



Northumberland County Council

# RECOVERY & RESTORATION GUIDANCE

**Prepared by:**

Northumberland County Council  
Civil Contingencies Team  
Fire and Rescue Service Headquarters  
West Hartford Business Park  
Cramlington  
Northumberland  
NE23 3JP  
Tel: 01670 621208; Fax: 01670 621183  
Email: [eplan@northumberland.gov.uk](mailto:eplan@northumberland.gov.uk)  
Website: [www.northumberland.gov.uk](http://www.northumberland.gov.uk)

## **DOCUMENT CONTROL**

Northumberland County Council Civil Contingencies Team has prepared this Recovery and Restoration Guidance. To ensure the authenticity and accuracy of information contained within it, it is published as a Controlled Document. Therefore, all rights are reserved including the right of reproduction, in whole or part in any form. Unauthorised copying of the whole or part of this document is forbidden. Any form of reproduction appertaining to this document must only be undertaken when permission has in the first instance been obtained from the Civil Contingencies Manager.

Due to the information contained within this document, it shall only be made available to those agencies which are identified as part of the overall co-ordinating response. It is therefore essential that any change of detail relating to these agencies is notified to Northumberland County Council's Civil Contingencies Team in writing as soon as practicable in order that the accuracy of information contained within the guidance can be maintained and distributed.

## RECORD OF AMENDMENTS

**Copy holders are requested to amend this Guidance in accordance with the instructions provided on Amendment Sheet circulars as issued by the Northumberland Civil Contingencies Team and to ensure an appropriate record of the entry is recorded below.**

It is the responsibility of the designated Copy Holder to ensure this document is kept up to date in terms of its accuracy of information. It is essential therefore, that any amendment necessary is forwarded immediately to the Northumberland County Council Civil Contingencies Team, accompanied with relevant details relating to the Section, Page and full details of the revised information.

Amendment No.	Date	Page Number(s) Amended	Amended by Name & Signature

## TEST AND EXERCISE RECORD

An exercise programme will ensure that the Recovery and Restoration Guidance is fit for purpose, up to date and quality assured. An exercise programme will enable Northumberland County Council to demonstrate the extent to which strategies and plans are complete, current and accurate and identify opportunities for improvement.

Date	Description of Test Exercise	Parties Involved in Test
17/10/2012	Table Top	Northumberland County Council & North Tyneside Council

## REVIEW AND CHANGE CONTROL

Version	By	Date	Comments
1	D Wheatley	Sep 2008	
2	D Wheatley	July 2009	
3	D Wheatley	December 2010	
4	D Wheatley	April 2012	Post exercise update
5	N Fisher	June 2013	Refresh
6	N Fisher	June 2016	Triennial review

## **CONTENTS**

<b>SECTION</b>	<b>SUBJECT</b>	<b>PAGE</b>
<b>ONE</b>	<b>INTRODUCTION</b>	
1.1	Introduction	6
1.2	Aim of the Guidance	6
1.3	Objectives of the Guidance	6
1.4	Definitions	7
<b>TWO</b>	<b>ACTIVATION</b>	
2.1	Activation	9
2.2	Activation of the Recovery Co-ordination Group	10
2.3	Recovery Strategy	10
2.4	Recovery Structures	11
2.5	Impact of the Emergency	13
2.6	Handover from Response to Recovery Phase	13
2.7	Stand Down of the Recovery Co-ordinating Group	15
<b>THREE</b>	<b>KEY ASPECTS OF RECOVERY &amp; OVERVIEW OF RECOVERY WORK STREAMS</b>	
3.1	Managing Resources	16
3.2	Rebuilding a Sustainable Community	16
3.3	Responding to Community Welfare Needs	17
3.4	Multi-Agency Approach	17
3.5	Finance and Funding of the Recovery Process	18
3.6	Media Considerations	18
<b>APPENDICES</b>		
<b>A</b>	Terms of Reference for Recovery Group and Working Groups	21
<b>B</b>	Guidance for Recovery Group Chairs	41
<b>C</b>	Roles and Responsibilities of Organisations	42
<b>D</b>	Agenda for Recovery Co-ordinating Group – First Meeting	43
<b>E</b>	Suggested Criteria for Handover from Response to Recovery	44
<b>F</b>	Suggested Handover Certificate	45
<b>G</b>	Role of Elected Members	46
<b>H</b>	Template for Recovery Action Plan	48
<b>I</b>	National Recovery Guidance - Topics	49
<b>J</b>	Glossary of Terms	52

# SECTION 1 – INTRODUCTION

## 1.1 Introduction

Emergencies disrupt communities. They may be caused by failure of essential services or technological failures, the extremes of nature, exotic diseases, acts of violence, human action or any other event. The emergency may occur overseas but impact on UK residents or nationals, or the environment of the UK.

The purpose of this document is to provide guidance to managers, working groups and any other personnel who may be involved in the Recovery and Restoration phase of any emergency in the County of Northumberland.

It is not to replace good management and common sense and is not prescriptive but intended as a guide to provide a basis for informed decision-making in dealing with a range of abnormal situations during the Recovery and Restoration phases of an Emergency. It is also critical that all managers have regard to their normal Business Continuity arrangements in responding to the demands of recovery and restoration phase and that Business Continuity Plans take account of the possible demands which may be placed on them and their services.

The engagement and participation of local communities and businesses during this process is essential.

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

## 1.2 Aim of the Guidance

The aim of the Guidance is to ensure that a clear framework exists for Recovery from emergencies and major Incidents and Northumberland County Council (NCC) is able to strategically recover critical infrastructure, the environment, the economy and the health and well-being of local communities and residents.

## 1.3 Objectives of the Guidance

The objectives of the Guidance are to:

- Identify the stage at which the Recovery framework should be invoked.
- Ensure an effective hand-over process from the leading Response agency to the NCC – (refer to Northumbria LRF Major Incident Declaration Protocol)
- Illustrate the Recovery Structure and the different Working Groups that may be required to successfully recover from an emergency.
- Detail the role to be played by the Recovery Co-ordinating Group.
- Identify a clear communications strategy and establish a system for the clear flow of information during Response and Recovery.

- Identify the financial implications of the Recovery and Restoration phases.

## 1.4 Definitions

### The Emergency Management Process - The phases

**1.4.1 Response** can be defined as:

*The actions taken to deal with the immediate effects of an emergency*

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

**1.4.2 Recovery** is an integral part of the emergency management process. It can be defined as:

*The process of rebuilding, restoring and rehabilitating the community following an emergency.*

(National Recovery Guidance – [www.gov.uk/national-recovery-guidance](http://www.gov.uk/national-recovery-guidance) )

It is distinctly different from Response, but the areas will invariably overlap. Local communities may also look upon the Recovery phase as an opportunity to regenerate an area. This regeneration phase be integrated or overlap with the recovery phase and should be considered when devising any recovery strategies.

Alongside the process of Recovery runs Business Continuity both internally and externally. The work done by organisations to pre-identify critical functions and resources will be invaluable during the response and recovery phase. It will therefore be essential that Corporate and Group business continuity plans are used alongside the recovery plan and vice versa to ensure an effective and efficient return to normality.

**1.4.3 Restoration** can be defined as

*The return of the community and / or environment to normality*

#### 1.4.3.1 The difference between Restoration and Regeneration

After emergencies, the Recovery phase will often target the restoration of an affected area to its previous condition, i.e. normality. However, there may be a strategic opportunity to go beyond 'recovery' and achieve longer-term regeneration and economic development – the approach taken in Carlisle after the floods in 2005 as well as in many other areas.

