RECOVERY PLAN

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Review

This plan will be reviewed by the Suffolk Joint Emergency Planning Unit in conjunction with the Suffolk Resilience Forum at least every 3 years. Earlier reviews will take place if there is a change in legislation or if learning from other emergencies and exercises identify amendments.

Any amendments will be issued by way of replacement page(s). Should significant changes be required, a complete re-issue of the plan will take place.

AMENDMENT RECORD

Amd no.	Date	Carried out by	Amendments made
2.1	Jul 13	Updated references to health in the plan to reflect the new health structure.	KC / MG
2.2	Oct 14	Added Recovery Impact Assessment, Op FULSTONE action points and change to FOI arrangements	AO

FOREWORD

This plan was devised and written by Suffolk Resilience Forum (SRF) Recovery Working Group on behalf of Suffolk Resilience Forum. The plan is maintained by the Suffolk Joint Emergency Planning Unit.

Consultation with other Category 1 and Category 2 Responders (Civil Contingencies Act 2004) has taken place via the SRF.

RECOVERY POLICY STATEMENT

The Recovery phase starts at the earliest opportunity following the onset of the incident and continues in tandem with and beyond the initial response, and is led by the local authority. The specific nature of the incident will determine which agencies are involved when recovery begins, the length of the recovery period and the resources required. Should an incident occur in Suffolk it is the intention of all local agencies to respond promptly, aiming to support local communities and businesses to return to a state as near to normality as possible, as early as possible. All agencies will play a key role, but the local authority will provide the leadership, co-ordination and will ensure the response required to complete the necessary recovery.

ACKNOWLEDGEMENTS

For all the work of the Suffolk Resilience Forum members and to those that have shared their recovery experiences and exercise findings with us.

FURTHER READING

a. Emergency Response and Recovery (Non Statutory Guidance).
b. National Recovery Guidance.
c. NEPLG Consolidated Guidance - Recovery.
d. Public Health England - UK Recovery Handbook for Radiation Incidents.
e. Public Health England - UK Recovery Handbook for Chemical Incidents
f. Government Decontamination Service – National Guidance - Decontamination of buildings, infrastructure and open-environment exposed to CBRN materials

CONTENTS

This document is hyperlinked to aid navigation

Annexes:

Distribution

Addressee

DCLG	- RED
DEFRA	- AHPA
	- EA
DECC	- Nuclear Emergency Planning
Maritime & Coastguard Agency	- Thames MRCC
Public Health England	- CRCE
Highways Agency	
National Grid Gas	
National Grid Electricity	
BT	- Emergency Planning
Network Rail	- Security & Emergency Planning
Civil Nuclear Constabulary	- Contingency Planning
EDF	- Existing Nuclear Emergency Planning
Magnox Ltd	- Emergency Preparedness
NHS England	- Emergency Preparedness
Office for Nuclear Regulation	- Emergency Preparedness
USAFE (UK) - RAF Mildenhall	
49 Brigade - JRLO	
RAFLO - East of England	
Anglian Water	- Emergency Plans
Essex & Suffolk Water	- Emergency Plans
Greater Anglia	- Emergency Planning, Security and Fire Coordinator
Public Health England	- Anglia PH Team
East of England Ambulance Service	
Suffolk Constabulary	- Contingency Plans
Suffolk Fire & Rescue Service	- Resilience Team
Suffolk CCGs	- Emergency Plans
Suffolk Local Authorities	- via JEPU
ABP Ipswich	
ABP Lowestoft	
Hutchison Ports Felixstowe	
Harwich Haven Authority	
Norfolk LRF	
Essex LRF	
Cambridgeshire LRF	

Glossary

Abbreviation	Description
AH	Animal Health (executive agency of DEFRA)
BCM	Business Continuity Management
BT	British Telecom
CCA	Civil Contingencies Act 2004
CCR	Suffolk Police Contact and Control Room (ex Force Operations Room)
COBR	Cabinet Office Briefing Room
CRIP	Common Recognised Information Picture
CRR	Community Risk Register
DCLG	Department for Communities and Local Government
DECC	Department of Energy & Climate Change
DEFRA	Department for Environment, Food and Rural Affairs
EA	Environment Agency (executive agency of DEFRA)
EEAS	East of England Ambulance Service
EPDO	Emergency Planning Duty Officer (JEPU)
GOLD	Strategic level of decision making (Individual Agency)
PHE	Public Health England
JEPU	Joint Emergency Planning Unit (Suffolk local authorities)
JESIP	Joint Emergency Services Interoperability Programme
LGA	Local Government Association
LGD	Lead Government Department
LRF	Local Resilience Forum (generic term)
MCA	Maritime & Coastguard Agency
MCC	Media Communications Cell
MRCC	Maritime Rescue and Coordination Centre
MTPAS	Mobile Telephone Priority Access Telephone Scheme
ONR	Office for Nuclear Regulation
RCG	Recovery Coordinating Group
RED	Resilience & Emergencies Division
ResCG	Response Coordinating Group
RWG	Recovery Working Group
SCG	Strategic Coordinating Group
SILVER	Tactical (coordination) level of crisis management (Individual Agency)
SITREP	Situation Report
SRF	Suffolk Resilience Forum
STAC	Scientific and Technical Advisory Cell
TCG	Tactical Coordinating Group
WoW	Working on Wednesday (weekly working level SRF mechanism)

1.   INTRODUCTION

1.1   Recovery is an integral part of the incident management process and starts in the response phase, normally with the formation of a Recovery Working Group (RWG)

1.2   Recovery is not restricted to large incidents and can follow any size incident, this guidance refers throughout to a Recovery Working / Coordinating Group (RCG) being formed after a Strategic Coordinating Group (SCG); In small scale incidents, where a formal SCG may not be formed, the recovery process will follow hand over from the highest tier of the response structure that has been activated.

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

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

2.5   It is a decision of the SCG, if formed, as to when the RWG is formed but this should be as early as possible. The Lead Agency for the recovery phase will be the Local Authority. In Suffolk this may be a District or Borough if a single district is affected or the County Council if more than one district/borough area is affected.

2.   AIM

Incidents disrupt communities. They may be caused by failure of essential services or technological failures, the extremes of nature, exotic diseases, acts of violence, human action or any other event. The incident may occur overseas but impact on UK residents or nationals, or the environment of the UK. The aim of this document is to outline the multi-agency structures, processes and procedures required for the recovery phase of an incident in Suffolk. The principles in this guidance should be used for any recovery activities following an incident regardless of the scale of the incident and whether a Strategic Coordinating Group (SCG) is formed or not.

3.   RECOVERY DEFINITION

For the purposes of this plan, recovery is defined as:

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

(Emergency Response & Recovery Guidance, HM Government)

4.   EMERGENCY RESPONSE PHASE

4.1   During this phase a Recovery Working Group (RWG) will work as a subgroup of the SCG and may, in the very early stages, only consist of a senior officer of the lead recovery agency working at the strategic level.

4.2   An important part of the work of the RWG during the response phase is to develop a recovery strategy and inform the SCG of this to ensure decisions made by the SCG do not compromise the medium to long term recovery. A liaison officer from the RWG should attend SCG meetings to ensure that dialogue flows between the two groups effectively.

4.3   The RWG needs to provide relevant input to the SCG SITREP (see Annex D to Suffolk Generic Response and Recovery plan)

4.4   The SCG or lead response agency will collectively agree when to handover from response to recovery, at this stage the RWG will become the RCG.

5.   HANDOVER

5.1   To ensure that all agencies understand the implications and issues of the change in coordination arrangements, and to mark the change in direction from response to recovery, the handover procedure will be confirmed at an early SCG meeting at which stage the RCG Chair will be confirmed along with likely recovery sub groups.

- The criteria to be used to assess when the handover can take place from the SCG (usually chaired by the Police) to the RCG (chaired by the Local Authority) **Annex A** gives some examples of criteria.

- How information collated as part of the response phase is effectively, efficiently and securely handed over to those responsible for managing the recovery phase.

