

RECOVERY

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Version	Date	Reason for review	Agreed by	Author
2.0	01/04/12	Significant reformat	JPB	
3.0.0	01/04/2020	Recommendations from Storm Desmond Recovery Debrief integrated. Gaps identified through development of revised Coordination and Countermeasure Sections.	Recovery Sub Group	AL

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.

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 K](#) 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:

2 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 wellbeing and recovery of the affected community.
- Recovery is best achieved where the recovery process begins from the moment the emergency begins. It is recommended that if resources allow, the Recovery Coordinating Group is set up on the first day of the emergency.
- 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

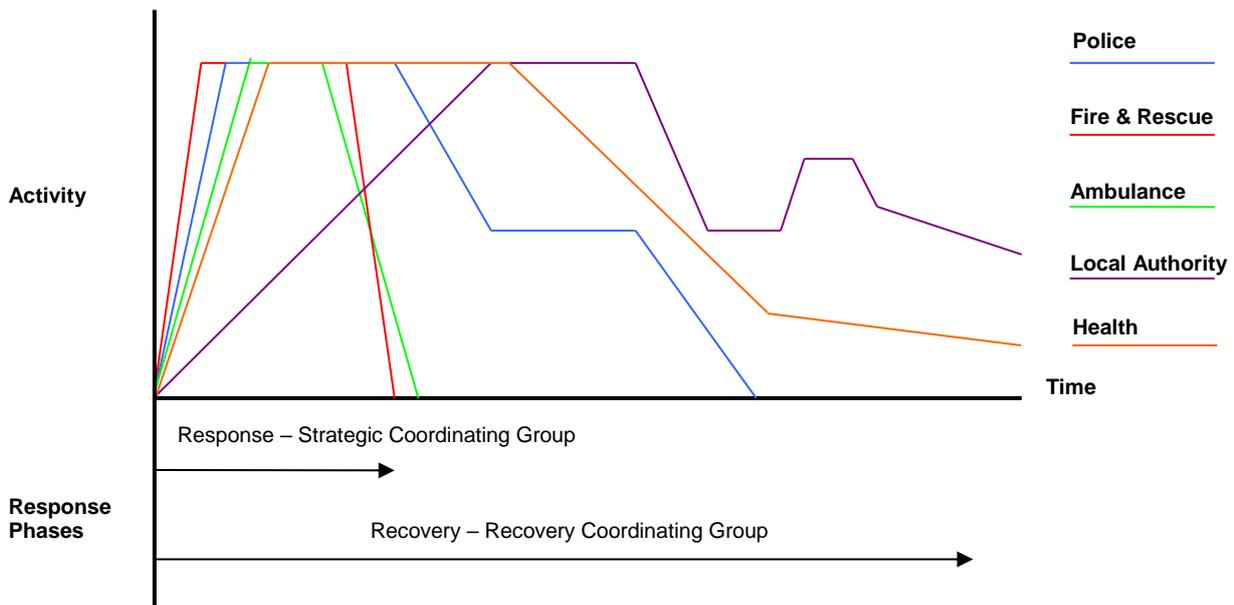
new homes or commercial buildings, raising aspirations, improving skills and improving the environment whilst introducing new people and dynamism to an area.

Recovery is a coordinated 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.

3 Roles and Responsibilities

Roles and Responsibilities can be found in the Roles and Responsibilities Section of the Cumbria Emergency Plan.

<https://collaborate.resilience.gov.uk/RDService/home/38133/Roles-and-Responsibilities>

Below are additional organisations and agencies:

3.1 Cumbria Chamber of Commerce

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

<https://www.cumbriachamber.co.uk/>

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.

3.2 Citizens Advice Bureau

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

<https://www.citizensadvice.org.uk/>

3.3 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.

3.4 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.

Details of faith groups can be found in the Welfare Section of the Cumbria Emergency Plan.

<https://collaborate.resilience.gov.uk/RDService/home/84360/Welfare>

3.5 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.

3.6 Voluntary Agencies

The nature, range and scale of services offered by the voluntary agencies 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

Details of Voluntary Agencies can be found in the Welfare Section of the Cumbria Emergency Plan.

<https://collaborate.resilience.gov.uk/RDService/home/84360/Welfare>

3.7 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.

