LONDON RESILIENCE PARTNERSHIP

LRP Recovery Coordination Framework

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London Resilience Partnership Recovery Coordination Framework

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LONDON RESILIENCE GROUP

The London Resilience Group is jointly funded and governed by the Greater London Authority, London Local Authorities and the London Fire Commissioner. We are hosted by the London Fire Brigade. Our work, and that of the London Resilience Partnership, is overseen by the London Resilience Forum.

Version Control		
Version	**Date**	**Change (owner)**
September 2016	V1.0	Previous review (document entitled 'Recovery Management Protocol').
January 2020	V2.0	Aligns with the LRP approved approach of dividing strategic frameworks into two sections - summary and supporting guidance. Lessons from incidents in 2017 addressed.
November 2023	V3.0	Scheduled 3-year review. Please contact the Lead Agency for a detailed summary of changes.

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Capability Framework

This London Resilience Partnership (LRP) Recovery Coordination Framework is formed of two parts:

- Part 1: Quick use guide – intended to be used by strategic officers involved in recovery coordination.
- Part 2: Recovery guidance – supporting guidance to deliver recovery.

The framework is designed to be flexible and scalable. It is recommended that Borough Resilience Forums (BRF's) use this framework to inform local plans for the coordination of recovery following an incident.

Definition

Recovery is an integral part of the emergency management process. It can be defined as: 'The process of rebuilding, restoring and rehabilitating the community following an emergency (*Cabinet Office, Emergency Preparedness and Recovery, (2013)*). This process is distinct from, but will usually overlap with, the response phase. Defined as 'the actions taken to deal with the immediate effects of an emergency' (*Cabinet Office, Emergency Preparedness and Recovery, (2013*)).

Audience

This framework is intended for the nominated representatives of organisations across the London Resilience Partnership, who are tasked with managing strategic recovery coordination to major incidents for their respective organisations.

Supporting Plans

This framework should be used alongside the following plans and supporting guidance. These are stored on Resilience Direct

- National Recovery Guidance
- Strategic Coordination Protocol
- LESLP Major Incident Procedures
- LRP Humanitarian Assistance Framework
- Physical and Monetary Donation Management – Guidance for London Local Authorities
- London Resilience Communication Group Framework
- London Coordination of Scientific and Technical Advice Protocol
- LRP Mass Fatality Framework
- LRP Mass Casualty Framework
- LRP Mass Evacuation and Shelter Framework
- Voluntary Sector Response Capabilities Document
- Other hazard-specific Frameworks and plans as appropriate

PART 1: Quick use guide for strategic responders involved in recovery coordination

1. Pan-London and Local Recovery Structures

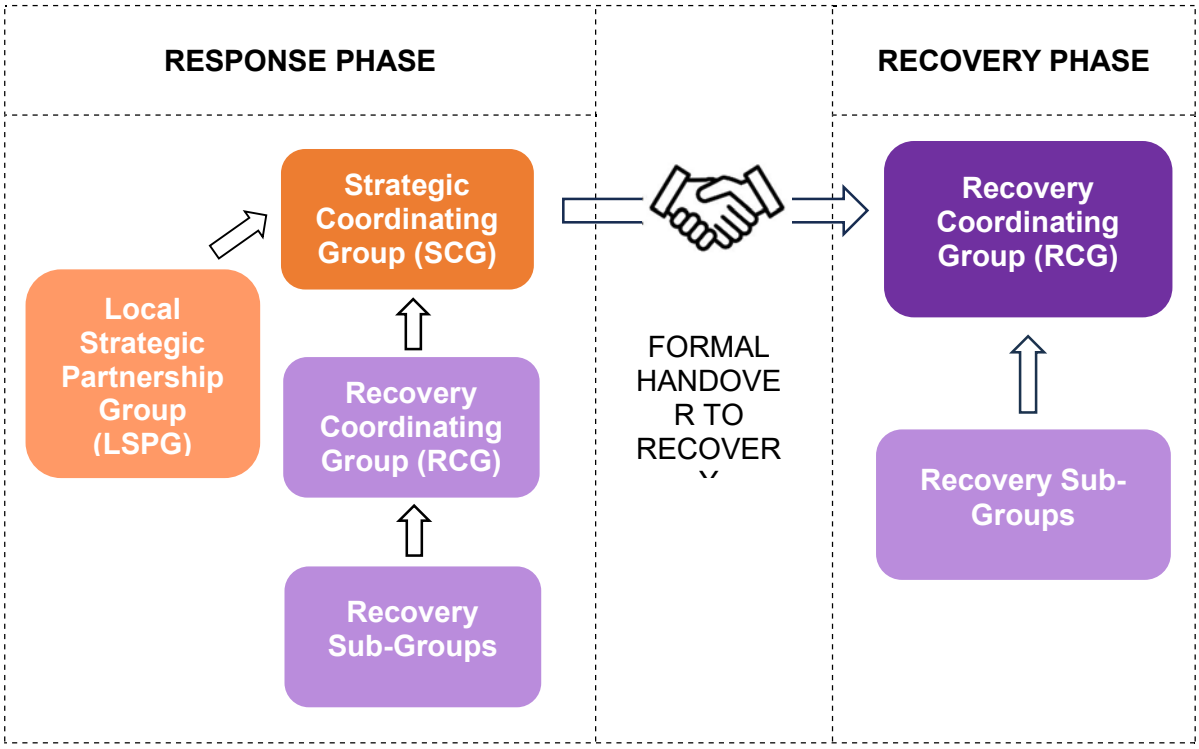
If required, a pan-London Recovery Coordinating Group (RCG) would be tasked with the strategic coordination and oversight of recovery issues and actions.

It is essential to determine early on which tasks and responsibilities will be discharged at the pan-London and local levels respectively.

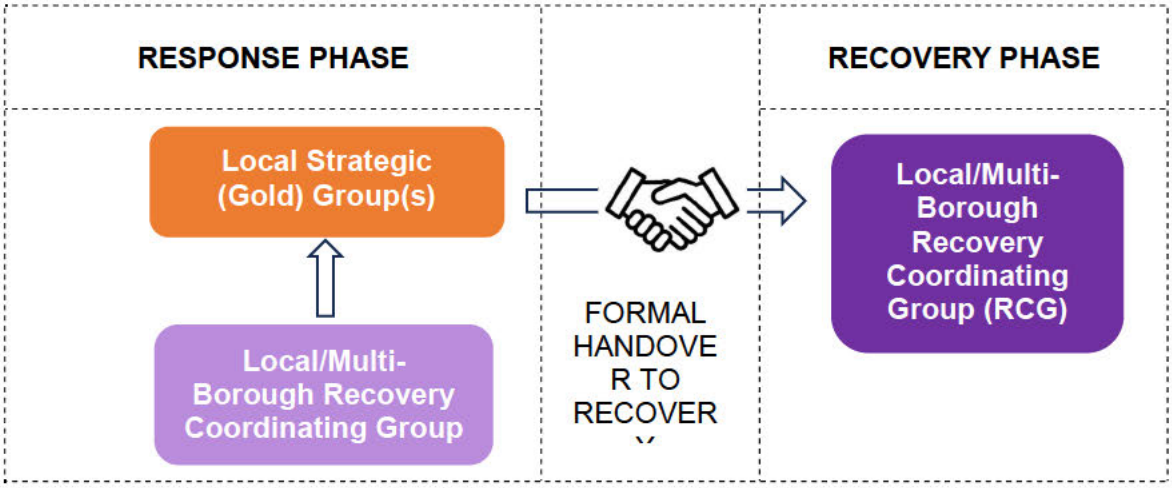
Recovery is best managed at the local level with the active participation of the affected communities and a strong reliance on local capacities and expertise. However, it may be necessary for there to be wider coordination and support from the pan-London Recovery Coordinating Group.

If multiple boroughs are impacted, but full pan-London arrangements are not required, the most appropriate lead will be chosen to lead a Multi-Borough Recovery Coordinating Group and affected boroughs will support this.

Pan-London Recovery Coordination:



Local/Multi-Borough Recovery Coordination:



2. Activation

2.1 Triggers

Pan-London: Pan-London recovery arrangements can be triggered by a decision at a Strategic Coordinating Group (SCG) or at the request of the London Local Authority Gold (LLAG), or any SCG representative - based on an assessment that pan-London coordination, support, or oversight will add benefit to local recovery actions.

Local / Multi Borough: Local or multi-borough recovery arrangements can be triggered by a decision at London SCG, or Local Strategic Partnership Group (LSPG) or outside of an SCG, at the request of a strategic partner, such as those locally (e.g., Council Gold) or otherwise (e.g., a utility company).

2.2 Activation and interaction with SCG

Recovery is largely a local-authority-led task with support from partners and local stakeholders. Once a decision has been made to activate pan-London recovery arrangements the LLAG will nominate a Chair for the RCG, this person should be different to the Chair of the SCG, usually a Local Authority Chief Executive or suitable representative.

It is imperative that an environment is created where strategic conversations can take place in a timely fashion. It is recommended that the RCG is formed as soon as possible to consider recovery issues and actions, influence the SCG's response and ensure decisions made are compatible with the recovery strategy.

Until primacy is passed from the SCG to the RCG (see Transition from Response to Recovery), the RCG reports to the SCG and will work closely with the LLAG. The RCG Chair may attend SCG meetings or be represented by the LLAG.

The nominated RCG Chair will decide who needs to participate in the RCG (see Annex A for suggested membership). The Chair can then request London Resilience Group cascade invites to the relevant agencies.

2.3 Interaction with other pan-London coordinating groups

During an ongoing incident that requires strategic coordination, it is likely that multiple frameworks will be activated by the Strategic Coordinating Group (SCG) to deal with the different aspects of the emergency. This may include:

- Humanitarian Assistance – Humanitarian Assistance Steering Group (HASG)

- Scientific and Technical Assistance Cell (STAC)
- London Resilience Communications Group (LRCG)
- Site Management Cell – may merge into the Recovery Environment and Infrastructure sub-group when formally handed over to recovery.
- Mass Evacuation and Shelter Coordinating Group (ESCG)
- Mass Fatalities Coordinating Group (MFCG)
- Multi-RCG Recovery Coordinating Groups (RecCG)
- Any other coordinating group specific to the incident

To coordinate response and recovery efforts in the most efficient manner, it is important to be aware of and coordinate the intentions of the Recovery Coordinating Group (RCG) with these groups (via the SCG whilst the latter retains primacy).

If the Humanitarian Assistance Steering Group (HASG) is activated, the chair of the RCG should liaise with the chair of the HASG to decide whether to subsume the Health and Welfare Group into the HASG or maintain the former as a subgroup to ensure all efforts regarding short, medium, and long-term humanitarian assistance are coordinated.

