING

1. Introductions

2. Terms of reference for the group
   - Legal considerations

3. Membership
   - Responsibilities and authority
   - Other agencies that may be required

4. Update on the impacts of the incident

5. Update on issues

6. Agree scope, strategy and programme of work reporting

7. People, workforce requirements, gaps and issues

8. Health and Safety issues

9. Any other issues

10. Schedule of meetings

Minutes of the meeting should be taken as well as the maintenance of a key decision/action log. These minutes should be shared with all attendees.

THE RIGHT INDIVIDUALS WITH THE RIGHT LEVEL OF SENIORITY SHOULD BE ON THE GROUP AND THAT SAME INVIDUAL WILL NEED TO COMMIT TO GROUP GOING FORWARD TO ENSURE CONTINUITY.

ANNEX O- RECOVERY IMPACT ASSESSMENT

Suffolk Recovery Impact Assessment Template

Process:

- The RCG will oversee the completion of the initial impact assessment
- The initial impacts assessment should be completed by the RCG with support from members of the TCG/MAIC during the response phase
- The impact assessment will require input from many agencies to support this assessment
- If required, the RCG should direct subgroups to complete a more detailed impact assessment. The RCG should carefully consider the reporting timescales to allow all agencies the time to collate information balanced against the need for its urgency
- The RCG and subgroups should consider inviting national experts to support a more detailed impact assessment
- The impact assessment includes questions, but it should not be limited to these, rather they should be used as prompts to support agencies undertaking the impact assessment
- It has been broken down into five interlinked categories of impact that individuals and communities will need to recover from. These are environment, economic, health and well-being, infrastructure and communities
- To aid this review, it is recommended that each impact is given an impact score to indicate the severity of a particular area. This will assist in focussing the efforts of the range of partners who will be involved in the recovery process and will enable the Recovery Coordinating Group meetings to focus on any significant or catastrophic impacts if time is limited
  - o 1 = No or limited impact
  - o 2 = Moderate impact
  - o 3 = Minor impact
  - o 4 = Significant impact
  - o 5 = Catastrophic impact
- The impact assessment is a frequentative process; therefore, it should be updated and reviewed regularly
- After the impact assessment process, needs and resulting actions should be accurately captured in an action plan and progress monitored continuously
- The RCG is responsible for prioritising actions using the Action Plan. A suggested template for a Recovery Action Plan is shown in Annex P
- The RCG is tasked with strategic coordination and oversight of recovery issues and actions, however the majority of actions will be implemented by recovery subgroups or new working groups as required

Communities

To be assessed by Police, Local Authorities and Voluntary Sector. Further details can be found in Annex H

Description of all impacts that directly affect people and communities include existing mitigations

Consideration	Impact	Current mitigation in place	Action
What immediate impacts are being felt by people within communities?			
Are there any communities who have been particularly disadvantaged by the incident and its consequences e.g. students or commuters?			
How many homes/ people have been directly affected by the incident?[1]			
How many homes/people will be impacted by the incident?			
Has there been any displacement?			
What community spaces have been directly affected by the incidents? E.g. parks and libraries			
Have local community groups been impacted? e.g. faith groups, vulnerable groups, support groups etc.			

Has there been an increase in tensions between communities?			
Could these escalate into a dispute or conflict?			
What has been the impact of the incident on the reputation of responding agencies?			
Describe the political involvement at a district and borough level, county and national level?			
How is the impact of the incident on communities being reported in the media? Including social media.			
Are there any Financial or legal issues?			

Environmental

To be assessed by Environment Agency, Public Health England, Local Authorities, and Suffolk Fire and Rescue Service. Further details can be found in Annex F

Description of all impacts that affect the environment include existing mitigations

Consideration	Impact	Current mitigation in place	Action
Has there been any pollution due to the incident? Scale, location and type of pollution.			
Has there been any decontamination due to the incident? Type, quality etc.			
Has waste been created due to the incident? If so, is this waste hazardous/contaminated?			
What impact has this incident had on natural resources and/or habitats?			
What is the impact on public amenities? E.g. beaches			
How is the impact of the incident on the environment being reported in the media? Including social media.			
Are there any Financial or legal issues?			

Economic

To be assessed by Local Authorities, Chamber of Commerce and Business Sector. Further details can be found in Annex K

Description of all impacts that affect business and economic activity

Consideration	Impact	Current mitigation in place	Action
Has the incident impacted on people's ability to attend work?			
Has the incident impacted on the ability of local businesses to operate?			
Has the incident impacted on a particular industry e.g. farming?			
Has this or is this incident likely to have a negative impact on the local economy?			
How is the impact of the incident on the economy being reported in the media? Including social media.			
Are there any Financial or legal issues?			

