

RECOVERY

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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.

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

Recovery is an integral part of the emergency management process.

The purpose of the document is to provide generic guidance and it is not intended to be a set of instructions or bind responders to a course of action.

Information on recovery from nuclear incidents can be found in the Nuclear Recovery Annex in this document.

This plan should be used to provide guidance and templates to support an effective recovery process. It should be used in conjunction with plans relating to the acute phase of an incident and any specific plans available.

National Recovery Guidance is available at:
http://www.ukresilience.gov.uk/response/recovery_guidance.aspx

KEY PRINCIPLES AND DEFINITIONS

Purpose of recovery

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

Principles

The principles of recovering from emergencies are:

- Recovery is an enabling and supportive process, which allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
- Effective recovery requires the establishment of planning and management arrangements, which are accepted and understood by recovery agencies, the community and armed forces (if deployed).
- Recovery management arrangements are most effective when they recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of affected individuals, families and groups within the community over time.
- The management of recovery is best approached from a community development perspective and is most effective when conducted at the local

level with the active participation of the affected community and a strong reliance on local capacities and expertise. Recovery is not just a matter for the statutory agencies - the private sector and the wider community will play a crucial role.

- Recovery management is most effective when agencies involved in human welfare have a major role in all levels of decision-making which may influence the well being and recovery of the affected community.
- Recovery is best achieved where the recovery process begins from the moment the emergency begins. It is recommended that if resources allow, the Recovery Co-ordinating Group is set up on the first day of the emergency.
- Recovery planning and management arrangements are most effective where they are supported by training programmes and exercises which ensure that the agencies and groups involved in the recovery process are properly prepared for their role.
- Recovery is most effective where recovery management arrangements provide a comprehensive and integrated framework for managing all potential emergencies and where assistance measures are provided in a timely, fair and equitable manner and are sufficiently flexible to respond to a diversity of community needs.

Business Continuity Management

Many of the disruptive threats which require a multi agency response will in themselves necessitate the implementation of all agencies' individual business continuity plans.

Recovery

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

It is distinct from, but will usually overlap with, the Response phase which can be defined as:

Response

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

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

Local communities may also look upon an emergency as an opportunity to regenerate an area. Again, this regeneration phase may overlap with the recovery phase, with regeneration being defined as:

Regeneration

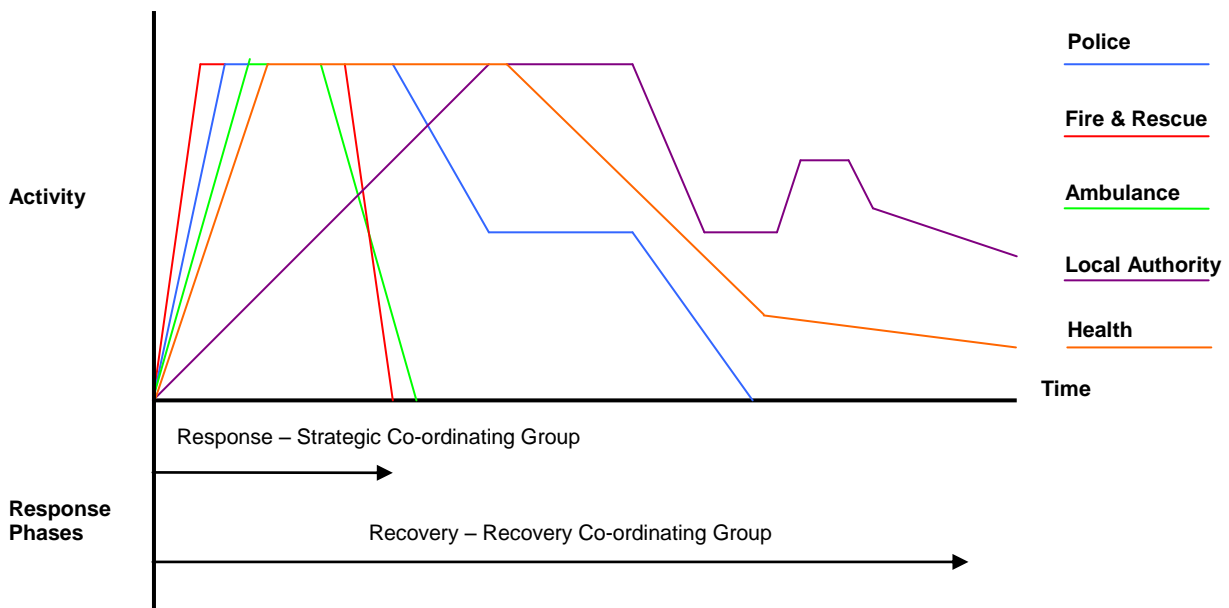
Regeneration is about transformation and revitalisation - both visual and psychological. This transformation can be physical, social and economic, achieved through building new homes or commercial buildings, raising aspirations, improving skills and improving the environment whilst introducing new people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

Recovery is a co-ordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

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

In many scenarios, the response phase to an emergency can be relatively short in contrast to the recovery phase. Recovery usually takes years rather than months to complete as it seeks to address the enduring human, physical, environmental, and economic consequences of emergencies.