RCGs should make recommendations to local elected members on the opportunities for longer term regeneration and economic development at an early stage of the Recovery phase based on consideration of the extent of the damage and the cost of recovery.

*transformation and revitalisation – both visual and psychological. The transformation can be physical, social and economic, achieved through building new homes or*

*commercial buildings, raising aspirations, improving skills and improving the environment whilst introducing new people and dynamism to the area.*

#### **1.4.3.2 Relationships with the business community**

Lessons learned from a numbers of incidents show that the strength of the relationship between the local business community and the authority is often key to success. This strength is most effective when business recovery efforts are driven by existing organisations rather than by the creation of new ones.



## SECTION 2 – ACTIVATION

### 2.1 Activation

The Recovery and Restoration framework will be activated in conjunction with the activation of the Northumberland County Council Emergency Community Assistance Plan (ECAP).

If the ECAP is invoked for an Emergency (Level 1) or a Major Incident (Level 2) and it has been assessed that the Recovery Co-ordinating Group is required, this framework will be activated.

The different levels of Response are defined in the ECAP as:

#### **LEVEL 1 – Emergency Response**

##### **Definition –**

**"Any situation whereby the County Council considers that the community requires assistance beyond the normal day to day level".**

#### **LEVEL 2 – Major Incident Assistance**

##### **Definition –**

**"Any situation arising with little or no warning, causing or threatening death, injury or serious disruption to normal life or contamination of the environment, on a scale in excess of that which can be dealt with by the uniformed emergency services and which may require local authority assistance."**

As well as the links between Response and Recovery, there are also close links between Recovery and Business Continuity. In circumstances where emergencies and major incidents cause interruptions to business as usual, affecting the provision of critical Local Authority services, the Corporate Business Continuity Plan and Departmental Business Continuity Plans will be invoked.

The definitions below highlight the different levels of interruption that may lead to the activation of the Corporate Business Continuity Plan. The activation of the Corporate Business Continuity Plan could also lead to the activation of the Recovery Plan.

- The term ***"Major Business Interruption"*** is an interruption which affects the County Council as a whole;
- The term ***"Significant Business Interruption"*** is an interruption which affects two or more of the Council's Directorates;
- The term ***"Minor Business Interruption"*** is an interruption which affects one of the Council's Directorates.

## 2.2 Activation of the Recovery Co-ordination Group

The Northumberland County Council will lead the Recovery Co-ordination Group (RCG) for all emergencies occurring within its boundaries. Where emergencies have cross border impacts the Strategic Co-ordinating Group (SCG) for the Response (see ECAP) will discuss and agree the best structure for leading the Recovery Co-ordinating Group with the Local Authorities affected.

The County Council Recovery and Restoration Plan will be activated following a request by / agreement with the Strategic Co-ordinating Group (SCG). The RCG should be formed as early as possible in the Response phase to ensure that it has influence in the SCG response. The need for an RCG should be discussed in the first SCG meeting.

Once the decision has been made to activate the RCG, NCC will be responsible for cascading information and, depending on the emergency, decide who needs to be on the Group.

It is essential that during the Response phase of the incident the RCG begin to develop a Recovery Strategy and inform the SCG of this to ensure decisions made by the SCG do not compromise medium and long term recovery goals.

The Chair or nominated deputy of the RCG should attend the SCG to ensure a clear flow of information is maintained between both groups.

[Suggestions for membership and the roles and responsibilities of relevant organisations can be found in annexes A and C].

[A suggested agenda for the first meeting of the RCG is shown in Annex D].

## 2.3 Recovery Strategy

The first action of the RCG should be to develop and agree a clear Recovery Strategy.

The Recovery Strategy must take into consideration the following objectives:

- Completion of an Impact Assessment(s) (impacts of the emergency on residents, businesses, infrastructure, environment etc). This should be carried out an early stage, agreed and updated at regular intervals.
- Development of a Recovery Action Plan. The action plan should be concise, balanced and affordable. The creation of this plan should be a multi-agency task and the action plan should be implemented quickly.
- Involve the community(ies) and affected businesses fully in the recovery process.
- Work closely with the affected community(ies) and ensure public health is monitored.
- Restore essential infrastructure (utilities and transport) as soon as practicable.
- Provide a structured framework of support to local businesses.
- Recover, Restore and Regenerate all affected areas to agreed standards that is suitable for the immediate and future needs of the community(ies) and local businesses.
- Co-ordinate environmental and recovery issues.

- Devise a communications strategy to ensure that information is managed and publicised effectively.

As part of the Recovery Strategy the RCG should ensure that targets and milestones for the recovery process are established and agreed. It is essential that, as key players in the recovery process, the community(ies) and local businesses are involved in establishing targets and milestones. The targets and milestones will allow the RCG to measure progress and allow a phased scale down of work as progression is made.

Below are suggested targets and milestones to be considered:

- Return of evacuees to their normal residence or alternative accommodation.
- Return to normality of public service critical functions (including health)
- Full restoration of essential utility supplies.
- Normal running of transport infrastructure.
- Local Businesses trading normally.
- Re-establishment of tourism in the area.
- Restoration of the environment.

## 2.4 Recovery Structures

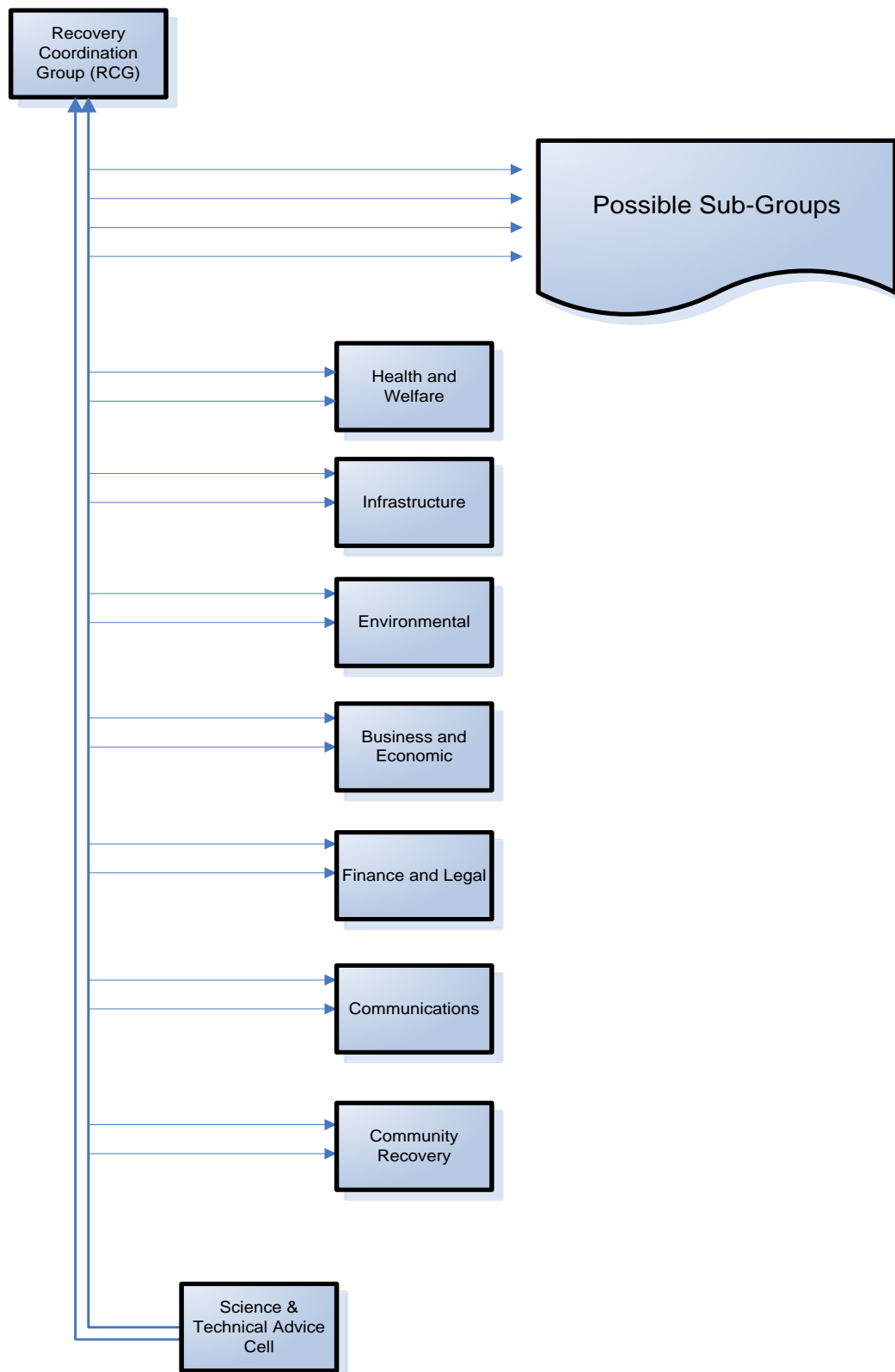
Once the Response phase nears completion the emphasis will move to Recovery. At an agreed point Northumberland County Council will take the strategic lead in co-ordinating the multi-agency process of recovering, restoring and, if appropriate, regenerating the affected community(ies).

