

LONDON RESILIENCE



PREPARING FOR EMERGENCIES



London Resilience Partnership

Recovery Management Protocol

London Resilience Partnership Recovery Management Protocol

Version 2016 – 1.0 (September 2016)

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Critical Information

<p>Introduction</p>	<p>Recovery is an integral part of the emergency management process. It is defined in HM Government Emergency Response and Recovery Guidance as: “The process of rebuilding, restoring and rehabilitating the community following an emergency”.</p> <p>The Recovery process usually begins during the Response phase, which can be defined as the actions taken to deal with the immediate effects of an emergency. This protocol is intended to support the initiation of the Recovery process and the transition between the Response and Recovery phases.</p> <p>This protocol should be used in conjunction with the Strategic Coordination Protocol.</p>
<p>First steps</p>	<ul style="list-style-type: none"> • Appoint the Recovery Coordinating Group Chair, and identify whether this person will continue as Chair into the recovery phase. • Conduct an initial Impact Assessment by gathering information from across the London Resilience Partnership. • Call the first meeting of the Recovery Coordinating Group (RCG) to work alongside the Strategic Coordinating Group (SCG). • Determine the initial Recovery Strategy. • Create and populate the necessary Sub-Groups required to support the Recovery Strategy.
<p>How to use this plan quickly</p>	<p>Recovery is a gradual process. The protocol outlines the main stages of recovery throughout both the response and recovery phase.</p> <ul style="list-style-type: none"> • Initiate the Recovery Coordinating Group (RCG) as described in Part 2 – Activation. • Follow the guidance on initial steps as set out in Part 3 – Setup Guide.
<p>Principles</p>	<p>Every emergency is different, and it is important to be flexible to ensure the most appropriate and effective response. The response to any emergency is conducted in partnership. A multi-agency approach is crucial and sharing of information between partners is essential.</p> <p>The arrangements in this plan are complementary to the major incident procedures for London set out in the LESLP Major Incident Procedures Manual, and the London Command, Control and Information Sharing Protocol.</p>

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Part 1 – About this Protocol

Introduction

- 1.1 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”¹. This process is distinct from, but will usually overlap with, the Response phase which can be defined as the actions taken to deal with the immediate effects of an emergency.

Purpose

- 1.2 This plan has been produced to detail the arrangements for multi-agency pan-London recovery coordination. It is not intended to provide the direction for individual organisations or to direct their own internal recovery processes, but as a means for ensuring the multi-agency recovery efforts are aligned and complimentary to ensure efficiency and unity of effort.

Audience

- 1.3 This document is intended for Strategic representatives of all agencies within the London Resilience Partnership who would have a role to play in multi-agency recovery management following an incident or emergency in London.
- 1.4 This protocol draws upon the recovery guidance created by the National Recovery Working Group. Elements of this document may provide structure for borough level incidents.
- 1.5 Further information, guidance and templates are available as part of the National Recovery Guidance at www.gov.uk/guidance/national-recovery-guidance.

Tiers of Implementation

- 1.6 The arrangements detailed in this protocol are designed to be flexible and scalable. Therefore, the principles, guidance and annexes contained in this Protocol may provide structure to recovery management in smaller scale incidents that would not trigger pan-London multi-agency coordination. To that end, local authorities and other agencies may wish to use the structure and headings contained in this Protocol to inform their management of the recovery phase following an incident.

Regional and Local Recovery Structures

- 1.7 The Recovery Coordinating Group is tasked with strategic coordination and oversight of recovery issues and actions, however the majority of recovery actions will be implemented by local recovery groups. It is essential to determine early on which tasks and responsibilities will be discharged on the regional and local level respectively. The principle of the regional recovery group is to add value and support to local recovery. Where there is little or no benefit provided from regional recovery coordination, recovery should be dealt with at the local level.

¹ *Emergency Response and Recovery Guidance, HM Government*

Review of the plan

- 1.8 This Protocol will be reviewed following any incidents or exercises wherein the Protocol has been activated. The London Resilience Programme Board may task a group to review the plan and London Resilience will then circulate this revised protocol to the London Resilience Partnership.

Security classification

- 1.9 This document is not protectively marked.

Part 2 – Activation

Triggers

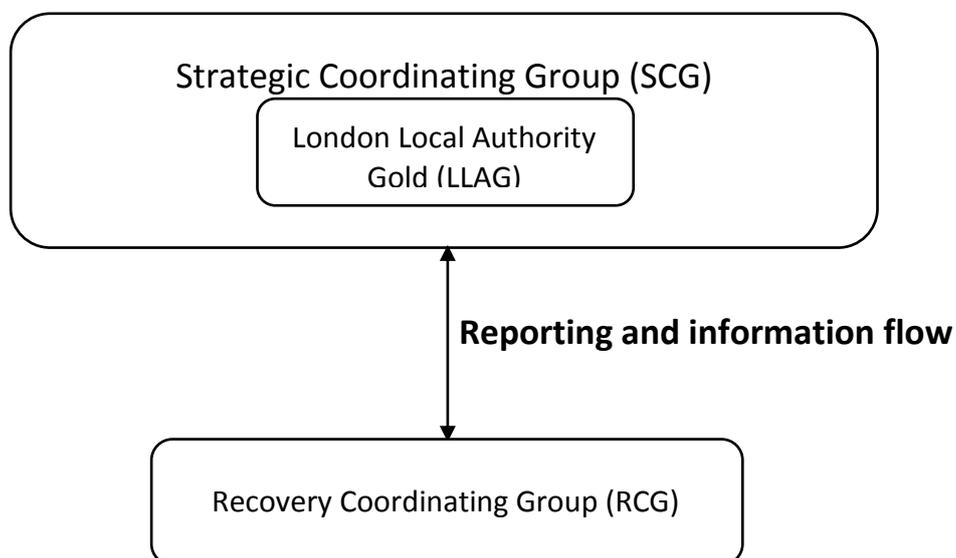
- 2.1 These recovery arrangements are triggered by:
- The decision by the Strategic Coordinating Group (SCG) to form a Recovery Coordinating Group (RCG) based on the need that regional coordination, support and oversight will add benefit to local recovery actions.

Activation

- 2.2 The Protocol will be activated by the Chair of the Strategic Coordinating Group (SCG), by a request from London Local Authority Gold (LLAG) or any SCG representative.
- 2.3 Activation of the Recovery Coordinating Group (RCG) will be carried out by LLAG.
- 2.4 The recovery process is local authority led.
- 2.5 During the response phase, the RCG will be Chaired by the nominee of LLAG. The group sits under the SCG and works closely with LLAG.
- 2.6 Duty London Local Authority Gold (LLAG) nominates a Local Authority Chief Executive or suitable representative to Chair the group.
- 2.7 The communication cascade arrangements for the activation will be via the Local Authority who will decide, depending on the emergency, who needs to be on this group (see Annex A for suggested membership).