4 Key Actions

4.1 Activation of the Recovery Advisory Group (RAG)

Activation of the Recovery Advisory Group (RAG) will be carried out by the Local Authority¹, usually following a request by / agreement with the Strategic Coordinating Group (SCG). It needs to be formed as soon as possible to influence the Strategic Coordinating Group (SCG) response, and a discussion about its establishment should take place at the first Strategic Coordinating Group (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 Recovery Advisory Group (RAG), in the response phase of the incident, is to develop a recovery strategy and inform the Strategic Coordinating Group (SCG) of this to ensure decisions made by the Strategic Coordinating Group (SCG) do not compromise medium to long term recovery. The Chair, or nominated deputy from the Recovery Advisory Group

¹ The Recovery Advisory Group will be established before the impacted area has fully established. In these circumstances Cumbria County Council will assume the chair at the first meeting.

(RAG), needs to sit on the Strategic Coordinating Group (SCG) to ensure the communication flows between these two Groups work effectively.

A suggested agenda for the first meeting of the Recovery Advisory Group (RAG) is shown in [Annex C](#).

4.2 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 (e.g. 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 coordinated.
- Information and media management of the recovery process is coordinated.
- Effective protocols for political involvement and liaison (Parish, District / County / Unitary and Parliamentary) are established.

4.3 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.

4.4 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 Coordinating Group (SCG) Chair and the affected local authorities (including Recovery Advisory Group (RAG) Chair), and should consider:

- The criteria to be used to assess when the handover can take place - suggested criteria shown in [Annex D](#).
- 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.

4.5 Moving from Recovery Advisory Group (RAG) to Recovery Coordinating Group (RCG).

Once the handover is complete the Recovery Advisory Group (RAG) becomes the Recovery Coordinating Group (RCG).

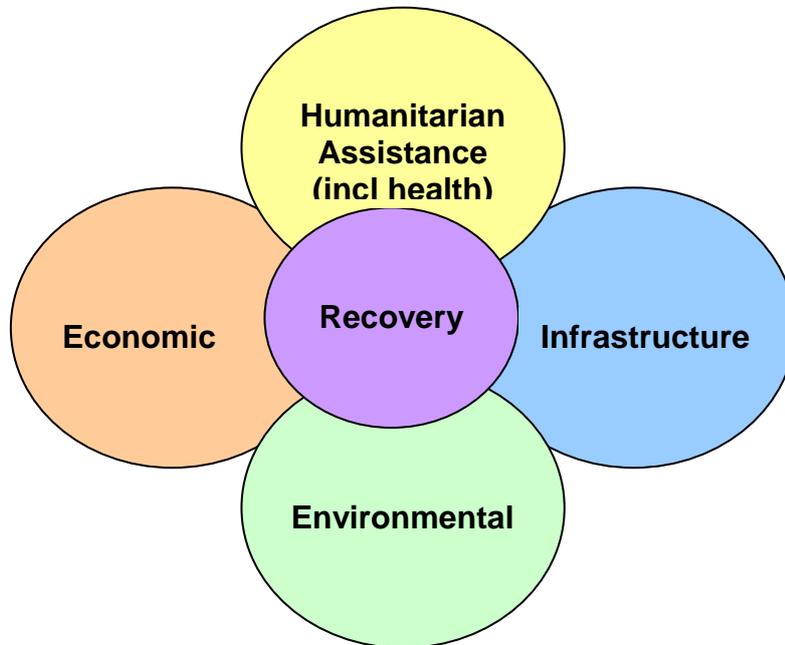
4.6 Mapping the impacts of Emergencies

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 (e.g. through injury, loss of property, evacuation). Emergencies affect, for example, onlookers, family and friends of fatalities or survivors, response and recovery workers, and the wider community, as well as the economy and businesses, physical infrastructure, and the environment.

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 ([ref. Emergency Response and Recovery Version 5 October 2013](#)) 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 (e.g. 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

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](#).

4.7 Stand-down of the Recovery Coordinating Group (RCG)

The Chair and members of the Recovery Coordinating Group (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 Recovery Coordinating Group (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 Recovery Coordinating Group (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 Recovery Coordinating Group (RCG) Sub-Groups to close prior to the main Recovery Coordinating Group (RCG) standing down.

The decision to stand-down the Recovery Coordinating Group (RCG) will be communicated to all affected agencies by the Recovery Coordinating Group (RCG) Chair / Secretariat.