Infrastructure

To be assessed by Local Authorities, Transport providers, Utility companies and Environment agency. Further details can be found in Annex G

Description of all impacts that affect the services used by people and communities include existing mitigations

Consideration	Impact	Current mitigation in place	Action
Has the incident impacted on people's access to local services including local shops and religious centres?			
Has the incident disrupted utilities and essential services?			
What has been the impact of the incident on local transport networks?			
What has been the impact on the incident on wider transport?			
What has been the impact of access to educational establishments?			
Has the incident disrupted food supply chain?			
Is security needed for any buildings or public spaces?			
How is the impact of the incident on infrastructure being reported in the media? Including social media.			
Are there any Financial or legal issues?			

Health and Wellbeing

To be assessed by Local Authorities, NHS England (East), East of England Ambulance Service Transport providers, Clinical Commissioning Groups. Humanitarian Assistance Centre management group, Mass Fatalities Coordination Group Further details can be found in Annex I

Description of all impacts that affect the services used by people and communities include existing mitigations

Consideration	Impact Scoring	Current mitigation in place	Action
Has the incident impacted on people's health?			
What have the psychological impacts been on people? Including responding personnel.			
Could there be long-term psychological impacts?			
Has or will the incident impact primary care services?			
Has or will the incident impact secondary care services?			
Has the incident impacted acute hospitals business as usual?			
How is the impact of the incident on health and wellbeing being reported in the media? Including social media.			
Are there any Financial or legal issues?			

IMPACT SCORING SCALE

Level	Descriptor	Categories of impact	Description of Impact
1	Limited	Health & wellbeing	Insignificant number of injuries or impact on health & wellbeing
		Infrastructure	Insignificant disruption including transport services and infrastructure
		Communities	Insignificant disruption to communities Insignificant number of persons displaced, and insignificant personal support required
		Economic	Insignificant impact on local economy
		Environment	Insignificant impact on environment
2	Minor	Health & wellbeing	Small number of people affected, no fatalities, and a small number of minor injuries with first aid treatment
		Infrastructure	Minor localised disruption to infrastructure < 24 hours Minor localised disruption to services
		Communities	Minor damage to properties Minor displacement of a small number of people for < 24 hours and minor personal support required Minor localised disruption to community services
		Economic	Negligible impact on local economy and cost easily absorbed
		Environment	Minor impact on environment with no lasting effects
3	Moderate	Health & wellbeing	Moderate number of fatalities with some casualties requiring hospitalisation and medical treatment and activation of MAJAX, the automated intelligent alert notification system, procedures in one or more hospitals

		Infrastructure	Damage that is confined to a specific location, or to a number of locations, but requires additional resources Localised disruption to infrastructure
		Communities	Localised displacement of > 100 people for 1-3 days Localised disruption to community services
		Economic	Limited impact on local economy with some short-term loss of production, with possible additional clean-up costs
		Environment	Limited impact on environment with short-term or medium-term effects

4	Significant	Health & wellbeing	Significant number of people in affected area impacted with multiple fatalities, multiple serious or extensive injuries, significant hospitalisation and activation of MAJAX procedures across a number of hospitals
		Infrastructure	Significant damage that requires support for local responders with external resources
		Communities	100 to 500 people in danger and displaced for longer than 1 week. Local responders require external resources to deliver personal support Significant impact on and possible breakdown of delivery some local community services
		Economic	Significant impact on local economy with medium-term loss of production. Significant extra clean-up and recovery costs
		Environment	Significant impact effect on environment with medium- to long-term effects
5	Catastrophic	Health & wellbeing	Very large numbers of people in affected area(s) impacted with significant numbers of fatalities, large number of people requiring hospitalisation with serious injuries with longer-term effects
		Infrastructure	Extensive damage to properties and built environment in affected area requiring major demolition Serious damage to infrastructure causing significant disruption to, or loss of, key services for prolonged period Community unable to function without significant support Local community services unable to run
		Communities	General and widespread displacement of more than 500 people for prolonged duration and extensive personal support required
		Economic	Serious impact on local and regional economy with some long-term, potentially permanent, loss of production with some structural change. Extensive clean-up and recovery costs
		Environment	Serious long-term impact on environment and/or permanent damage

ANNEX P- ACTION PLAN

(Example- Coastal flooding)

Below is a suggested format for a recovery action plan. It is recommended that the action plan is developed on the basis of the recovery impact assessment.

To aid this process, each strategic objective/action should be given a priority rating, where an action is:
- E = Essential
- I = Important
- D = Desirable

This will assist in focussing the efforts of the range of partners who will be involved in the recovery process and will enable the Recovery Coordinating Group meetings to focus on any essential and important actions if time is limited.