Information Flow

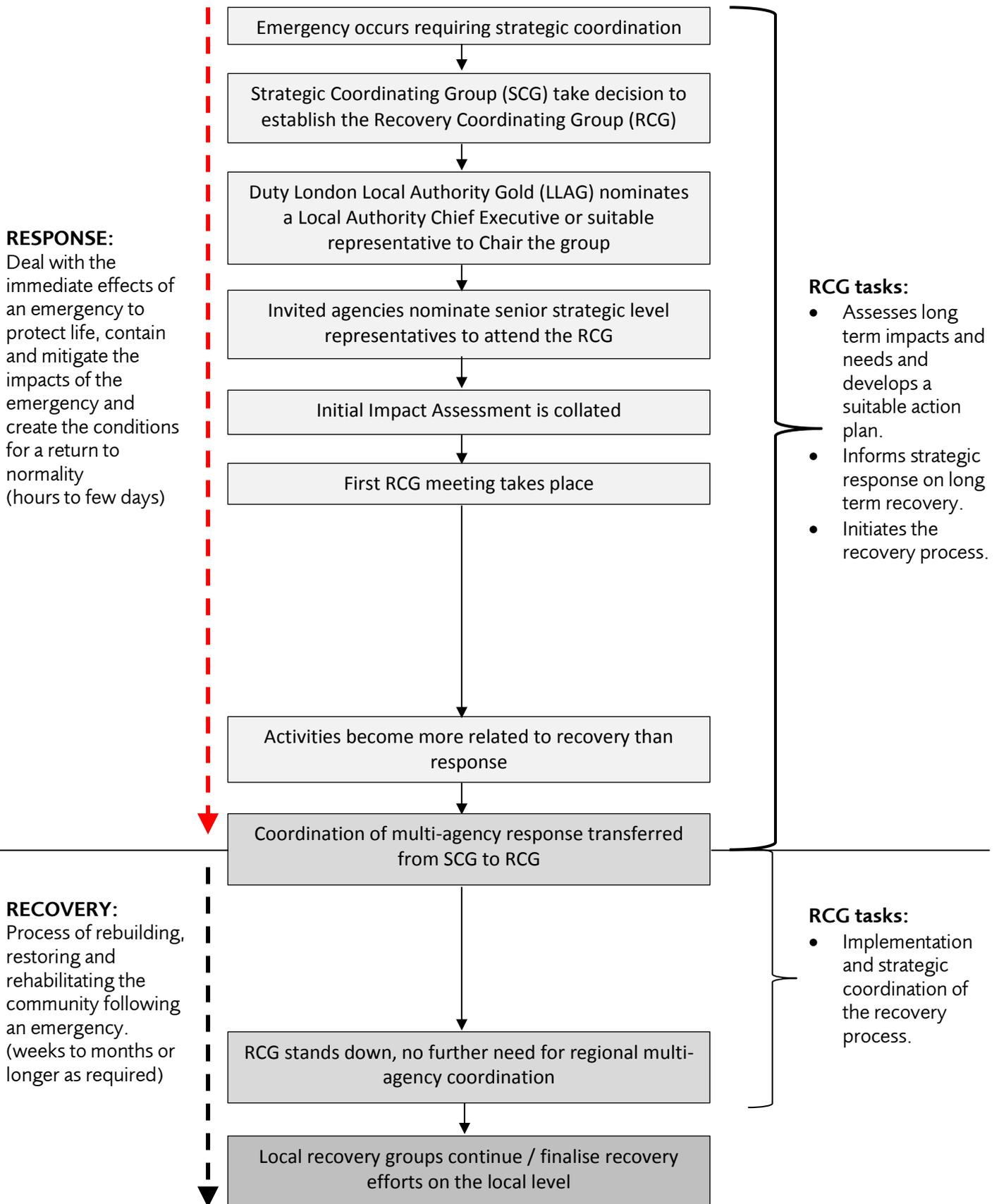
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Part 3 – Setup Guide

Recovery Timeline

2.9



Before the first Meeting

- 3.1 It is recommended that the Recovery Coordinating Group (RCG) is formed as soon as possible to influence the Strategic Coordinating Group (SCG) response. However, the RCG should not meet before the following steps have been taken:
- All agencies required at the RCG have been identified and have nominated a suitable representative to attend the RCG.
 - An initial impact assessment has been collated.
- 3.2 Suggestions for membership and the roles and responsibilities of relevant organisations are given in Annex A and F.
- 3.3 A suggested agenda for the first meeting of the RCG is shown in [Annex B](#).

Meeting Location

- 3.4 The Recovery Coordinating Group (RCG) shall convene where the Strategic Coordinating Group (SCG) sits unless otherwise agreed, for example if the nature of the emergency and organisational responses make a virtual group more appropriate or sustainable.
- 3.5 If the RCG is a virtual group, care should be taken to ensure that all members have access to appropriate meeting tools / technology and be provided with meeting papers in advance of the meetings.
- 3.6 Once handover from the SCG to the RCG is complete, it might be useful / necessary to change the meeting location or switch to / from virtual meetings for ease of members of the group or to take the function away from an operationally focussed location.

Meeting Tempo

- 3.7 The frequency of recovery meetings will be determined by the Group on a case-by-case basis. In the early stages, the Recovery Coordinating Group (RCG) may meet on a daily basis, but this is likely to reduce over time to once or twice a week in the recovery phase.

Secretariat

- 3.8 During the response phase, the Recovery Coordinating Group (RCG) Secretariat will be provided by London Resilience, as required by the Chair.
The Secretariat for the recovery phase will be determined by the Chair, depending on available resources.
- 3.9 The RCG Secretariat will fulfil the following functions:
- Administration for the Group, i.e. invitations, meeting minutes, meeting papers, etc.
 - Provision of advice and guidance to the RCG Chair on this protocol and appropriate actions to be taken.
 - Monitoring of actions.
- 3.10 The Secretariat support for the RCG should be constantly monitored throughout an ongoing response to ensure the support given to the RCG is sufficient to fulfil current demands and to provide additional support if required.
- 3.11 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 therefore recommended to use the same information management system used in the response phase for the recovery phase.

Initial Recovery Tasks

- 3.12 In order to get the recovery process started early during the response phase, it is recommended the Recovery Coordinating Group (RCG) perform the following initial tasks:
- Identify information required for the impact assessment and the origin of such information.
 - Set a reporting timeline for agencies to work to in the collation of the impact assessment.
 - Collate initial impact assessment (if possible prior to the first meeting).
 - Agree Terms of Reference for the RCG (refer to [Annex A](#)).
 - Agree a recovery strategy and inform the Strategic Co-ordinating Group (SCG) of this to ensure decisions made by the SCG, as far as is appropriate, do not compromise medium to long term recovery (refer to [Annex C](#)).
 - Develop a recovery action plan and monitor progress (refer to [Annex E](#)).
 - Form sub groups as required (guidance for sub groups contained in Annexes N-S).
 - Liaise with SCG, Central Government, other working groups (e.g. Humanitarian Assistance Steering Group (HASG)) and others as appropriate throughout the recovery process.
 - Consider inviting an external organisation with recent recovery experience to undertake peer review of London's recovery strategy during the recovery phase.

Strategy Development

- 3.13 At the start of the recovery process, it is vital that a clear recovery strategy is developed and agreed. Refer to [Annex C](#) for a suggested strategy agenda template.
- 3.14 The initial impact assessment may be used to inform the strategy development.