The graph below shows the activity of certain category one responders over time in a typical emergency. The arrows show the relative length of time response and recovery phases may last.



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

RESPONSIBILITIES

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

Animal Health

Animal Health will:

- Ensure that farmed animals in Great Britain are healthy, disease-free and well looked after
- Implement government policies aimed at preventing - or managing - outbreaks of serious animal diseases
- Support the farming industry
- Protect the welfare of farmed animals
- Safeguard public health from animal borne disease.

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

Chamber of Commerce

The British Chamber of Commerce is a private organisation with a paid membership. It is not, therefore, a recognised responder.

However, members of the Chamber of Commerce can receive the following support:

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

Citizens Advice Bureau

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

Central Office of Information (COI)

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

DEFRA

Defra will:

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

Environment Agency

The Environment Agency will:

- Lead on pollution incidents to water, land and air, eg. major oil/chemical spill. Prevention, control and monitoring of environmental impact. Can arrange for remediation of pollution.
- During flooding events, focus is on operational issues such as issuing flood warnings and operating its flood defence assets to protect communities at risk. At the recovery phase the focus is on continued provision of public information.
- Investigation and enforcement of environmental offences.

They will also provide advice/support on:

- Hazardous Waste disposal.
- Chemical Biological Radiological or Nuclear (CBRN) decontamination waste disposal.
- Recovery after nuclear and non-nuclear radiation events including knowledge of installations and list of contractors.
- COMAH sites plus other major industrial installations regulated under Integrated Pollution Control (IPC) regime.

Faith Groups

Faith Groups have a role in:

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

Fire and Rescue Service

The Fire and Rescue Service will:

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

Food Standards Agency

(A non-ministerial Government department which acts to protect the public's health and consumer interests in relation to food).

The FSA will:

- Ensure any food products that are suspected or known to be contaminated do not enter the food chain

- Enforce countermeasures that are put into place during the emergency phase and withdraw them as quickly as possible
- Advise, together with the EA, on the safe disposal of food that has been affected by the emergency.

Government Decontamination Service

GDS will:

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

Government Liaison Officer

- During a non-terrorist emergency, the Government Office (usually the Regional Resilience Team) will act as the GLO, facilitating two way communications between Central Government and local responders and provision of support. Would lead the Government Liaison Team (GLT).
- During a terrorist emergency, the GLO will be a Home Office representative who provides the liaison between Central Government and the Police Strategic Commander. He / she also offer advice on how to achieve strategic objectives sought by the Government. Would lead the Government Liaison Team (GLT) which would include a Government Office representative.
- During the recovery phase, the GLO role in liaising with the RCG would usually be taken by the Government Office.

Government Liaison Team

- The GLT depends upon the circumstances of the emergency.
- During a non-terrorist emergency, the RRT GLO may be supported by other officials from the Government Office and / or from Central Government Departments.
- During a terrorist emergency, the Home Office GLO will normally be support by the Security Service and a representative of the Foreign and Commonwealth Office, as well as a representative from the Government Office.

Department for Communities and Local Government (Resilience Emergencies Division (RED))

The DCLG RED will:

- Liaise with central government departments in relation to the incident
- Provide advice and support to local responders during the recovery phase, including assisting with the co-ordination of recovery from a regional/ widespread incident if required
- Provide assistance with media relations through the use of the Central Office of Information (COI).

- Where central government coordination is needed, a designated Lead Government Department (LGD) will be made responsible for the overall management of the Central Government response.

National Health Service

The NHS will:

- Co-ordinate the primary care, community and mental health role during the recovery stage
- Provide care and advice to evacuees, survivors and relatives, including replacement medication
- Establish with local authority facilities for mass distribution of counter-measures, for example vaccinations and antibiotics
- Provide support, advice and leadership to the local community on health aspects of an incident
- Support screening, epidemiology and long term assessment and management of the health effects of an incident
- Maintain liaison with and co-ordinate the response with the SHA or equivalent.

Health and Safety Executive

The Health and Safety Executive protect people's health and safety by ensuring that risks in the workplace are properly controlled. They regulate health and safety in nuclear installations, mines, factories, farms, hospitals, schools, offshore gas and oil installations, and other workplaces. They also regulate the safety of the gas grid, railway safety, and many other aspects of the protection of both workers and the public.

Their remit encompasses the workplace health and safety of other responding agencies, including the emergency services. In addition, its Chemical, Biological, Radiological and Nuclear experts can provide relevant specialist or technical advice to support recovery from emergencies, especially, but not exclusively, those events that involve major hazard industrial sites.