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

5 Resources

5.1 Location and operation of the Recovery Coordinating Group (RCG)

In the early part of the recovery phase (both when the Recovery Advisory Group (RAG) is running in parallel with the Strategic Coordinating Group (SCG), and after the formal hand over from the Strategic Coordinating Group (SCG) chair to the Recovery Coordinating Group (RCG) chair is complete), 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 an Emergency Control Centre (ECC) is not available or location not suitable, 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 Recovery Coordinating Group (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.

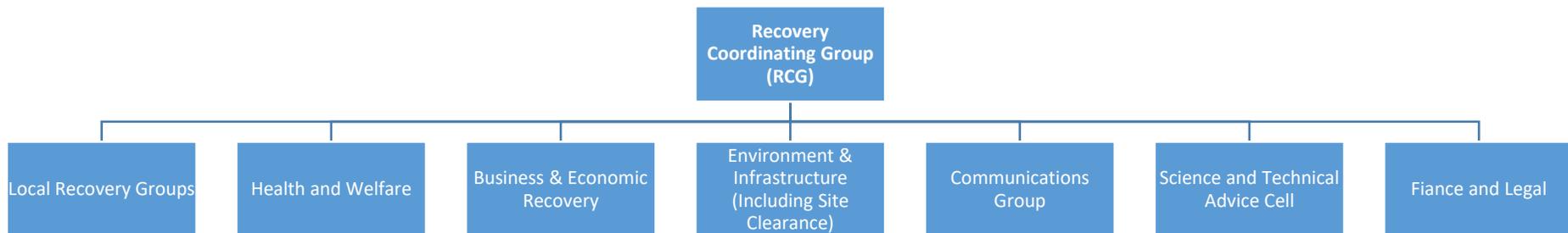
6 Structure

6.1 Sub Groups

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 Coordinating 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 Strategic Coordinating Group (SCG) 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.

6.2 Local Recovery Support Centres

Local Recovery Support Centres are community venues where the public can access support from a number of organisations – a “One Stop Shop”.

The venue will vary from community to community – space in a village hall, community centre, library, shopping centre or council offices. They may be open for a few days or many months, and the number of organisations involved will also vary.

Again, the suggestions come from previous experience, but are simply prompts. There is considerable overlap with the suggested Local Recovery Group membership (See [Annex A](#)), although it is likely that only the larger organisations will have capacity for staff to be based in a Support Centre.

7 Annex A – Terms of Reference for Recovery Groups

7.1 Recovery Advisory Group (RAG)

Terms of Reference

a) Purpose

- Advise the Strategic Coordinating Group (SCG)/ Tactical Coordinating Group (TCG) on response actions that may affect the long term recovery from the emergency.
- Determine and agree criteria to be met to enable handover to the recovery phase.
- Suggest clear structures and procedures are in place to manage the emergency when it moves into the response phase.

b) Role

- Identify the lead Local Authority for the Recovery Coordinating Group (RCG).
- Undertake an impact assessment by considering the recovery issues from the information gathered during the response phase.
- Determine criteria for handover from response to recovery.
- Determine the handover process.
- Provide representation on the Strategic Coordinating Group (SCG)/ Tactical Coordinating Group (TCG) to:
 - advise on the effects of the response on any long term recovery issues
 - report on position regarding arrangements for handover
- Propose a structure to move forward into the Recovery Coordinating Group (RCG).
- Start to develop a recovery strategy that will be formalised by the Recovery Coordinating Group (RCG).

a) Chair and Secretariat

Chaired by Local Authority Senior Officer. Chair should appoint a Secretariat.

b) Membership

Membership could include the following (dependant on the emergency):

- Local Authority (Cumbria County Council and District(s) Councils)
- Emergency services as required
- PHE
- Environment Agency
- NHS England
- MHCLG
- Utilities

7.2 Recovery Coordinating Group (RCG)

Terms of Reference

c) 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.

d) Role

- To feed in recovery issues whilst the Strategic Coordinating Group (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 coordinate 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.

e) Chair and Secretariat

Chaired by Local Authority Senior Officer. Chair should appoint a Secretariat to maintain records of all minutes of all Recovery Coordinating Group (RCG) meetings, chase actions and coordinate a master record of all Sub-Group meetings.

f) Membership

All agencies are invited to participate in the Recovery Coordinating Group (RCG)

7.3 Local Recovery Groups

For note for a County wide incident, a number of Local Recovery Groups may be established; such as one per District Council area or community (such as a large town or city).