Item no	Strategic Objective/ Action	Tasked to recovery subgroup	Priority	Timescale	Implementation Responsibility Lead/Partner	Resource requirements	Funding requirements	Status/Update
1	Repair the flood defences and affected infrastructure	Environment and Waste subgroup	E					
2	Provide alternative accommodation where required	Health and wellbeing subgroup	E					
3	Working with insurers and householders to assist people to reoccupy homes	Health and wellbeing subgroup	E					
4	Safe disposal of contaminated material from	Environment and Waste subgroup	E					

	affected properties						
5	Understanding the business sector's needs for medium/longer term	Business and Economic Recovery subgroup	I				
6	Understanding the community sector's needs for medium/longer term	Community subgroup	I				
7	Maintain communications to and from the affected community	Media and Communications subgroup	I				

ANNEX Q- HAZARD & ISSUE SPECIFIC CHECK LISTS

The aim of this Annex is to provide an aide memoire of additional points that may also need to be considered in the recovery planning. They are sub divided into Hazard and Issue specific points.

HAZARD DEPENDENT ADDITIONAL POINTS.

Chemical, Biological, Radiological & Nuclear (CBRN) Deliberate Use

Decontamination of the environment
Consider Defra CBRN Emergencies
Monitoring environment and affected people
Health implications
Economic implications
Access – roads, homes, businesses etc
Infrastructure
Security

Flooding (Tidal & River)

Decontamination
Re homing/temporary homing
Health implications
Clean-up
Future prevention - Sea defences, drain maintenance etc
Economic implications - Insurance etc
Access- roads, homes, businesses etc
Infrastructure
Reputation
Security

Human Health

Economic aspect – Staff not attending, business continuity
Ongoing health monitoring

Animal Disease

Ongoing control of animal movement
Economic – Potential supply and demand problem
Ongoing human health implications – BSE, avian flu mutation
Environmental issues surrounding disposal
Reputation
Infrastructure – road closures etc

Transport

Identification of victims
Memorial funds
Clean-up
Infrastructure
Future prevention
Reputation
Re homing/rebuilding
Environmental

Control of Major Accident Hazards (COMAH)/Major Accident Control Regulations (MACR)

Decontamination of the environment
Consider Defra CBRN Emergencies
Reputation
Economic
Infrastructure
Ongoing health monitoring
Memorial fund
ID of victims
Future prevention
Security

Crime

Public perception
Reputation
Economic
Future prevention
Community tension/vigilantes
Security
Links with neighbours

Industrial Action

Economic
Employee conflict
Community impact
Business Continuity Planning

Oil Pollution

Decontamination remediation and restoration of the environment
Reputation
Economic
Infrastructure
Future Prevention
Potential supply and demand problem (fish stocks etc)

Nuclear Accident

Long-term shelter and re-homing
Road Closures
Public Health
Food & Milk
Water
Environment
Remediation
Waste Management
Technical Recovery Options (clean-up)
'How clean is clean?'
Consider Defra CBRN Emergencies
Monitoring
Media and Public Information

ISSUE DEPENDENT ADDITIONAL POINTS

Media/Comms

Reassurance
Public information
Future prevention
Reputation
Use to advantage
Maintain close liaison
Staff information

Finance

Finance of future prevention
Management of memorial fund
Insurance implications

Waste Management

Cost
Resources
Availability of appropriate disposal sites
Decontamination
Health issues – monitoring
Environmental

ANNEX R- NATIONAL RECOVERY GUIDANCE TOPIC SHEETS

The following topic sheets (with links to relevant case studies) can be found in the National Recovery Guidance on the Cabinet Office website at

[National Recovery Guidance - Detailed guidance - GOV.UK](#)

Generic Issues

Recovery structures and processes
Training and exercising
Data protection and sharing
Mutual aid
Military aid
Working with the media
The Role of elected members
VIP visits and involvement
Impacts on local authority performance targets
Inquiries
Investigations and prosecutions
Coroner's Inquests
Inquiries into deaths in Scotland
Recovery evaluation and lessons identified processes
Impact assessments
Reporting
Voluntary sector

Humanitarian aspects

Needs of people – health
Displaced People
Foreign nationals
Community engagement
Commemoration
Community cohesion
Needs of people - non-health
Financial support for individuals
Investigation and prosecutions
UK residents affected by overseas emergencies
Non-resident UK nationals returning from overseas emergencies
Mass fatalities

Environmental Issues

Environmental pollution and decontamination
Dealing with waste
Animal health and welfare

Economic Issues

Financial impact on local authorities
Economic and Business recovery

Infrastructure Issues

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