Health Protection Agency

The HPA will:

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

Insurance Industry

Following an emergency, the insurance industry will provide the following:

- Facts and figures about who and what is covered by household and business insurance
- Specific guidance on the issues likely to arise after a flood or terrorist event

- Details of the protocol between the insurance industry, the police and other emergency responders on communication and co-operation after a major event
- Key contact details of the organisations that represent the insurance industry.

Local Authorities

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

The Local Government Association (LGA) exists to promote better local government.

Met Office

The Met Office will:

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

Military

- Military Aid to the Civil Authority (MACA), the overarching term covering all categories of aid, which the Ministry of Defence (MOD) may provide to the civil authorities.
- Military Aid to the Civil Contingency (MACC), consists of three 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.
- Military Aid to the Civil Power (MACP) – 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).

- Military Aid to the Other Government Departments – Involves the use of the Armed Forces in the maintenance of essential supplies in a national emergency.
- Military Liaison Officer (MLO) – 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.

Police

The Police will:

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

Voluntary Sector

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

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

Elected Members

The Elected Members of the community affected have an important role to play in assisting with the recovery process. They have a duty as the community

representatives to gather and make known the concerns of their community and feed them into the recovery process mainly through the Community Recovery Committee. They also have a very important role in disseminating credible information and advice back to the community.

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

They have a role as:

- The focus for community concerns
- Identifying problems and vulnerabilities of their community that may require priority attention and feeding them back to the relevant recovery group
- The knowledge bank of local personalities and resources
- Encouragement and support to recovery teams working within their community
- Enhancing local community liaison
- Visiting people affected to be a listening ear and to give them reassurance
- Consultation on rebuilds 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 Committee and their normal committees.

KEY ACTIONS

Activation of the recovery co-ordinating group (RCG)

Activation of the RCG will be carried out by the Local Authority, usually following a request by / agreement with the SCG. It needs to be formed as soon as possible to influence the SCG response, and a discussion about its establishment should take place at the first SCG meeting. The communication cascade arrangements for the activation will be via the Local Authority who will decide, depending on the emergency, who needs to be on this group.

An important part of the work of the RCG, in the response phase of the incident, is to develop a recovery strategy and inform the SCG of this to ensure decisions made by the SCG do not compromise medium to long term recovery. The Chair, or nominated deputy from the RCG, needs to sit on the SCG to ensure the communication flows between these two Groups work effectively.

A suggested agenda for the first meeting of the RCG is shown in [Annex C](#).

Setting a strategy

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

- An Impact Assessment (covering impacts on residents, businesses, infrastructure, environment, etc) is carried out as soon as possible and is regularly updated.
- A concise, balanced, affordable recovery action plan is developed that can be quickly implemented, involves all agencies and fits the needs of the emergency.
- The community is fully involved in the recovery process.
- All agencies work closely with the community and those directly affected, including on monitoring and protection of public health.
- Utilities (eg. water) and transport networks are brought back into use as soon as practicable.
- A pro-active and integrated framework of support to businesses is established.
- All affected areas are restored to an agreed standard so that they are 'suitable for use' for their defined future purposes.
- Environmental protection and recovery issues are co-ordinated.
- Information and media management of the recovery process is co-ordinated.
- Effective protocols for political involvement and liaison (Parish, District / County / Unitary and Parliamentary) are established.

Targets

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

Suggested targets / milestones could include some of the following:

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

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 SCG Chair and the affected local authorities, and should consider:

- The criteria to be used to assess when the handover can take place - suggested criteria shown in [Annex E](#).
- The process for the handover. It is recommended that a formal handover process is followed and a suggested handover certificate is shown in [Annex E](#).
- Communications to other responding agencies and the community about the handover.

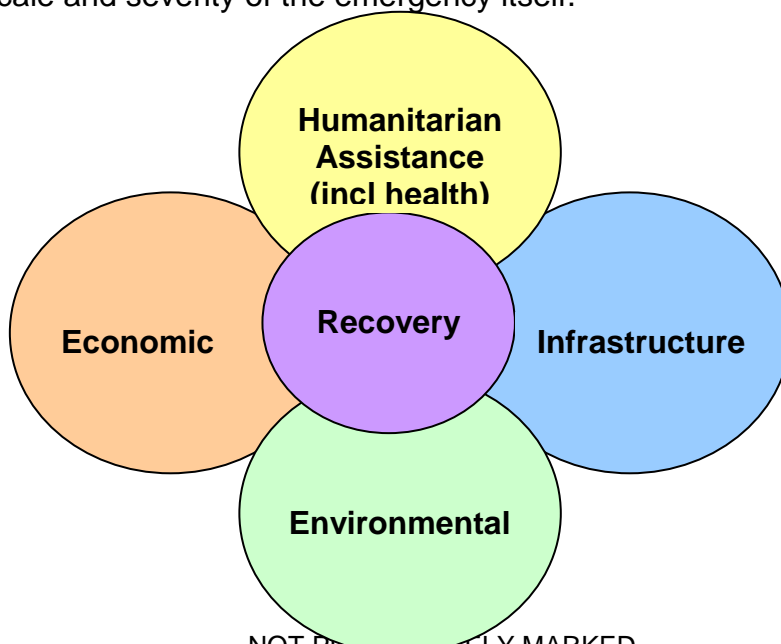
Mapping the impacts of Emergencies

Emergencies affect communities in a wide variety of ways. To understand what recovery comprises, one first needs to map out *who* is affected and *how* the emergency has affected them.