Impact Assessment

- 3.15 Emergencies affect communities in a wide variety of ways. To understand what recovery comprises, one first needs to map out who is affected and how the emergency has affected them.
- 3.16 Overleaf is a conceptual framework for understanding these impacts and the steps that may need to be taken to mitigate them. There are five interlinked categories of impact that individuals and communities will need to recover from. The nature of the impacts – and whether and at what level action needs to be taken – will depend in large part on the nature, scale and severity of the emergency itself.
- 3.17 The compilation of an impact assessment is an iterative process, therefore the impact assessment should be updated regularly throughout the recovery process.
- 3.18 The timeliness of the impact assessment needs to be considered and communicated to all partners. Due regard to the length of time to obtain credible and accurate information should be considered against the time scale in which it is needed to be able to inform decisions in a timely manner. At the outset of the recovery process the RCG should give careful consideration to the reporting timescales to allow all agencies the time to collate information balanced against the need for its urgency. If required and initial assessment can be collated with a clear indication of the requirements for a more detailed assessment to follow.

- 3.19 An impact assessment template can be found in [Annex D](#).
- 3.20 More information on carrying out an impact assessment can be found in the National Recovery Guidance through the Cabinet Office pages at: www.gov.uk/guidance/national-recovery-guidance.

Category	Impact	Assessed by	Further detail can be found in
Social	Community: (e.g. displacement, vulnerable groups, community premises, community cohesion, etc.)	Police Local Authorities Voluntary Sector	Annex S
	Financial / Legal Issues	Local Authorities Greater London Authority	Annex N
	Media, public and political Perception	London Resilience Communication Group Local Authorities Greater London Authority / Mayor's Office Central Government	Annex O
	Provision of Public / Council Services	Local Authorities	-
Health	Physical Health	London Ambulance Service NHS England (London)	Annex R
	Psychological Health: (e.g. long term psychological impacts, bereavement process, etc.)	London Ambulance Service NHS England (London) Local Authorities Humanitarian Assistance Steering Group Mass Fatality Coordination Group	Annex R Annex S
Economic	Impact on small and medium enterprises: (e.g. access to premises, work force, impact on specific business sectors, etc.)	Local Authorities Police London Fire Brigade Greater London Authority Chamber of Commerce	Annex Q
	Financial / Legal Issues	Local Authorities Business Sector Greater London Authority	Annex N
Infra-structure	Transport	Transport Providers	Annex P
	Utilities	Utilities	
	Buildings	Local Authorities	
	Built Environment	Environment Agency Local Authorities Transport Providers	
	Historic environment	Local Authorities	
Environmental	Pollution & Waste	Environment Agency Public Health England Local Authorities London Fire Brigade	Annex P

		Scientific and Technical Advice Cell	
	Animal Welfare	Local Authorities	-
	Natural Resources	Environment Agency Local Authorities	Annex P
Incident Specific	e.g. Flood Extent / Flood Defences	Environment Agency Local Authorities Others as required.	-

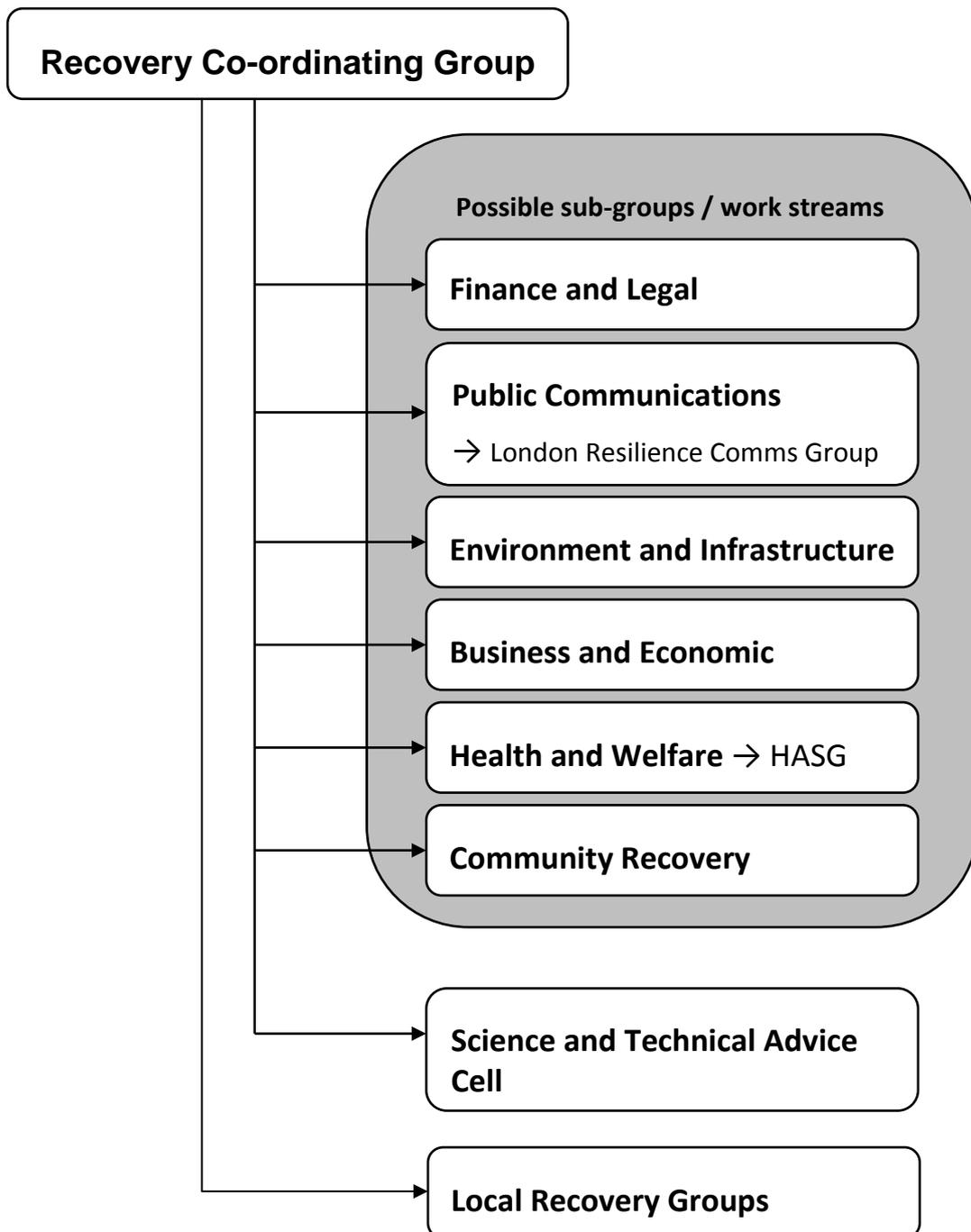
This table is illustrative and will be dependant on the incident for further likely impacts please refer to annexes N-S.

Action Plan

- 3.21 After the impact assessment process, needs and resulting actions should be accurately captured in an action plan and progress monitored continuously.
- 3.22 The Recovery Coordinating Group is tasked with strategic coordination and oversight of recovery issues and actions, however the majority of actions will be implemented by local recovery groups.
- 3.23 It is essential to determine early on which tasks and responsibilities will be discharged on the regional and local level respectively.
- 3.24 Actions may be discharged through existing regional / local mechanisms, recovery sub groups or new working groups as required.
- 3.25 A suggested template for a Recovery Action Plan is shown in [Annex E](#).