The recovery process will be managed and co-ordinated by the RCG. The RCG will be supported by a number sub-groups that will be created to deal with and respond to key areas of the recovery process.

The diagram on the following page identifies the different Working Groups that could form part of a structure supporting the RCG.

[Terms of reference and suggested membership for all Recovery Working Groups can be found in Appendix A, and a Guidance for Chairs of Groups at Appendix B].

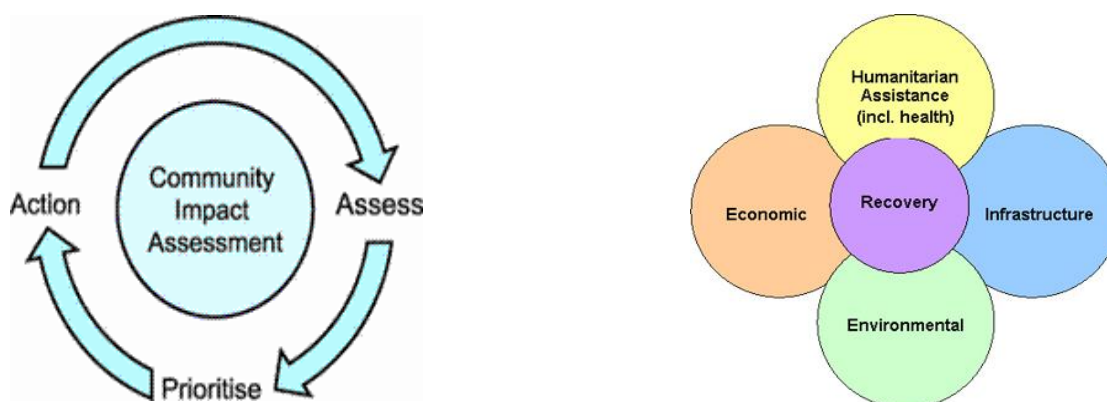
(Note: Due to the large geographic area covered by Northumberland County Council and the potential for Major Incidents to have wide area impacts affecting several communities some of the Working Groups referred to in this document may need to be replicated at several community levels).



## 2.5 Impact of the Emergency

Emergencies can affect communities in a variety of ways. To enable the creation of an effective Recovery Strategy, and understand the impact of an emergency on the community(ies), an assessment of the impact(s) must be carried out at an early stage.

The RCG needs to identify who is affected and how they have been affected by the emergency. Below is an example of a framework that can be followed to assess the impact an emergency has had on a community(ies) and its residents.



Assessing the impact on each of the key areas, Humanitarian Assistance, Infrastructure, Environment and Economy will allow the RCG to prioritise areas of work, allowing the creation of Action Plans for each of the relevant Recovery Working Groups. [See Annex H for an action plan template].

## 2.6 Handover from Response Phase to Recovery Phase

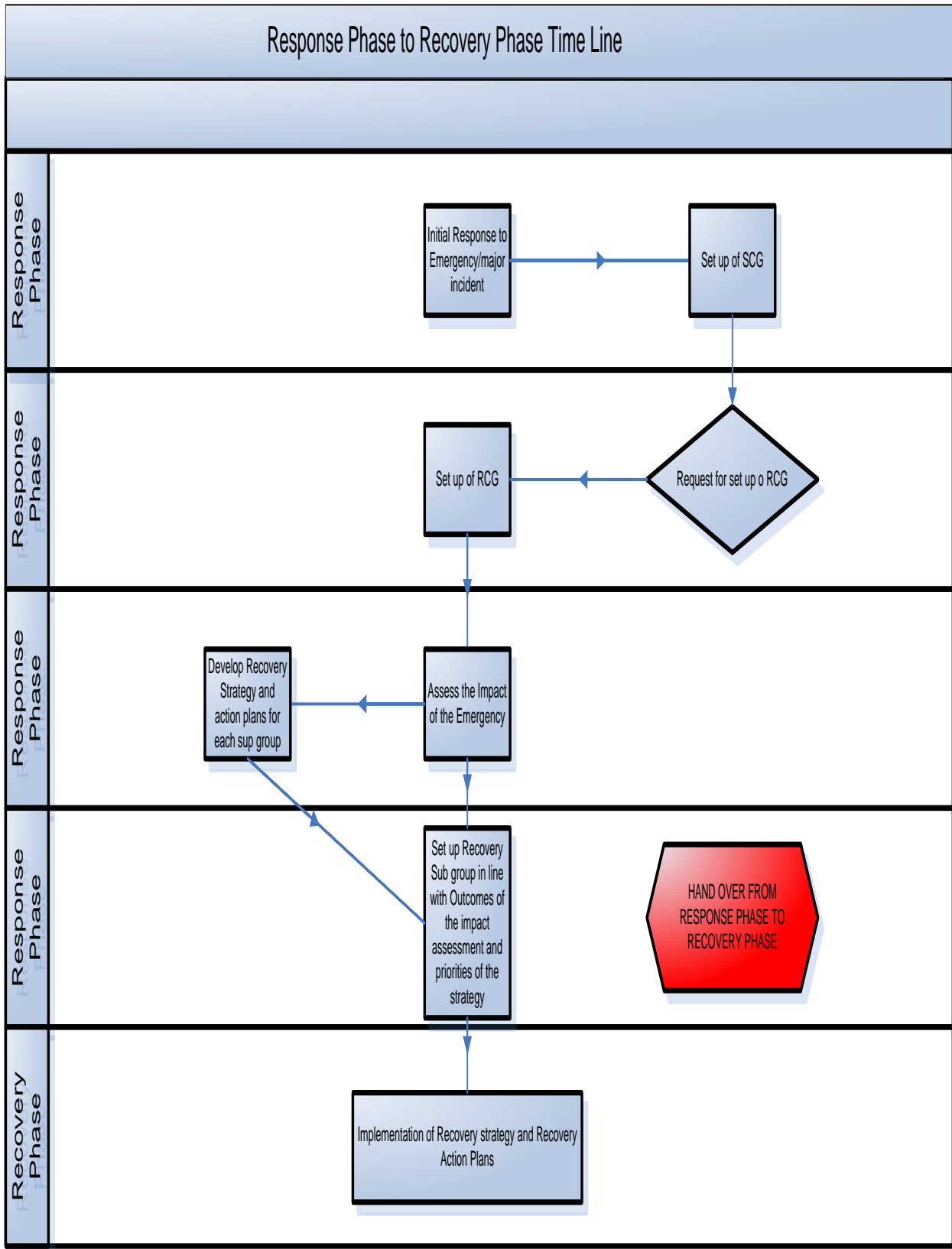
In order to ensure that all agencies are aware of the implications and arrangements for handover from the Response to Recovery phase, it is suggested a formal meeting is held within a few days of the start of the emergency.