The impact of emergencies goes well beyond those directly affected by an emergency (eg. through injury, loss of property, evacuation). Emergencies affect, for example, onlookers, family and friends of fatalities or survivors, response and recovery workers, and the wider community, as well as the economy and businesses, physical infrastructure, and the environment.

To understand how emergencies affect individuals and their communities – and thus prioritise and scope the recovery effort – it is important to understand how emergencies impact upon the environment they live and work in.

Below is a conceptual framework for understanding these impacts and the steps that may need to be taken to mitigate them. There are four interlinked categories of impact that individuals and communities will need to recover from. The nature of the impacts – and whether and at what level action needs to be taken – will depend in large part on the nature, scale and severity of the emergency itself.



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

Humanitarian Assistance (including health)	Physical impacts (including individuals' health, housing, financial needs)
	Psychological impacts
	Deaths
	Community displacement
Economic	Economic and business recovery
Infrastructure	Disruption to daily life (eg. educational establishments, welfare services, transport system)
	Disruption to utilities / essential services
	Damage to residential properties and security of empty buildings
Environmental	Pollution and decontamination
	Waste
	Natural resources and habitats

More information on carrying out an impact assessment can be found in the National Recovery Guidance on the UKResilience website - www.ukresilience.info/response/recovery_guidance/generic_issues/impact_assessments.aspx

Elected Members/Parish Councils can play a critical role in the impact assessment process, identifying problems and vulnerabilities in their community that may require priority attention and feeding them back to the relevant recovery group. They also have an important role in disseminating credible information and advice back to the community, assisting to maintain community cohesion and providing public reassurance. Further information on the role of Elected Members in the recovery process can be found in [Annex G](#).

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

Stand-down of the RCG

The Chair and members of the RCG 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 closed once there is no longer the need for regular multi-agency co-ordination and the remaining issues can be dealt with by individual agencies as a part of their normal business. Depending on the recovery issues being addressed, it may be possible for some of the RCG Sub-Groups to close prior to the main RCG standing down.

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

Evaluating and capturing issues identified during the recovery phase

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

A final debrief report should be produced which captures all these issues. The report can be taken to the Local Resilience Forum for identification of any further action required. Issues of regional and national significance, or requiring regional or national action, can be taken to the Regional Resilience Forum (via the Regional Resilience Team) for resolution or onward transmission to the relevant government departments.

Opportunities should also be taken to share the debrief report widely amongst responders (if possible) so everyone benefits from the learning. Consideration should also be given to producing case studies (with links to the full debrief report) for inclusion in the National Recovery Guidance. Details of how to submit case studies, along with the case study template, can be found with the Guidance on the UKResilience website at www.ukresilience.info/response/recovery_guidance/case_studies.aspx

RESOURCES

Location and operation of the SCG

In the early part of the recovery phase (both when the RCG is running in parallel with the SCG, and after the lead is handed over from the SCG chair to the RCG chair), there is much merit in agencies being (and remaining) co-located, if possible, to establish communication links and ensure ready interaction between agencies can be maintained.

Once individual's return to their desks, the demand to return to the 'day job' and catch up may become irresistible and the recovery process may falter. If the Emergency Control Centre (ECC) is not available, then alternative (probably Local Authority) premises should be found.

That said, some agencies necessary to the recovery process may not have been involved in the response phase and will need to be integrated into the process.

The lead recovery officer from the Local Authority needs to manage this progression carefully and instil the importance of agencies being closely allied, especially in the early stages of recovery.

The frequency of RCG meetings will be determined on a case-by-case basis. In the early stages, the Group may meet two or three times a day, but this is likely to reduce over time, maybe to once or twice a week.

The need for accurate record keeping is of paramount importance. The responses to issues will be on public view, there will be a requirement to prepare reports, and there is also the potential for subsequent inquiries or litigation. There needs to be clear audit