- Communications to other responding agencies and the community about the handover.

5.2   The handover from response to recovery may be a staged process as below:

- RWG working as a Subgroup of SCG
- Criteria for handover determined and agreed
- Criteria met for handover of some or all areas from Response to Recovery
- Formation of RCG from the RWG
- Formal handover of the Response to Recovery and signing of handover certificate
- Formal RCG meeting at the StratCC.
- RCG meeting virtually as recovery progresses
- Return to normal working

5.3   An example of a handover certificate is shown in **Annex A**,

5.4   It is recommended that this process and certificate is used when handing over from the lead response agency to the local authority in incidents where SCG has not been formed.

6.   RECOVERY STRATEGY

6.1   At the start of the recovery process, it is vital that a clear strategy is developed and agreed. The recovery strategy should be started during the response phase so that decisions made by the SCG do not compromise the medium and long term recovery.

6.2   A start point strategy is given in **Annex E**, Terms of Reference for the RCG.

6.3   **Annex B** gives indicative objectives to aid initial start up of the recovery coordination.

6.4   The comprehensive strategy should cover some, or all, of the following key objectives:

- Update the Recovery Impact Assessment (covering impacts on residents, businesses, infrastructure, environment, etc).
- Determine at an early stage if there is an opportunity for longer term regeneration and economic development as part of the recovery process.
- Determine at an early stage if there is an opportunity to enhance the resilience of the area (physical and social).
- Develop a concise, balanced, affordable recovery action plan that can be quickly implemented, involves all agencies and fits the needs of the incident.
- All agencies work closely with the community and those directly affected, including ongoing monitoring and protection of public health.
- Utilities and transport networks are brought back into use as soon as practicable.
- Establish a pro-active and integrated framework of support to businesses.
- Restore all affected areas to an agreed standard so that they are 'suitable for use' for their defined future purposes.
- Coordinate environmental protection and recovery issues.
- Consider political direction and policy.
- Coordinate information and media management of the process.
- Establish effective protocols for political involvement and liaison (parish, district / county / unitary and parliamentary).
- Involve the community fully in the process.
- Ensure the community and businesses have access to information about the recovery and are regularly updated on progress.
- Determine targets, milestones and an exit strategy.

7.   RECOVERY TARGETS / MILESTONES

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

7.2 Suggested targets/milestones could include some of the following:

- Demands on public services returned to normal levels (including health)

- Utilities are again fully functional

- Transport infrastructure is running normally

- Local businesses are trading normally

- Tourism in the area has been re-established

- Community impact reduced as far as practicable

8. RECOVERY PHASES

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

8.2 For the purposes of this plan the recovery has been divided into three phases as follows:

a. <u>Short-term</u>. This phase includes the response phase and can be defined as those actions that may need to be taken in the first few days. The RWG should be formed in this phase as a sub-group of the SCG until the handover from response to recovery occurs. This phase includes those issues that may be needed to help facilitate key initial emergency response issues and objectives.

b. <u>Medium</u>. This phase covers those actions required to facilitate key objectives from the first few days up to approximately the three month point. It is expected that this will be started by the handover of control from the 'Lead Response Agency' to the 'Lead Recovery Agency'. This also includes all the remaining issues, which are too protracted or widespread to be considered within the initial emergency response to an incident.

c. <u>Long-term</u>. This phase can be defined as those tasks and actions that are required beyond the three month point and may extend years and decades.

8.3 It is important to state that the recovery process may never be able to restore the affected area and community exactly to its previous state. After a consultation period, a point will be identified where a disproportionate amount of time, resources and attention can no longer be justified to overcome the effects of the incident.

9. RECOVERY COORDINATING GROUP

9.1 The RWG will physically meet in the same location as the SCG, the StratCC, until the handover from SCG to RCG takes place. The first meeting(s) of the RWG will take place in the StratCC at least before the 3rd SCG meeting in the response phase . This ensures continuity of the recovery work and maintains engagement with the participants and focus on the situation.

9.2   The RCG and sub group chairs will then decide on the most appropriate operating arrangements for each group, **Annex C** gives likely meeting arrangements.

9.3   An important factor to consider when relocating the meetings away from the StratCC or conducting them by teleconference is that once individuals return to their desks, the demand to return to the 'day job' and 'catch up' may become irresistible and the process may falter.

9.4   Some agencies will feel they are more effective if they are working from their own office locations where they have access to the data and communications links that they need. This will become more of an issue as the recovery phase moves further away from the emergency response and closer to 'normality'. The group Chairs needs to manage this progression carefully.

10.   RECOVERY STRUCTURE

10.1   Suffolk Multi Agency Structure

10.1.1.The final structure required to manage the recovery phase can only be decided once a full assessment of the incident has been made and its impact on the community and the environment has been established, this information is contained in the Community Impact Assessment. To provide a starting point a generic structure is at **Annex D**. It may not be necessary to establish all sub groups, as the functions of some groups may be absorbed by others, or additional groups may be needed. The final structure will always be driven by the needs to the recovery activity generated by the incident.

10.1.2. Specific guidance for the RCG (membership, terms of reference and issues) is at **Annex E**. Sub Group Chairs will be part of the RCG in their own right. Guidance for chairs of the sub groups is at **Annex F – Annex M** as below;
- **Annex F** – Environment Sub Group
- **Annex G** – Infrastructure Sub Group
- **Annex H** – Community Recovery Sub Group
- **Annex I** – Health and Well Being Sub Group
- **Annex J** – Finance and Legal Sub Group
- **Annex K** – Business and Economy Sub Group
- **Annex L** – STAC
- **Annex M** – Media and Communications Sub Group

10.2   Elected Members

Elected local authority members and parish councillors 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 is given in the 'GUIDANCE FOR COUNCILLORS ON LOCAL AUTHORITY RESPONSIBILITIES FOR EMERGENCY PREPAREDNESS & BUSINESS CONTINUITY' leaflet produced by the Suffolk Joint Emergency Planning Unit distributed to all new elected members.

10.3 <u>Multi-LRF Incident</u>

Where an incident crosses LRF boundaries, DCLG RED should be asked to form a ResCG to assist with multi-LRF recovery activity to ensure consistency of approach, reduction of duplication of effort, minimising burden on responders and facilitating the sharing of information, support and mutual aid.

10.4 <u>National Level Incident</u>

The Civil Contingencies Secretariat (CCS) will confirm the Lead Government Department (LGD), communications with the LGD will be through DCLG RED). The lead government department will be based upon the Departments Responsibilities for Planning, Response and Recovery from Emergencies document.

11. RECOVERY MANAGEMENT

11.1 <u>Principles</u>. The key principles for success are clearly stated in *'[Emergency Response & Recovery](#)'.* They are:

    a. Clear leadership coupled with robust management and a clear commitment to the 'long haul'.
    b. Community Involvement.
    c. Enabling the private sector.

11.2 <u>Chair</u>. The RWG/RCG Chair will be provided as follows:

- Incident with consequence within a single district area – Relevant District/Borough CEO or nominated executive.

- Incident with consequences cover 2 or more district areas – Suffolk County Council CEO or nominated executive.

11.3 <u>Meetings</u>

11.3.1 It is important that the RCG maintains strategic coordination, as each sub group will have their own responsibilities and agendas. Regular meetings of the RCG with the chairs of each sub group and the maintenance of action plans and progress reports are essential to ensure coordination of the work

11.3.2 The frequency of meetings should be determined by the chairs of each group, with the chair of the RCG maintaining a watching brief and coordination role. As recovery progresses, the RCG would need to agree a reduction in tempo to match the demands of the recovery activity, this would see the RCG moving through the following steps:

- From permanence at StratCC to a series of formal meetings
- From formal RCG meetings to RCG teleconferences
- From RCG teleconferences to normal meeting structures that pre-existed the incident.

11.3.3   The RCG meeting agenda given in **Annex N** ensures that the standard items are covered, this can be adapted to meet the requirements of the recovery as needed.