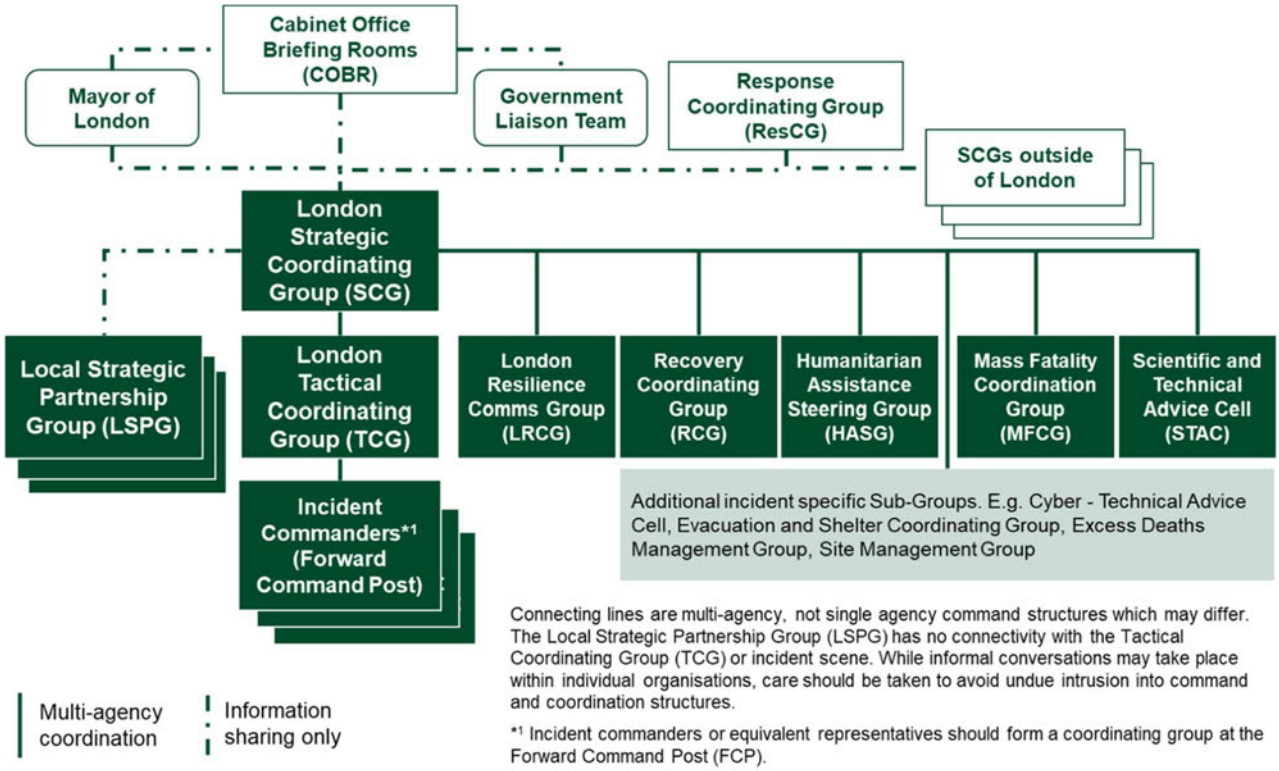


Fig. 2. Illustrative example of Pan-London and Local/Multi-Borough Recovery Coordination through the Response and Recovery Phases

2.4 Multi-RCG Recovery Coordinating Groups (RecCG)

A Multi-RCG Recovery Coordinating Group (RecCG) may be convened where recovery action is required across a number of neighbouring areas who would benefit from coordination or enhanced support.

In such circumstances, the Lead Government Department for Recovery may, on its own initiative or at the request of local responders, convene a RecCG in order to bring together appropriate representatives from local Recovery Coordinating Groups (e.g., the Chair) where activated, or relevant organisations if not (e.g., if the incident primarily affects Local Authorities, it may be appropriate for only Local Authorities to be represented at the RecCG).

The RecCG will not interfere in local command and control arrangements but will provide a mechanism for ensuring that local responders can be as fully informed as possible in the decisions they have to take.

3. Recovery Timeline

The diagram below depicts the most likely route of RCG activation, RCG tasks during both response and recovery, and transition between these phases:

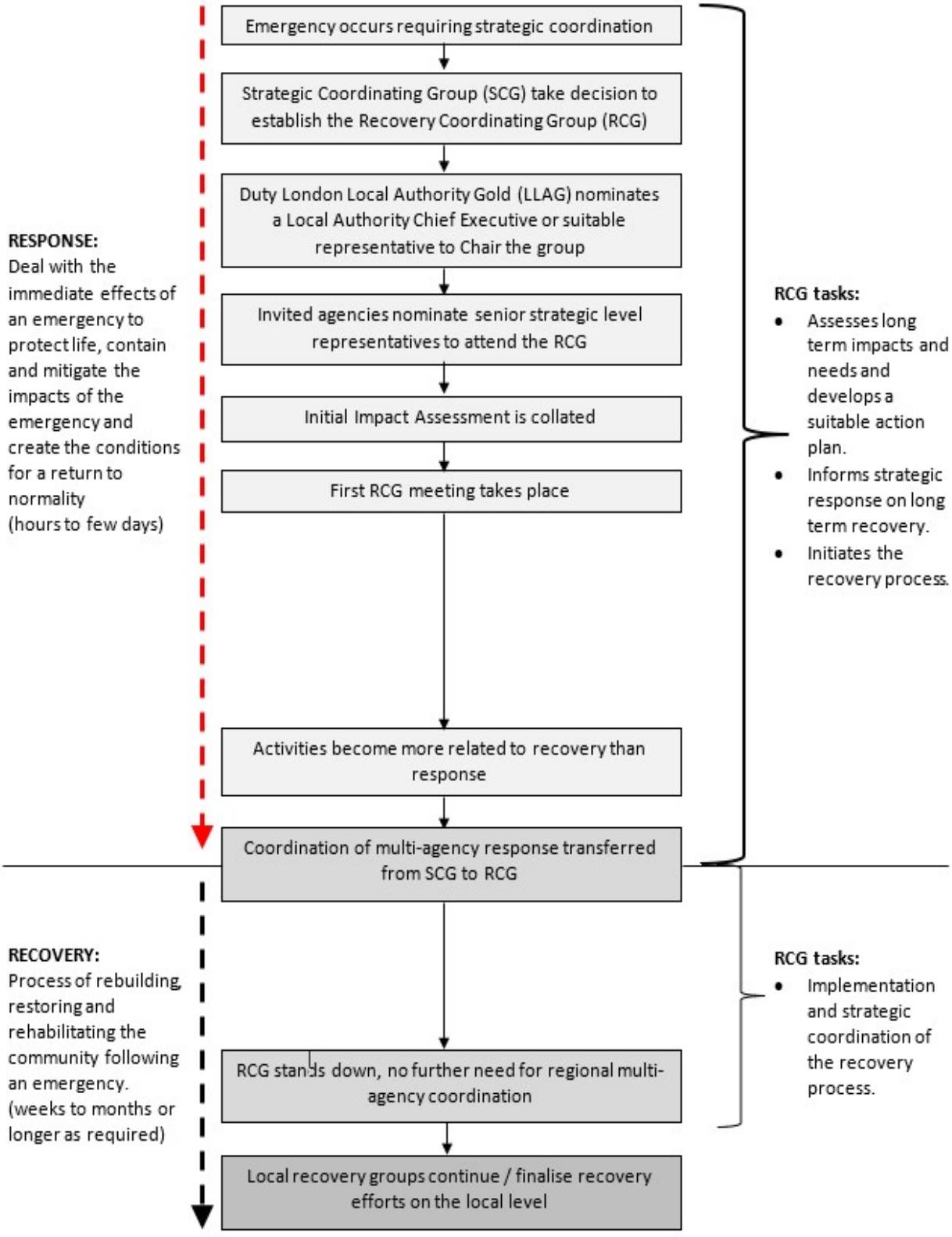


Fig. 3. Illustrative Recovery Timeline

4. Recovery Action Checklist

4.1 Period from initial response to initial RCG meeting

No	Action & Resource	Owner	Complete
1	Determine a recovery lead. Annex A – RCG Chair Role Card	LLAG	
2	Determine an appropriate secretariat for RCG meetings. Recovery Coordinating Group Meetings	RCG Chair	
3	Identify all agencies required at the RCG Annex C - Template RCG ToR Annex B – RCG Member Role Card	RCG Chair	
4	Nominate a suitable representative to attend the RCG. Annex B – RCG Member Role Card	All	
5	Collate Initial impact assessment: • Identify information required for the impact assessment and where to find this information, e.g., from situation reports. • Consider whether an Intelligence cell is required to support impact assessment collation • Set a reporting timeline for agencies to work to in the collation of the impact assessment. • Annex M – Template Impact Assessment. • See section on Impact Assessment (pg. 15)	RCG Chair	
6	Draft an agenda for the first RCG meeting Annex J – Template RCG Agenda.	RCG Chair	

4.2 Initial tasks for the RCG

No	Action & Resource	Owner	Complete
1	Set out actions required for transition from response to recovery. Annex M – Template Recovery Action Plan See section on Transition from Response to Recovery (pg. 16)	RCG	
2	Work with the lead response agency to ensure full situational awareness, identifying wider implications early.	RCG	
3	Agree the terms of reference for the RCG. Annex C – Template RCG ToR	RCG	
4	Agree RCG meeting frequency and tempo of reporting. See section on RCG meetings (pg.15)	RCG	
5	Agree a recovery strategy and inform the Strategic Coordinating Group (SCG) to ensure decisions made do not compromise recovery objectives. Annex L – Template Recovery Strategy	RCG	

6	Develop a recovery action plan and monitor progress. Annex N – Template Recovery Action Plan	RCG	
7	Identify and activate recovery sub-groups as appropriate. See section on Recovery Sub-Groups (pg.18) Annex D-I Sub-Group ToR	RCG	
8	Consider early engagement with legal and financial advice. See section on Funding Recovery (pg.32)	RCG	
9	Identify additional key stakeholders and initiate contact e.g., community representatives, Central Government, other pan-London coordinating groups and partners. See section on Engagement in Recovery (pg.28)	RCG	
10	Consider inviting an external organisation with recent recovery experience to undertake a peer review of London's recovery strategy during the recovery phase.	RCG	

4.3 Ongoing tasks for the RCG

No	Action & Resource	Owner	Complete
1	Keep a timely and accurate record of key decisions, meeting minutes and actions. See section on RCG meetings (pg.15)	RCG	
2	Refer to the short, medium and long-term recovery considerations. See section on Short. Medium and Long-Term Recovery Considerations (pg.12)	RCG	
3	Track and monitor the progress of actions. Annex N – Template Recovery Action Plan	RCG	
4	Continue to engage with affected communities and stakeholders. See section Engagement in Recovery (pg.28)	RCG	
5	Continue to identify organisational learning. This is a standing agenda item for the RCG.	RCG	

4.4 Stand-down

No	Action & Resource	Owner	Complete
1	Agree actions for stand down. See section on Stand Down (pg.33) Annex P – Transition of Recovery to BAU	RCG	
2	Communicate decision to stand down and ongoing arrangements.	RCG	
3	Hold debriefs for recovery. Annex O – Template Recovery Debrief	RCG	

5. Short, Medium and Long-Term Considerations

Below are some examples of short, medium, and long-term considerations, these are not exhaustive. It is difficult to define the recovery phase by time periods, timelines will be determined by the scope and scale of the incident.

Many of the considerations will be core aspects of other subgroups and regional coordinating groups, the RCG should have an awareness of all recovery activity that is taking place.

Phase	Operational	Tactical	Strategic
Short Term	• Dynamic risk assessment • Provision of support for affected persons both local and not local to the area. • Ongoing victim support • Body recovery and Disaster Victim Identification (DVI) • Support at continuing emergency centres set up in the response phase, potentially SRC, FFRCs • Safety inspections and remedial actions to make safe. • Repairs to infrastructure. • Reinstatement of access to residential and commercial premises • Reinstatement of utilities and safety assessments • Reinstatement or temporary diversion of transport routes • Clean-up and waste clearance • Environmental, pollution and decontamination – continue into medium and longer-term. • Ongoing scene management and security – MPS initially with support with site owners. • Escalation of issues, risks, and resource requirements	• Identifying needs and vulnerability to support impact assessment. • Support for emotional and mental Health impacts of members of the public, volunteers, and responders • Provision of messages of reassurance. • Address accommodation needs and ensure basic welfare needs are met. • Refer affected persons to relevant helplines and Casualty Bureau if activated. • Provision of support with cultural needs, equality, diversity, inclusion, and access. • Provision of advice, guidance, and support for schools, businesses, community, and faith groups. • Ensure business continuity and resumption of critical services. • Maintain public assets e.g., libraries, sports centres, educational facilities. • Distribution of emergency funding provision for those affected. • Escalation of issues, risks, and resource requirements to relevant coordinating groups.	• Impact Assessment • Appropriate reporting mechanisms • Establishment of the RCG and subgroups • Recovery strategy and objective setting • Recovery action plan • Access to relevant plans • Security clearance • Access to colocation facilities for responding agencies. • Communications and press strategy - establishing a single version of the truth. • Identifying local capacities and expertise • Release of funds for recovery. • Political engagement with central and local Government • Public meetings • Financial and legal • Identify and procure specialist contractors, plant, and resources.