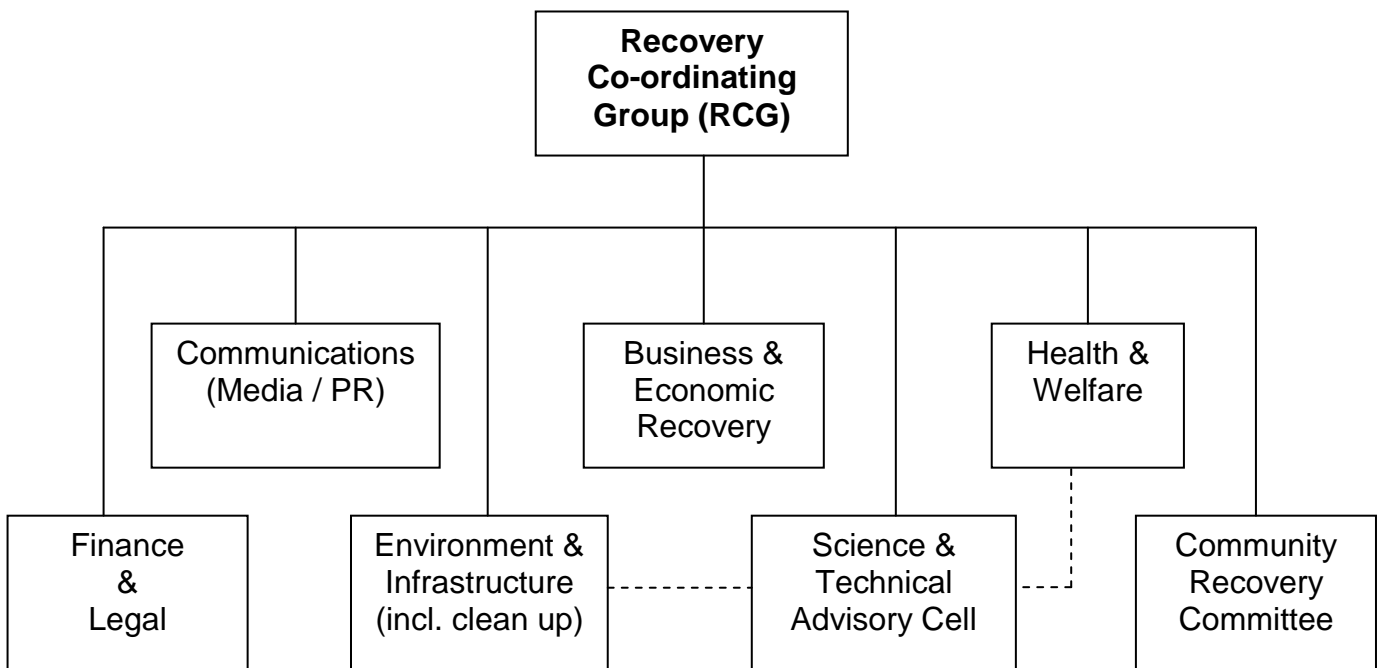
trails with comprehensive records of timings, notifications, decisions, actions and expenditure. It would therefore be beneficial to use the same information management system used in the response phase for the recovery phase.

STRUCTURE

The Local Authority will usually lead the recovery process.

A suggested structure for managing the recovery is shown below. These structures are for guidance only. It is a matter for the organisations concerned to decide what structure best suits them for their particular situation. Note: It may not be necessary to establish all the sub-groups shown depending on the nature of the emergency.

Recovery Co-ordinating Group (RCG)



Detailed Terms of Reference (ToR) for these Groups, including guidance on membership and issues that may arise, is shown in [Annex A](#). The Chair and Secretariat shown are suggestions; it is a matter for the LA / LRF to decide who should most appropriately perform these roles.

Guidance for the Chairs of the Groups is in [Annex B](#).

In the initial stages of the emergency, it is advisable to ‘start big and then scale down’. An early assessment should be made of the responding organisations’ capacity and resources, and mutual aid agreements activated as required. In the event that co-ordination is required at the regional level, contact should be made with the relevant Regional Resilience Team to discuss how this may best be delivered. This discussion should consider whether establishing a Regional Civil Contingencies Committee (or maintaining the RCCC if used in the response phase) would be beneficial.

ANNEXES (Non sensitive)

Annex A – Terms of Reference for Recovery 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 SCG is running.
- To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery.
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy.
- To establish appropriate Sub-Groups as required by the emergency.
- To produce an impact assessment on the situation.
- 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.
- To provide reassurance to the public and to minimise fear and alarm.
- To act as a principal point of contact to the insurance industry nominated principal point of contact.

c. Chair and Secretariat

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

d. Membership

Senior representatives attend as relevant from:

- County/District Councils

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

e. Issues

- Finance
- Politics
- Compensation
- Use of Military
- Public Confidence
- Personnel
- Resources

Community Recovery Committee

Terms of Reference

This is a group drawn from the wider community

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 shall, as far as possible, work on the basis of consensus to:

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

c. Chair and Secretariat

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

d. Membership

Representatives to attend as relevant from:

- Parish and/or Town Council Representatives
- Local Elected Members for District Council(s)
- 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 RCG

e. Issues

- Widespread concerns
- Community needs
- Initiatives
- Emotional and mental health impacts

- Insurance
- Communication

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

Health & Welfare Group

Terms of Reference

[Note: The remit of this Sub-Group is wide ranging and, depending on the nature and scale of the emergency, it may instead need to be split into separate Health and Welfare Groups.]