Terms of Reference

This is a group drawn from the wider community

a) Purpose

Local Recovery Groups (LRGs) form part of the Recovery Coordination Structures established following a major incident.

b) Role

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

- Identifying local need for support with recovery
- Bringing together the organisations supporting local recovery in order to coordinate activity
- Ensuring these organisations have accurate information to pass to the people they are supporting
- Providing a mechanism to escalate issues that cannot be resolved locally through the wider recovery structures.

c) Chair and Secretariat

Chaired by Local Authority Manager. Secretariat to be provided by the Local Authority.

d) Membership

Membership of the LRG will need to be determined locally, and should be open to all those who wish to attend, but the suggestions below may help in rapidly identifying key people to invite to the early meetings and add to the email distribution list.

- Cumbria County Council
- District Council
- Other CAT 1 or CAT 2 Organisations
- Parish and/or Town Council Representatives
- Local Elected Members for District Council(s)
- Local Elected Member for County Council
- Residents/Tenants associations
- Community Emergency Planning Group (including Flood Action Groups)
- Local schools and businesses
- Organisations supporting community or business activity (such as Action with Communities in Cumbria and Local Enterprise Partnership)
- Community groups (including religious faith groups)

- Disaster Fund Manager normally Cumbria Community Foundation)
- Representative from the Recovery Coordinating Group (RCG)

e. Issues

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

Considerations

- What are the main community concerns?
- What are the needs of the community?
- What community initiatives are already underway?

Actions

- Assess the overall impact on the community
- Establish and assist with the formation of Local 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

7.4 Health & Welfare Group

Note: This could be the same group that supports the Strategic Coordinating Group (SCG) and could continue into the Recovery phase.

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

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 Cumbria County Council Manager or NHS England (depending on impacts) with secretariat from the organisation providing the chair.

d) Membership

Representatives will dependent on incident impacts, however likely to include:

- Cumbria County Council
- District Councils
- NHS England
- North West Ambulance Service
- Public Health England
- Science and Technical Advice Cell (STAC)
- Voluntary Sector (e.g. British Red Cross,)
- Churches Together (or other Faith Groups as relevant)
- Utilities

e) Issues

- School closures
- Facilities and casualties
- Utility Loss
- Education

- Emotional and mental health impacts
- Needs of the vulnerable
- Benefits and grants
- Evacuees short and long term concerns
- Health concerns
- Emotional support
- Housing
- Equality concerns
- Insurance
- Impact on Health Services

Considerations

- 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?
- 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?
- Have any material aid, e.g. clothing & bedding been provided?
- 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?

Actions

- Coordinate 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 vulnerable
- 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, e.g. 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:
 - 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

7.5 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. Secretariat to be provided by the organisation providing the chair.

d) Membership

Representatives will dependent on incident impacts, however likely to include:

- District Council
- Cumbria County Council.
- Local Business Forums / Networks.
- Cumbria Chamber of Commerce.
- Local Enterprise Partnership representatives.
- Association of British Insurers.
- Other agencies as required, e.g. 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

Considerations

- 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 (e.g. a fall in visitor numbers)?

Actions

- Evaluate the viability of the affected areas previous economic base – impact on its main business sector(s) trading operations and environment, accessibility for customers and suppliers, and to essential services
- 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.

7.6 Environmental and Infrastructure Group (Including Site Clearance)

Note this may be District Area on a large incident, or across waste service areas.

Terms of Reference

a) Purpose

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

b) Role

- To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Coordinating Group (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 District Council Environmental Services. Secretariat by the District Council

d) Membership

Representatives will depend on incident impacts, however likely to include:

- District Council
- Cumbria County Council
- Environment Agency.
- Public Health England.
- Utilities
- Transport.
- Lake District National Park (if appropriate)
- National Trust / English Heritage / Natural England (if historic sites or protected areas are affected).

e) Issues

- Resources
- Livestock
- Compensation
- Countermeasures
- Waste
- Contamination
- Infrastructure
- Natural Environment
- Site Clearance

Considerations

- What structural and safety assessments have been carried out on:
 - Essential services / assets (electricity, gas, water, sewerage & telecommunications)
 - Council properties (including educational facilities, sports centres / leisure facilities, community facilities)
 - Residential properties
 - Commercial premises
 - Health infrastructure (hospitals, health centres, GP Surgeries)
 - Religious buildings
- Are there any hygiene issues with sanitation, clean water or food?
- Are there any issues with disposal of dead, diseased or 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?