	• Deployment of traffic management plans, road closures and diversions	• Coordinate recovery activities of operational responders • Identification of ownership of land, premises, and infrastructure. • Deploy specialist contractors, plant, and resources. • Assess hygiene and sanitation issues	
Medium-Term	• Stand down of immediate short-term actions. • Recovery of deceased and repatriation of bodies. • Continuation of clean-up, decontamination, and waste management • Habitat restoration	• Identifying needs and vulnerability to support impact assessment. • Referral for emotional and mental Health impacts of residents and responding officers. • Health monitoring and surveillance • Review sustainability of accommodation needs. • Refer affected persons to relevant helplines and Casualty Bureau if activated. • Provision of support with cultural needs. • Provision of advice, guidance, and support for schools, businesses, community, and faith Groups. • Potential relocation of affected businesses. • Ensure business continuity and resumption of critical services – temporary locations may be required. • Maintain public assets e.g., libraries, sports centres, educational facilities. • Access to benefits and grants for affected people and local businesses. • Escalation of issues, risks, and resource requirements to relevant coordinating groups.	• Continued impact assessment. • Review subgroups. • Review recovery strategy and objectives. • Continued monitoring of recovery action plan. • Communications and press strategy. • Continue to identify local capacities and expertise. • Release of funds for recovery • Continued political engagement with central and local Government. • Identify opportunities to build community resilience and cohesion and strengthen capacities. • public meetings • financial and legal

		• Coordinate recovery activities of operational responders. • Deploy specialist contractors, plant, and resources. • Delivery of debriefs	
Long-Term	• Rebuilding and restoration of the area. • Environmental monitoring and decontamination.	• Referral of support for emotional and mental health impacts of residents and responding officers. • Long-term bereavement support – refer to relevant agencies, this may be done through the humanitarian assistance efforts. • Identification of recruitment and employment opportunities. • Health monitoring and surveillance • Transition to online resources and referrals.	• Regeneration and rebuilding – community engagement in this process is essential. • Anniversaries and memorials. • Resumption of economic activity. • Public inquiries and review. • Community resilience building. • Criminal proceedings. • Continued public reassurance. • Organisational learning and lessons implementation – community lessons. • Maintain partnerships built during recovery.

Part 2 – Recovery Coordination Guidance

6. Recovery Impact Assessment

Emergencies affect communities in a wide variety of ways. The impacts will depend on the nature, scale, and severity of the emergency itself.

An impact assessment is crucial to understanding who is affected, how, and what the most appropriate recovery actions are. Attention should be given to specific communities or groups who may have been disproportionately affected by the situation and therefore require further support.

The compilation of an impact assessment is an iterative process and will develop over time, likely documenting immediate needs and transitioning to medium-longer-term recovery priorities. It should be reviewed and updated regularly throughout recovery.

It may be prudent to set up an intelligence cell, chaired by a member of the lead agency, to collate information for the initial and updating of the impact assessment to support decision-making.

The timeliness of the impact assessment needs to be considered and communicated to all partners. Due regard to the length of time it takes to obtain credible and accurate information should be considered against timescales for appropriate action.

At the outset of the recovery process, the RCG should consider the reporting timeframes, to allow all agencies the time to collate information balanced against the need for its urgency. If required, an initial assessment can be collated with a clear indication of its limitations, and requirements for a more detailed assessment to follow.

An impact assessment template can be found in Annex M.

7. Health Inequalities and Equity

The unequal risk and impact of incidents have the potential to exacerbate existing health inequalities and cause new disparities across communities in London. Equity of recovery must be considered at all levels, in all responding organisations and within all communities in London.

Regional and local coordination meetings during recovery should assess and review equity from the perspective of all the diverse London populations. Depending on the incident, and related initial assessments, it may be appropriate to establish a specific Health and Welfare sub-group, under the RCG and alongside the other regional sub-groups, to focus on this priority and provide advice and guidance to the London recovery coordination.

A golden thread of health inequalities identification and mitigation should run throughout the recovery phase. All sub-groups, as appropriate, should regularly consider the equity dimension of their work and feed this into an overall picture for health equity implications. Equality Impact Assessments (EIA) should be considered by all sub-groups, and any equity impacts that are identified should be escalated to the RCG, or other appropriate partners, for attention.

8. Recovery Coordinating Group Meetings

8.1 Meeting Secretariat

The Chair of the RCG should appoint a secretariat. The secretariat to the RCG should be reviewed periodically and provided by the most appropriate agency whilst ensuring the needs of the incident are met.

The RCG secretariat will fulfil the following functions:

- Set up RCG meetings and send invitations and papers.
- In conjunction with the chair, finalise meeting agendas and share with participants.
- Maintain an accurate record of meeting minutes, decisions, risks, and issues.
- Provide advice to the RCG chair regarding pan-London arrangements, and the Recovery Coordination Framework.
- Monitor progress of actions in the recovery action plan.
- Ensure all lessons identified within RCG meetings are logged on the lessons reporting form, as per the LRP Learning and Implementation Protocol.

8.2 Record Keeping

The need for accurate record-keeping is of paramount importance. There must be clear audit trails with comprehensive records of timings, notifications, decisions, actions, and expenditure. It is recommended that the information management system used in the recovery phase is aligned with that of the response phase.

Support for the RCG should be constantly monitored throughout to ensure that the support given is sufficient to fulfil current demands and consider how this might change.

8.3 Meeting location and tempo

Co-locating can help to establish communication links and facilitate interaction between agencies. The RCG Chair will decide where to convene the RCG, consideration should be given to co-locating with the SCG and maintaining a dial in option or holding a virtual RCG if more appropriate or sustainable.

The frequency of recovery meetings will be determined by the RCG. In the early stages the RCG may meet daily, this is likely to reduce over time as the recovery phase progresses.

9. Recovery Action Plan

Following the impact assessment process, priorities and resulting actions should be accurately captured in a recovery action plan and progress monitored regularly.

It is essential to determine early on which tasks and responsibilities will be discharged at pan-London and local levels. Actions may be discharged through existing pan-London and local mechanisms, recovery subgroups or new working groups as required.

A suggested template for a recovery action plan is shown in Annex N.

10. Transition from Response to Recovery

Over time, the balance of the response will naturally lean more towards recovery. When the response phase is ending, the chairs of the SCG and the RCG along with the LLAG should discuss transferring primacy and Chairship of the overall partnership coordination.

Once agreed, the coordination of strategic activity is passed to the RCG. The RCG will notify the partnership of the change. The Lead Government Department Recovery Liaison Officer (RLO) will notify Central Government.

Some agencies required in the recovery process may not have been involved in the response phase and will need to be integrated at this stage. The chair of the RCG needs to manage this integration carefully and instil the importance of agencies working together. A reminder in the early stages of recovery is prudent, with particular attention to agencies that may only be able to participate remotely.

If necessary, other subgroups of the response, (such as the Science and Technical Advice Cell (STAC) or structural collapse and site clearance, will continue to operate but will change in reporting to the RCG rather than the SCG. (For ToRs for these response sub-groups, please refer to the appropriate framework).

10.1 Handover criteria

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, London Local Authority Gold, and the Chair of the Recovery Coordinating Group (RCG).

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

The decision to handover from SCG to the RCG must be formally recorded in the minutes of the final SCG meeting and relevant decision logs and all relevant stakeholders should be informed of the handover and the Response to Recovery Handover Form must be completed.

The following considerations may assist decision-makers in assessing whether a formal handover can take place.

- There is no known further risk to life in relation to this specific emergency.
- The emergency is contained and there is no significant risk of resurgence.
- There are no known scenarios which may require the reinstatement of the Strategic Coordinating Group in relation to this emergency in the foreseeable future.
- Public safety measures are in place and working effectively.
- The police are operating at a level where there are no serious public order or crime prevention issues which could impact on the overall strategic coordination of the recovery phase.
- Organisations involved in the response phase are operating at a level which does not necessitate a Strategic Coordinating Group to coordinate and facilitate their activity.
- The circumstances dictate it more appropriate for Strategic Lead to rest with a Local Authority in that the phase is clearly now one of recovery.
- The Recovery Coordinating Group (and any supporting sub-groups) are firmly established, and consensus reached between the SCG and RCG Chairs and LLAG regarding which sub-groups will continue to support the RCG into the recovery phase.
- The London Local Authority Gold arrangements, RCG and sub-groups and individual organisations are functioning effectively and have the necessary resources, communications, and media coordination support.

11. Recovery Sub-groups

The Recovery Coordinating Group (RCG) may choose to establish sub-groups to address specific areas of the recovery process. Detailed Terms of Reference (ToR) for these groups, including guidance on membership and issues that may arise can be found in Annexes D-I.

It may not be necessary to establish all the sub-groups shown depending on the nature of the emergency; the sub-group titles may be used as workstream headings for the group.

Sub-Group	Purpose	Suggest Criteria
Business and Economic Recovery Group	The purpose of the Business and Economy Recovery Group is to assess the economic implications for the affected area and provide assistance to enable businesses to resume trading as soon as possible.	Directors from Economic and Business or Regeneration team in the Local Authority.
Communications Group	The group may be formed by the London Resilience Communication Group and will expand upon the work of public consultation and media management during the response phase to allow communities to make informed decisions. The group will ensure that the public and media are fully informed and consulted throughout the recovery process and will address local, pan-London, and national communication issues.	Local Authority PR and Communications Manager or the London Councils Director of Communications.
Community Recovery Group	This is a group drawn from the wider community whose role is to reflect community concerns, feelings and initiatives, assist in conducting the Impact Assessment and assist in informing the wider community.	Local Strategic Partnership Group Chair.
Environmental and Infrastructure Group	The group will use expertise, monitoring data and resources to advise and provide viable options for clean-up, repair, and replacement.	Local Authority Planning & Transportation Manager or Head of Environmental Services.
Finance and Legal Group	To assess the financial and legal implications for the affected area and support for affected communities and provide advice to the RCG.	Local Authority Senior Finance Manager or Solicitor.
Health and Welfare Group (If Humanitarian Assistance Steering Group is activated, it may take the role of Health and Welfare subgroup.)	The purpose of this group is to bring together relevant expertise to co-ordinate the provision of a full range of practical assistance, advice and support regarding the health and welfare of those directly or indirectly affected by the emergency. The remit of this sub-group is wide ranging and may need to be split into two or more separate sub-groups. If a HASG is activated, the Chair of the RCG should liaise with the Chair of the HASG and decide whether to subsume the Health and Welfare Group into the HASG or maintain as a sub-group to ensure efforts are coordinated.	Directors of Public Health or Local Authority Heads of Adult Social Care.

12. Roles and Responsibilities in Recovery

The roles and responsibilities of key organisations likely to be involved in recovery are listed below.

Additional partners may include:

- Local organisations
- Specialist national and sub-national organisations that might have a role depending on the impacts of a particular emergency (e.g., Historic England if listed buildings are affected).