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 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 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 Local Authority Head of Adult Social Care with secretariat from the organisation providing the chair.

d. Membership

Representatives as relevant from:

- County/District Councils, including:
 - Adult Social Services
 - Children's Services
 - Environmental Health Officer
 - Emergency Accommodation Officer
 - Legal and Democratic Services (Elected Members)
 - And others as necessary
- NHS Cumbria
- Ambulance Service
- Strategic Health Authority
- Health Protection Agency

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

e. Issues

- School closures
- Facilities and casualties
- Drinking water
- Education
- Emotional and mental health impacts
- Food quality
- Needs of young people
- Benefits and grants
- Evacuees short and long term concerns
- Health concerns
- Emotional support
- Housing
- Contractors
- Food shortages
- Needs of the elderly
- Race and language concerns
- Insurance
- Health Services

Questions	Actions
<ul style="list-style-type: none"> • What injuries have been caused to people (numbers / seriousness / medical treatment / sufficient facilities)? • Has the mass fatalities plan been implemented? • What are the parameters of who receives help? • Has temporary accommodation been provided as a result of evacuation? • Are there any implications for the food chain? • Have any emergency feeding arrangements been implemented? • Have any material aid, e.g. clothing & bedding been provided? 	<ul style="list-style-type: none"> • Co-ordinate health and welfare assistance by the various agencies available including voluntary • Establish database of affected people by collating from all relevant sources • Assess impact on health related services incl LA resources • Publicise changes to health related services during any period of disruption • Use existing databases and information to establish those most at risk • Assess impact on vulnerable individuals / establishments • Impact on community care for

Questions	Actions
<ul style="list-style-type: none"> • Has a Humanitarian Assistance centre been set up? • Has public help line been set up? • Has a victim's support group been formed? • Have interpretation services been used? • Has MOU assistance been provided by other Local Authorities / Agencies? • Have volunteers/ agencies been used? • Has the appeal fund been implemented? 	<p>vulnerable</p> <ul style="list-style-type: none"> • Impact of bed release following hospital emergency plan execution. • Provide psychological support • Provide long term health monitoring if necessary • Continue implementation of longer term aspects of the mass fatalities plan if necessary • Enforcement of countermeasures • Establishment of exclusion / isolation zones • Assess if long term temporary or permanent accommodation is required. • Assessment of any long term material aid, eg. essential household items • Co-ordination of donated goods / materials (includes storage, management & distribution) • Recognition of the effect on faith communities • Support arrangement for funerals • Financial assistance for: <ul style="list-style-type: none"> ○ Loss of income to individuals / community ○ Displaced individuals / families ○ Loss of work • Assistance with insurance and advice services, (e.g. Association of British Insurers (ABI) who represent the collective interests of the UK's insurance industry) • Assistance with legal aid

Business and Economic Recovery Group

Terms of Reference

a. Purpose

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

b. Role

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

c. Chair and Secretariat

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

d. Membership

Representatives (as appropriate) from:

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

See [Annex J](#) for a Business Recovery Action Plan.

e. Issues

- Tourism
- Grants
- Business affected

- Council Tax and Rates
- Farming milk, poultry and eggs
- Road and Rail closures
- Reluctance to deliver and trade from outside
- Compensation
- Unemployment
- Insurance
- Recruitment

Questions	Actions
<ul style="list-style-type: none"> • Has there been any temporary or permanent closure of operations or business? • Have any business had to move to temporary premises? • Are any of the workforces displaced from their homes? • Are any affected areas within regeneration areas? • Has there been an impact on the tourist industry (eg. a fall in visitor numbers)? 	<ul style="list-style-type: none"> • Evaluate the viability of the affected areas previous economic base – impact on its main business sector(s) trading operations and environment, accessibility for customers and suppliers, and to essential services • Assistance to businesses affected to enable them to resume normal business as quickly and effectively as possible; including Business Continuity advice for any future incidents. • Consider establishment of relevant schemes to assist businesses including, for example, access to interest free loans from third parties, grants or rent for alternative premises • Promotion of the area as ‘open for business’ • Facilitate access to buildings and an early return as possible to premises • Identify alternative premises, potentially for long periods of time, using Industrial and Commercial Property Registers and local agents. Assess impact of the workforce 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 • Assistance with advice services, for example, in conjunction with ABI • Provision of information to the business community affected - via a single enquiry number/help-line service, drop in centre, website and / or leaflets as appropriate • Assisting in building the confidence in the business community within the area and to internal and external investors / customers • Assistance with litigation issues – subject to resources available.