11.4   Battle Rhythm

10.3.1   The initial RCG battle rhythm is set to allow interaction with national recovery management structures, ie COBR or Lead Government Department Incident Room, and to allow time for tactical coordination activity to deliver operational effect. The RCG[1] battle rhythm is visualized below:

4 hrs
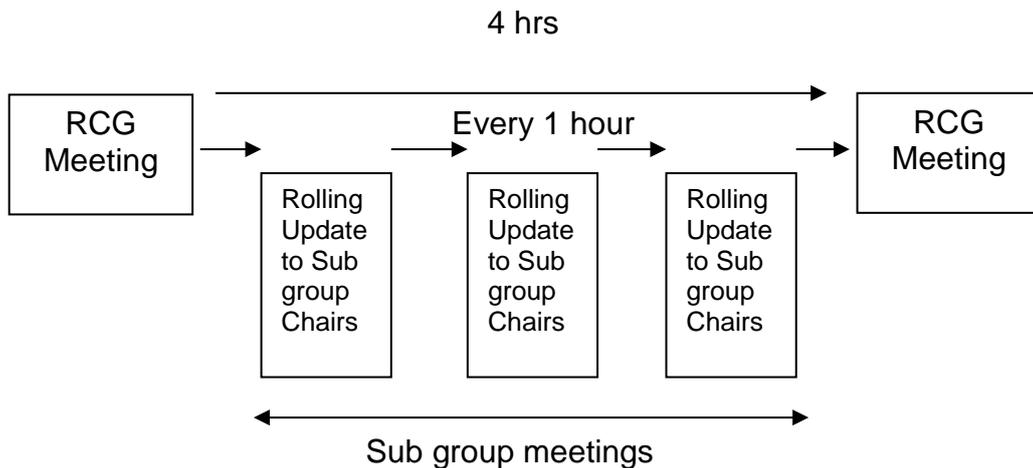
Sub group meetings

10.3.2   As the recovery phase develops, the RCG Chair will adjust this battle rhythm to slow down the pace of meetings and intermediate updates to Sub Group Chairs to match the demands of recovery activity. It is likely that RCG meeting will move to daily within a week or so and then monthly once the long term recovery phase is reached.

11.5   Information Management

10.5.1   Minutes of all RCG and sub group meetings are to be held in a central archive. Accurate record keeping is of paramount importance so there is clear audit trail with comprehensive records of timings, notifications, decisions, actions and expenditure   needs to be kept.

11.6   Reporting

10.5.1   A central government reporting framework has been introduced to ensure that there is a common understanding between government departments and local responders about what will be expected in terms of reporting during the recovery phase. A set of recovery reporting principles is given in Emergency Response and Recovery guidance.

12.   RCG STAND DOWN

12.1   This will be decided by the Chair of the RCG in discussion with its members. The needs of the community will be key to this decision. The RCG can be closed once

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[1] The RCG Rolling Update is a short, no more than 3 mins, update of key facts by the RCG Chair in the multi-agency room of the StratCC

there is no longer need for regular multi agency coordination meetings and the remaining issues can be dealt with by the individual agencies as part of normal business. **It is essential that this decision is taken in the light of a complete Recovery Impact Assessment.**

12.2   It is important that a formal debrief of the RCG and its sub groups takes place for all agencies concerned. Consideration should be given to obtaining the views from the affected communities (residents and businesses), this can be done through public meetings chaired by elected members.

13.   RECOVERY IMPACT ASSESSMENT

13.1   Before a recovery strategy or plan can be effectively developed it is important to understand 'who', 'what' and 'how' they are affected by the incident. The aim of the Recovery Impact Assessment is to provide a formal process, at a multi agency level, to facilitate the collation of required information to focus activity. Much of the information needed for this consequence focused process may have been captured by the Police led Community Impact Assessment compiled during the response phase.

13.2   The impacts of the incident are centred on the four interlinked areas below as stated in *'Emergency Response & Recovery,*

a.   Social Impacts.
b.   Health Impacts.
c.   Environmental Impacts.
d.   Economic Impacts.

13.3   The Recovery Impact Assessment form is at **Annex O**.

14.   HAZARD & ISSUE SPECIFIC CHECK LISTS

Hazard and Issue specific checklists are at **Annex P**. The aim of this Annex is to provide an aide memoire of additional points that may also need to be considered in the planning.

15.   COMMUNICATIONS

15.1   The media and public information teams that operated in the response phase are equally relevant in the recovery phase and the continuity of media & communications should be considered as part of the planned transition between phases.

15.2   A recovery focused media and communications strategy will be developed as part of the recovery process and approved by the RCG. The Local Authority will lead the development of the strategy. Refer to SRF Communications Plan.

15.3   Careful consideration of the audience and how to effectively engage with them is essential to ensure that information is disseminated and collected in a timely and appropriate manner.

15.4   Accessible face to face information points to assist the affected community in the initial stages of the recovery process should be set up by the Local Authority and manned by the relevant agencies.

15.5.   Devise a mechanism and manage the active community engagement / consultation process. Engagement can be:

- Indirectly through the local media - radio, TV or print
- Direct through Councillor engagement – this would provide one avenue of feedback but not comprehensive
- Direct through Public meetings – this could be established around existing community structures, eg town and parish council meetings, this could be counterproductive and be just an opportunity to vent anger
- Direct through the use of an HAC – may not get participation from all those affected especially the vulnerable.
- Direct through proactive monitoring of community by public bodies.
- Indirect through Social Media - eg Facebook, Twitter, etc
- Indirect through websites; eg SRF or individual agency websites.

16.   FUNDING

16.1   Initial funding will come from lead and partner agencies in particular from staff time and resources. The lead recovery agency is responsible for coordinating the financial management, planning and tracking for the recovery phase.

16.2   As action plans are drawn up project funding and reimbursement may be available from a range of sources including:

-       Individual government departments (CLG, DfT, Defra and DCSF)
-       European Union Solidarity Fund.
-       The polluter (if appropriate).

16.3   Further guidance on cross government principles on recovery funding and individual governmental department arrangements can be found in Emergency Response and Recovery - Funding for Recovery. Note that the Bellwin scheme is not specifically designed for recovery costs

16.4   Other areas for financial consideration and planning are:

-       Financial support for businesses.
-       Public Appeals.
-       Insurance issues
-       Memorial funds.

16.5   IT IS VITAL THAT RECORDS ARE KEPT BY ALL AGENCIES IN ORDER TO PROVIDE THE INFORMATION REQUIRED FOR ANY REIMBURSEMENT.

17.   FURTHER GUIDANCE

Further Guidance on specific topics, are listed in **Annex Q**. The detailed information the listed topics detail is available in the National Recovery Guidance held on the UK Resilience website.

ANNEX A

<u>CHECKLIST FOR HANDOVER FROM RESPONSE TO RECOVERY</u>

The criteria for assessing when the handover can take place from response to recovery should be agreed between the Chair of the SCG (usually the police) and the designated Chair of the RCG from the local authority.

Checklist:

- The incident is contained and there is no significant risk of resurgence.

- Public safety measures are in place and working effectively.

- RCG (and any supporting Sub-Groups) is firmly established and pro-active.

- The lead local authority for recovery has a functioning Emergency Control Centre and has the necessary:

    o Resources;
    o Communications;
    o Media co-ordination support.

- The lead local authority is able to accept the Chair of RCG

- Budget accounting by agencies has been established.

- Confirm right organisations and community groups for recovery are engaged.

- Handover Community Impact Assessment, with focus on vulnerable groups.

- Check STAC information handed over.

- Confirm ongoing investigations.

- Confirm critical infrastructure implications.

- VIP visits.

<u>Handover Certificate</u>
(This certificate can be amended to suit the incident)

Upon this Status Certificate being signed by both the lead recovery agency and lead response agency, the Command and Control for dealing with the aftermath of the ….. ………….incident is to be taken over by ……………………

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

1.   There is no known further risk to life in relation to this specific incident.

2.   The circumstances dictate it more appropriate for Command and Control to rest with ……… in that the phase is clearly now one of recovery.