The statutory responsibilities of any government department or organisation are not removed by the Recovery Coordination Framework or any of the coordinating structures it puts in place. Individual organisations remain responsible for their own internal recovery programmes to ensure they can continue to deliver their statutory services.

Business and Economy Sector	Business Link Business Continuity and Disaster Recovery. Chamber of Commerce Citizens Advice Bureau Insurance Industry
Category 1 & 2 Responders	Environment Agency (EA) Greater London Authority (GLA) Health and Safety Executive (HSE) Highways Authority **Local Authorities (LA) (Likely to be the Lead Agency)** London Fire Brigade (LFB) Met Office (MO) NHS England – London and ICB Police (MPS, BTP, CoLP) Transport for London (TfL)
Elected Members	
Government Departments	Defra CBRN Emergencies Team Department for Levelling up, Housing and Communities Food Standards Agency (FSA) Lead Government Department (LGD)
Voluntary, Community, Faith, and Belief Sector	Faith and Belief Groups Voluntary and Community Sector

12.1 Business and Economy Sector

Business Link

Provides information, advice and support to businesses and individuals. Rather than providing all the advice and help itself, it fast-tracks customers to the expert help they need, this may include:

- Start ups
- Finance and grants
- Taxes
- Employing people
- Health and safety
- IT and e-commerce
- Sales and marketing
- International trade
- Business continuity and disaster recovery.

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

- Provide free information and advice to help people resolve their legal, monetary, and other problems.

Insurance Industry

- Provide information about who and what is covered by household and business insurance.
- Provide specific guidance on the issues likely to arise following an incident.
- Provide details of the protocol between the insurance industry, the police and other emergency responders on communication and co-operation following an incident.
- Provide key contact details of the organisations that represent the insurance industry.

12.2 Category 1 & 2 Responders

Environment Agency (EA)

The Environment Agency's roles and responsibilities during recovery vary depending on the specific details of the incident in question. However, in general their main priorities during the recovery phase of incidents are to:

- prevent or minimise the impact of the incident on the environment, people and property.
- where safe to do so, monitor the impact of the incident on the environment.
- investigate the cause of the incident and consider enforcement action where appropriate.
- take action where Environment Agency assets have been damaged.
- seek remediation, clean-up, or restoration of the environment.

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

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

Greater London Authority (GLA)

- Work with partners on engagement with businesses, community groups, Business Improvement Districts (BIDs), and forums etc. on the direct and indirect impacts of the incident.
- Work with GLA functional bodies and ensure issues/ impacts are picked up in BAU work.
- Engage with senior stakeholdlrg
- ers and political figures regarding any continued issues in relation to the incident.
- Identify any programmes of work within the GLA that are affected / could support the recovery. There are seven statutory strategies that the GLA is responsible for: Policing, the Environment, Spatial Development, Transport, Economic Development, Housing, Culture and Health Inequalities.
- Supporting the strategic direction of the recovery process and discharge of recovery actions if relation to the GLA's statutory duties.

Health and Safety Executive (HSE)

- Protect people's health and safety in the workplace and of responding agencies, including the emergency services.
- Ensuring that risks are properly controlled.
- Regulate health and safety in nuclear installations, mines, factories, farms, hospitals, schools, offshore gas and oil installations, and other workplaces.
- Regulate the safety of the gas grid, railway safety, and many other aspects of the protection of both workers and the public.
- Provide relevant specialist or technical advice to support recovery from emergencies, especially, but not exclusively, those events that involve major hazard industrial sites through chemical, biological, radiological and nuclear experts.

Highways Authority

The relevant Highways Authority will:

- Provide suitable representation at the Recovery Coordinating Group if appropriate.
- Deal with any highways related transport issues involved and ensure transport systems are reinstated as soon as possible.

Local Authorities (LA)

- Ensure that the Recovery Coordinating Group is convened as early as possible during the response phase of an emergency/major incident in consultation with London Local Authority Gold and the Strategic Coordinating Group Chair.
- Chair the Recovery Coordinating Group 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 highway issues involved (in conjunction with highways authorities 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 on the waste management for the recovery process including sourcing specialist contractors to dispose of toxic waste.
- Coordinate the support from the local community groups, faith groups and voluntary agencies.
- Coordinate local political involvement.
- Provide humanitarian assistance, including through humanitarian assistance centres if appropriate.
- Provide alternative accommodation for displaced persons.
- Work with utility suppliers to co-ordinate the restoration of utility services.
- Please note that this list is not exhaustive. Local Authorities will support recovery though the provision of other local government statutory services as required by the incident.

London Fire Brigade (LFB)

- Provide the use of specialist equipment during the recovery phase.
- Provide professional advice on fire and rescue issues.
- Provide a search and rescue capacity if required.

NHS England - London

- Coordinate the primary care, acute and mental health role during the recovery stage, in association with the local Integrated Care Boards (ICBs) across the Integrated Care Systems (ICSs).
- Support multi-agency partners in the provision of services and advice to evacuees, survivors, and relatives during recovery, including replacement medication
- Establish with Local Authority, UKHSA, public health leads and ICBs facilities for mass distribution of countermeasures, for example vaccinations and antibiotics
- Provide support, advice and leadership on physical and mental 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 Department of Health and Social Care (DHSC) and NHS England - National).

Met Office

- Provide the most up to date local weather forecast and other relevant information, including severe weather warnings.
- Provide advice around plume modelling including the production of CHEMET forecasts during pollution incidents.
- Provide local weather advice to assist in mapping the airborne spread of diseases.

Police

The relevant police service(s) will:

- be represented at the appropriate level on the RCG to ensure that local issues can be addressed with foreknowledge of areas and issues.
- give feedback to the RCG regarding implications for the police service that any proposed recovery strategy or measure may entail, with regards to:
    - Security issues
    - Traffic management or public order at related events (e.g., funerals, memorial services, etc.)
    - Where Family Liaison Officers (FLOs) and Senior Investigating Officers (SIOs) are deployed, a Family Liaison Manager (FLM) and Senior Identification Manager (SIM) respectively will sit on the Mass Fatality Coordinating Group (MFCG).
    - Temporary mortuary matters and information regarding investigative and individual recovery issues will be reported into the SCG via the MFCG and in turn fed into the RCG.
    - A FLM, and similarly, a SIM may join the RCG by exception (or liaison to the FLM or SIM should be sought) where there are specific matters which require their input into the RCG.

Transport for London (TfL)

- Provide suitable representation at the Recovery Coordinating Group (RCG), if appropriate, to support the return to a business-as-usual transport system.
- Give advice to the chair on transport safety issues, capacity and service options and the implications of proposed strategic decisions.
- Provide a means of coordination with other transport agencies or suitable contact details for non-TfL transport actors.

UK Health Security Agency (UKHSA)

UKHSA is an executive agency of the Department of Health and Social Care (DHSC).

- Provide impartial expert advice on health protection, CBRN and environmental hazards in preparedness and response to Public Heath emergencies.
- Provide national leadership and coordination for the public health elements of the health sector emergency preparedness, resilience and response (EPRR) system including a nationally co- ordinated strategic and operational response.
- Provide risk analysis, assessment, and mitigating interventions for emerging diseases, naturally occurring extreme events, chemical and radiological incidents, and deliberate release threats (including CBRN), to inform the DHSC and other stakeholders.
- The local UKHSA Centre Director (or deputy) or On-Call Consultant in Health Protection will advise on and/or agree the need for a STAC, which will be chaired and administered by UKHSA.

12.3 Elected Members

Elected Members of the affected community have an important role to play in assisting with the recovery process. They have a duty as community representatives to gather and make known the concerns of their community and feed them into the recovery process, 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.

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.

The Chief Executive chairing the Recovery Coordinating Group and/or the Chief Executive(s) of the affected borough(s) would liaise with the leader of the borough. In the case of a significant / pan-London incident, the RCG Chair would facilitate a briefing of the London Councils' lead member and Chair via London Councils.

Elected Members may sit on the Community Recovery subgroup or a Community Recovery Committee - a group likely Chaired by the Local Strategic Partnership Group Chair and attended by local community leaders. The normal political processes and structures will still apply in the recovery phase. Some members may sit on one or both groups and on their normal committees.

Communications with elected members and their role in the recovery process should be established early on by each individual borough.

Responsibilities of elected members include:

- Maintaining visible political leadership during recovery
- Listening to and acting as community champions,
- Identifying problems and vulnerabilities in affected communities, and feeding this information into the impact assessment process and any relevant recovery coordinating groups
- Accessing a wide range of community contacts, leaders, and resources.
- Ensuring the community are being kept well informed of plans and progress.
- Encouraging and supporting recovery teams working within their community
- Ensuring recovery efforts are sensitive to the needs of communities, particularly in the transition to business as usual.
- Making the case for financial assistance to support recovery processes.
- Sharing information and consulting on proposals and decisions
- Assisting with high profile visits.
- Liaising with other elected representatives (MPs/MEPs/other LA's representatives etc.)
- Supporting the capture of community lessons

Further information can be found in the Local Government Association's 'A Councillor's Guide to Civil Emergencies'

12.4 Government Departments

Lead Government Department (LGD)

- Provide a Recovery Liaison Officer (RLO).
- Provide the link between the London response and central government departments on recovery issues, providing advice as appropriate.
- Provide assistance with media relations.
- In partnership with local responders, assist with the coordination of high-profile visits from national politicians and others, as appropriate. This role may be initially carried out by DLUHC until a LGD RLO is assigned.
- Commission, co-ordinate and share data and information about the situation on the ground to aid decision making.
- Convene ministerial Recovery Groups (where needed)

Defra CBRN Emergencies Team (formerly GDS)

- The CBRN Emergencies team provide guidance to the responsible authorities on the decontamination of buildings, infrastructure and open environment exposed to CBRN materials.
- The team also plan and arrange for decontamination operations to be available to the responsible authorities should the need arise.

Department for Levelling up, Housing and Communities

- Provision of support to local areas throughout recovery via RLOs.
- Support in planning and preparation for recovery e.g., through participation in exercising.
- For flooding; coordination of grant funding for eligible affected areas via the Flood Recovery Framework (when activated).
- Broker links into wider DLUHC teams supporting recovery – e.g., faith and integration team, Grenfell Recovery Team, building safety team etc.

Food Standards Agency (FSA)

- 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.

12.5 Voluntary, Community, Faith, and Belief Sector

Faith and Belief Groups

- Recognising the spiritual dimension of life and death
- Providing a ministry of care and comfort to relatives and others caught up in the disaster.
- Supporting others as requested by Family Liaison Officers
- Providing a ministry with hospital chaplains in hospitals and at temporary mortuary facilities
- Organising religious services as required by the community.
- Assisting with the organisation of memorial services.

Voluntary and Community Sector

The nature, range and scale of services offered by the voluntary and community sector may alter depending upon the context of the emergency situation at the time. Please see the Voluntary Sector Capabilities Document for further information.

London benefits from a tremendously strong and varied voluntary and community sector. The London Communities Emergencies Partnership (LCEP) is a key facilitator in ensuring representation and accessing a wealth of support in a number of areas, broadly but not limited to:

- Welfare
- Social and psychological aftercare
- Medical support
- Search & rescue
- Transport and escort
- Communications
- Documentation and administration
- Training & exercising
- Financial services
- Equipment and resource

13. Engagement in Recovery

13.1 Interaction with Politicians and Elected Members

Elected members 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.

Members 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 recovery can be found in Section: Roles and Responsibilities.

13.2 Interaction with the Greater London Authority

The GLA is responsible for the strategic administration of Greater London. It shares local government powers with the councils of 32 London boroughs and the City of London Corporation. It supports the strategic coordination between the local authorities in Greater London.