Environmental and Infrastructure Group (Including Clean Up)

Terms of Reference

a. Purpose

Use expertise (from the STAC if established) 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 RCG, to cover cleaning, repair or replacement of the physical infrastructure and clean up of the natural environment to an agreed state
- Review integrity of key assets and prepare strategy for reinstatement where required
- To implement the agreed strategy(s).

c. Chair and Secretariat

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

d. Membership

Representatives (as appropriate) from:

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

e. Issues

- Resources
- Livestock
- Compensation
- Countermeasures
- Waste
- Contamination
- Infrastructure
- Natural Environment
- Clean Up

Questions	Actions
<ul style="list-style-type: none"> • What structural and safety assessments have been carried out on: <ul style="list-style-type: none"> ○ Essential services / assets (electricity, gas, water, sewerage & telecommunications) ○ Council properties (including educational facilities, sports centres / leisure facilities, community facilities) ○ Residential properties ○ Commercial premises ○ Health infrastructure (hospitals, health centres, GP Surgeries) ○ Religious buildings • Are there any hygiene issues with sanitation, clean water or food? • Are there any issues with disposal of dead, diseased or maimed stock? • Have any flood defences been affected? • Are there any environmental assessment/evaluations? • Does the emergency involve hazardous/CBRN material? • Is there a need for decontamination? • Is there a need for any isolation zone / security restrictions or containment of material? • What remedial work has been carried out? • Has a strategy been decided on dealing with waste? • What are the financial / resource costs to responders? • What animal health surveillance processes have been put in place? 	<ul style="list-style-type: none"> • Develop strategy on how community will be involved in physical rehabilitation • Identification of ownership of land, premises and infrastructure • Prioritise sites for attention • Identify and procurement of resources / plant required • Identify use of local capacities and expertise so as to reduce reliance on external sources and switch community status from passive to active, helping to promote a positive psychological outlook. • Compile assessments of level and nature of damage to essential services / assets, building / structural, transport, health and educational infrastructure • Ensure any relevant monitoring is carried out and results used • Commission remedial work (building to make safe, demolition, decontamination and clear up of waste/debris). For essential services / assets, building / structural, transport, health and educational infrastructure, consider: <ul style="list-style-type: none"> ○ Temporary structures ○ Redesign ○ Repair ○ Rebuilding • Restoration of utilities and services • Consider planning permission for new build, repairs to listed / graded buildings. • Identify whether compulsory purchase orders are required • Identify any potential future prevention / mitigation aspects • Consider location and reconstruction requirements for memorial structure(s) • Agree an end point for clean up

Communications Group

Terms of Reference

Note: This could be the same group that supports the SCG and could simply morph seamlessly 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 sub-groups
- Address local, regional and national communication issues
- Allow 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 Sub-Groups if possible
- To ensure that all staff, elected members and those involved are kept informed.

c. Chair and Secretariat

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

d. Membership

Representatives / press officers from:

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

e. Issues

- Clear concise understandable information

- Keeping Media onside with messages
- Methods of getting it into the Public Arena
- Best way to speak to the Public
- Conflicting messages from sources

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

Science and Technical Advice Cell (STAC)

Terms of Reference

NB If established during the acute phase, will continue into Recovery integrating as shown in the Structure diagram on page 7.

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

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 HPA or NHS. 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
- Health Protection Agency
- NHS Cumbria (representing all NHS)
- Health and Safety Executive
- Food Standard Agency
- Environment Agency
- Local water company and Water Inspectorate
- Defra and partners
- Met Office
- Business, Enterprise and Regulatory Reform (BERR) Government
(The department brings together responsibilities for productivity, business relations, energy, competition and consumers)
- Technical Adviser
- Defence Science and Technology Laboratory (Dstl)
(An agency of the MOD and exists to supply impartial scientific and technical research and advice to the MOD and other government departments).
- Atomic Weapons Establishment (AWE)
- Government Decontamination Service
- LA Senior Environmental Health Officer
- Site Operator
- Transport operators

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

d. Membership

Representatives (as appropriate) from:

- District/County Councils – representatives as appropriate, eg:
 - Finance Officers
 - Legal Officers
- Police Force
- Other organisations as appropriate.

e. Issues

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

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

Annex B – Guidance for Recovery Group Chairs

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

- Appoint a Recovery Co-ordinator / Secretariat to support the Group / Sub-Group.
- Appoint a deputy.
- Consider membership of the group.
- Consider security clearance issues if terrorist incident.
- Fully understand the remit of their role and educate members of the group, including ensuring adequate training (which may include 'mentoring' from agencies who have gone through similar emergencies in the past) is provided if required.
- Ensure the group is aware of the full recovery structure, ie. what groups are in place and their remits.
- Assign a communications lead within each Sub-Group.
- Ensure action planning and reporting mechanisms are in place to provide regular reports on recovery operations to the RCG and other relevant Sub-Groups, and to any other organisations (eg. LRF, RRF and any central government agencies) that have a role or interest in the recovery process.
- Identify areas where decisions need to be made beyond existing policies and procedures, and advise on recommended options to the RCG (for onward transmission to others, eg. the Regional Resilience Team / Government as necessary).
- Disseminate information so that all concerned are aware of the steps being taken during the recovery process. For each decision made or piece of information produced / received, consider:
 - What might be the ripple effect of this decision / information?
 - Who else needs to be aware of this?
 - Does the group need to do any more work as a result of this?
 - Does someone else need to carry out an action?
- Provide a debrief report at the closure of the Group / Sub-Group detailing the expenditure committed, actions taken, lessons learnt, and any recommendations.