Recovery Sub Groups

- 3.26 The Recovery Coordinating Group (RCG) may choose to establish sub-groups to address specific functional areas of the recovery process. Detailed Terms of Reference (ToR) for these groups, including guidance on membership and issues that may arise, are shown in Annexes N - T.
- 3.27 It may not be necessary to establish all the sub-groups shown depending on the nature of the emergency; the sub-group titles could be used as work stream headings for the group.
- 3.28 If the Humanitarian Assistance Steering Group (HASG) is activated, the HASG will take the role of the Health and Welfare sub group to avoid duplication.
- 3.29 The Chair and Secretariat shown for the sub groups are suggestions; it is a matter for the Chair of the RCG to decide who should most appropriately perform these roles.



Transition from Response to Recovery

- 3.30 Over time, the balance of the response will naturally lean more to recovery. At this point, the Strategic Coordinating Group (SCG) and Recovery Coordinating Group (RCG) Chairs should discuss transferring the Chair of the overall partnership coordination. See Annexes I and J for considerations on recovery handover.
- 3.31 Once agreed by the SCG, coordination of the response is passed to the RCG, chaired by a London Local Authority. The RCG will then notify the partnership of the change. Government Liaison Team (GLT)² will notify Central Government.
- 3.32 Some agencies required in the recovery process may not have been involved in the response phase and will need to be integrated into the process. The Chair needs to manage this integration carefully and instil the importance of agencies being closely allied, especially in the early stages of recovery, with agencies that may only be able to participate remotely.
- 3.33 If operational, the Science and Technical Advice Cell (STAC) should continue to operate, but will report to the RCG rather than the SCG. (For ToR for the STAC refer to the STAC plan).

Regeneration

- 3.34 Local communities may look upon an emergency as an opportunity to regenerate an area. This regeneration phase may overlap with the recovery phase, with regeneration being defined as follows (National Recovery Guidance):
- Regeneration is about transformation and revitalisation - both visual and psychological. This transformation can be physical, social and economic, achieved through building new homes or commercial buildings, raising aspirations, improving skills and improving the environment whilst introducing new people and dynamism to an area.

Considerations for Stand-down

- 3.35 The Chair of the Recovery Coordinating Group (RCG), in discussion with LLAG and chairs of national and local recovery groups, will decide when it is appropriate to stand-down the group. The needs of the community will be key to this decision.
- 3.36 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. Some emergencies may have long term issues to consider, such as health monitoring or environmental clean-up.
- 3.37 The RCG will be closed once there is no longer the 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. It should be noted that local recovery can be a long term process that may continue for several months or even years.
- 3.38 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.
- 3.39 The decision to stand-down the RCG will be communicated to all affected agencies and the partnership by the RCG Chair/Secretariat.

² Part of Department for Communities and Local Government, Resilience and Emergencies Division (DCLG RED)

Part 4 – Liaising with Others

Role of Politicians and Elected Members

- 4.1 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. They also have an important role in disseminating credible information and advice back to the community, assisting to maintain community cohesion and providing public reassurance. Further information on the role of Elected Members in the recovery process can be found in [Annex K](#).

Interaction within the wider pan-London Strategic Coordination

- 4.2 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 e.g. Humanitarian Assistance Steering Group (HASG), Mass Fatality Coordination Group (MFCG), Science and Technical Advice Cell (STAC) etc.
- 4.3 In order to coordinate response and recovery efforts in the most efficient manner, it is important to be aware of and coordinate efforts of the Recovery Coordinating Group (RCG) with these groups via the SCG.
- 4.4 If the Humanitarian Assistance Steering Group (HASG) is activated, the HASG take the role of the Health and Welfare sub group to ensure all efforts regarding short, medium and long term humanitarian assistance (e.g. bereavement process, memorials etc.) are coordinated adequately.

Interaction with Greater London Authority

- 4.5 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, and the Mayor of London's role is to give London a single person to represent it and in an emergency provide a voice for London. Under the GLA Act there are seven statutory strategies that the GLA is responsible for; the Environment, Spatial Development, Transport, Economic Development, Housing, Culture and Health Inequalities.
- 4.6 It can be expected that a pan-London incident will have an impact on the transport network, therefore it is essential to involve Transport for London (TfL) and other transport operators in the recovery process to ensure that the transport system is reinstated as soon as possible.
- 4.7 In any incident which requires a London wide recovery remit the GLA will have a role in supporting the strategic direction and oversight of the recovery process and will be involved in the discharge of recovery actions if relating to their statutory duties. There may also be a financial oversight and support of recovery funding from the GLA.
- 4.8 At the outset of an incident the GLA will be best placed to determine its representation on the RCG in conjunction with the Chair. There is also a wealth of statistical and administrative data that the GLA hold which may be useful for consideration in the impact assessment. This data can be accessed via the [London Datastore](#).

Interaction with Central Government

- 4.9 The Department for Communities and Local Government's Resilience and Emergencies Division (DCLG RED) provides the initial conduit for communication between local responders and the nominated Lead Government Department (LGD).
- 4.10 In an event requiring National level recovery structures to be activated, the Civil Contingencies Secretariat (Cabinet Office) will confirm the LGD, based on the type of emergency. If deemed necessary the LGD will establish a National Recovery Group.
- 4.11 Government involvement in the recovery phase will depend upon the nature of the emergency and the Government will judge whether central Government recovery coordination is needed on a case by case basis. In the event of central Government recovery coordination, reporting requirements will be confirmed at the outset, together with the mechanism by which this information will be collated to ensure that there is a common understanding of expectations between government departments and local responders. Reporting requirements will draw heavily on the categories set out within the Recovery Reporting Framework and are likely to mirror information that the Recovery Coordinating Group would require to inform local recovery arrangements.
- 4.12 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 Co-ordinating Group to participate in central Government recovery coordination meetings including Ministerial Recovery Group meetings.
- 4.13 Information of funding from central government is summarised in [Annex L](#).

Multi-RCG Recovery Coordinating Groups (RecCG)

- 4.14 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 LGD for Recovery may, on its own initiative or at the request of local responders, convene a RecCG in order to bring together appropriate representatives from local Recovery Coordinating Groups (e.g. the Chair or Chief of Staff) where activated, or relevant organisations if not (e.g. if the incident primarily affects Local Authorities, then it may be appropriate for only Local Authorities to be represented at the RecCG).
- 4.15 RecCGs will observe the principle of subsidiarity – in which it is recognised that decisions should be taken at the lowest appropriate level. The RecCG will not interfere in local command and control arrangements but will provide a mechanism for ensuring that local responders can be as fully informed as possible in the decisions they have to take.

Annex A: Terms of Reference for a Recovery Coordinating Group

Purpose of Group

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

Role of Group

- To feed in recovery issues whilst the SCG is convened
- To decide the overall recovery strategy, including communications, clean-up, health, welfare, economic and business recovery
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy
- To jointly agree appropriate sub-groups as required by the emergency and commensurate to organisation's resources
- To produce an impact assessment on the situation
- To co-ordinate the recommendations and actions of the sub-groups and monitor progress
- To monitor financial matters and pursue funding and other assistance
- To agree exit strategy criteria and timescale
- Decide the final "state" of the physical infrastructure and natural environment affected by the emergency
- Deal with other issues that fall outside the scope of the working groups
- To provide reassurance and advice to the public to facilitate recovery.