Membership at this meeting should, as a minimum, include the Strategic Co-ordinating Group Chair and the Chair or Deputy Chair of the RCG.

Those at the meeting should consider the following:

- The criteria to be used to assess when the handover can take place from the Strategic Co-ordinating Group (usually chaired by the Police) to the Recovery Co-ordinating Group (usually chaired by the NCC). Suggested criteria are shown in Annex E.
- The process for the handover. It is recommended that the process within the Northumbria LRF Major Incident Declaration Protocol is used.
- Communications to other responding agencies and the community about the handover

The schematic diagram below illustrates the time-line from the Response phase to the Recovery phase identifying the entire process and all key milestones.



## **2.7 Stand Down of the Recovery Co-ordinating Group**

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

The length of time that the RCG is required to continue meeting will vary according to the nature and scale of the emergency. Some emergencies may have long term issues to consider, such as health monitoring. The RCG will be stood down only when there is no longer the need for regular multi-agency co-ordination and the remaining issues can be dealt with by individual agencies as a part of their normal business.

Depending on the recovery issues being addressed, it may be possible for some of the RCG Sub-Groups to close prior to the main RCG standing down.

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

## SECTION 3 – KEY ASPECTS OF RECOVERY

### 3.1 Managing Resources

Any emergency lasting in excess of a few days and requiring movement into the Recovery phase will almost certainly impact on Northumberland County Council's resources, both personnel and material. Therefore, at an early stage, due consideration should be given to the management of conflicting demands on key resources, for example, the creation of Recovery Working Groups and the provision of critical services.

At the start of the Recovery phase staffing issues will be paramount. During the Response phase, staff involved in the immediate response may have worked long hours, in unfamiliar surroundings, carrying out tasks outside of their everyday remit. It therefore may be necessary to give these staff the opportunity to rest and recuperate. The availability of trained and experienced staff may therefore be considerably restricted and this must be addressed by the RCG.

Moving from the Response phase to the Recovery phase may require some medium to long term restructuring to cope with the demands of the recovery process.

On-going considerations to ensure that Northumberland County Council is able to maintain essential services include:

- Covering the workloads of staff involved in extraordinary activities;
- Reviewing and Invoking Business Continuity Plans;
- Reducing or closing non-essential services;
- Ensuring staff involved directly are regularly briefed and de-briefed;
- Health and Safety and Risk issues;
- Keeping all staff informed of the current situation and Northumberland County Council's activities;
- Addressing occupational health issues; and
- Considering the implications on staff not directly involved in the recovery process.

### 3.2 Rebuilding a Sustainable Community

Community engagement and ownership is fundamental to the recovery process. The process of recovery, restoration and regeneration requires thorough consultation and stakeholder management. Effective communication with the public during this process is essential.

Northumberland County Council will be under pressure to restore services as soon as possible. Physical recovery should take into consideration the following points:

- The affected area(s) may be treated initially as a crime scene and access denied while forensic and scene of crime analysis is carried out,
- The appearance of the affected area may be the public's only measure of the council's activity,
- Public Health issues may delay the recovery and restoration of affected communities,
- Damage may offer an opportunity to improve facilities and regenerate communities,
- Fear of a repeat incident may require preventative initiatives,
- Restoration may be no more than a clearing up operation.



The recovery, restoration and regeneration of a community is a task that will require the assistance of a wide range of agencies from all sectors. Voluntary agencies are a major resource as they generally consist of people who live locally and have local knowledge. However, it must be taken into consideration that these volunteers may also be impacted upon by whatever has affected the community(ies).

Agencies from the private sector will also play a vital role in community recovery, restoration and regeneration. Initially utility companies will play a role in repairing critical infrastructure and, as the recovery process continues, local building firms and businesses will play a key role in recovering, restoring and regenerating the community(ies) through investment and labour.

### **3.3 Responding to Community Welfare needs**

Responding to the welfare needs of the community(ies) and providing support to those affected by the incident is crucial. The effects of a large scale incident could mean a long-term commitment from Northumberland County Council. The provision of welfare support, not only by Adult and Community Care Services and Children's Care Services, but by other supporting agencies, including the voluntary sector, needs to be co-ordinated. Northumberland County Council must also ensure that adequate support is provided to their staff.

There are a number of ways that information and assistance can be offered and made available to the affected community(ies), these can include:

- Establishing a public helpline,
- Establishing and operating the Humanitarian Assistance Service (HAS) in most appropriate form
- Setting up a database registering and recording offers of support,
- Opening "drop in centres" to provide focus and promote cohesion within the affected community,
- The co-ordination of voluntary organisation activity,
- The creation of legit and approved lists of builders and contractors,
- Using leaflets and news letters to distribute information,

Northumberland County Council may not have the resource to take on the full responsibility for the welfare response to a Major Incident. Therefore any voluntary organisations or Mutual Aid arrangement that can support and assist with welfare issues will play a key role in this process.

A Humanitarian Assistance Service may be established to provide longer-term assistance, support and advice to those impacted by the Incident. Managed by Northumberland County Council the service may be staffed by members of voluntary organisations such as the RVS and Red Cross. The HAS has a broader and longer remit than a Rest Centre and would normally carry on operating during the Response and Recovery phases, and may have a life span up to 12 months or more; the HAS will remain operational as long as it is required.

### **3.4 Multi-Agency Approach**

As in the Response phase, recovery will require the involvement and assistance of a wide range of agencies. Co-ordinated by the Northumberland County Council RCG,

public, private and voluntary organisations should utilise their resources and skills to assist in the recovery, restoration and regeneration of affected communities.

Northumberland County Council must identify key areas of recovery and set-up Working Groups made up of the organisations with the skills suited to those areas of work. (See Annex A for suggested Work Groups and Group membership).

### **3.5 Finance and Funding of the Recovery Process**

Northumberland County Council may be faced with extraordinary financial costs during the recovery from an emergency. It is therefore important that at an early stage the Director of Corporate Resources establishes control of expenditure with due regard for cost recovery from various schemes, for example, Bellwin, DEFRA, Department for Communities and Local Government (DCLG) and Department for Education (DfE).

Access to these recovery funds is available via Department for Communities and Local Government (DCLG). The RCG should make contact with DCLG at the earliest possible stage to allow the submission of a Common Recognised Information Picture (CRIP) to the relevant Government Department(s) to support bids for funding.

Financial managers and budget holders are therefore important members of all Recovery Working Groups ensuring that the RCG receive interim financial reports on a regular basis. It is critical that all decisions, particularly those with financial impacts, are recorded at any and all Working Groups.

### **3.6 Media Considerations**

During the operational phase of any Major Incident Northumberland County Council's Communications Team would have contributed to any joint media response.

The Police will normally co-ordinate media handling at the Northumbria Police Media Centre as the incident develops. As the incident moves into the Recovery phase Northumberland County Council will take on the lead media relation role, which could involve the co-ordination of joint media releases with partner agencies. Northumbria Police retain responsibility for casualty information at all times.