Actions

- 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:
 - 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

7.7 Communications Group (Strategic Media Advice Cell during Response)

Terms of Reference

Note: This could be the same group that supports the Strategic Coordinating Group (SCG) and could continue 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 Communications Manager. Secretariat by Local Authority

d) Membership

Representatives / press officers from all agencies involved in recovery:

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

Considerations

- Has the LRF Communication Plan been implemented?
- Have any of the following been put into operation:
 - Cross agency media centre
 - Public information hotlines
 - 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?

Actions

- Coordinate communications across all recovery groups, including attending meetings if resources permit
- Consider longer-term strategy:
 - 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:
 - 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:
 - 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

7.8 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 coordinate 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 Strategic Coordinating Group (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 Public Health England. Secretariat Public Health England.

d) Membership

Representatives as defined in North West STAC Plan.

<https://collaborate.resilience.gov.uk/RDService/home/96671/PHE-North-West-Plans>

e) Issues

- Impact assessments
- Public Health hazards and advice
- Health and Safety
- Environmental pollution

- Food safety
- Animal Welfare
- Water supply safety
- Decontamination
- Meteorological information

7.9 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:

- Cumbria County Council
- District Council
- Cumbria Community Foundation
- Other organisations as appropriate.

d) 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

Considerations

- 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 Recovery Coordinating Group (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?

Actions

- Maintain accurate, auditable records
- Compile any business cases required and submit to central government or others
- Advise the Recovery Coordinating Group (RCG) on legislation issues
- Advise the Recovery Coordinating Group (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
- Coordinate the compilation of material for inquiries, etc.

8 **Annex B – Guidance for Recovery Group Chairs**

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

- Appoint a Secretariat to support the Group / Sub-Group.
- Appoint a deputy.
- Consider membership of the group, particularly any agencies/organisations missing.
- Consider issues such as document security and personnel security clearance if the incident is of a sensitive nature.
- Fully understand the remit of the 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, including what groups are in place and their remits.
- Assign communication leads within each Sub-Group.
- Ensure action planning and reporting mechanisms are in place to provide regular reports on recovery operations to the Recovery Coordinating Group (RCG) and other relevant Sub-Groups, and to any other organisations 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 Recovery Coordinating Group (RCG).
- 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.

9 Annex C – Suggested Template Agendas

9.1 Recovery Advisory Group (RAG) Meeting

Suggested Agenda:

The following is a list of points that could be put on the initial agenda for Recovery Advisory Group (RAG) meetings.

1. Welcome and Introductions
2. Confirm Terms of reference for the group (see Annex A)
3. Membership
 - a. Responsibilities and authority
 - b. Other agencies that may be required
4. Briefing / progress report, including the latest impact assessment and the Strategic Coordinating Group (SCG) strategy (brief overview, keep concise)
5. Agree recovery strategy (including detailed objectives and targets as necessary)
6. Immediate actions / or urgent issues related to the emergency
7. Recovery action plan formulation and delegation of tasks (including deciding what Sub-Groups are required)
8. Priorities for action
9. Any other issues
10. 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.

9.2 Recovery Coordinating Group (RCG) Agenda

1. Welcome and Introductions
2. Confirm Terms of reference for the group (see Annex A)
3. Membership
 - a. Responsibilities and authority
 - b. Other agencies that may be required
4. Incident Overview and Current Situation
 - a. Incident Overview
 - b. Recovery Handover Criteria Summary
 - c. Current Situation
5. Impact Assessment
6. Recovery Strategy
 - a. Agree overarching strategy
 - b. Identify objectives (see impact assessment)
 - c. Set timescales / milestones
 - d. Recovery Closure Criteria
7. Recovery Action Plan
8. Recovery Sub-Groups
 - a. Structure
 - b. Chair of Sub-Groups
 - c. Reports / Action Plans
9. Any other Business
10. Summary of Actions
11. 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.

10 Annex D – Suggested Criteria for Handover from Response to Recovery

Handover to Recovery

For more guidance on the Recovery Phase please see the [Recovery Section](#) of the Cumbria Emergency Plan.