Chair and Secretariat

Chaired by Local Authority Chief Executive/Director as nominated by 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.

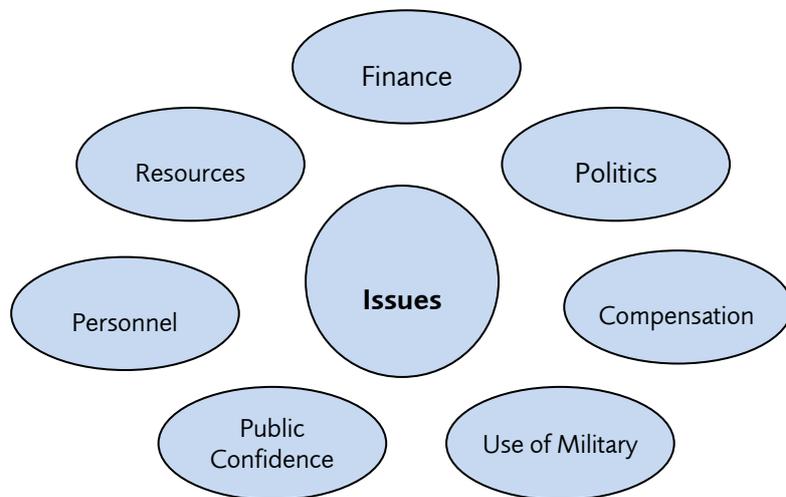
Membership of Group

Senior representatives attend as relevant from:

- Affected Local Authority/Authorities
- Chair of Community Recovery Committee (if formed)
- Recovery Liaison Officer (RLO)
- Greater London Authority
- Environment Agency

- Food Standards Agency
- NHS England
- Social Care Representative
- Public Health England
- Animal Health
- Utility Companies
- Telecommunications companies
- Transport for London
- 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
- Natural England
- Site Operator (if relevant)
- Site Owner(s)
- Insurers
- Health and Safety Executive
- Chairs of sub-groups including the chair of the STAC
- Business Sector Panel
- Voluntary Organisation Representative
- Faith Representative
- Government Decontamination Service (if contamination issues)
- other organisations as appropriate

Issues



Annex B: Agenda for Recovery Management Meeting

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

- Introductions
- Situation update
- Terms of reference for the group
- Membership
 - Responsibilities and authority
 - Other agencies that may be required
- Briefing/progress report, including the latest impact assessment and the Strategic Coordinating Group strategy (brief overview, keep concise)
- Agree recovery strategy (including detailed objectives and targets as necessary)
- Immediate actions/or urgent issues related to the emergency
- Recovery action plan formulation and delegation of tasks (including deciding what sub-groups are required)
- Priorities for action
- Any other issues
- Schedule of meetings

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

Annex C: Recovery Strategy Template

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

Strategy Statement

Please find below a standardised recovery strategy statement; amend as necessary:

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

Objectives

Depending on the incident, choose some / all of the following objectives to support your strategy and amend as necessary:

- 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 provide funding to the impacted community.
- To establish effective communication links with the affected community and ensure the community is fully involved in the recovery process.
- Establish close links with central, regional and local government where appropriate and maintain these throughout the recovery process.
- Develop a concise and realistic recovery Action Plan that can be quickly implemented, involves all agencies and fits the needs of the emergency.
- Ensure all 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.
- Reinstate the built environment.
- 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 is an opportunity to enhance the resilience of the area (physical and social).
- Reduce the risk of a similar incident occurring again.

Targets

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

- Utilities are fully functional
- Transport infrastructure is running normally
- Local businesses are trading normally
- Residential issues are fully resolved

Annex D: Impact Assessment Template

Below is a suggested format for a Recovery Impact Assessment.

To aid this review, it is recommended that each impact area is given a RAG Rating to indicate the severity of a particular area:

- G = No or limited impact (green)
- A = Moderate impact (amber)
- R = Significant impact (red)

This will assist in focussing the efforts of the range of partners who will be involved in the recovery process, and will enable the Recovery Co-ordinating Group meetings to focus on any Red and Amber impacts if time is limited.

Impact Area	RAG	Key Impacts	Identified Needs

Annex E: Action Plan Template

Below is a suggested format for a Recovery Action Plan.

It is recommended that the action plan is developed on the basis of the impact assessment.

To aid this review, it is recommended that each action is given a Priority Rating, where an action is:

- E = Essential
- I = Important
- D = Desirable

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

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

Key Impacts (derived from impact assessment)	Identified Needs (derived from impact assessment)	Actions required	By when?	By who?	Priority	Status

Annex F: Person-specification for Recovery Group members

Role

Contribute to the develop and implementation of a multi-agency strategic approach to coordinate the process of rebuilding, restoring and rehabilitating the community following an emergency.

Responsibilities

- Ensure that the multi-agency recovery strategy is delivered
- Provide strong leadership during the recovery phase as a collective and within respective organisations
- Maintain awareness of the incident and recovery status, taking advice from sub-groups, to inform the strategic decision making process
- Feed relevant recovery issues to the Strategic Coordinating Group to inform the response decision making process
- Horizon scan to identify current, emerging and anticipated issues
- Oversee the coordination and delivery of consistent messages to the public and media to provide reassurance.
- Manage effective consultation protocols with stakeholders (especially the community) to ensure involvement in the development and implementation of the recovery strategy.
- Develop an exit strategy criteria and timescales

Personal Criteria for Recovery Group Members

- Empowered to make decisions at a senior level within their organisations
- Organisational and subject matter expertise
- Have experience of strategy, policy and guidance development

Members may also find it useful to attend training and exercises available, and to read or refer to:

- London Recovery Management Protocol
- London Strategic Coordination Protocol
- National Recovery Guidance

Annex G: Guidance for Recovery Group Chairs

Chairs of the Recovery Coordinating Group and sub-groups need to facilitate and co-ordinate the operation of agencies involved in the recovery operation within their group/sub-group.

In order to achieve this, they should:

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

Annex H: Roles and Responsibilities of Organisations

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

The statutory responsibilities of any Government Department or Organisation are not rescinded by the Recovery Management Protocol 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.

Central Government

Lead Government Department (LGD)

The Lead Government Department will:

- 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 VIP visits from national politicians and others, as appropriate.

This role may be initially carried out by DCLG RED until LGD GLO is assigned.

Government Decontamination Service (GDS)

The Government Decontamination Service will:

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

Food Standards Agency (FSA)

The Food Standards Agency will:

- Ensure any food products that are suspected or known to be contaminated do not enter the food chain
- Enforce countermeasures that are put into place during the emergency phase and withdraw them as quickly as possible
- Advise, together with the EA, on the safe disposal of food that has been affected by the emergency.

Meteorological Office

The Meteorological Office will:

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

Category 1 & 2 Responders

Police

The relevant Police Service will:

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

London Fire Brigade (LFB)

The London Fire Brigade will:

- 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.

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.