It will be during the Recovery phase, or aftermath of the clean-up, that the media will hold their own post-mortem. They will generate public debate about the quality of Response phase, Recovery phase and whether or not the Local Authority may have failed or not handled issues as well as it should have done.

Where possible action should be taken to pre-empt possible criticism and maintain the reputation of Northumberland County Council.

Northumberland County Council must be prepared to make elected members and/or staff available to respond to media requests for information. Some points for the Local Authority to consider in their media strategy are:

- Maintain a consistent media message.
- Identify a spokesperson to maintain continuity.
- Timings of briefings.

- Provision of newsletters/leaflets/posters.
- Use of websites and social media.
- Media handling for positive stories.
- Providing staff with updates as regular as the media.
- Briefings for Ministers (via DCLG).



## Appendix A

# Terms of Reference for Recovery Group and Working Groups

### RECOVERY CO-ORDINATING GROUP (RCG)

#### TERMS OF REFERENCE

##### a) Purpose

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

##### b) Role

- To feed in recovery issues whilst the SGC is running
- To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery
- To produce an impact assessment on the situation
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy
- To provide reassurance to the public and to minimise fear and alarm
- To establish appropriate Sub-Groups as required by the emergency.
- To co-ordinate the recommendations and actions of the Sub-Groups and monitor progress
- To monitor financial matters and pursue funding and other assistance.
- To agree exit strategy criteria and timescale
- Decide the final "state" of the physical infrastructure and natural environment affected by the emergency
- Deal with other issues that fall outside the scope of the Working Groups

### c) Chair and Secretariat

Chaired by NCC Chief Executive or nominated Director.

Chair should appoint a Recovery Co-ordinator or Secretariat to maintain records of minutes of all RCG meetings, chase actions and co-ordinate a master record of all Working Group meetings.

### d) Membership

Senior representatives to attend as relevant from:

- Chair(s) of Community Recovery Committee(s) (if formed)
- Environment Agency (EA)
- Food Standards Agency
- Department for Communities and Local Government (DCLG)
- Social Care Representative
- Public Health England
- Animal Health and Veterinary Laboratories Agency (AHVLA)
- Utility Companies
- Transport Providers (Nexus)
- Maritime and Coastguard Agency (MCGA)
- Northumbria Police
- Northumberland Fire and Rescue (NFRS)
- Ministry of Defence (MoD)
- Natural England
- Site Operator (if relevant)
- Health and Safety Executive
- Chairs of Sub-Groups including the Chair of the STAC (if formed)
- Voluntary Organisation Representative(s)
- Government Decontamination Service (if contamination issues)

### e) Issues



## **COMMUNITY RECOVERY COMMITTEE**

### **TERMS OF REFERENCE**

This is a group drawn from the wider community

Note due to the large size of Northumberland and possible wide area impacts of a Major Incident it may be necessary to form several Community Recovery Committees to deal with individual Communities and the impacts on them.

#### **a) Purpose**

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

#### **b) Role**

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

- Reflect community concerns, feelings and initiatives and bring these to the attention of the Recovery Co-ordinating Group
- Assist in informing the wider community of discussions and progress of the Recovery Co-ordinating Group
- Liaison with the Business Community and taking their concerns to the Business and Economic Recovery Group (if formed)
- Engaging the community in the recovery process.

#### **c) Chair and Secretariat**

Chaired by an Area Manager for NCC Services or local Parish / Town Council elected member or Officer. Secretariat to be provided by the local authority.

#### **d) Membership**

Representatives to attend as relevant from:

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

## e) Issues



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



## **HEALTH & WELFARE WORKING GROUP**

### **TERMS OF REFERENCE**

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

#### **a) Purpose**

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

#### **b) Role**

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

#### **c) Chair and Secretariat**

Chaired by Director of Public Health or NCC Director of Adult and Community Care Services with Secretariat from the organisation providing the Chair.

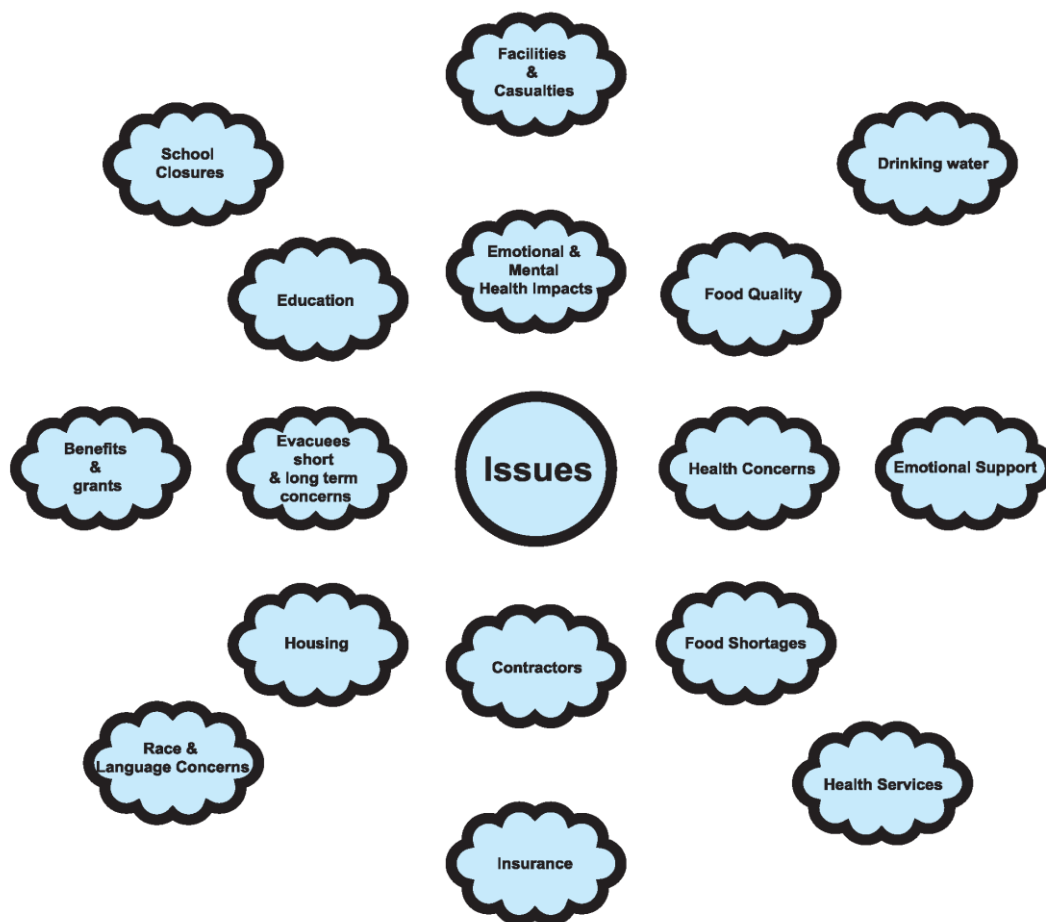
#### **d) Membership**

Representatives as relevant from:

- County Council including:
  - Adult and Community Care Services
  - Children's Care Services
  - Public Health
  - Housing
  - Senior EHO / Principal EHO Environmental Protection
  - Emergency Accommodation Officer
  - Legal and Democratic Services (Elected Members)
  - Northumberland Fire and Rescue Service (NFRS)
  - And others as necessary

- North East Ambulance Service (NEAS)
- Public Health England
- STAC
- Food Standards Agency
- Voluntary Sector (eg. British Red Cross, RVS, Salvation Army, CAB, Samaritans, local Voluntary Group(s))
- Churches Together (or other Faith Groups as relevant)
- Department for Works and Pensions (DWP)
- Disability Carers services
- Benefits Agencies
- Incident Care Team from the relevant Train Operating Company (if a train crash).