In any incident requiring a London wide recovery remit, the GLA will have a role in supporting the strategic direction of the recovery process and will be involved in the discharge of recovery actions relating to the GLA's statutory duties. There may also be financial oversight and support of recovery funding from the GLA.

The Mayor of London's role in recovery is to give London a single person to represent it and provide a voice for London in an emergency.

There is also a wealth of statistical and administrative data that the GLA hold which may be useful to consider in the impact assessment. This data can be accessed via the London datastore at: https://data.london.gov.uk/.

13.3 Interaction with Central Government

The Department for Levelling Up, Housing and Communities' Resilience and Emergencies Division (DLUHC RED) provides the initial (and often ongoing) conduit for communication between responders and the nominated Lead Government Department (LGD), as well as other government departments including Cabinet Office.

In large-scale incidents it is likely that DLUHC RED will be integrated into the response phase. DLUHC RED recovery will link in with both SCGs and RCGs.

This cross government and ministerial engagement aspect is crucial for recovery. Early engagement assists with faster ministerial decision making on matters such as funding and additional support.

In an event requiring the activation of national level recovery structures, DLUHC will confirm the LGD, based on the type of emergency. If deemed necessary, the LGD will establish a National Recovery Group.

Government involvement in the recovery phase will depend upon the nature of the emergency. Government will judge whether central government recovery coordination is required, on a case-by-case basis.

If central government recovery coordination is necessary, reporting requirements will be confirmed at the outset, together with the mechanism by which this information will be collated to ensure there is a common understanding of expectations between government departments and local responders.

Recovery reporting will help to inform decisions as to what central government support may be required including any provision of recovery funding schemes and to monitor progress during the recovery process.

Depending on the nature of the emergency, the Government may require a representative of the Recovery Coordinating Group to participate in central Government recovery coordination meetings including ministerial Recovery group meetings.

13.4 Engaging with affected communities

During the recovery phase, the Recovery Coordinating Group (RCG) will need to ensure that the affected communities and the public are engaged with the recovery process and its strategic aims.

The RCG in a pan-London response should engage with the London Communities Emergencies Partnership (LCEP), Faith and Belief Sector Panel, Business Sector Panel, and utilise the Voluntary Sector Capabilities Document and Humanitarian Assistance Framework.

All recovery efforts should seek to be collaborative and wherever possible be guided by the concerns, needs and priorities of the affected communities. The RCG should establish and work through partnerships with existing community partners to guide recovery efforts.

13.4.1 Community Recovery Subgroup

The RCG should draw on the expertise of LCEP in establishing any Community Recovery sub-group, that will then steer recovery efforts with communities.

The Community Recovery subgroup should work closely with any existing Humanitarian Assistance Steering Group to effectively handover ongoing actions and responsibilities, including existing engagement.

Depending on the nature of the incident, specific needs, and communities affected, membership of the Community Recovery subgroup should take into consideration the involvement of the following:

- The London Communities Emergencies Partnership.
- Emergency voluntary sector, including British Red Cross.
- Specialist voluntary sector, including Victim Support
- Local voluntary sector infrastructure partners, volunteer centres and Council for Voluntary Services (CVS) groups, who may already have community emergency plans in place.
- Communities of identity or equality sector partners, especially when an emergency is disproportionately affecting particular groups.
- Victims or survivor groups, including families.
- Geographical community and voluntary sector partners in the area(s) affected, such as community centres.
- Faith and belief communities, including places of worship.
- Business sector partners in areas or industries particularly affected.
- The funding community, if appropriate.

Expertise should also be sought from across the London Resilience Partnership on community engagement and community resilience where appropriate, such as working alongside the relevant Police service on monitoring community cohesion.

Clear establishment of roles and responsibilities should take place in the first Community Recovery subgroup meeting. A Terms of Reference should be produced – see Annex I Community Recovery Sub-Group Terms of Reference

If local community emergency plans are in place with local authorities and community partners, these could be activated and utilised to support efforts of recovery.

13.4.2 Engagement methods

Wherever possible, the Community Recovery subgroup should produce responses alongside the wider community, voluntary and faith sectors. This will build trust and utilise existing expertise.

The Community Recovery subgroup may wish to explore a number of engagement methods with partners, including:

- Surveys and questionnaires,
- Door knocking,
- Focus groups,
- Closed community meetings,
- Public meetings,
- Co-design workshops,
- Community panels or boards.

All engagement should have a clear purpose and mutual agreement should be reached with community partners on the methods and practice of any plans. Engagement should consider diversity of needs, such as barriers communities might face in communications. This could point to producing information in multiple languages, digital and print, for example.

13.4.3 Intelligence sharing

The Community Recovery subgroup should bring together impact assessments and any relevant information and intelligence through its meetings to inform the overall recovery strategy. Impact assessments should be led by relevant community partners with local authorities in the affected area(s).

Identification of community assets should be part of intelligence sharing at the Community Recovery subgroup. Assets should be deployed in collaboration with community partners.

Members should ensure lessons from previous recovery events are brought to the group and considered in current planning and activities. It should also ensure that lessons from the current recovery phase are sought and recorded to strengthen future recovery activities and build upon resilience planning.

Information, alongside relevant humanitarian assistance guidance, should be shared between partners on issues including:

- Emergency volunteering efforts, utilising existing national guidance.
- Emergency centre management.
- Donations management, utilising the London Resilience Donations Management Guide: Physical and Monetary Donation Management - Guidance for London Local Authorities..
- Mental health and wellbeing support for victims, witnesses, and wider community members.
- Memorials and commemorations.
- Medium- and long-term accommodation needs.
- Financial support to those affected, including families.
- Community cohesion.

The Community Recovery subgroup should work closely with the London Resilience Communications Group on public communications, including on donations, commemorations and wider.

14. Funding Recovery

Recovery in protracted incidents can be costly and complex. Financial aspects must be carefully managed to ensure the continued delivery of services, reimbursement of costs and expenditure on recovery efforts.

Extraordinary expenditure will distort budgets and create additional pressures on responding and supporting organisations.

Every care must be taken to protect against impropriation and fraud and maintain security around large sums of money.

14.1 Government Funding

In the event of an exceptional emergency, individual departments (DLUHC, DfE Defra and DfT), will consider providing financial support for various aspects of the recovery effort.

To ensure that these arrangements are as consistent and as straightforward for local authorities to use as possible, they all operate according to a set of commonly agreed principles:

- The appointment of a Lead Government Department (LGD) for recovery will not necessarily trigger the activation of recovery funding arrangements and vice versa.
- Costs of funding recovery in a particular sector will fall to the department responsible for that sector (e.g., DfT for transport issues), irrespective of which department is designated the LGD for recovery in that instance.
- Departments will not pay out for recovery costs that are insurable – with the exception of damage to roads.
- The activation of any funding arrangements will be at ministerial discretion. Activation will not be automatic, and activation by one department of its arrangements will not automatically trigger activation by other departments of their arrangements – this will depend on the impact of an emergency on a particular sector.
- Any funding provided by a department will depend on the impact of a particular emergency on the relevant sector, and the total resource which that department is able to make available at the time. This will need to be balanced against the requirements of existing programmes and other priorities which might be making demands on finite resources.
- There will be no automatic entitlement to financial assistance even if arrangements are activated. Local authorities will have to demonstrate need against criteria laid down by the department running a particular scheme.
- Government will not normally pay out against costs relating to areas where there is already a government spending programme in place, or where existing programme spend can be re-prioritised. Local authorities will need to confirm that they are unable to claim funding for damage repairs from any other source.

14.2 Likely circumstances for activation of recovery funding arrangements

As recognised in the Pitt Review local authorities should make arrangements to bear the costs of recovery in all but the most exceptional circumstances. It is up to councils to assess their own risk and put in place the right mix of insurance, self-insurance, and reserves, to provide both security and value for money for their communities.

Government may consider providing support in exceptional circumstances. For the purposes of this guidance, this should be taken to mean major emergencies with the sort of impacts currently described as Significant (Level 4) or Catastrophic (Level 5) as set out in the Local Risk Assessment Guidance.

Local Authorities should be aware that the impacts set out above are purely indicative. The meeting of one or more of these indicators would not on its own trigger the provision of central

government financial assistance for recovery and, as set out in the cross-government principles, activation of its funding arrangements by one department would not automatically trigger activation by other departments.

14.3 Emergency Appeals and Donations

In large or high-profile incidents, concerned members of the public may wish to donate physical and monetary donations. The local authority will play a key role in leading the coordination of donations with support from partners.

The management of these donations should be carried out in a way that is appropriate to the wishes of the community. Further guidance on this can be found in the Physical and Monetary Donation Management - Guidance for London Local Authorities. This document provides:

- a scalable response structure, templates, and response roles for the management of physical and monetary donations.
- guidance for the coordination of monetary donations, both cash and online appeals.
- a process for the operation of donation centres including staffing, logging of goods and services, and disposal of surplus / unsuitable donations.
- guidelines for the coordination of public information.
- a summary of the https://nationalemergenciestrust.org.uk/home/ and the https://londonemergenciestrust.org.uk/.

15. Considerations for Stand down and Transition to Business as Usual

The chair of the RCG, in discussion with the LLAG and Chairs of national and local recovery groups as necessary, will decide when it is appropriate to stand-down the RCG. 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 and the value that it provides.

The RCG will be stood down once there is no longer a need for regular multi-agency coordination and the remaining issues can be dealt with by local recovery groups, individual agencies and/or the recovery work has been subsumed into existing work programmes or governance structures.

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 agencies involved and the wider London Resilience Partnership by the RCG Chair (via the secretariat).

Local recovery can be a long-term process that may continue for several months or even years. For example, recovery actions such as health monitoring and environmental clean-up may continue for prolonged periods of time.

Determining a definitive point of recovery is difficult as each incident is unique in its impact. Individuals, families, and communities affected may recover at different timescales, indeed there may not be an end to the recovery process for some, therefore communications around the stand down of recovery efforts should be sensitive to the needs of those affected.

See Annex P – Transition of Recovery Activities to Business as usual.

16. Debriefing Recovery

It is important to ensure that continuous evaluation of the recovery phase takes place, and that any issues identified are captured and actioned as necessary. Organisational Learning is a standing item on the Recovery Coordinating Group Agenda in Annex J to facilitate this.

It is the responsibility of the RCG and Recovery sub-group secretariats to ensure that all lessons identified are suitably recorded and shared in accordance with the LRP Learning and Implementation Protocol.

The formal debrief process (which may be repeated on a number of occasions at key milestones) should identify issues from all partners involved in the recovery process. A template Recovery Debrief Template can be found in Annex O.

Debriefs should, where possible, be conducted impartially. This may require the process to be led by someone independent from an organisation or from the recovery activity. Depending on the scope and scale of an incident, debriefs should use a combination of different mechanisms, ensuring that participants feel able to contribute candidly, where appropriate, on all aspects of the incident.

All debriefs will be subject to disclosure rules and any investigations may dictate timings of debriefing procedures.

Lessons identified will be fed back into plan and capability development, training, and exercising processes and informing the future of the London resilience partnership strategy. The lead for this will be the London resilience lessons review group, on behalf of the London Resilience Programme Board, but this is a priority for the whole partnership, to enable London to be a resilient city.