Transport for London (TfL)

- Provide suitable representation at the Recovery Coordinating Group (RCG)
- Deal with any transport issues involved and ensure the transport system is reinstated as soon as possible

Local Authorities (LA)

Local Authorities will:

- Ensure that the Recovery Coordinating Group (RCG) is convened as early as possible during the actual response phase to an emergency/major incident in consultation with London Local Authority Gold
- Chair the Recovery Coordinating Group (RCG) and provide other officers to assist if required
- Lead on providing support to the local community working with community groups and residents
- Deal with any highways issues involved (in conjunction with the Highways Agency as required) such as road closures, clean up, etc.
- Implement, with the support from other agencies, a communications strategy
- Deal with the implications of any school closures or school children that have been affected by the emergency
- Provide Environmental Health advice
- Lead on the waste management for the recovery process including sourcing specialist contractors to dispose of toxic waste
- Coordinate the support from the voluntary agencies
- Coordinate the local political involvement

- Provide humanitarian assistance, including through Humanitarian Assistance Centres if appropriate
- Provide alternative accommodation for displaced persons
- Work with utilities suppliers to co-ordinate the restoration of the utilities services.
- Please note that this list is not exhaustive. Local Authorities will support recovery through the provision of other Local Government Statutory services as required by the incident.

Greater London Authority (GLA)

The GLA's main priorities during the recovery phase of incidents are to:

- Understand and monitor the short and longer term, direct and indirect impacts of the incident on business activity by liaising with local authorities, major employers and representatives of smaller local businesses in the area concerned
- Identify what action is required of GLA functional bodies to alleviate the impacts
- Decide quickly what direct funding GLA could and should provide

National Health Service England (London) (NHS)

NHS England (London) will:

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

Public Health England (PHE)

Public Health England will:

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

Support and advise other organisations with a health protection role.

Health and Safety Executive (HSE)

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

regulate the safety of the gas grid, railway safety, and many other aspects of the protection of both workers and the public.

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

Financial and Business Sector

Insurance Industry

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

- Facts and figures about who and what is covered by household and business insurance
- Specific guidance on the issues likely to arise after a flood or terrorist event
- Details of the protocol between the insurance industry, the police and other emergency responders on communication and co-operation after a major event
- Key contact details of the organisations that represent the insurance industry.

Business Link

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.

Business Link will fast-track customers to support and advice on the following:

- 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.

Voluntary, Faith and Community Sector

Citizens Advice Bureau

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

Faith Groups

Faith Groups have a role in:

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

Voluntary Sector

The nature, range and scale of services offered by the voluntary sector may alter depending upon the context of the emergency situation at the time (see Voluntary Sector Protocol).

The voluntary sector can provide support in a number of generic areas specifically:

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

Annex I: SCG Chair - Suggested Criteria for handover

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/SCG and London Local Authority Gold (LLAG).

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 following considerations may assist the Chair:

- The emergency is contained and there is no significant risk of resurgence
- Public safety measures are in place and working effectively
- Recovery Coordinating Group (and any supporting sub-groups) is firmly established and proactive
- The London Local Authority Gold arrangements are functioning effectively and has the necessary:
 - Resources
 - Communications
 - Media coordination support
- Individual organisations are functioning effectively with adequate:
 - Resources
 - Communications
 - Management of outstanding issues
- The nominee of London Local Authority Gold is able to accept the position of Chair of the Recovery Coordinating Group.

Please note that the handover from SCG to the RCG must be formally recorded, usually in the minutes of the final SCG meeting.

Annex J: RCG Chair - Suggested Criteria for accepting handover

In addition to any requirements laid out in specific contingency plans relevant to this emergency, the following considerations may assist London Local Authority Gold:

- There is no known further risk to life in relation to this specific emergency.
- The circumstances dictate it more appropriate for Command and Control to rest with a Local Authority in that the phase is clearly now one of recovery.
- There are no serious public order or crime prevention issues which impact on the overall strategic coordination of the recovery phase.
- London Fire Brigade together with the London Ambulance Service are operating at a level which does not necessitate a Strategic Coordinating Group to coordinate and facilitate their activity.
- There are no known scenarios which may require the reinstatement of the Strategic Coordinating Group in relation to this emergency in the foreseeable future.
- London Local Authority Gold is satisfied that it has in place the infrastructure and processes to take over coordination from the Chair of the Strategic Coordinating Group.

Please note that the handover from SCG to the RCG must be formally recorded, usually in the minutes of the final SCG meeting.

Annex K: Role of Elected Members

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

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

As such, the Chief Executive chairing the Recovery Co-ordinating Group (RMC) and/or the Chief Executive(s) of the affected borough(s) would liaise with / brief the Leader of the borough. In case of a significant / pan-London incident, the RMC Chair would facilitate a briefing of London Councils Lead Member and Chair via London Councils.

Communications with Elected Members and their role in the recovery process should be established early on by each individual Borough.

Elected members have a role as:

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

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

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

Annex L: Funding for Recovery

In the event of an exceptional emergency, individual departments (DCLG, 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:

Cross-government principles on recovery funding

- 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 (see below for more detail).
- 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.

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.

However, Government may consider stepping in to provide 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.

Annex M: Evaluation and Debrief

It is important to ensure that a continuous evaluation of the recovery phase takes place and that any issues identified are captured and actioned as necessary.

The formal debrief process (which may be repeated on a number of occasions at key milestones during a prolonged recovery phase), should identify issues from all partners involved in the recovery process in line with the London Resilience Partnership Lessons Policy

Consideration should also be given to obtaining views from the affected community (residents and businesses).

A final debrief report should be produced which captures all these issues. The report can be taken to the respective Resilience Forum for identification of any further action required. National lessons identified can be fed via DCLG Resilience and Emergencies Division or the LGD to the Civil Contingencies Secretariat (CCS) in the Cabinet Office for collation and coordination of any subsequent actions by the relevant government departments.

Opportunities should also be taken to share the debrief report widely amongst responders (if possible) so everyone benefits from the learning. Consideration should also be given to producing case studies (with links to the full debrief report) for inclusion in the National Recovery Guidance.

Details of how to submit case studies, along with the case study template, can be found within the Cabinet Office pages at: www.gov.uk/guidance/national-recovery-guidance. For London specific lessons refer to the London Lessons Protocol.

Annex N: Terms of Reference: Finance and Legal Group

Purpose

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

Role

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

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.

Secretariat should be provided by the organisation providing the chair.

Membership

Representatives (as appropriate) from:

- Affected Local Authority/Authorities including:
 - Finance Officers
 - Legal Officers
- Police Service representative
- Other organisations as appropriate.

Issues

- Loss of business rates
- Loss of council tax revenue
- Housing provision costs
- Education costs
- Social Services costs
- Increase in benefits payments
- Depleted community economic base
- Cost to health services
- Uninsured losses
- Litigation
- Advice on Insurance claims

- Access to emergency funds

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

Annex O: Terms of Reference: Communications Group

Note: This could be the same group that supports the SCG i.e. the London Resilience Communication Group.

Purpose

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

Role

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

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.

Secretariat should be provided by the organisation providing the chair.