#### e) Issues



Questions	Actions
<ul style="list-style-type: none"> <li>• What injuries have been caused to people (numbers / seriousness / <input type="checkbox"/> medical treatment / sufficient facilities)?</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinate health and welfare assistance by the various agencies available including voluntary sector</li> </ul>

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

## **BUSINESS AND ECONOMIC RECOVERY WORKING GROUP**

### **TERMS OF REFERENCE**

#### **a) Purpose**

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

#### **b) Role**

- To support affected businesses
- To devise an economic recovery strategy

#### **c) Chair and Secretariat**

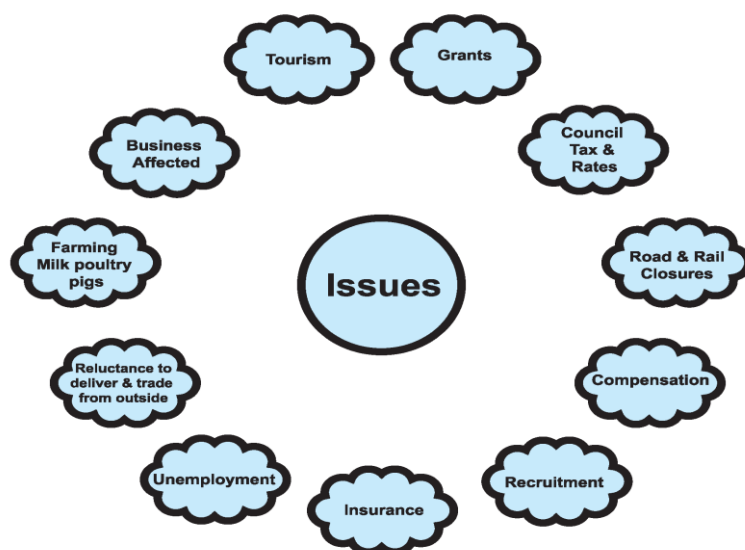
Chair by NCC Deputy Chief Executive or nominated representative.  
Secretariat to be provided by the NCC.

#### **d) Membership**

Representatives (as appropriate) from:

- County Council
- Principal EHO Commercial Team
- Jobcentre Plus
- Business Link
- Local Business Forums / Networks
- Chambers of Commerce
- Learning and Skills Council
- Local Tourist Board
- Trade Unions
- Trade Associations / Retail Forums
- Association of British Insurers
- Other agencies as required, eg. National Trust, National Farmers Union, etc.
- Local Economic Partnership representatives.

## e) Issues



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

	<ul style="list-style-type: none"> <li>• Provision of information to the business community affected - via a single enquiry number/help-line service, drop in centre, website and / or leaflets as appropriate</li> <li>• Assisting in building the confidence in the business community within the area and to internal and external investors / customers</li> <li>• Assistance with litigation issues – subject to resources available.</li> </ul>
--	---

## **ENVIRONMENTAL AND INFRASTRUCTURE WORKING GROUP** **(INCLUDING CLEAN UP)**

### **TERMS OF REFERENCE**

#### **a) Purpose**

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

#### **b) Role**

- To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Co-ordinating Group, to cover cleaning, repair or replacement of the physical infrastructure and clean up of the natural environment to an agreed state
- Review integrity of key assets and prepare strategy for reinstatement where required
- To implement the agreed strategy(ies).

#### **c) Chair and Secretariat**

Chaired by NCC Director of Local Services and Housing Delivery or nominated representative. Secretariat will be provided by the lead department.

#### **d) Membership**

Representatives (as appropriate) from:

County Council – representatives as appropriate, eg:

- Senior EHO / Principal EHO Environmental Protection
- Waste Disposal Officer
- Technical Services
- Neighbourhood Services
- Northumberland Fire and Rescue Service (NFRS)
- Director of Public Health
- Financial Services
- Environment Agency
- Public Health England
- Northumbria Police (if issues around security of sites)
- Utility and Transport organisations
- Food Standards Agency
- Animal Health and Veterinary Laboratories Agency (AHVLA)
- National Trust / English Heritage / Natural England (if historic sites or protected areas are affected)
- Northumberland National Park Authority (NNPA)
- Other agencies such as the Government Decontamination Service, etc.

## e) Issues



Questions	Actions
<ul style="list-style-type: none"> <li>• What structural and safety assessments have been carried out on:               <ul style="list-style-type: none"> <li>○ Essential services / assets (electricity, gas, water, sewerage &amp; telecommunications)</li> <li>○ Council properties (including educational facilities, sports centres / leisure facilities, community facilities)</li> <li>○ Residential properties</li> <li>○ Commercial premises</li> <li>○ Health infrastructure (hospitals, health centres, GP Surgeries)</li> <li>○ Religious buildings</li> </ul> </li> <li>• Are there any hygiene issues with sanitation, clean water or food?</li> <li>• Are there any issues with disposal of dead, diseased or maimed stock?</li> <li>• Have any flood defences been affected?</li> <li>• Are there any environmental assessment/evaluations?</li> </ul>	<ul style="list-style-type: none"> <li>• Develop strategy on how community will be involved in physical rehabilitation</li> <li>• Identification of ownership of land, premises and infrastructure</li> <li>• Prioritise sites for attention</li> <li>• Identify and procurement of resources / plant required</li> <li>• Identify use of local capacities and expertise so as to reduce reliance on external sources and switch community status from passive to active, helping to promote a positive psychological outlook.</li> <li>• Compile assessments of level and nature of damage to essential services / assets, building / structural, transport, health and educational infrastructure</li> <li>• Ensure any relevant monitoring is carried out and results used</li> <li>• Commission remedial work (building to make safe, demolition, decontamination and clear up of</li> </ul>



<ul style="list-style-type: none"> <li>• Does the emergency involve hazardous/CBRN material?</li> <li>• Is there a need for decontamination?</li> <li>• Is there a need for any isolation zone / security restrictions or containment of material?</li> <li>• What remedial work has been carried out?</li> <li>• Has a strategy been decided on dealing with waste?</li> <li>• What are the financial / resource costs to responders?</li> <li>• What animal health surveillance processes have been put in place?</li> </ul>	<p>waste/debris). For essential services / assets, building / structural, transport, health and educational infrastructure, consider:</p> <ul style="list-style-type: none"> <li>○ Temporary structures</li> <li>○ Redesign</li> <li>○ Repair</li> <li>○ Rebuilding</li> <li>• Restoration of utilities and services</li> <li>• Consider planning permission for new build, repairs to listed / graded buildings.</li> <li>• Identify whether compulsory purchase orders are required</li> <li>• Identify any potential future prevention / mitigation aspects</li> <li>• Consider location and reconstruction requirements for memorial structure(s)</li> <li>• Agree an end point for clean up</li> </ul>
--	---

## **COMMUNICATIONS WORKING GROUP**

### **TERMS OF REFERENCE**

**Note: This could be the same group that supports the SCG and could simply move into the Recovery phase.**

#### **a) Purpose**

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

#### **b) Role**

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

#### **c) Chair and Secretariat**

Chaired by NCC Head of Communications. Secretariat provided by NCC.

#### **d) Membership**

Representatives / press officers from:

- Northumbria Police
- Public Health England
- Other Stakeholders e.g. Site Operators, Utility and Transport undertakers, Tourist Board, LRF representative from Local Media, etc.