Annexes

Annex A: Recovery Coordinating Group Chair Role Card

Role
Lead the development and implementation of a multi-agency strategic approach to recovery coordination: the process of rebuilding, restoring, and rehabilitating affected communities following an emergency.
Performed By
A Local Authority Chief Executive or most appropriate strategic lead (as nominated by the London Local Authority Gold (LLAG) in Pan-London incidents).
Responsibilities

• Appoint a deputy and a secretariat to the RCG
• Bring together an RCG and determine appropriate sub-groups, ensuring that all responding agencies are adequately represented.
• Consider appropriate security clearance.
• Consider whether co-location would support recovery efforts.
• Ensure the following are carried out with support from the RCG and relevant sub-groups:
  ○ Agree procedures for stand down and transition to sustainable mechanisms for delivery of longer-term recovery actions.
  ○ Coordinate the recommendations and actions of the sub-groups and monitor progress.
  ○ Determine the recovery strategy and objectives, ensuring that all relevant stakeholders, especially affected communities, are involved in the development and implementation.
  ○ Ensure inequalities are considered and mitigated in action plans.
  ○ Ensure the delivery of consistent messages to the public and media.
  ○ Ensure relevant stakeholders are informed of the work of the RCG and sub-groups.
  ○ Facilitate and co-ordinate the operation of agencies involved in the recovery operation.
  ○ Produce an impact assessment.
  ○ Provide reassurance and advice to the public to facilitate and participate in recovery.
  ○ Put appropriate reporting mechanisms in place to inform the impact assessment, recovery decision-making and progress on actions.
  ○ Monitor legal and financial matters and pursue funding and other assistance.
• Ensure relevant stakeholders are aware of the full recovery structure and the roles and remits of groups.
• Feed in recovery issues whilst the SCG is convened.
• Identify areas where decisions need to be made beyond existing policies and procedures and advise on recommended options.
• Manage other issues that fall outside the scope of the working groups.
• Provide visible and strong leadership for recovery in the response and recovery phases.
• Seek advice and peer support from experienced peers previously involved in recovery.

Additional Guidance
For each decision made or piece of information produced/received, consider: • Are the priorities, concerns and needs of affected communities at the heart of decision-making? • 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?

Annex B: Recovery Coordinating Group and Sub-Group Member Role Card

Role
Contribute to the development and implementation of a multi-agency strategic approach to Recovery coordination: the process of rebuilding, restoring, and rehabilitating affected communities following an emergency.
Performed By
Senior representatives from relevant organisations with the following professional criteria: • Suitably empowered to make decisions at a senior level within their organisations. • Have organisational and subject matter expertise. • Have experience of strategy, policy, and guidance development
Responsibilities

• Provide visible and strong leadership for recovery in the response and recovery phases.
• Appoint a deputy.
• Ensure awareness of full recovery structure and the roles and remits of groups.
• Escalate risks and issues to the Chair of the relevant group.
• Seek advice and peer support from experienced peers previously involved in recovery.
• As per the relevant group terms of reference:
  ○ Recovery Coordinating Group
  ○ Finance and Legal Group
  ○ Communications Group
  ○ Environment and Infrastructure Group
  ○ Business and Economy Group
  ○ Health and Welfare Group
  ○ Community Recovery Group

Additional Guidance
• London Strategic Coordination Protocol • London Humanitarian Assistance Framework • National Recovery Guidance

Annex C: Recovery Coordinating Group Terms of Reference

Purpose of Group

The Recovery Coordinating Group (RCG) acts in an advisory capacity to the SCG and London Local authority Gold (LLAG) during the response phase of an incident and is the strategic decision-making body for the recovery phase.

The RCG can give the broad overview and represent each agency's interests and statutory responsibilities and ensuring that affected communities are at the front and centre of recovery.

This group will set the strategy for recovery and ensure its implementation through the coordination of actions of relevant Sub-Groups and supporting partners.

Role and Responsibilities of the Group

- Agree procedures for stand down and transition to sustainable mechanisms for delivery of longer-term recovery actions with appropriate timescales.
- Deal with other issues that fall outside the scope of the working groups.
- Decide the final "state" of the physical infrastructure and natural environment affected by the emergency Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy.
- Ensure the coordination and delivery of consistent messages to the public and media.
- Provide visible and strong leadership during the recovery phase.
- To coordinate the recommendations and actions of the sub-groups and monitor progress.
- To decide the overall recovery strategy, including communications, clean-up, health, welfare, business and economic (not just those within the cordon) recovery
- To feed in recovery issues whilst the SCG is convened.
- To jointly agree appropriate sub-groups as required by the emergency and commensurate to organisation's resources.
- To monitor legal and financial matters and pursue funding and other assistance.
- To produce an impact assessment on the situation
- To provide reassurance and advice to the public to facilitate and participate in recovery.

Chair and Secretariat

Chaired by a Local Authority Chief Executive/Director as nominated by the London Local Authority Gold (LLAG). The Chair should appoint a secretariat to maintain records of all minutes of all RCG meetings, monitor completion of actions and co-ordinate a master record of all sub-group meetings.

Administrative support to the RCG should be reviewed periodically and provided by the most appropriate agency whilst ensuring the needs of the incident are met.

Membership of Group

Senior representatives attend as relevant from:

- Affected Local Authority/Authorities (incl. Comms/Press Officer)
- Environment Agency
- Food Standards Agency
- NHS England - London
- Social Care Representative
- UK Health Security Agency (UKHSA)
- Animal Health
- Utility Companies
- DLUHC
- Network Rail
- British Airways Authority
- Port of London Health Authority
- Port of London Authority
- Maritime and Coastguard Agency
- Police
- London Fire Brigade
- Ministry of Defence

- Telecommunications companies
- Transport for London
- Faith Representative
- DEFRA CBRN Emergencies Team
- Lead Government Department Recovery Liaison Officer (RLO)
- Greater London Authority
- Chair of Community Recovery Committee (if formed)
- Natural England
- Site Operator
- Site Owner(s)
- Insurers
- Health and Safety Executive
- Chairs of sub-groups including the chair of the STAC
- Business Sector Panel
- Voluntary Organisation Representative
- Other organisations as appropriate

Issues for consideration

Health	Finance	Politics	Resources
Compensation	Public Confidence	Environment	Legal

Annex D: Finance and Legal Group Terms of Reference

Purpose of Group

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

Role and Responsibilities of the Group

- 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.
- Compile any business cases required and submit to central government or others.
- Consider any litigation, criminal, or public enquiry issues.
- Coordinate the compilation of material for inquiries etc.
- Ensure accurate and auditable records are kept.
- Establish opportunities and systems for merging expenditure.
- Explore different streams for financial aid.
- Liaising with Finance, Insurance and Legal Industry representatives
- Monitor all recovery work expenditure and report to RCG.
- Support the processing of any claims made, if relevant

Chair and Secretariat

The Finance and Legal group chair should be chosen as appropriate to the nature of the incident and the focus of the recovery effort. Suitable individuals may include a Senior Financial Manager or a Solicitor in the Local Authority.

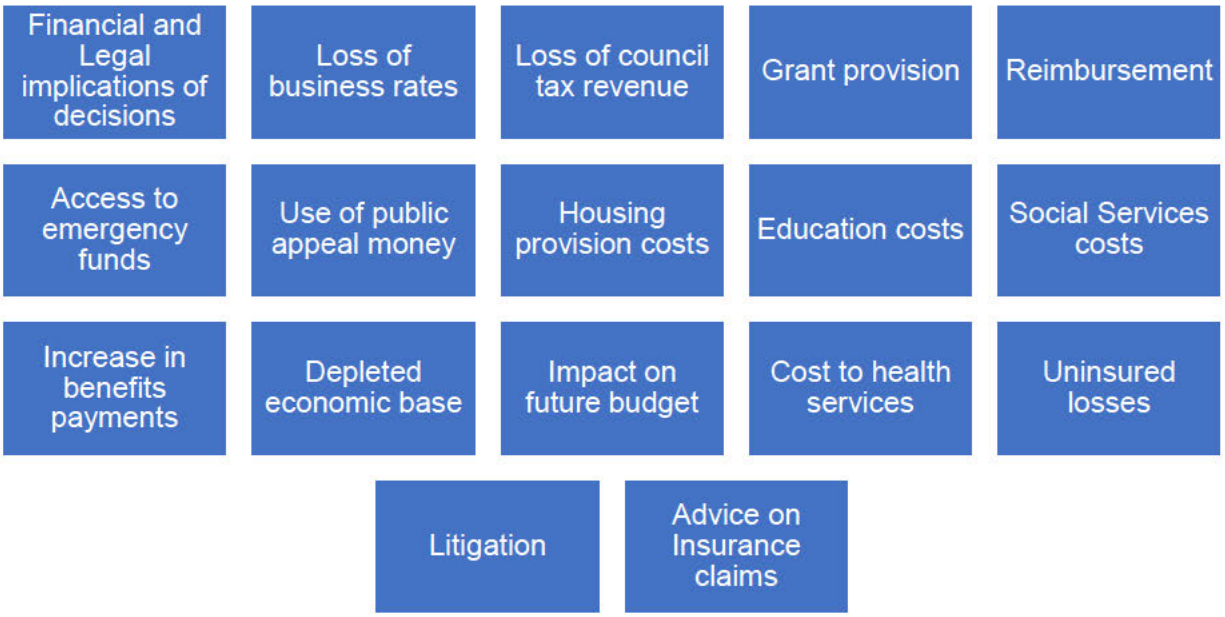
The Secretariat should be provided by the organisation providing the chair.

Membership of Group

Representatives (as appropriate) from:

- Affected Local Authority/Authorities including Finance, Legal and Comms/Press Officers
- Police Service representative
- Other organisations as appropriate.

Issues for consideration



Key Questions

- 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 any investigations or criminal prosecutions?

Annex E: Communications Group Terms of Reference

Purpose of Group

The group may be formed by the London Resilience Communication Group and will expand upon the work of public consultation and media management during the response phase to allow communities to make informed decisions.

The group will ensure that the public and media are fully informed and consulted throughout the recovery process and will address local, pan-London, and national communication issues.

Role and Responsibilities of the Group

- Coordinate and oversee communications across all recovery groups, including attending meetings if resources permit.
- Consider longer-term Communications Strategy
- Ensure key stakeholders are informed and kept updated

Chair and Secretariat

The Communications Group chair should be chosen as appropriate to the nature of the incident and the focus of the recovery effort. Suitable individuals may include a Local Authority PR and Communications Manager or the London Councils Director of Communications.

The secretariat should be provided by the organisation providing the chair.

Membership of Group

Representatives/press officers from:

- Affected Local Authority/Authorities incl. Comms/Press Officers
- London Councils
- Police
- London Fire Brigade
- London Ambulance Service
- Greater London Authority
- NHS England – London
- UK Health Security Agency (UKHSA
- Environment Agency
- Other Stakeholders e.g., Site Operator, Tourist Board

Communications Strategy Considerations

- 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/on-going 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

Key Questions

- Has a media strategy been implemented?
- Have any of the following been put into operation:
  - Cross agency media centre
  - Public information hotlines for local residents/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 handover from lead response organisation to the local authority been publicised?

Annex F: Environment and Infrastructure Group Terms of Reference

Purpose of Group

The group will use expertise, monitoring data and resources to advise and provide viable options for clean-up, repair, and replacement.

Role and Responsibilities of the Group

- To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Coordinating Group, to cover cleaning, repair or replacement of the physical infrastructure and clean-up of the natural environment to an agreed state.
- Review integrity of key assets and prepare strategy for reinstatement where required.
- To liaise closely with stakeholders and implement the agreed strategy(s).
- Develop strategy on how community will be involved in physical rehabilitation.
- Consider opportunities to build back better and improve through regeneration and improvement of services and facilities.
- Identification of ownership of land, premises and infrastructure
- Prioritisation of sites for attention
- Identification and procurement of resources/plant required.
- Identification of local capacities and expertise to reduce reliance on external sources.
- Compilation of 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).
- Consider temporary structures, redesign, repair and rebuilding of essential services/assets, building/structural, transport, health and educational infrastructure.
- Restoration of utilities and services
- Planning permission for new build, repairs to listed/graded buildings.
- Identification of compulsory purchase orders where required.
- Identification of any potential future prevention/mitigation aspects
- Consider location and reconstruction requirements for memorial structure(s)
- Agree an end point for clean-up.
- Reversal of temporary service measures
- Consider preventative initiatives where there may be fear of a repeat incident

Chair and Secretariat

The chair should be chosen as appropriate to the nature of the incident and the focus of the recovery effort. Suitable individuals may include Local Authority planning & transportation Manager or Head of Environmental Services.