Membership

Representatives/press officers from:

- Affected Local Authority/Authorities
- London Councils
- Police
- London Fire Brigade

- Greater London Authority
- NHS England (London) (representing all NHS Trusts)
- Public Health England
- Environment Agency
- Other Stakeholders e.g. Site Operator, Tourist Board

Issues

Questions	Actions
<ul style="list-style-type: none"> • Has a Media strategy been implemented? • Have any of the following been put into operation: <ul style="list-style-type: none"> ○ 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 Media Advisory Group been established • Has the handover from lead response organisation to the local authority been publicised? 	<ul style="list-style-type: none"> • Co-ordinate communications across all recovery groups, including attending meetings if resources permit • Consider longer-term strategy: <ul style="list-style-type: none"> ○ Key target audiences, including those inside and outside of the area ○ Key messages, with a focus on public/business reassurance and rebuilding area's image. ○ Mechanisms to ensure cross agency working and consistency of message. ○ Key spokespersons, both overall and for specific aspects of the recovery period. • The communications strategy should consider: <ul style="list-style-type: none"> ○ Media relations/information programme, including media information about the handover itself ○ Resources needed to deliver the above and maintain mainstream/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

	<p>and kept in communication with:</p> <ul style="list-style-type: none">○ Residents○ Key business partners/employers○ Elected members○ Staff in all agencies <ul style="list-style-type: none">• Consider use of “trusted” individuals to get the message across, including those from the communities affected
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Annex P: Terms of Reference: Environmental and Infrastructure Group

Purpose

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

Role

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

Chair and Secretariat

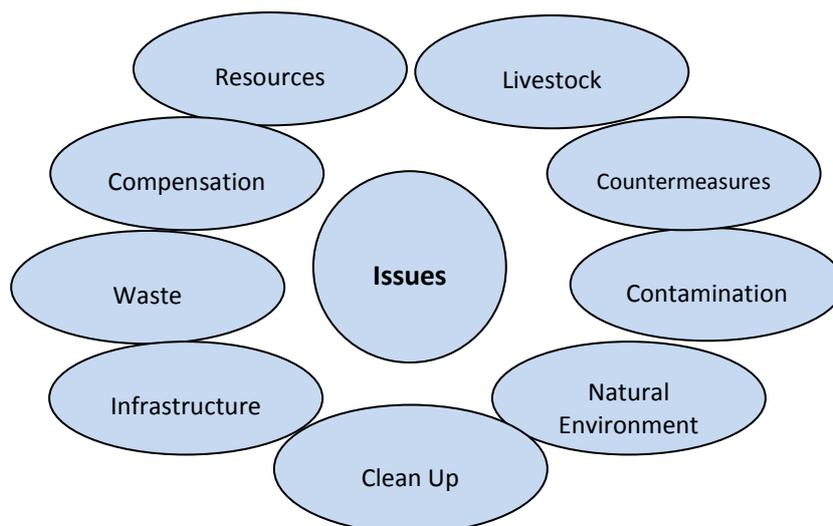
The Environmental and Infrastructure Group Chair should be chosen as appropriate to the nature of the incident and the focus of the recovery effort. Suitable individuals may include Local Authority Planning & Transportation or Head of Environmental Services.

Secretariat should be provided by the organisation providing the chair.

Membership

- Representatives (as appropriate) from:
- Affected Local Authority/Local Authorities including:
 - Principal Environment Health Officer
 - Waste Disposal Officer
 - Transport and Highways
 - Neighbourhood Management
- Environment Agency
- Public Health England
- NHS England
- Police (if issues around security of sites)
- London Fire Brigade
- NHS England
- Utility and Transport organisations
- Food Standards Agency
- Animal Health
- National Trust/English Heritage/Natural England/Crown Estate (if historic sites or protected areas are affected)
- Other agencies such as the Government Decontamination Service etc.

Issues



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

<p>restrictions or containment of material?</p> <ul style="list-style-type: none"> • 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? 	<ul style="list-style-type: none"> ○ Repair ○ Rebuilding • Restoration of utilities and services • Consider planning permission for new build, repairs to listed/graded buildings. • Identify whether compulsory purchase orders are required • Identify any potential future prevention/mitigation aspects • Consider location and reconstruction requirements for memorial structure(s) • Agree an end point for clean-up • Reversal of temporary service measures
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Annex Q: Terms of Reference: Business and Economic Recovery Group

Purpose

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

Role

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

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.

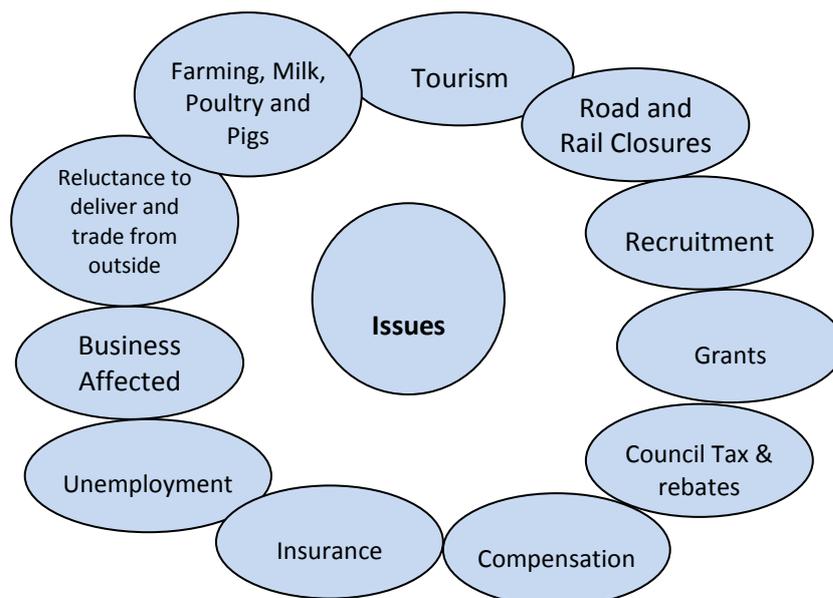
Secretariat should be provided by the organisation providing the chair.

Membership

Representatives (as appropriate) from:

- Affected Local Authority/Authorities
- 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.
- Transport sector representatives
- Other agencies as required, e.g. National Trust, National Farmers Union, etc.

Issues



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

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

Note: The remit of this sub-group is wide ranging and, depending on the nature and scale of the emergency, it may instead need to be split into two or more separate sub-groups looking at, for example, housing issues or health issues, etc.

Purpose

- To co-ordinate the provision of full range of practical assistance, support and, where necessary, counselling to those directly or indirectly affected by the emergency
- Enable the community easy access to the required assistance
- Bring together the relevant health expertise
- Assess the health impact
- Develop a strategy for public health communications to inform and reassure.

Role

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

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.

Secretariat should be provided by the organisation providing the chair.