## e) Issues



Questions	Actions
<ul style="list-style-type: none"> <li>Has the LRF Media Plan been implemented?</li> <li>Have any of the following been put into operation:               <ul style="list-style-type: none"> <li>Cross agency media centre</li> <li>Public information hotlines                   <ul style="list-style-type: none"> <li>For local residents</li> <li>For relatives</li> <li>Businesses</li> <li>Social media</li> </ul> </li> <li>Public information points/drop in centres Regular printed bulletins/newsletters</li> <li>Websites/WebPages/e-bulletins specific to the emergency</li> <li>Interpretation/translation facility</li> <li>Alert schemes?</li> </ul> </li> <li>What is the viability of these continuing into recovery stage?</li> <li>List of all media who have to date expressed an interest in emergency?</li> <li>Were any specific issues raised during response stage that has implications for communication during recovery?</li> <li>Has the Media Advisory Group been established</li> <li>Has the handover from lead response organisation to the local authority been publicised?</li> </ul>	<ul style="list-style-type: none"> <li>Co-ordinate communications across all recovery groups, including attending meetings if resources permit</li> <li>Consider longer-term strategy:               <ul style="list-style-type: none"> <li>Key target audiences, including those inside and outside of the area</li> <li>Key messages, with a focus on public/business reassurance and rebuilding area's image.</li> <li>Mechanisms to ensure cross agency working and consistency of message.</li> <li>Key spokesperson(s), both overall and for specific aspects of the recovery period.</li> </ul> </li> <li>The communications strategy should consider:               <ul style="list-style-type: none"> <li>Media relations/information programme, including media information about the handover itself</li> <li>Resources needed to deliver the above and maintain mainstream/ongoing communications work</li> <li>Web content/presence</li> <li>Public information helplines</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Publications/printed materials</li> <li>○ Exhibition/display materials</li> <li>○ Drop in/information centres</li> <li>○ Interpretation and translation</li> <li>○ Public forums/meetings</li> <li>○ Information points.</li> <li>● Have the following key groups been informed and kept in communication with: <ul style="list-style-type: none"> <li>○ Residents</li> <li>○ Key business partners/employers</li> <li>○ Elected members</li> <li>○ Staff in all agencies</li> </ul> </li> <li>● Consider use of “trusted” individuals to get the message across, including those from the communities affected</li> </ul>
--	---

## **SCIENCE AND TECHNICAL ADVICE CELL (STAC)**

### **TERMS OF REFERENCE**

Most likely the STAC will be formed during the Response phase and will continue to be available to provide advice into Recovery Phase.

If a Marine (Oil) Pollution event the North East Standing Environment Group may also be activated.

#### **a) Purpose**

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

#### **b) Role**

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

#### **c) Chair and Secretariat**

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

#### **d) Membership**

Representatives (as appropriate) from:

- RCG Liaison
- Relevant emergency service technical advisors
- Public Health England (PHE)
- Health and Safety Executive
- Food Standard Agency
- Environment Agency
- Local water company and Water Inspectorate
- DEFRA and partners
- Met Office
- Business, Enterprise and Regulatory Reform (BERR) Government Technical Adviser
- Defence Science and Technology Laboratory (DSTL)
- Atomic Weapons Establishment (AWE)
- Government Decontamination Service
- Senior EHO / Principal EHO Environmental Protection
- Site Operator
- Transport operators
- Marine and Coastguard Agency

#### **e) Issues**

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

## **FINANCE & LEGAL WORKING GROUP**

### **TERMS OF REFERENCE**

#### **a) Purpose**

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

#### **b) Role**

- To explore different streams for financial aid
- To monitor all recovery work expenditure and report to RCG
- To consider any litigation, criminal, or public enquiry issues.

#### **c) Chair and Secretariat**

Chaired by Director of Corporate Services or nominated representative.  
Secretariat to be provided by the Directorate providing the Chair.

#### **d) Membership**

Representatives (as appropriate) from:

- County Council – representatives as appropriate, eg:
  - Finance Officer
  - Legal Officer
- Northumbria Police
- Other organisations as appropriate.

#### **f) Issues**

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

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



## Appendix B

### Guidance for Recovery and Working Group Chairs

Chairs of the Recovery Co-ordinating Group and any Working Groups need to facilitate and co-ordinate the activities of agencies involved in the Recovery phase within their Group. In order to achieve this, they should:

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

## **Roles and Responsibilities of Organisations**

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

## Agenda for Recovery Co-ordinating Group - First Meeting

### Suggested Agenda for first meeting:

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

- Introductions.
- Terms of reference for the Group.
- Membership:
  - Responsibilities and authority
  - Other agencies that may be required.
- Briefing / progress report, including the latest impact assessment and the Strategic Co-ordinating Group Strategy (brief overview, keep concise).
- Agree Recovery Strategy (including detailed objectives and targets as necessary).
- Immediate actions / or urgent issues related to the emergency.
- Recovery Action Plan formulation and delegation of tasks (including deciding what Working Groups are required).
- Priorities for action.
- Any other issues.
- Date / Time of next meeting and / or Schedule of meetings.

Notes or minutes of the meeting should be taken as well as the maintenance of a key decision / action log. Local Authority support staff may be brought in for this function.

## **Suggested Criteria for Handover from Response to Recovery**

The criteria for assessing when the handover can take place from response to recovery should be agreed between the Chair of the Strategic Co-ordinating Group (usually the police) and the Chair of the Recovery Co-ordinating Group (usually the local authority).

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

Suggested criteria are:

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

## **Suggested Handover Certificate**

**Note: to be determined through the Northumbria LRF Major Incident Declaration Protocol**

## Role of Elected Members

The Elected Members of the community(ies) affected have an important role to play in assisting with the recovery process. They have a duty as the community representatives to gather and make known the concerns of their community and feed them into the recovery process mainly through the relevant Community Recovery Committee(s). They also have a very important role in disseminating credible information and advice back to the community.

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

They have a role as:

- The focus for community concerns
- Identifying problems and vulnerabilities of their community that may require priority attention and feeding them back to the relevant Recovery Working Group
- A knowledge bank of local personalities and resources
- Encouragement and support to recovery teams working within their community
- Enhancing local community liaison
- Visiting people affected to be a listening ear and to give them reassurance
- Consultation on rebuilding or modernisation
- Assisting with the media in getting messages to the community (following established policy guidelines)
- Assisting with VIP visits
- Liaising with other elected representatives (MPs/MEPs/other LA's representatives, etc.)
- Assisting (and possibly chairing) debrief sessions with the community

Through their normal duties as committee members, elected members give

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

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

## Template for a Recovery Action Plan

Below is a suggested format for a Recovery Action Plan.

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

To aid this review, it is recommended that:

- Each action is given a Priority Rating where:

E = Essential

I = Important

D= Desirable

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

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

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



### National Recovery Guidance - Topics

The following topic sheets (with links to relevant case studies) can be found in the National Recovery Guidance ( [www.gov.uk/national-recovery-guidance](http://www.gov.uk/national-recovery-guidance) ) or at:

#### Generic Issues

[www.gov.uk/national-recovery-guidance-common-issues](http://www.gov.uk/national-recovery-guidance-common-issues)

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

#### Humanitarian aspects

<https://www.gov.uk/guidance/national-recovery-guidance-humanitarian-aspects>

- Commemoration
- Community cohesion

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

### **Economic Issues**

**[www.gov.uk/national-recovery-guidance-economic-issues](http://www.gov.uk/national-recovery-guidance-economic-issues)**

- Economic and business recovery
- Financial impact on local authorities

### **Infrastructure Issues**

**[www.gov.uk/national-recovery-guidance-infrastructure-issues](http://www.gov.uk/national-recovery-guidance-infrastructure-issues)**

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

## Environmental Issues

[www.gov.uk/national-recovery-guidance-environmental-issues](http://www.gov.uk/national-recovery-guidance-environmental-issues)