The recovery phase should be considered at the earliest opportunity following the onset of the emergency and if required a Recovery Advisory Group will be established to run alongside the response phase. The Recovery Coordinating Group can be activated at either the strategic or tactical level. The Local Authority will activate and chair the RAG, usually following a request from the Strategic Coordinating Group. Depending on the location of the emergency, there will need to be discussions between the local authorities (County and District) to determine who would take the lead and chair the group. If the situation/impacts are unclear Cumbria County Council will assume the chair of the initial meeting.

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 Coordinating Group and the chair of the Recovery Advisory Group (to be established as the Recovery Coordinating Group upon handover).

This could be a phased event depending on the emergency, e.g. if a number of disparate sites or discrete responses.

Suggested criteria include:

- No known further risk to life in relation to this specific emergency.
- No known further risk to the environment.
- No serious public disorder/crime issues.
- The emergency is contained and there is no significant risk of resurgence.
- Public safety measures are in place and working effectively.
- Focus of co-ordination is on recovery rather than response.
- The appropriate Local Authority is able to accept chair of Recovery Coordinating Group and logistical resources are in place.

Handover Process

It will need to be determined how the handover process is agreed, and should be proposed by the Recovery Advisory Group representative to the Strategic Coordinating Group meeting. As part of the process, the Recovery Section of the Cumbria Emergency Plan will need to be activated.

It is essential that the handover process is formally documented. This could be achieved through recording the process as part of the Strategic Coordinating Group decision log and SitRep, or through the use of a handover certificate (example below):

11 Annex E – Suggested Certificate for Handover from Response to Recovery

Upon this Status Certificate being signed by both the(Lead Recovery Organisation) and the (Chairing organisation on behalf of the Strategic Coordinating Group).

That the co-ordination for dealing with the aftermath of the (Emergency/Incident Name) is to be taken over by (Local Authority) as the Lead Recovery Organisation.

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

- 1. No known further risk to life in relation to this specific emergency.
- 2. No known further risk to the environment.
- 3. No serious public disorder/crime issues.
- 4. The emergency is contained and there is no significant risk of resurgence.
- 5. Public safety measures are in place and working effectively.
- 6. Focus of co-ordination is on recovery rather than response.
- 7. There are no known scenarios which may require the reinstatement of the Strategic Coordinating Group in relation to this emergency in the foreseeable future.
- 8. (Local Authority) is satisfied that it has in place the infrastructure and processes to take over co-ordination from(chairing organisation on behalf of the Strategic Coordinating Group)

On Behalf of the(Lead Recovery Organisation)
Signed:

Name (Print):
Position within Organisation:

On Behalf of the(Strategic Coordinating Group chair)
Signed:

Name (Print):
Position within Organisation:

12 Annex F - Return, Recovery and Reoccupation following Evacuation

Consideration must also be given to planning for return. Issues to determine this must include whether the risk has passed, who will make the decision and on what basis, and whether critical services and support mechanisms will be available in the relevant areas. This will not occur until such time as multi-agency partners have fully risk assessed all aspects of the return-process, including for example the safety of properties and the environment, alongside rehabilitation and welfare measures that will be required to support the public

Once the decision to return has been formalised, essential considerations addressed by the Recovery Coordinating Group (or Strategic Coordination Group) will be activated. People will want to start returning immediately unless restrictions are put in place.

A 'Safe to Return' statement will need to be issued through the media and clearly identify those areas which are 'Safe to Return' in case of wide spread incidents such as flooding.

This approach will need to be adjusted to accommodate the specific incident such as numbers of people evacuated, the area of evacuation and the nature of the hazard. Some homes may remain uninhabitable, in which case temporary accommodation arrangements will need to have been put in place until alternative housing or shelter arrangements have been identified.

In the case of displaced communities, it is advised that as far as possible communities are not fragmented. By keeping communities together, they will have already established support mechanisms that will help them to cope with the challenges ahead.

A rehabilitation-process must address the psychosocial welfare needs of the evacuees. Many will need assistance with insurers, benefits, their vulnerabilities or special needs, and general welfare support. It should be remembered that no two people will view or deal with a situation in the same way. It is, therefore, vital that the people that have been affected are included in decisions regarding themselves and their communities and their eventual return, recovery, and reoccupation. Giving them choice and keeping them fully informed, will enable them to cope better with the situation and empower them to make their own plans and decisions for the future.