The secretariat should be provided by the organisation providing the chair.

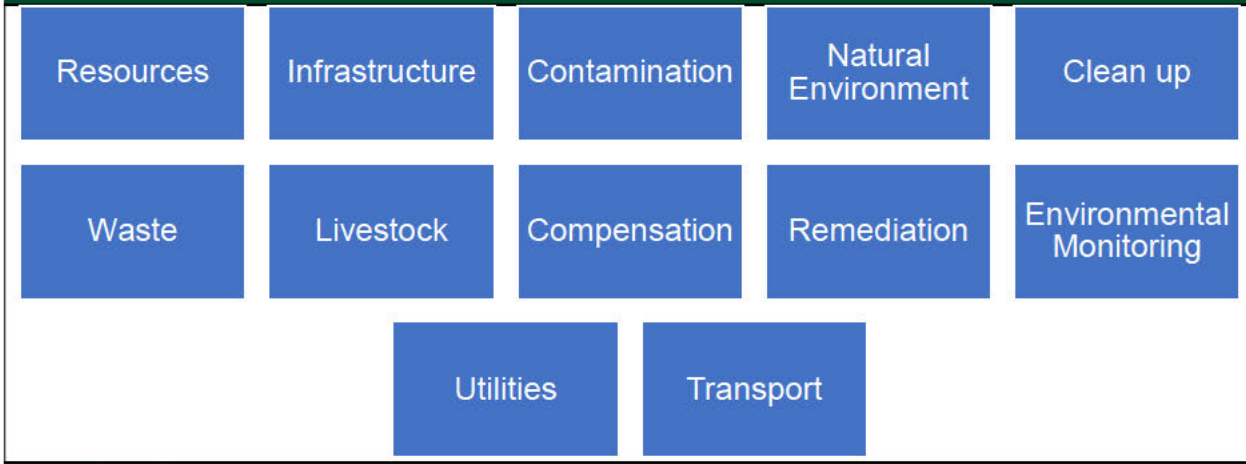
Membership of Group

Representatives (as appropriate) from:

- Affected Local Authority/Local Authorities including:
  - Principal Environment Health Officer
  - Waste Disposal Officer
  - Transport and Highways
  - Neighbourhood Management
  - Comms/Press Officer
- Environment Agency
- UK Health Security Agency (UKHSA)
- NHS England - London or Integrated Care Systems ICSs

- Police (if issues around security)
- London Fire Brigade
- Utility and Transport organisations
- Food Standards Agency
- Animal Health
- National Trust/Historic England/Natural England/Crown Estate (if historic sites or protected areas are affected)
- Defra CBRN Emergency Team.
- Other organisations as appropriate.

Considerations



Key Questions

- 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 waste disposal?
- What are the financial/resource costs to responders?
- What animal health surveillance processes have been put in place?
- Will Public health issues delay reconstructions?

Annex G: Business and Economy Recovery Group Terms of Reference

Purpose of Group

The purpose of the Business and Economy Recovery Group is to assess the economic implications for the affected area and provide assistance to enable businesses to resume trading as soon as possible.

Role and Responsibilities of the Group

- To devise an economic recovery strategy.
- Evaluate the viability of the affected area's previous economic base and the impact on its main business sector(s) trading operations and environment, accessibility for customers and suppliers, and to essential services.
- Maintain business sector confidence.
- Provide assistance to businesses affected to enable them to resume normal business as quickly and effectively as possible.
- Provide Business Continuity advice.
- Consider establishment of relevant schemes to assist businesses including access to interest-free loans from third parties, grants or rent for alternative premises.
- Promotion of the area as 'open for business'
- Facilitation of access to buildings and as early return as possible to premises.
- Identification of alternative premises, potentially for long periods of time, using Industrial and Commercial Property Registers and local agents.
- Assessment of the impact to the workforce of accessing temporary premises
- Consideration of workforce displacement and transport needs
- 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.
- Assistance 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.
- Consider potential impacts on tourism

Chair and Secretariat

The Business and Economic Recovery Group Chair should be chosen as appropriate to the nature of the incident and the focus of the recovery effort. Suitable individuals may include Directors from Economic and Business or Regeneration Team in the Local Authority.

Secretariat should be provided by the organisation providing the chair.

Membership of Group

Representatives (as appropriate) from:

- Affected Local Authority/Authorities incl. Comms/Press Officer
- GLA
- Business Sector Panel
- Jobcentre Plus
- London Business Network
- Local Business Forums/Networks
- Chambers of Commerce
- Learning and Skills Council
- Local Tourist Board
- Trade Unions
- Trade Associations/Retail Forums
- Association of British Insurers
- Bank of England
- Transport for London
- Port of London Authority
- Local Economic Partnership representatives.
- Federation of Small Businesses
- British Retail Consortium
- British Bankers Association
- Transport sector representatives
- Other agencies as required, e.g. National Trust, National Farmers Union, etc.

Considerations

Road and rail closures	Recruitment	Grants	Council Tax and Rebates	Compensation
Insurance	Unemployment	Trade	Farming and Agriculture	Tourism

Key Questions

- Has there been any temporary or permanent closure of operations or business?
- Have any businesses 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)?

Annex H: Health and Welfare Group Terms of Reference

Purpose of Group

The purpose of this group is to bring together relevant expertise to co-ordinate the provision of a full range of practical assistance, advice and support regarding the health and welfare of those directly or indirectly affected by the emergency.

The remit of this sub-group is wide ranging and, depending on the nature and scale of the emergency, may need to be split into two or more separate sub-groups. If a HASG is activated, the chair of the RCG should liaise with the chair of the HASG and decide whether to subsume the Health and Welfare Group into the HASG or maintain as a sub-group to ensure efforts are coordinated.

Role and Responsibilities of the Group

- Assess the impact to health and welfare of those directly and indirectly affected, identifying vulnerable individuals and establishments.
- Assess the impact on the delivery of health and welfare services and ensure continuity of services.
- Establish database of affected people by collating from all relevant sources and sharing as appropriate. Use existing databases where these exist.
- Coordination of health and welfare assistance by the various agencies available including the voluntary sector
- Facilitating community access to required assistance.
- Develop a strategy for health and welfare communications to inform and reassure.
- Prepare a health monitoring and protection strategy.
- Ensure public are informed about any health implication and changes to health-related services during any period of disruption.
- Assess the impact on community care for the vulnerable and bed release following hospital emergency plan execution.
- Ensure provision of emotional and psychological support
- Continue implementation of longer-term aspects of the mass fatalities plan if necessary
- Establishment of exclusion/isolation zones
- Assessment of short, medium, and long-term accommodation needs and provision of support to meet these needs.
- Assessment of any long-term material aid, e.g., essential household items
- Coordination of donated goods/materials (includes storage, management & distribution)
- Recognition of the effect on faith communities
- Support arrangement for funerals
- Assistance with legal, financial and insurance enquiries and advice services (e.g., ABI)

Chair and Secretariat

The Health and Welfare Group Chair should be chosen as appropriate to the nature of the incident and the focus of the recovery effort. Suitable individuals may include Directors of Public Health or Local Authority Heads of Adult Social Care.

The secretariat should be provided by the organisation providing the chair.

Membership of Group

Representatives (as appropriate) from:

- Affected Local Authority/Authorities:
  - Comms/Press
  - Adult Social Services
  - Children's Services
  - Director of Public Health
  - Environmental Health Officer
- Food Standards Agency
- Voluntary Sector (e.g. British Red Cross, St John Ambulance, RVS, Salvation Army, CAB, Samaritans)
- Faith Community Representatives (e.g., members of the Faith Sector Panel, London Boroughs Faith

  - Emergency Accommodation Officer
  - Legal and Democratic Services (Elected Members)
  - Others as necessary
- NHS England – London or local Integrated Care Boards (ICBs)/providers as appropriate
- Ambulance Service
- Port of London Health Authority
- UK Health Security Agency (UKHSA)
- STAC

Network, Churches Together and/or any other Faith Groups as relevant)
- Pension Services
- Disability carers services
- Benefits Agencies
- Incident Care Team from the relevant Transport Operator (if appropriate to the incident)
- Water Company
- Other organisations as appropriate

Considerations

Education	Evacuees	Housing	Translation	Religious and Cultural Sensitivities	Data Sharing
Insurance	Contractors	Psychological Support	Emotional and Mental Health	Casualties	Health Concerns
	Food and Water Quality	Food Disruption	Access to medication	Financial Support	

Key Questions

- 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 because of evacuation?
- Are there any implications for the food chain?
- Are there any implications for the supply of potable water?
- Has any emergency feeding arrangements been implemented?
- Has any material aid, e.g., clothing & bedding been provided?
- Has a Humanitarian Assistance centre been set up?
- Has a public help line been set up? If so, what is the plan for a managed withdrawal and transfer to other services etc?
- 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 an appeal fund been implemented?

Annex I: Community Recovery Group Terms of Reference

Purpose of Group

This is a group drawn from the wider community whose role is to reflect community concerns, feelings and initiatives, assist in conducting the Impact Assessment and assist in informing the wider community.

Role and Responsibilities of the Group

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 ensure these are considered in the work of the Recovery Coordinating Group and supporting subgroups.
- assist in informing the wider community of discussions and progress of the Recovery Coordinating Group
- engage the community in the recovery process.
- provide a point of coordination for existing local capacity and expertise.
- determine information gathering, actions and initiatives around issues for consideration.
- collect community recovery lessons and share as appropriate

Chair and Secretariat

The Community Recovery Group chair should be chosen as appropriate to the nature of the incident. A suggested individual may be a Local Strategic Partnership Group chair. The secretariat is usually provided by the organisation providing the Chair.

Membership of Group

Examples of representatives include (as appropriate) from:

- Local elected members for affected Borough(s)
- The London Communities Emergencies Partnership (LCEP)
- Residents' and tenant's associations
- Local schools
- Business, faith and belief, geographical and Identity-based communities.
- Deaf and disabled people's organisations
- Victims and/or survivor groups
- The Recovery Coordinating Group
- Local Authority Representatives (Incl. Comms/Press Officer)
- Police
- NHS England – London or local Integrated Care Board (ICB).
- Disaster Fund Manager (if established)
- Emergency voluntary sector, including British Red Cross
- Other organisations as appropriate

Issues for Consideration

- **Current needs/concerns/priorities** – what are these and how can they be addressed?
- **Community engagement** – What is the most appropriate method to engage with different sectors of the community? How does the group ensure all voices are heard? Have key community leads been identified?
- **Resource mapping** – What initiatives already exist in the community that are well established, could they be better supported? Where are there gaps? How can the CRG intel of Donations Management & Volunteering deployments be best used? Have Local Community Emergency Plans been activated?
- **Communications** – What is the best way to keep communities informed of Recovery activities? Which communications methods should be used?
- **Accessibility** – How can the CRG ensure all communications and activities are made as accessible as possible for all community members?
- **Housing/accommodation** – What support is needed by those displaced? How can the CRG/community best support those affected?
- **Memorial/commemoration** – Has there been appropriate engagement with families, community leaders and elected members to support these arrangements?
- **Community cohesion** – What concerns could arise?
- **Community Lessons** – What past and current lessons can be drawn upon?