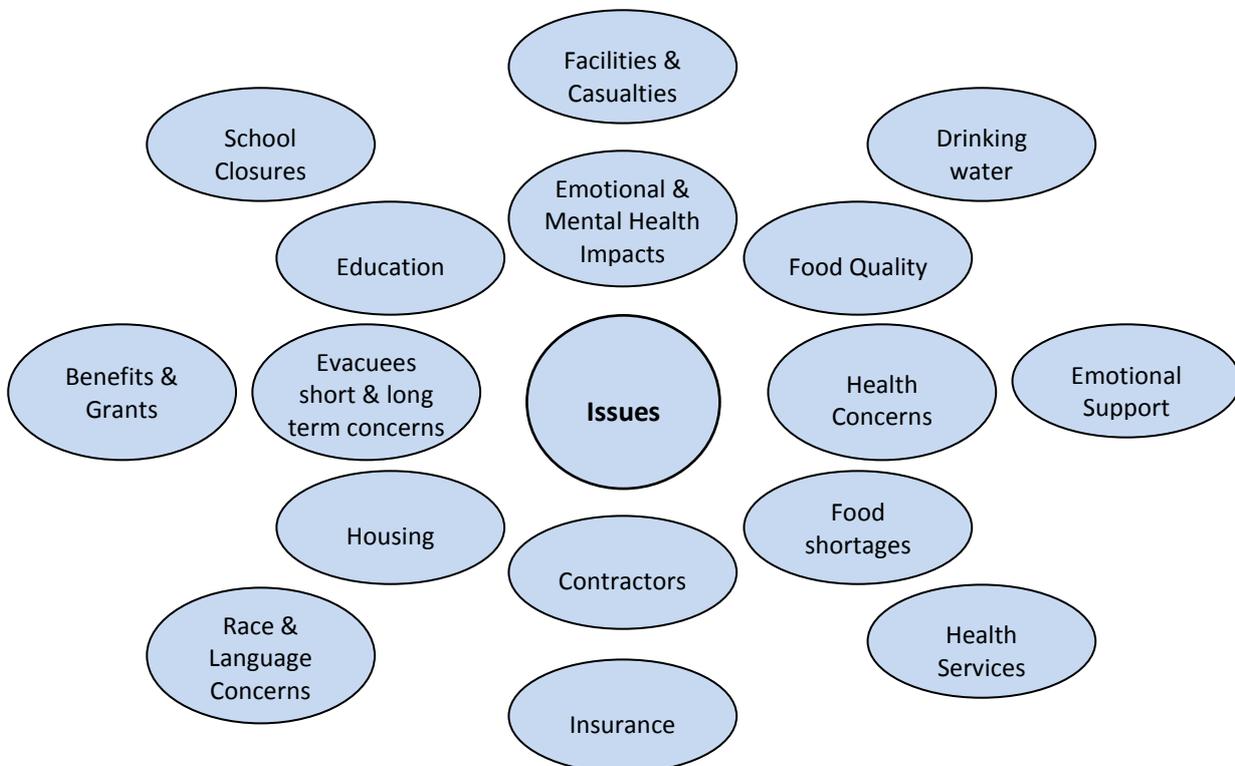
Membership

Representatives as relevant from:

- Affected Local Authority/Authorities including:
 - Adult Social Services
 - Children's Services
 - Environmental Health Officer
 - Emergency Accommodation Officer
 - Legal and Democratic Services (Elected Members)
 - And others as necessary

- NHS England
- Ambulance Service
- Port of London Health Authority
- Public Health England
- STAC
- Food Standards Agency
- Voluntary Sector (e.g. British Red Cross, St John Ambulance, WRVS, Salvation Army, CAB, Samaritans)
- Churches Together (or other Faith Groups as relevant)
- Pension Services
- Disability carers services
- Benefits Agencies
- Incident Care Team from the relevant Train Operating Company (if a train crash)
- Other organisations as appropriate

Issues



Questions	Actions
<ul style="list-style-type: none"> • What injuries have been caused to people? (numbers/seriousness/medical treatment/sufficient facilities) • Has the Mass Fatalities plan been implemented? • What are the parameters of who receives 	<ul style="list-style-type: none"> • Co-ordinate health and welfare assistance by the various agencies available including voluntary • Establish database of affected people by collating from all relevant sources • Assess impact on health related services

<p>help?</p> <ul style="list-style-type: none"> • Has temporary accommodation been provided as a result of evacuation? • Are there any implications for the food chain? • Have any emergency feeding arrangements been implemented? • Has any material aid, e.g. clothing & bedding been provided? • Has a Humanitarian Assistance centre been set up? • Has public help line been set up? • Has a victim's support group been formed? • Have interpretation services been used? • Has MOU assistance been provided by other Local Authorities/Agencies? • Have volunteers/agencies been used? • Has an appeal fund been implemented? 	<p>including Local Authority resources</p> <ul style="list-style-type: none"> • Publicise changes to health-related services during any period of disruption • Use existing databases and information to establish those most at risk • Assess impact on vulnerable individuals/establishments • Impact on community care for vulnerable • Impact of bed release following hospital emergency plan execution. • Provide psychological support • Provide long term health monitoring if necessary • Continue implementation of longer-term aspects of the mass fatalities plan if necessary • Enforcement of countermeasures • Establishment of exclusion/isolation zones • Assess if long term temporary or permanent accommodation is required. • Assessment of any long-term material aid, e.g. essential household items • coordination of donated goods/materials (includes storage, management & distribution) • Recognition of the effect on faith communities • Support arrangement for funerals • Financial assistance for: <ul style="list-style-type: none"> ○ Loss of income to individuals/community ○ Displaced individuals/families ○ Loss of work • Assistance with insurance and advice services (e.g. ABI) • Assistance with legal issues
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Annex S: Terms of Reference: Community Recovery Group

This is a group drawn from the wider community.

Purpose

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

Role

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

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

Chair and Secretariat

The Community Recovery Group Chair should be chosen as appropriate to the nature of the incident and the focus of the recovery effort. A suitable individual may be a Local Strategic Partnership Chair.

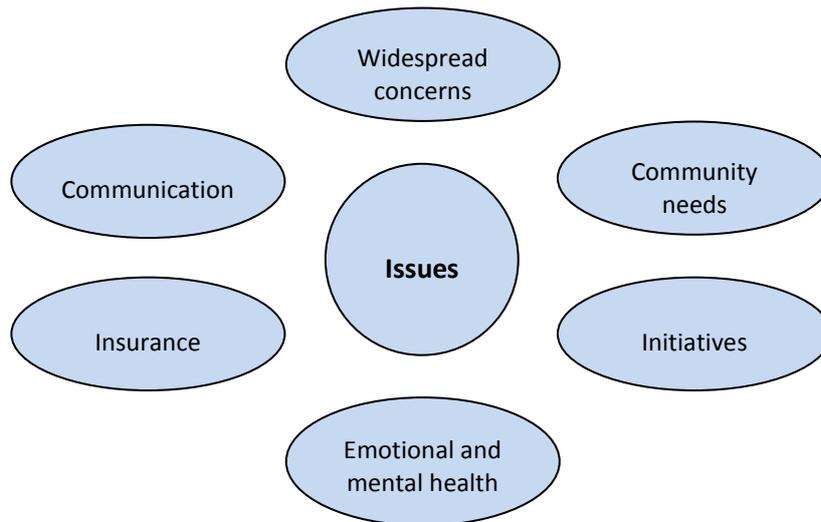
Secretariat should be provided by the organisation providing the chair.

Membership

Representatives to attend as relevant from:

- Local Elected Members for affected Borough(s)
- Residents associations
- Tenants associations
- Local schools
- Local Businesses
- Community groups (including religious faith groups and vulnerable groups)
- Disaster Fund Manager (if established)
- Representative from the Recovery Co-ordinating Group
- Police
- NHS England (London), or nominated representative
- Other organisations as appropriate

Issues



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

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