Please the Welfare Section of the Cumbria Emergency Plan for more information regarding ongoing Humanitarian Support.

13 Annex G - Return, Recovery and Reoccupation following Shelter

Responders will need to inform the public when they are confident that the risk or hazard has ended. These messages must be clear on any resulting actions to be taken which may include:

- Resume normal activity with no restrictions.
- Ventilate the shelter but remain indoors.
- Relocate to a designated facility or place of safety

There will be public concern following any emergency incident but particularly where a countermeasure such as Shelter has been activated. The Welfare Coordinating Group should advise the Recovery Coordinating Group or Strategic Recovery Partnership on the management of welfare issues, such as setting up Humanitarian Assistance Centres and other support networks.

If the incident has involved confirmed or suspected radiation release Scientific and Technical Advice Cell (STAC) will be able to advise on the need to set up Reassurance Monitoring.

Please the Welfare Section of the Cumbria Emergency Plan for more information regarding ongoing Humanitarian Assistance and Reassurance Monitoring.

14 Annex H – Template for a Recovery Action Plan

Below is a suggested format for a Recovery Action Plan.

It is recommended that each Sub-Group maintains an Action Plan, and these are then all pulled together for review at Recovery Coordinating Group (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 Recovery Coordinating Group (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 Recovery Coordinating Group (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>

15 Annex I – Business Recovery Action Plan

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

Business Support and Information:

Action	By Whom	By When	Status	Key
1. Assess business support needs:				
1.1 Contact businesses on Partner’s databases to establish how they have been affected			<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:				
Action	By Whom	By When	Status	Key
2.1 Negotiate alternative premises for businesses requiring temporary accommodation				
2.2 Coordinate information about available premises from all sources				
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				

Action	By Whom	By When	Status	Key
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.				
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			<i>(Business Survey)</i>	
2.13 Carry out marketing campaign to counteract any negative image. To be coordinated with infrastructure recovery and Cumbria wide promotions.				
2.14 Establish fund for interim cash-flow support.				
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				

3. Communications

Action	By	By When	Status	Key
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	Whom			
3.1 Establish one point of contact for businesses				
3.2 Issue PR on Business Recovery				
3.3 Conduct interviews with media and issue press releases as appropriate in co-ordination with Cumbria County Council and NWDA				
3.4 Contact Banks and accountants with support available to businesses affected.				
3.5 Nominate a media spokesperson for the BR Wking Gp and coordinate messages and timing.				
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				
3.8 Advise Local Strategic Partnership of activities and progress				
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

Action	By Whom	By When	Status	Key
4.1 Need to coordinate 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.				

16 Annex J – Elected Member Role in Recovery

Summary of council responsibilities

Role of Leaders and Portfolio Holders

Senior political leaders will need to maintain a visible leadership role during the recovery period, reflecting that although media interest may have moved on, the effects experienced locally will last much longer. Political leadership will need to be sensitive to the needs of communities in reflecting when it is time to resume, as far as possible, a business as usual approach in the local community (for example, the removal of any temporary memorials that have been created), even as recovery efforts continue. Making the case for financial assistance to support recovery processes may be a particularly important role following a major emergency that has created significant costs. Political leaders should also play a prominent role in capturing the learning from the council's experience of responding to the emergency, in terms of what worked well, what worked less well, and how things could be improved in a future emergency response.

To support the recovery process following an emergency, senior leaders should ensure that:

- Resources and agencies are being effectively deployed and working together coherently. • Council services and operations return to normal at the earliest appropriate opportunity.
- Communities that have been disrupted by the emergency, and in particular the vulnerable members of the community, receive the short, medium and long term local support they need once the emergency is no longer national news and central government has shifted its attention elsewhere.
- The community are being kept well informed of plans and progress. • Local voluntary sector organisations and the community are fully involved in the recovery process.
- A recovery strategy has been developed, supported by a concise, balanced, affordable recovery action plan that can be quickly implemented, involves all agencies, and fits the needs of the emergency. An impact assessment has been started early with councillors playing a central role in identifying problems and vulnerabilities in their community, which may require priority attention, and feeding those problems and vulnerabilities back to the relevant recovery group. The impact assessment is likely to develop over time from an initial outline assessment, probably covering the more immediate needs of people, to a more refined assessment of longer- term humanitarian needs and economic development
- Lessons learnt from the emergency are being compiled, widely shared and acted upon; follow up actions might include revision of plans, further training, strengthening of liaison with other agencies.
- Thorough debriefs are being planned and carried out to capture issues identified, recommendations to be implemented, and planning assumptions to be reviewed.
- That the community (including businesses) is involved at all stages of recovery; elected members can play a key role in this, chairing public (and business) debrief meetings; they can also be useful for door-knocking rounds, bringing

back issues that the community has identified, and providing a trusted point of contact for those with concerns.