Annex J: Template Recovery Coordinating Group Meeting Agenda

RCG AGENDA

Incident / Event:

Date:

Time:

Meeting Location:

Chair:

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1. **Any Urgent Business**

2. **Introductions** (Including roles of representatives (who they are representing) and identification of any key partners / organisations who are missing)

   a) Actions from previous meeting

3. **Situation Brief**

   a) Briefing by on current situation

   b) Impact assessment

   c) SCG, sub-groups and organisational updates

4. **Key Issues and Strategic Decisions**

   a) Review strategic aim and objectives.

   b) Agree recovery options and tasking.

   c) Review, prioritise and monitor the implementation of objectives.

5. **Public Communications (London Resilience Communication Group)**

   a) Briefing on media coverage

   b) Communication and media strategy, including key messages and specific audiences (e.g. those impacted, and general messaging across partnership, public and business)

6. **Consideration for disproportionate impacts and Equality Impact Assessments**

7. **Report from Sub-Groups**

   a) Recovery Coordinating Group subgroups

   b) Others if activated e.g. HASG, STAC, MFCG

8. **Reporting Rhythm** (including arrangements for outside of business hours, and any central government reporting requirements)

9. **RCG Membership Review**

10. **Resilience of Command, Handovers, and Staff Welfare**

11. **Organisational Learning / Debrief of Events So Far** (if final RCG meeting, consider scheduling hot debrief meeting for the following day)

12. **Handover** (when appropriate)

13. **Any Other Business**

    a) Date / time of next meeting

Annex K: Template Recovery Sub-Group Meeting Agenda

Recovery Sub-group AGENDA

Incident / Event:

Date:

Time:

Meeting Location:

Chair:

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1. **Any Urgent Business**

2. **Introductions** (Including roles of representatives (who they are representing) and identification of any key partners / organisations who are missing)

   a) Actions from previous meeting

3. **Situation Brief**

   a) Briefing on current situation

   b) Impact assessment

   c) Update from RCG

4. **Key Issues and Strategic Decisions**

   a) Review strategic aim and objectives

   b) Review, prioritise and monitor the implementation of strategic objectives

5. **Public Communications (London Resilience Communication Group)**

   a) Communication and media strategy, including key messages and specific audiences (e.g. those impacted, and general messaging across partnership, public and business)

6. **Consideration for disproportionate impacts and Equality Impact Assessments**

7. **Reporting Rhythm** (including arrangements for outside of business hours, and any central government reporting requirements)

8. **Recovery Sub-group Membership Review**

9. **Resilience of Command, Handovers, and Staff Welfare**

10. **Any Other Business**

    a) Date / time of next meeting

Annex L: Template Recovery Strategy

At the start of the recovery process, it is vital that a clear recovery strategy is developed and agreed. The initial impact assessment may inform the strategy development and review.

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

Strategy Statement

To support the community and businesses to rebuild, restore and rehabilitate following an emergency.

Objectives

- Create a comprehensive overview of local and pan-London impacts by carrying out an impact assessment for the community, built environment and businesses.
- Determine possible funding streams and ensure equitable provision of funding from partners to the impacted community.
- Establish effective communication links with the affected community and ensure the community is engaged in the recovery process.
- Establish close links with central, pan-London, and local government where appropriate and maintain these throughout the recovery process.
- Develop a concise and realistic recovery action plan that can be quickly implemented, involves all appropriate agencies, and fits the needs of the emergency.
- Ensure all relevant agencies work closely with the community and those directly affected, including on monitoring and protection of public health and ensure the community is fully involved and participating in the recovery process.
- Minimise disruption, reinstate the built environment and return infrastructure, utilities, and transport networks to business as usual.
- Coordinate environmental protection and recovery issues.
- Establish a pro-active and integrated framework of support to businesses and others on the financial and commercial implications of the emergency.
- Coordinate information and media management of the recovery process with an adequate communication strategy.
- Determine if there are opportunities for resilience building (physical and social) and regeneration.

Targets

Utilising the impact assessment and action plan, additional targets / milestones can be set to measure the progress of recovery, for example:

- Community confidence is restored.
- Utilities are fully functional.
- Transport infrastructure is running normally.
- Local businesses are trading normally.
- Residential issues are fully resolved.
- Public services are returned to normal level.
- Tourism is reestablished.
- Environmental issues including waste clearance have been resolved.

Annex M: Template Recovery Impact Assessment

The template below is designed so that the RCG and subgroups can prepare impact assessments, associated action plans and identify any needs.

- Review the impacts and consider these through a risk lens. The approach to risk scoring is shown below. This can be used for both opportunities and negative impacts and helps identify the key issues that need to be prioritised both in terms of the mitigation of negative impact or cementing of positive opportunities. Impacts should be considered for short term, medium term and long.
- Describe the impact and score for likelihood and impact.
- The final column is the objective that is being set to mitigate the impact. This is then used to inform the action plan.
- You may have multiple lines to reflect the different sub-groups/topics within the overarching RCG.

The Action Plan Annex N is used to highlight the actions that are being followed to deliver priority objectives identified throughout the impact assessment. Any actions raised should be carried forward to the action plan, this will be used to inform the overall action plan for the Recovery Coordinating Group.

Risk Matrix

Impact							
	Catastrophic / Huge Opportunity	5	High (5)	Very High (10)	Very High (15)	Very High (20)	Very High (25)
	Significant	4	Medium (4)	High (8)	Very High (12)	Very High (16)	Very High (20)
	Moderate	3	Medium (3)	Medium (6)	High (9)	High (12)	High (15)
	Minor	2	Low (2)	Medium (4)	Medium (6)	Medium (8)	Medium (10)
	Limited	1	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
			1	2	3	4	5
			Very Unlikely	Unlikely	Possible	Likely	Very likely
			Likelihood				

Score	Descriptor
1	Very Unlikely
2	Unlikely
3	Possible
4	Likely
5	Very Likely

Short Term Impacts								
Impact Area	**Key Impact**	**Identified needs**	**Owner**	**Likelihood**	**Impact**	**Score**	**RAG**	**Action**
Example: Business Cordoned off and owners unable to access due to near by incident	*Loss of economic earning*	*Access to business premises*	*Local Authority*	*4*	*12*	*48*		*Communicate with business owners. Provide a timeline for access.*

Medium Term Impacts								
Impact Area	**Key Impact**	**Identified needs**	**Owner**	**Likelihood**	**Impact**	**Score**	**RAG**	**Action**

Long Term Impacts								
Impact Area	**Key Impact**	**Identified needs**	**Owner**	**Likelihood**	**Impact**	**Score**	**RAG**	**Action**

Annex N: Template Recovery Action Plan

Incident.....

Date of Incident.....

Borough/Regions affected.....

Recovery Lead .....

Date Recovery Action Plan commences.....

Date to Review Recovery Action Plan.....

Date(s) identified for transition from response to recovery activity:

Date for Transition	Activity	Signed & dated by the Recovery Coordinating Group Chair

Brief Sitrep:

Date	Current Situation

Schedule of Meetings:

Date	Location	Type of Meeting	Agencies to attend

Actions outstanding from Response Phase:

Date	Outstanding Actions from Response Phase	Risks Identified?	Agency Responsible	Date to be completed	Date Completed

Notes

Key Short-Term Recovery Priorities:

Date	Short Term Recovery Priority	Actions Required	Risks Identified?	Agency Responsible	Priority	Date to be completed	Date Completed
Notes							

Key Medium-Term Recovery Priorities:

Date	Medium Term Recovery Priority	Actions Required	Risks Identified?	Agency Responsible	Priority	Date to be completed	Date Completed
Notes							

Key Long-Term Recovery Priorities:

Date	Long Term Recovery Priority	Actions Required	Risks Identified?	Agency Responsible	Priority	Date to be completed	Date Completed
Notes							

Annex O: Recovery Debrief Template Agenda

The agenda below can be used to guide debrief discussions and may be used to form the structure for the final Recovery Debrief Report:

Suggested Agenda Items

• Introductions and apologies
• Incident Summary
• Feedback on the following:
  ○ Establishment of the Recovery Coordinating Group (RCG)
  ○ RCG administration & supporting documentation
  ○ Communications
  ○ Partnership Working
  ○ Sub-Groups
  ○ Stand Down of the RCG
• Horizon Scan
• AOB

Minutes of all debrief meetings should be taken.

Annex P: Transition of Recovery Activities to Business as Usual

Incident Summary

Incident Summary	
Borough(s) affected	
Summary of Impacts	
Summary of Recovery Coordination and Structures	
Areas with potential to re-escalate	

Handover from Recovery to BAU

	Name	Signature
Handover From (RCG Chair)		
Handover To		
Date of Handover		
Comments		

Considerations

Consideration	Detail of Arrangements
Arrangements for ongoing planning, information management and reporting	
Management of public information and communications	
Opportunities for affected communities to discuss unresolved issues and participate in ongoing recovery activities	
Arrangements for memorials and anniversaries	
Learning from the debriefing of recovery activities to date	

Finance • Open purchase orders • Active funding streams and grants • Processes for accessing and distribution of funds. • Expected reimbursements and claims. • Ongoing costs for recovery • Ongoing funding and support from central government.	
Opportunities to reduce risk and strengthen resilience and recommendations to take forward	
Organisational arrangements • Continuing task groups, forums, and partners	

Actions Required to Support Transition to BAU

Please copy a new table and complete for each relevant impact area and include any actions necessary to a transition to business as usual:

Impact Area:			
Recovery Outcomes achieved:			
Issue	**Outstanding Actions**	**Long-Term Needs and Support Required**	**To be managed by**

Annex Q: Glossary

ABI	Association of British Insurers
BAU	Business as Usual
BRC	British Red Cross
BTP	British Transport Police
CAB	Citizens Advice Bureau
CBRN	Chemical, Biological, Radiological, Nuclear
DFT	Department for Transport
DHSC	Department of Health and Social Care
DLUHC	Department for Levelling Up, Housing and Communities
DVI	Disaster Victim Identification
EA	Environment Agency
ESCG	Evacuation and Shelter Coordinating Group
EPRR	Emergency Preparedness, Resilience and Response
FFRC	Family & Friends Reception Centre
FLM	Family Liaison Manager
FLO	Family Liaison Officer
FSA	Food Standards Agency
GLA	Greater London Authority
HA	Humanitarian Assistance
HALO	Humanitarian Assistance Lead Officer
HASG	Humanitarian Assistance Steering Group
HSE	Health and Safety Executive
ICB	Integrated Care Board
ICS	Integrated Care System
LGD	Lead Government Department
LFB	London Fire Brigade
LA	Local Authority
LLAG	London Local Authority Gold
LRCG	London Resilience Communications Group
LRG	London Resilience Group
LRP	London Resilience Partnership
LSPG	Local Strategic Partnership Group

MFCG	Mass Fatality Coordinating Group
MOU	Memorandum of Understanding
MP	Member of Parliament
MPS	Metropolitan Police Service
NHS	National Health Service
RC	Rest Centre
RCG	Recovery Coordinating Group
RecCG	Multi-RCG Recovery Coordinating Groups
RLO	Recovery Liaison Officer
RVS	Royal Voluntary Sector
SCG	Strategic Coordinating Group
SIO	Senior Investigation Officer
SIM	Senior Identification Manager
SRC	Survivor Reception Centre
STAC	Science and Technical Advice Cell
TFL	Transport for London
TOR	Terms of Reference
UKHSA	UK Health Security Agency

For information, please contact:

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LONDON RESILIENCE GROUP

The London Resilience Group is jointly funded and governed by the Greater London Authority, London Local Authorities and the London Fire Commissioner. We are hosted by the London Fire Brigade. Our work, and that of the London Resilience Partnership, is overseen by the London Resilience Forum.

REDACTED VERSION