3.   There are no serious public order or crime prevention issues which impact on the overall strategic co-ordination of the recovery phase.

4.   …………………………… Fire and Rescue Service together with the ……………Ambulance Service are operating at a level which does not necessitate a Strategic Co-ordinating Group to co-ordinate and facilitate their activity.

5.   There are no known scenarios which may require the reinstatement of the Strategic Co-ordinating Group in relation to this emergency in the foreseeable future.

6.   ………………………………. is satisfied that it has in place the infrastructure and processes to take over co-ordination from the Police.

Signed: …………………..………………….. Chair of RCG

Signed: …………………..……………….. Chair of SCG

Date and Time Signed: …………………..…………………..

ANNEX B

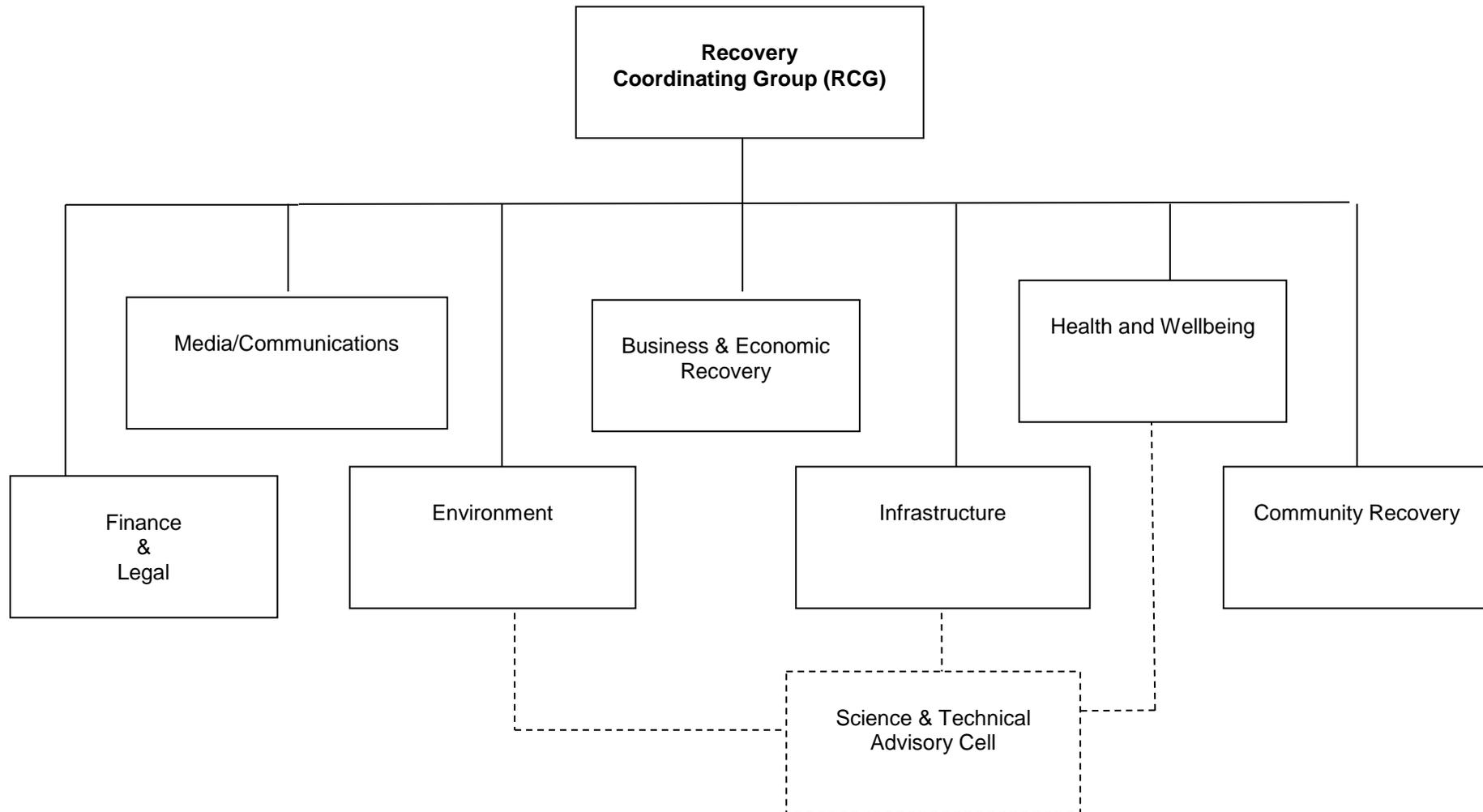GENERIC RECOVERY STRATEGIC PRIORITIES

Examples of strategic priorities that may be used in drafting the Recovery Strategy, this list is not exhaustive and should be used for guidance only.

- Relieving suffering
- Providing the public and businesses with warnings, advice and information
- Safeguarding the environment
- As far as is reasonably practicable, protecting property
- Providing health and safety for personnel engaged in recovery.
- Maintaining and restoring critical services / utilities
- Maintaining normal services at an appropriate level
- Facilitating the recovery of the community (including humanitarian assistance, economic, infrastructure and environment impacts)
- Facilitating investigations and inquiries
- Evaluating response and recovery
- Identifying and taking action to implement lessons learned
- Maintaining public order and the rule of law
- Clear up to re-establish normality including funding routes.
- Consideration of accommodation needs post rest centres
- Health – hospitals and local GP/pharmacy
- Infrastructure needs including utilities and transport – medium and long term
- Business- provision of resources, food, banks fuel, etc.
- Humanitarian aid – eg evacuees, survivors, bereaved, staff
- Community support groups
- Volunteer groups
- Essential public services e.g. residential homes, schools etc
- Facilitating Insurance assessment at appropriate time.
- Economic recovery
- Environmental recovery
- Tourism
- High profile events
- Commemorative events
- To reassure public and warn/inform through communications strategy.
- To maintain business as usual
- To protect critical infrastructure.
- Plan for return to new normality

MEETING ARRANGEMENTS FOR RECOVERY GROUPS

Group	Arrangement
RWG/ RCG	Initial meeting: StratCC Short term: StratCC Medium term: Venue agreed by RCG Chair Long term: Teleconference
Infrastructure	Initial meeting: StratCC or in same location as other recovery groups Short term: as above Medium term: Teleconference with periodic face to face meetings Long term: Teleconference
Environment	Initial meeting: Lead Local Authority or Environment Agency premises Short term: } Medium term: } Agreed by Environment Sub Long term: } Group Chair
Community	Initial meeting: Lead Local Authority Offices Short term: } Medium term: } Agreed by Community Sub Long term: } Group Chair
Health & Wellbeing	Initial meeting: StratCC Short term: } Medium term: } Agreed by Community Sub Long term: } Group Chair
Finance & Legal	Initial meeting: Convenient location decided by Finance & Legal Chair Short term: Teleconference Medium term: Teleconference Long term Teleconference
Media / Comms	Initial meeting: StratCC Short term: Core group at StratCC with other comms officers working in their own locations keeping in touch by teleconference Medium term: } Agreed by Media/Comms Sub Long term: } Group Chair
Business & Economic Recovery	Initial meeting: Convenient location Short term: Teleconference with periodic face to face meetings Medium term: } Agreed by Business/Economic Long term: } Sub Group Chair

ANNEX D

GENERIC RECOVERY STRUCTURE

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                          ┌─────────────────────┐
                          │      Recovery       │
                          │ Coordinating Group  │
                          │       (RCG)         │
                          └─────────────────────┘
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Media/Communications	Business & Economic Recovery	Health and Wellbeing

Finance & Legal	Environment	Infrastructure	Community Recovery

Science & Technical Advisory Cell

ANNEX E

RECOVERY COORDINATING GROUP TERMS OF REFERENCE

a)   Purpose

- 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 to support communities and businesses to return to a state as near to normality as soon as possible.
- Takes advice from the sub groups, decides the strategy and ensures implementation of the strategy and rebuilding of public confidence.
- Ensures the co-ordination and delivery of a consistent message to the public and media.