- Information and media management of the recovery process is coordinated by the communications team.
- Frequent internal communications keep all onsite and remote staff and councillors updated with key messages.
- Effective protocols for political involvement and liaison (parish, district/ county/unitary, combined authority/ mayoral and parliamentary) are established.

The Ward Councillor Role

As community representatives and figureheads in their local community, councillors for the affected community have an important role to play in assisting with the recovery process. The role of councillors is vital to rebuilding, restoring, rehabilitating and reassuring the communities affected and speaking on their behalf, and this phase will therefore require a more significant role than for the operational response activities. During the recovery process, ward councillors will need to represent their communities within the council, as well as representing the council within their communities, sharing information and feedback on proposals and decisions. An important part of their role will be to monitor the longer term community impact of the emergency, and any specific concerns or tensions which have arisen that need to be addressed.

To support the recovery process, all councillors in the affected areas should:

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

- sessions with the community and managing community expectations along with the wider council
- actively engaging with community members involved in the recovery efforts.
- Demonstrate political leadership:
 - through scrutiny – getting buy-in and closure at political level, including sign off for funding
 - presenting the case for their community to the strategic community recovery committee where relevant.

17 Annex K –Specific Topic Guidance - National Recovery Guidance

The following topic have specific guidance available on Gov.uk

Date	Update	Description
5 June 2015	UK recovery handbooks for radiation incidents 2015	Handbooks (PHE-CRCE-018) for national and local authorities, radiation protection experts and others who may be affected by radiation incidents.
31 January 2015	Strategic National Guidance: The decontamination of buildings, infrastructure and open environment exposed to chemical, biological, radiological or nuclear materials	This guidance has been revised following a consultation between February and March 2013. All links have been updated, recent changes to the names and structures of organisations have been reflected and various other changes have been made to improve the information.
25 March 2013	Gold officer recovery workshop	Post-event report from the Somerset Local Authorities Civil Contingencies Partnership's one day workshop for gold officers
30 November 2012	2012 Voluntary Sector Civil Protection Forum	Report and associated papers from the forum
21 November 2012	UK Recovery Handbook for Biological Incidents	Guidance from HPA added
21 November 2012	Exercising Recovery (Staffordshire CCU – Exercise DARNAY and Exercise RAVEN recovery)	Case study discussing the issues relating to the challenges of carrying out a recovery exercise
4 October 2012	Topic sheet on social media	A new topic sheet which provides some background, policy and guidance on this developing area
12 September 2012	Topic sheet on recovery from a CBRN incident	Following a number of requests, Defra - the lead government department for CBRN recovery -

Date	Update	Description
		have produced a topic sheet which brings together the range of information available on recovering from a CBRN incident.
4 September 2012	Topic sheet on site clearance	The topic sheet has been updated to take account of the updated Annex A of Guidance on Development of a Site Clearance Capability in England and Wales and also the publication of the London Structural Collapse Response and Recovery Plan.
7 August 2012	Summer floods 2012	LRFs should be aware of the insurance industry's request to be involved in relevant meetings and conference calls relating to flooding incidents.
26 July 2012	Strategic National Guidance: The decontamination of buildings, infrastructure and open environment exposed to chemical, biological, radiological or nuclear materials	This guidance gives basic information on the decontamination and remediation that may be required following a deliberate or accidental release in the UK. The guidance has been revised and updated following a consultation in December 2011.
7 June 2012	UK Recovery Handbook for Chemical Incidents	Guidance from Public Health England added
12 March 2012	Voluntary sector	New topic sheet added
20 February 2012	Nuclear Emergency Planning Liaison Group guidance	Guidance from DECC added – see chapters 16 and 17 on recovery
16 January 2012	Cornwall Council incident impact assessment: decision making tool	Cornwall Council is happy to share this tool with other councils or organisations who might find it helpful

Date	Update	Description
16 January 2012	Cornwall Council Impact Assessment Completion Guidelines	As above