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

## Glossary of Terms

ABBREVIATION	TERM	DESCRIPTION
<b>ABI</b>	Association of British Insurers	The ABI (Association of British Insurers) represents the collective interests of the UK's insurance industry. The Association speaks out on issues of common interest; helps to inform and participate in debates on public policy issues; and also acts as an advocate for high standards of customer service in the insurance industry.
<b>BERR</b>	Business, Enterprise and Regulatory Reform	The Department brings together functions from the former Department of Trade and Industry, including responsibilities for productivity, business relations, energy, competition and consumers, with the Better Regulation Executive, previously part of the Cabinet Office.
<b>BTP</b>	British Transport Police	BTP is the national police force for the railways providing a policing service to rail operators, their staff, and passengers throughout England, Wales and Scotland.
<b>CBRN</b>	Chemical, Biological, Radiological or Nuclear	
<b>CCC/COBR</b>	Civil Contingencies Committee (Commonly Known as the Cabinet Office Briefing Room)	Situated in Whitehall, it determines Government policy and strategy in relation to an emergency and formulates and co-ordinates the Government response. It can also arrange for specialist assistance to the Police.

ABBREVIATION	TERM	DESCRIPTION
<b>CNI</b>	Critical National Infrastructure	Consists of those parts of the UK's infrastructure for which continuity is so important to national life that loss, significant interruption, or degradation of service would have consequences with the following characteristics: life-threatening, serious economic, grave social consequences for the community and immediate concern to the Government.
<b>COMAH</b>	Control of Major Accident Hazards	2015 Regulations. Applies mainly to the chemical industry, but also to some storage activities, explosives and nuclear sites, and other industries where threshold quantities of dangerous substances identified in the Regulations are kept or used.
<b>COSHH</b>	Control of Substances Hazardous to Health	
<b>DCLG RED</b>	Department for Communities and Local Government – Regional Emergency Division	
<b>Dstl</b>	Defence Science and Technology Laboratory	An Agency of the Ministry of Defence (MOD) and exists to supply impartial scientific and technical research and advice to the MOD and other government departments.
<b>FLO</b>	Family Liaison Officer	A Police Officer allocated responsibility for one or more families of the deceased.
<b>FOC</b>	Freight Operating Company	
<b>FSA</b>	Food Standards Agency	A non-ministerial Government department which acts to protect the public's health and consumer interests in relation to food.
<b>GDS</b>	Government Decontamination Service	DEFRA agency responsible for providing advice and guidance to responsible authorities on CBRN-related decontamination issues.

ABBREVIATION	TERM	DESCRIPTION
<b>GLT</b>	Government Liaison Team	<p>The GLT depends upon the circumstances of the emergency.</p> <p>During a non-terrorist emergency, the GLT may be supported by other officials from the DCLG RED and / or from Central Government Departments.</p> <p>During a terrorist emergency, the Home Office GLT will normally be support by the Security Service and a representative of the Foreign and Commonwealth Office, as well as a representative from the DCLG.</p>
<b>PHE RPD</b>	Public Health England (formerly Health Protection Agency) - Radiation Protection Division	Part of Public Health England. The statutory functions are: by means of research and otherwise, to advance the acquisition of knowledge about the protection of mankind from radiation hazards and to provide information and advice to persons with responsibilities in the UK in relation to the protection from radiation hazards either of the community as a whole or a particular sections of the community.
<b>HSE</b>	Health and Safety Executive	Britain's Health and Safety Commission (HSC) and the HSE are responsible for the regulation of almost all the risks to health and safety arising from work activity in Britain.
<b>HAS</b>	Humanitarian Assistance Service	Refer to NCC Humanitarian Assistance Guidance
<b>JRLO</b>	Joint Regional Liaison Officer - MoD	Responsible for tri-service co-ordination of UK MoD Operations (including MACA) in the region.
<b>LGA</b>	Local Government Association	The LGA exists to promote better local government.

ABBREVIATION	TERM	DESCRIPTION
<b>LGD</b>	Lead Government Department	Where Central Government co-ordination is needed, a designated LGD will be made responsible for the overall management of the Central Government response.
<b>LRF</b>	Local Resilience Forum - Northumbria	Forum of Category 1 and 2 responders within a local police area for the purpose of facilitating co-operation in line with the Civil Contingencies Act 2004.
<b>MACA</b>	Military Aid to the Civil Authority	The overarching term covering all categories of aid, which the Ministry Of Defence, (MOD) may provide to the civil authorities.
<b>MACC</b>	Military Aid to the Civil Contingencies	Consists of the 3 categories of aid: Category A – Assistance in an emergency such as natural disaster where there is immediate danger to life; Category B – Routine assistance for projects and events; Category C – Individual assistance by volunteers in the social services field.
<b>MACP</b>	Military Aid to the Civil Power	Assistance to the civil power usually, but not exclusively, involving the provision of direct assistance in the maintenance of law and order, normally using specialist capabilities or equipment, in situations beyond the capacity of the civil power. It includes Counter Terrorism (CT) and non CT Explosive Ordnance Disposal (EOD).
<b>MAGD</b>	Military Aid to the Other Government Departments	Involves the use of the Armed Forces in the maintenance of essential supplies in a national emergency.
<b>MBC</b>	Media Briefing Centre	
<b>MCA</b>	Maritime and Coastguard Agency	Responsible for maritime search and rescue, and dealing with maritime pollution (to sea and shoreline).

ABBREVIATION	TERM	DESCRIPTION
<b>MEF</b>	Media Emergency Forum	National Forum on working protocols and the resilience of communications systems.
<b>MLO</b>	Military Liaison Officer	A military officer, appointed by the regional military headquarters, embedded within a civilian authority's command and control structure to provide an immediate point of contact.
<b>PCT</b>	Primary Care Trust	Covering all parts of England - control of local health care while Strategic Health Authorities monitor performance and standards.
<b>RCG</b>	Recovery Co-ordinating Group	The decision making body for the Recovery phase once handover has taken place from the Police. Takes advice from its Sub-Groups, decides the strategy and ensures implementations of strategy and the rebuilding of public confidence.
<b>REPPIR</b>	Radiation Emergency Preparedness and Public Information Regulations 2001	Lays down the safety standards for the protection of the health of workers and the general public against the dangers arising from ionising radiation. Also partly implement the Public Information Directive by subsuming the Public Information for Radiation Emergencies Regulations 1992 (PIRER) on informing the general public about health protection measures to be applied and steps to be taken in the event of an emergency.
<b>RIMNET</b>	Radioactive Incident Monitoring Network	The national radiation monitoring and nuclear emergency response system.
<b>RMEF</b>	Regional Media Emergency Forum	Regional mirror of the national Media Emergency Forum.
<b>RNC</b>	Regional Nominated Co-ordinator	Principal function will be to facilitate the co-ordination of activities under emergency regulations as defined in the Civil Contingencies Act 2004.



ABBREVIATION	TERM	DESCRIPTION
<b>SCG</b>	Strategic Co-ordinating Group	Multi-agency group that sets the policy and strategic framework for emergency response and recovery work at the local level.
<b>SIM</b>	Senior Identification Manager	Police Officer responsible for managing the victim identification process.
<b>SIO</b>	Senior Investigating Officer	Police Officer responsible for the investigation into the incident, gathering all available evidence in conjunction with other investigative bodies where appropriate.
<b>STAC</b>	Science and Technical Advice Cell	A sub-group of the SCG and RCG led by an appropriate person from the health community (HPA or DPH), together with other relevant organisations to provide strategic direction, co-ordination and assessment of health, scientific and environmental protection issues.

END OF PLAN