b)   Chair and Secretariat

Chaired by Local Authority, this may be the District or Borough if a single district is affected or the County Council, if more than one district is affected. Chair should appoint a Secretariat to maintain records of all minutes of all RCG meetings, chase actions and co-ordinate a master record of all sub group meetings.

c)   Role

- To feed in recovery issues whilst the SCG is running
- To update the Community Impact Assessment produced by the SCG (task delegated to Community Recovery sub group)
- To establish, support and disestablish sub groups as appropriate.
- To decide the overall recovery strategy, including clean up, health, welfare, communications, economic and business recovery
- To allocate ownership for delivery of specific strategic objectives to a relevant sub group (use of a project management tool should be considered to monitor progress)
- To give early direction on the prioritisation of physical locations for infrastructure recovery.
- To coordinate and prioritise the recommendations and actions of the sub groups and to monitor process
- To monitor resources and financial matters.
- To agree exit strategy criteria and timescale.
- Decide the final 'state' of the physical infrastructure and natural environment affected by the incident.
- Deal with other issues that fall outside the scope of the sub groups.
- Oversee and approve all communication relating to the multi agency recovery.
- Maintain liaison with politicians at local and national level.
- Make recommendations to elected members on the strategic choice between 'normalisation' (restoring the area to its previous condition and regeneration (aspiring to transform the area in support of longer term development objectives)
- Ensure the recovery effort is undertaken in accordance with Government guidance.

d) **Membership**

Senior representatives attend as relevant from:
- County Council / District Council(s)
- Environment Agency
- Food Standards Agency
- NHS England
- Public Health England
- Animal Health
- Utility Companies
- Transport Providers
- Maritime and Coastguard Agency
- Police
- Fire and Rescue
- Regional Development Agency / Local enterprise partnerships
- Ministry of Defence
- Natural England
- Incident Site Operator
- Health and Safety Executive
- Voluntary Organisation representative
- Government Decontamination Service (if contamination issues)
- Chairs of sub group including STAC if still formed

e) **Issues**

- Prioritisation
- Coordination
- Resources
- Finance
- Politics
- Compensation
- Use of military
- Public confidence
- Communications
- Exit state criteria

f) **Start Point Strategy**
To establish coordinated, collaborative and sustained recovery action that will promote effective and timely regeneration of impacted Suffolk communities.

Indicative Objectives:
- Saving and protecting human life and minimise further harm
  - Clean water supply
  - Effective sewage system and waste collection
  - Restoration of effective health services and social care
  - Food supply chain re-established
  - Disease incidence at normal levels

- Get people back into secure accommodation
  - Closure of emergency accommodation (rest centres)

- o Re-housing of displaced people
- o Establishment of Humanitarian Assistance Centres

- Get businesses up and running and people back to work
    - o Restoration of key infrastructure
    - o Schools reopened
    - o Business support structure and recovery scheme in place

g)   Liaison

All Recovery sub groups, government departments, elected members.

ANNEX F

ENVIRONMENT SUB GROUP TERMS OF REFERENCE

a) Purpose

- Use expertise to give viable options for clean up and monitoring of the urban environment in line with the RCG's priorities.
- Liaise closely with stakeholders and other sub groups.

b) Chair and Secretariat

Chaired by Local Authority Head of Environmental Services. Secretariat by the LA.

c) Role

- To develop a preferred realistic remediation strategy for submission to, and agreement by, the RCG, to cover clean up, monitoring and repair of the natural environment, including repair of flood defences.
- To develop a preferred realistic remediation strategy for submission to and agreement by the RCG to cover clean up of the urban environment to an agreed standard.
- To identify long term damage and safety issues relating to natural environment and any consequential issues relating to it.
- Develop a waste management strategy
- Review integrity of key natural protection assets and prepare strategy for reinstatement where required
- Monitor areas contaminated during and after the incident, where necessary
- To report back to the Recovery Coordinating Group on a regular basis
- Identify any potential future prevention / mitigation aspects

d) Membership

Senior representatives attend as relevant from:
- District / County / Borough Council, eg:
  - Principal Environment Health Officer
  - Waste Disposal Officer
  - Neighbourhood Management
- Environment Agency
- Public Health England
- Police (if advice on security of sites is needed)
- Food Standards Agency
- Animal Health
- National Trust / English Heritage / Natural England (if historic sites or protected areas are affected)
- Other agencies such as the Government Decontamination Service, etc.
- Wild life and marine conservation groups
- NFU

e) **Issues**

- Resources
- Prioritisation
- Land ownership
- Finance
- Waste recovery and disposal
- Compensation
- Clean up
- Contamination
- Counter measures
- Livestock / food stuffs
- Monitoring
- Hard resources / protection (flood defences etc)

f) **Start Point Priorities**

Identify extent of pollution, reduce the number of displaced people by making the environs safe.

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.

g) **Liaisons**

Health and Wellbeing, Communications, Infrastructure, Finance and Legal.

ANNEX G

<u>INFRASTRUCTURE SUB GROUP TERMS OF REFERENCE</u>

a)   Purpose

- Use expertise to give viable options for repair and replacement of essential services and infrastructure.
- Ensure safety of public from dangerous structures or areas.
- Liaise closely with stakeholders and coordinate recovery activities to minimise disruption.

b)   Chair and Secretariat

Chaired by Local Authority Head of Highways or Planning. Secretariat by the LA.

c)   Role

- To develop a preferred remediation strategy for submission to, and agreement by, the RCG, to cover repair or replacement of physical infrastructure.
- To prioritise the restoration of Critical National Infrastructure
- To reinstate key essential services and utilities at an acceptable level for use.
- Review integrity of key assets and prepare strategy for reinstatement where required
- To report back to the Recovery Coordinating Group on a regular basis
- Commission remedial work (building to make safe, demolition). For essential services / assets, building / structural, transport, health and educational infrastructure, consider:
  - Temporary structures
  - Redesign
  - Repair
  - Rebuilding
- Consider planning permission for new build, repairs to listed / graded buildings.
- Identify whether compulsory purchase orders are required
- Consider location and reconstruction requirements for memorial structure(s)

d)   Membership

Senior representatives attend as relevant from:

- District / County / Borough Council – representatives, e.g.:
  - Principal Environment Health Officer
  - Building control
  - Transport and Highways
  - Planning authority
  - Health and Safety manager
- NHS England
- Police (if advice on security of sites is needed)
- Utility and Transport organisations

- National Trust / English Heritage / Natural England (if historic sites or protected areas are affected)
- Environment Agency

e) Issues

- Resources
- Prioritisation
- Land ownership
- Finance
- Waste recovery and disposal
- Compensation
- Clean up
- Contamination
- Counter measures
- Livestock / food stuffs
- Monitoring
- Hard resources / protection (flood defences etc)

f) Start Point Strategy

Restore infrastructure / access e.g. bridges and roads
Restore utilities
Identify major risk areas to loss of human life

Indicative Objectives:
- Restore infrastructure in critical areas
  - Roads clear
  - Bridges open
  - Bridge task group underway and working efficiently

- Restore utilities, gas, electricity and water
- Identify critical areas / care homes / communities – restore first
- Identify areas where major population can go back to normal

g) Liaisons

Health and Wellbeing, Communications, Environment, Finance and Legal.