Annex C – Agenda for RCG Meeting

Suggested Agenda for first meeting:

The following is a list of points that could be put on the initial agenda for RCG meetings.

- 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 SCG strategy (brief overview, keep concise)
- Agree recovery strategy (including detailed objectives and targets as necessary)
- Immediate actions / or urgent issues related to the emergency
- Recovery action plan formulation and delegation of tasks (including deciding what Sub-Groups are required)
- Priorities for action
- Any other issues
- Schedule of meetings

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

Annex D – 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 SCG (usually the police) and the Chair of the RCG (usually the local authority).

This could be a phased event depending on the emergency, eg. 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 working effectively.
- RCG (and any supporting Sub-Groups) is firmly established and pro-active.
- The ECC 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/District Council is able to accept Chair of SCG.

Annex E – Suggested Handover Certificate

[Note: This certificate has been written assuming the SCG is being chaired by the police and the RCG is being chaired by the local authority]

[Note: This certificate was used during the flooding in Carlisle in January 2005 and was checked and authorised by Cumbria Constabulary’s Force Solicitor]

Upon this Status Certificate being signed by both the Local Authority and the Police Authority, the Command and Control for dealing with the aftermath of the emergency is to be taken over by Council.

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

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

Signed: County/District/Unitary Council

Signed: Constabulary

Date and Time Signed:

Annex F – 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 RCG 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 RCG 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 RCG 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>

Annex G – Business Recovery Action Plan

Key for actions: E = Essential I = Important D= Desirable

Business Support and Information:

Action	By Whom	By When	Status	Key
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1. Assess business support needs:

1.1 Contact businesses on Partner’s databases to establish how they have been affected	Chamber of Commerce RRC and CTB		<i>(No. of businesses contacted)</i>	
1.2. Attend open meetings to address any business community issues				
1.3 Attend specific Business Group meetings to collect and action issues				

2. Identify and provide business support resources to meet needs:

2.1 Negotiate alternative premises for businesses requiring temporary accommodation	Chamber of Commerce			
2.2 Co-ordinate information about available premises from all sources	Chamber of Commerce			
2.3 Establish recovery fund for specialist business support: Existing Vired across New				
2.4 Deploy advisors into affected areas to gather data and offer assistance				
2.5 Provide specialist support to businesses in financial, general and incident recovery				
2.6 Offer businesses access to Internet:				
2.7 Gather best practice for businesses				
2.8 Produce recovery checklist to assist businesses				
2.9 Distribute recovery checklist				
2.10 Distribute Customs & Excise and Inland Revenue guides to businesses affected plus advisors.				

Action	By Whom	By When	Status	Key
2.11 Monitor feedback from businesses on support received from insurance and banks				
2.12 a) Undertake business economic impact assessment b) Review the results of the business impact assessment c) Formulate a medium to long term business support action plan	Cumbria CC		(Business Survey)	
2.13 Carry out marketing campaign to counteract any negative image. To be co-ordinated with infrastructure recovery and Cumbria wide promotions.	CCC/CTB			
2.14 Establish fund for interim cash-flow support.	Chamber			
2.15 Build business confidence a) Arrange meetings with significant affected businesses to discuss future issues. Agree advice for businesses. b) Communicate outcome of meeting and advice to businesses	Chamber Comm's Group			

3. Communications

3.1 Establish one point of contact for businesses				
3.2 Issue PR on Business Recovery	CCC			
3.3 Conduct interviews with media and issue press releases as appropriate in co-ordination with Cumbria County Council and NWDA	All			
3.4 Contact Banks and accountants with support available to businesses affected.				
3.5 Nominate a media spokesperson for the BR Wking Gp and co-ordinate messages and timing.	Business Recovery Wking Gp			

Action	By Whom	By When	Status	Key
3.6 Arrange distribution of a flyer to businesses and advisors to publicise the support available				
3.7 Advise Cumbria Strategic Partnership & Cumbria Vision of activities and progress	Cumbria County Council			
3.8 Advise Local Strategic Partnership of activities and progress	Cumbria County Council			
3.9 Advertise Business Support Helpline and services available in all Cumbria newspapers				
3.10 Radio Cumbria interview Business Link to promote the support available and work in progress.				

4. Other Issues

4.1 Need to co-ordinate marketing campaign, accommodation availability and infrastructure repairs taken up.				
4.2 Council rate reduction in affected areas				
4.3 Postal deliveries				
4.4 Safety matters; services, electricity etc				

Annex H – Topic Sheets included in the National Recovery Guidance

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

Generic Issues

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

Humanitarian aspects

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

Economic Issues

- Economic and business recovery
- Financial impact on local authorities

Infrastructure Issues

- Access to and security of sites
- Damaged school buildings
- Dealing with insurance issues
- Historic environment

- Repairs to domestic properties
- Site clearance
- Transport
- Utilities

Environmental Issues

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