ANNEX H

COMMUNITY RECOVERY SUB GROUP TERMS OF REFERENCE

a) Purpose

- To reflect community concerns, feelings and initiatives and assist in informing the wider community.
- Produce and update the Community Impact Assessment

b) Chair and Secretariat

Chaired by Local Authority Head of Community Safety or a senior member of Social Inclusion and Diversity. Secretariat by the LA.

c) Role

- To provide and co-ordinate ongoing support to the residents affected and the wider affected community in a fair and equitable manner
- Assist in informing the wider community of discussions and progress of the Recovery Coordinating Group
- To facilitate assessment of the long term impact on community cohesion and capacity
- Reflect community concerns, feelings and initiatives and bring these to the attention of the Recovery Coordinating Group.
- Establish public help lines and consider support centres in conjunction with the Communications Sub group.
- Consider how emotional support is provided
- Provide reassurance eg over property security
- To report progress back to the Recovery Coordinating Group on a regular basis
- To consider cultural, religious and other diversity issues.
- Promote access to insurance and compensation claim process for the public
- Manage the applications and disbursement process for public appeals
- Consider the communities interests in the context of overall recovery aims and objectives including the choice between 'normalisation' and 'regeneration'

d) Membership

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

- Local Authority Community Safety and Equalities and Diversity staff
- Parish and/or Town Council Representatives
- Local Elected Members for District/Borough and County Council
- Residents associations
- Tenants associations
- Local schools

- Local Businesses
- Community groups (including religious faith groups)
- Disaster Fund Manager (if established)
- Representative from the Recovery Co-ordinating Group
- Police

e) Issues

- Regeneration
- Insurance
- Race and Language Issues
- Effect on community
- Community consultation / communications – this could be indirectly, directly through councillor engagement, directly through public meetings, use of a HAC/Information Centre or through proactive monitoring.
- Support to the community
- Community Security / Law and order (public safety);
- VIP visits

f) Start Point Strategy

Consider the current needs of the affected community.

Indicative objectives:
- Assess the overall impact on the community
- Establish and assist with the formation of Community 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 and reassurance
- Involvement of Area Committees / Groups (where these are in place)
- Recommend a criteria for provision of services to those in need
- Establish public help lines and consider support centres

g) Liaisons

Health and Wellbeing, Communications, Infrastructure, Finance and Legal.

ANNEX I

<u>HEALTH AND WELLBEING SUB GROUP TERMS OF REFERENCE</u>

a) **Purpose**

- Bring together the relevant health and wellbeing expertise to co-ordinate the provision of full range of practical assistance, support and, where necessary, counselling to those directly or indirectly affected by the incident.
- Similar consideration should also be given to the family and friends of those affected but who may live elsewhere.

b) **Chair and Secretariat**

Chaired by Director of Public Health or Local Authority Head of Adult Social Care. Secretariat by the LA.

c) **Role**

- Assess and provide health and wellbeing services to those affected, including re-housing
- Allocation of tasks to individual agencies
- Coordinate necessary actions to be in a position to close rest centres, and reopen schools at the earliest opportunity.
- Co-ordination of assistance in order to avoid duplication of effort including the voluntary organisations
- Collation of data on affected persons
- Advise Infrastructure group on health and welfare benefits / desire for restoration of services to prevent infection.
- Prepare a health monitoring and protection strategy
- Maintain normal health and social care services
- Establish extra health services if required
- Ensure public are informed about any health implications.
- To provide and co-ordinate ongoing support to residents affected and the wider community.
- Identify vulnerable groups at risk from the outcomes of the incident
- To facilitate assessment of the long-term impact on community cohesion and capacity.
- To consider the health issues e.g. psychological impact and stress systems, long-term effects/mental health, and alcoholism.
- To consider staff welfare and support.
- To ensure clear and consistent information is readily available to the community.
- To report progress to the Recovery Coordinating Group on a regular basis.
- Manage the return to self-sufficiency
- Manage mass fatalities

d)   Membership

Core membership as appropriate from:
- County / District / Borough Council, including:
    - Adult Social Services
    - Public Health
    - Children's Services (including schools)
    - Environmental Health Officer
    - Housing and Homelessness
    - Legal and Democratic Services (Elected Members)
- Suffolk Clinical Commissioning Groups
- Acute (Hospital) Care Trust
- East of England Ambulance Service
- Public Health England
- Age UK

Invited membership as appropriate from:
- Voluntary Sector (e.g. British Red Cross, WRVS, Salvation Army, CAB, Samaritans)
- Churches Together (& other Faith Groups as relevant)
- Suffolk Wellbeing Board (including Suffolk Collaborate)
- Disability carers services
- Benefits Agencies
- Incident Care Team from the relevant transport operator
- HM Coroner

e)   Issues
- Accommodation – public and private;
- Support networks;
- Exit strategy;
- Donations; e.g. clothing, money, food, other;
- Civil amenities, e.g. rest centres;
- Rural and urban issues (countryside);
- Member involvement;
- Re-establishing community spirit;

f)   Start Point Strategy
To assess the immediate health and wellbeing needs of the affected community.

Indicative Objectives
- Assess health and wellbeing needs of displaced people (quantify)
- Maintain normal health and social care services and supplement additional services where needed
- Early key health messages for public health, public health help line
- Advise infrastructure group re health and welfare benefits / desires for restoration of services to prevent infection

g)   Liaisons
Community Recovery, Communications, Infrastructure, Environment, Finance and Legal.

FINANCE AND LEGAL SUB GROUP TERMS OF REFERENCE

a)   Purpose

Primary aim is to assess the financial and legal implications for the affected area and each authority, leverage external funding and provide advice to the Recovery Coordinating Group.

b)   Chair and Secretariat

Chaired by Senior Financial Manager / or Solicitor in the Local Authority. Secretariat to be provided by the local authority

c)   Role

- To ensure financial accountability for the recovery phase
- To oversee the management of the collection and distribution of trust funds and aid.
- To consider financial resource implications.
- Clarify possible funding sources and entitlement.
- Provide guidance on interim / emergency authorisation limits and escalation process
- Assess and understand levels of insured and uninsured costs
- Establish and support a public appeal by providing the back office accounting and banking functions.
- Clarify the position on business rates, council tax and rent relief
- Assess scales of potential revenue loss and consequent impacts
- To ensure that the records differentiate between response and recovery expenditure.
- Maintain business community links
- Develop an Expenditure Pro-forma
- To maintain close links with the insurance companies and insurance officers and lead issues relating to compensation and insurance claims for the general public.
- To investigate and secure financial assistance that might be available from Government Departments and the EU.
- To provide appropriate financial information and support.
- To report progress to the RCG on a regular basis.
- To revert to 'Business as usual' processes as soon as possible, eg procurement and authorisation levels
- Ensure value for money procurement arrangements

d)   Membership

Membership as appropriate from:
- Districts including financial officers;
- County including financial officers;
- British Red Cross/public appeal funds.
- Site Operator
- Association of British Insurers representatives

e)   Issues

- Central Government Department funding;
- Emergency financial assistance;
- Research capital works and programmes;
- Loss of business rates
- Loss of council tax revenue
- Housing provision costs
- Education costs
- Social Services costs
- Increase in benefits payments
- Depleted community economic base
- Uninsured losses
- Litigation
- Compensation issues
- Claims

f)   Start Point Strategy

Assess financial and legal implications and provide advice to the RCG.

Indicative objectives
- Clarify possible funding sources and entitlement
- Ensure each sub group keeps appropriate records of expenditure.
- Set interim / Emergency authorisation limits and escalation process
- Assess and understand levels of insured and uninsured costs
- Establish and support a public appeal (utilising the Red Cross)
- Clarify position on Business rates, council tax and rent relief
- Assess the scale of potential revenue loss and consequential impacts
- Develop an action plan to address issues raised

g)   Liaisons

Business and Economy.

ANNEX K

BUSINESS AND ECONOMY SUB GROUP TERMS OF REFERENCE

a)   Purpose

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

b)   Chair and Secretariat

Chaired by Head of Economy, Skills and Environment. Secretariat to be provided by the local authority

c)   Role

- To provide immediate support to business and employees
- To oversee the development and implementation of regeneration strategy for the business community linked to the Borough/District Council Regeneration Vision
- To maintain pro-active communications, networks to encourage co-operation and business involvement.
- Provide Business Advice Group in a pre-designated location (could co-located with the HAC) with 'local offices' at nodal locations
- To report progress back to the Recovery Group on a regular basis

d)   Membership

Membership as appropriate from:
- Chamber of Commerce
- County /District Economic Development Officers
- Local Economic Partnership representatives
- Business Innovation and Skills (Suffolk and Norfolk)
- Haven Gateway Partnership
- Town Centre Partnership
- Enterprise Agencies
- MENTA (Suffolk Enterprise Agency)
- NWES (Norfolk and Waveney Enterprise Services)
- Suffolk Tourism Bodies (Visit East Anglia)
- Key Local Businesses
- Utilities
- Citizens Advice Bureau
- Jobcentre Plus
- Federation of Small Businesses
- Local Business Forums / Networks
- Trade Unions (link to immediate support to businesses and employees)
- Trade Associations / Retail Forums
- Association of British Insurers
- Other agencies as required, e.g. National Trust, National Farmers Union, etc.

- Trading Standards

e) Issues

- Regeneration
    - Identifying affected businesses
    - Community Impact assessment
    - Support – to business
    - Liaise with local businesses
    - Identify issues affecting local businesses
    - Consideration of the support to business i.e. temporary accommodation
    - Enlist support of trade and business associations
    - Liaison with Government and other agencies re possible funding
    - Promoting Business Continuity advice

f) Start Point Strategy

Coordinate and promote sustainable business and economic activity to at least pre incident levels and look at opportunities for regeneration and to encourage future growth.

Indicative objectives

- Provide advice, support, guidance and alternative locations to businesses to enable timely structural rebuilding programmes to be undertaken for affected premises.
- Provide financial advice, support, guidance and access to funding to businesses to enable and enhance quick return to self-funding activity
- Provide HSE/ Human resource advice, support , guidance to businesses
- Provide specific area advice to re-establish agricultural capacity to the farming community.
- Promote Suffolk Open for Business
- Provide robust barriers to opportunist activity

g) Liaisons

Health & Wellbeing, Finance and Legal, Infrastructure, Environment, Communications

STAC TERMS OF REFERENCE

The STAC will initially be chaired by a Senior Public Health consultant from Public Health England or the Public Health Directorate of the Local Authority where there are public health concerns. The Chair may change based upon the major incident scenario and battle rhythm.

The STAC will act to provide timely advice to the SCG/RCG to support the SCG/RCG strategy.

Services, agencies and authorities who are invited to become part of the STAC will work under the coordination of the STAC Chair.

Members of the STAC will provide advice based upon their field of expertise and these contributions will be coordinated through the Chair. Expertise, comment and advice will be considered with the aim to provide timely consensus opinion to support the battle rhythm of the SCG/RCG.

Members of the SCG/RCG will make arrangements with their own organisations to sustain the presence as required for the STAC roles and keep the STAC Manager informed of any changes.

For more guidance on the workings of STAC see SRF StratCC Plan.

MEDIA AND COMMUNICATIONS SUB GROUP TERMS OF REFERENCE

a)   Purpose

This group will formulate an overall Communications Strategy, expanding upon the work of public consultation and media teams set-up during the response phase to ensure that the public and media are fully informed. Work closely with all the sub groups to ensure messages are disseminated in a timely manner to keep the affected communities informed.

b)   Chair and Secretariat

Chaired by Chair of Communicate Suffolk. Secretariat by local authority

c)   Role

- To ensure effective and timely 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.
- To coordinate VIP visits
- To manage the Media locally and provide regular media briefing sessions
- Help set up and run public contact centre both telephone help lines and face to face.
- To manage information both externally and internally
- To establish channels for information from participating agencies
- Maintain effective working relationship with key agencies
- Empower communities to respond to the incident

d)   Membership

- Communicate Suffolk
- Other Communications officers as appropriate (operator's press officer if relevant)

e)   Issues

- VIP visits/anniversaries
- Public Relations
- Media Relations
- Stakeholder liaison
- Race and Language issues
- Projecting positive image

- Monitoring the press
- Monitoring local and national media for inaccurate stories and assess the views of the local community
- Establish key messages and lines to take.
- Provide accurate and timely information through all channels e.g. websites/help lines
- Coordinate and advise on all media relations
- Identifying appropriate spokesmen/women for different issues and levels of response.
- Provide clear messages in consultation with stakeholders.
- Keeping elected members and local politicians informed of lines to take
- Ensure effective internal communications with staff in all partner bodies
- Set up Customer Service links – linking them into the larger communication circle
- Releasing information in a timely manner for all partners involved

f)   Start Point Strategy

To ensure that the relevant and consistent messages are generated / circulated to all communities including internal staff, elected members and hard to reach groups.

Indicative objectives
- Manage media
- Managing information both externally and internally
- Ensure effective and timely communication of information
- Establish channels for information from participating agencies
- Empower communities to respond to the incident
- Identify key messages both internal and externally
- Identify talking head
- Establish media briefings on a regular basis

g)   Liaisons

RCG and all sub groups

STANDARD AGENDA FOR RCG MEETINGS

First Meeting - Set Battle Rhythm

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1. Urgent Actions

2. Review progress on actions from last meeting

3. Overview of the recovery progress

4. Confirm and allocate new actions

5. Update from Sub Groups
    o Priorities
    o Update on progress including targets / milestones achieved
    o Show stoppers
    o Points for clarification for RCG
    o Points for clarification for other sub groups
    o Debrief / Lessons Identified points
    o AOB
    o Time/date of next meeting

6. Prioritisation of tasks and coordination

7. Set/Review Strategy/Objectives

8. Update Recovery Impact Assessment

9. Update Central Government Reports (when necessary).

10. Any other business

11. Time of next meeting

ANNEX O

RECOVERY IMPACT ASSESSMENT

The Recovery Impact Assessment is generated to identify the effects of an incident on individuals and communities in Suffolk. It should be started during the response phase by local authorities at the SCG, drawing upon information from the Police led Community Impact Assessment. A formal review is required at the handover to the RCG, responsibility for reviewing and maintaining the Recovery Impact Assessment belongs to the Community Recovery Sub group.

Additional input into the Recovery Impact Assessment will be required from the other recovery sub groups

The required template follows over page.

Suffolk Recovery Impact Assessment

Version Number:

Process:

1.   Local authority leads on developing Recovery Impact Assessment.

2.   Assessment requires input from many agencies that might be managing impacts.

3.   Immediate impacts should be taken from Community Impact Assessment and SITREP produced during response phase.

4.   RCG needs to define scope of assessment – how far into the future will the assessment look and how far from the incident scene within Suffolk will the assessment be undertaken.

- Recovery impact beyond Suffolk will be assessed by neighbouring LRFs and at national level.

5.   Impacts need to be based upon fact - either from physical inspection or published experience from similar incidents.

6.   Where impacts are predicted, use the same impact scoring risk descriptors as the CCA risk assessment process. These are shown at pages 6 to 8 of this assessment document.

7.   Recovery actions resulting from this assessment must be prioritised based upon risk.

8.   Directly impacted communities must be involved in agreeing actions.

9.   **This recovery Impact Assessment must be reviewed at each RCG/RWG meeting or whenever the recovery situation changes**

Incident/Exercise	
Date Completed	
Completed/Updated By	

People Assessment

Impacts on People (including health, housing and financial needs)
Description of all impacts that directly affect people and communities include existing mitigations
Likely impacts /areas affected Physical Impacts: Psychological Impacts: Deaths: Community Displacement: Community Safety: **Current mitigations in place** Physical Impacts: Psychological Impacts: Deaths: Community Displacement: Community Safety:

REQUIRED ACTIONS – IN PRIORITY ORDER

Reference	Action	Risk (if needed)		Responsible Officer/Organisation
		Probability	Impact	
E.g. P1				

Economic Assessment

Impacts on Economy
Description of all impacts that affect business and economic activity

Likely impacts /areas affected

Current mitigations in place

REQUIRED ACTIONS – IN PRIORITY ORDER				
		Risk (if needed)		
Reference	**Action**	**Probability**	**Impact**	**Responsible Officer/Organisation**
E.g. E1				

Infrastructure Assessment

Impacts on daily life (eg education, transport, communications, welfare services)
Description of all impacts that affect the services used by people and communities include existing mitigations

Likely impacts /areas affected

Utilities:

Transport:

Health/Welfare:

Education:

Food Supply chain:

Faith:

Emergency Services

Current mitigations in place

Utilities:

Transport:

Health/Welfare:

Education:

Food supply chain:

Faith:

Emergency Services

REQUIRED ACTIONS – IN PRIORITY ORDER

Reference	Action	Risk (if needed)		Responsible Officer/Organisation
		Probability	Impact	
E.g. I1				

Environmental Assessment

Impacts on the environment (including health, housing and financial needs
Description of all impacts that affect the environment include existing mitigations
Likely impacts /areas affected   Pollution: Waste: Decontamination: Natural resources/habitats: **Current mitigations in place**   Pollution: Waste: Decontamination: Natural resources/habitats

REQUIRED ACTIONS – IN PRIORITY ORDER

Reference	Action	Risk (if needed)		Responsible Officer/Organisation
		Probability	**Impact**	
E.g. E1				

Risk Assessment

Risk Rating	Definition
Very High Risk	Primary risks requiring immediate attention due to potential consequences. Risk reduction or mitigation strategies should be developed. Hazard specific multi-agency contingency plans required, exercise and training for hazards in place. Risk monitored regularly.
High Risk	Sufficiently serious to warrant appropriate consideration after Very High Risks. Consider developing risk reduction or mitigation strategies. Generic multi-agency contingency plans required, exercise and training for hazards in place. Risk monitored regularly.
Medium Risk	Less significant but may cause upset or inconvenience in the short term. Consider being managed under generic emergency planning arrangements. Risk monitored
Low Risk	Managed using normal or generic emergency planning arrangements. Minimal monitoring and control unless risk assessment changes to move to a higher rating.

LIKELIHOOD

Score	Descriptor	Likelihood over 5 years	Likelihood over 5 years
1	Low	>0,005%	>1 in 20,000 chance
2	Medium Low	>0.05%	>1 in 2,000 chance
3	Medium	>0.5%	>1 in 200 chance
4	Medium High	>5%	>1 in 20 chance
5	High	>50%	>1 in 2 chance

IMPACT SCORING SCALE

Level	Descriptor	Categories of impact	Description of Impact
1	**Limited**	Health	Insignificant number of injuries or impact on health
		Social	Insignificant number of persons displaced and insignificant personal support required Insignificant disruption to community services, including transport services and infrastructure
		Economic	Insignificant impact on local economy
		Environment	Insignificant impact on environment
2	**Minor**	Health	Small number of people affected, no fatalities, and a small number of minor injuries with first aid treatment
		Social	Minor damage to properties Minor displacement of a small number of people for < 24 hours and minor personal support required Minor localised disruption to community services or infrastructure < 24 hours
		Economic	Negligible impact on local economy and cost easily absorbed
		Environment	Minor impact on environment with no lasting effects
3	**Moderate**	Health	Moderate number of fatalities with some casualties requiring hospitalisation and medical treatment and activation of MAJAX, the automated intelligent alert notification system, procedures in one or more hospitals
		Social	Damage that is confined to a specific location, or to a number of locations, but requires additional resources Localised displacement of > 100 people for 1-3 days Localised disruption to infrastructure and to community services
		Economic	Limited impact on local economy with some short-term loss of production, with possible additional clean-up costs
		Environment	Limited impact on environment with short-term or medium-term effects

4	Significant	Health	Significant number of people in affected area impacted with multiple fatalities, multiple serious or extensive injuries, significant hospitalisation and activation of MAJAX procedures across a number of hospitals
		Social	Significant damage that requires support for local responders with external resources 100 to 500 people in danger and displaced for longer than 1 week. Local responders require external resources to deliver personal support Significant impact on and possible breakdown of delivery some local community services
		Economic	Significant impact on local economy with medium-term loss of production. Significant extra clean-up and recovery costs
		Environment	Significant impact effect on environment with medium- to long-term effects
5	Catastrophic	Health	Very large numbers of people in affected area(s) impacted with significant numbers of fatalities, large number of people requiring hospitalisation with serious injuries with longer-term effects
		Social	Extensive damage to properties and built environment in affected are requiring major demolition General and widespread displacement of more than 500 people for prolonged duration and extensive personal support required Serious damage to infrastructure causing significant disruption to, or loss of, key services for prolonged period Community unable to function without significant support
		Economic	Serious impact on local and regional economy with some long-term, potentially permanent, loss of production with some structural change Extensive clean-up and recovery costs
		Environment	Serious long-term impact on environment and/or permanent damage

ANNEX P

HAZARD & ISSUE SPECIFIC CHECK LISTS

The aim of this Annex is to provide an aide memoire of additional points that may also need to be considered in the recovery planning. They are sub divided into Hazard and Issue specific points.

HAZARD DEPENDENT ADDITIONAL POINTS.

Chemical, Biological, Radiological & Nuclear (CBRN) Deliberate Use

Decontamination of the environment
Consider the Government Decontamination Service
Monitoring environment and affected people
Health implications
Economic implications
Access – roads, homes, businesses etc
Infrastructure
Security

Flooding (Tidal & River)

Decontamination
Re homing/temporary homing
Health implications
Clean up
Future prevention - Sea defences, drain maintenance etc
Economic implications - Insurance etc
Access -roads, homes, businesses etc
Infrastructure
Reputation
Security

Human Health

Economic aspect – Staff not attending, business continuity
Ongoing health monitoring

Animal Disease

Ongoing control of animal movement
Economic – Potential supply and demand problem
Ongoing human health implications – BSE, avian flu mutation
Environmental issues surrounding disposal
Reputation
Infrastructure – road closures etc

Transport

Identification of victims
Memorial funds
Clean up
Infrastructure
Future prevention
Reputation
Re homing/rebuilding
Environmental

Control of Major Accident Hazards (COMAH) / Major Accident Control Regulations (MACR)

Decontamination of the environment
Consider the Government Decontamination Service
Reputation
Economic
Infrastructure
Ongoing health monitoring
Memorial fund
ID of victims
Future prevention
Security

Crime

Public perception
Reputation
Economic
Future prevention
Community tension/vigilantes
Security
Links with neighbours

Industrial Action

Economic
Employee conflict
Community impact
Business Continuity Planning

Oil Pollution

Decontamination remediation and restoration of the environment
Reputation
Economic
Infrastructure
Future Prevention
Potential supply and demand problem (fish stocks etc)

Nuclear Accident

Long term shelter and re-homing
Road Closures
Public Health
Food & Milk
Water
Environment
Remediation
Waste Management
Technical Recovery Options (clean up)
'How clean is clean?'
Government Decontamination Service
Monitoring
Media and Public Information

ISSUE DEPENDENT ADDITIONAL POINTS

Media/Comms

Reassurance
Public information
Future prevention
Reputation
Use to advantage
Maintain close liaison
Staff information

Finance

Finance of future prevention
Management of memorial fund
Insurance implications

Waste Management

Cost
Resources
Availability of appropriate disposal sites
Decontamination
Health issues – monitoring
Environmental

ANNEX Q

NATIONAL RECOVERY GUIDANCE TOPIC SHEETS

The following topic sheets (with links to relevant case studies) can be found in the National Recovery Guidance on the Cabinet Office website at

National Recovery Guidance - Detailed guidance - GOV.UK

Generic Issues

Recovery structures and processes
Training and exercising
Data protection and sharing
Mutual aid
Military aid
Working with the media
The Role of Elected Members
VIP visits and involvement
Impacts on local authority performance targets
Inquiries
Investigations and prosecutions
Coroner's Inquests
Inquiries into deaths in Scotland
Recovery evaluation and lessons identified processes
Impact assessments
Reporting
Voluntary sector

Humanitarian aspects

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

Environmental Issues

Environmental pollution and decontamination
Dealing with waste
Animal health and welfare

Economic Issues

Financial impact on local authorities
Economic and Business recovery

Infrastructure Issues

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