



**HM Government:  
Preparing for Emergencies**

**GREATER MANCHESTER**  
**STRATEGIC RECOVERY GUIDANCE**

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## 1. Introduction and Definitions

**Scope of this document** – This document is multi agency guidance for use in Greater Manchester as a guide during the recovery phase of a major incident. It deals with all aspects of recovery and uses the recently published national plan template as a template. It has been compiled by the Greater Manchester Recovery Group and signed off by the Greater Manchester Resilience Forum.

Emergencies and disasters 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. It is in this environment and the accompanying conditions of physical, psychological and economic restoration that recovery is conducted.

Recovery is an integral part of the emergency management process. It can be defined as:

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

*(Emergency Response and Recovery Guidance, HM Government)*

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

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

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

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

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

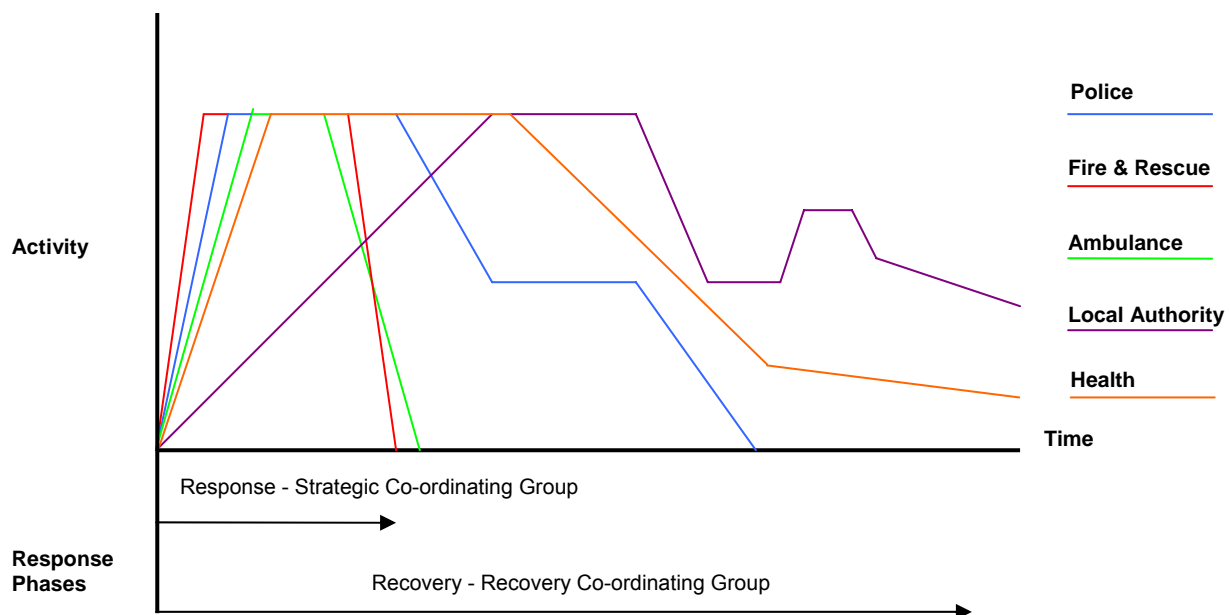
Recovery is a co-ordinated process of supporting disaster affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

Community Recovery is, however, more than simply the replacement of what has been destroyed and the rehabilitation of those affected. It is a complex social and developmental process rather than just a remedial process. The manner in which recovery processes are undertaken is critical to their success. Community Recovery

is best achieved when the affected community is able to exercise a high degree of self-determination.

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

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



The Recovery Co-ordinating Group (RCG) would be established as soon as the incident occurs during the response phase and would take over the strategic management of the incident once the Strategic Co-ordinating Group (SCG) is stood down. In most circumstances the local authority would chair the Recovery Co-ordinating Group and take the lead during the recovery phase. The recovery phase continues until the disruption has been rectified, demands on services have returned to normal levels, and the needs of those affected (directly or indirectly) have been met.

## 2. Recovery – Purpose and Principles

### Purpose

The purpose of providing recovery support is to assist the affected community towards management of its own recovery. It is recognition that where a community

experiences a significant emergency, there is a need to supplement the personal, family and community structures which have been disrupted.

## Principles

The principles of recovering from emergencies are:

- Recovery is an enabling and supportive process, which allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
- Effective recovery requires the establishment of planning and management arrangements, which are accepted and understood by recovery agencies and armed forces (if deployed).
- Recovery management arrangements are most effective when they recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of affected individuals, families and groups within the community over time.
- The management of recovery is best approached from a community development perspective and is most effective when conducted at the local level with the active participation of the affected community and a strong reliance on local capacities and expertise. Recovery is not just a matter for the statutory agencies - the private sector and the wider community will play a crucial role.
- Recovery management is most effective when agencies involved in human welfare have a major role in all levels of key decision-making which may influence the well being and recovery of the affected community.
- Recovery is best achieved where the recovery process begins from the moment the emergency begins. It is recommended that if resources allow, the Recovery Co-ordinating Group is set up on the first day of the emergency.
- Recovery planning and management arrangements are most effective where they are supported by training programmes and exercises which ensure that the agencies and groups involved in the recovery process are properly prepared for their role.
- Recovery is most effective where recovery management arrangements provide a comprehensive and integrated framework for managing all potential emergencies and where assistance measures are provided in a timely, fair and equitable manner and are sufficiently flexible to respond to a diversity of community needs.

### 3. Recovery Strategy

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

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

#### Targets

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

Suggest targets / milestones could include some of the following:

- Demands on public services returned to normal levels (including health)
- Utilities are again fully functional
- Transport infrastructure is running normally

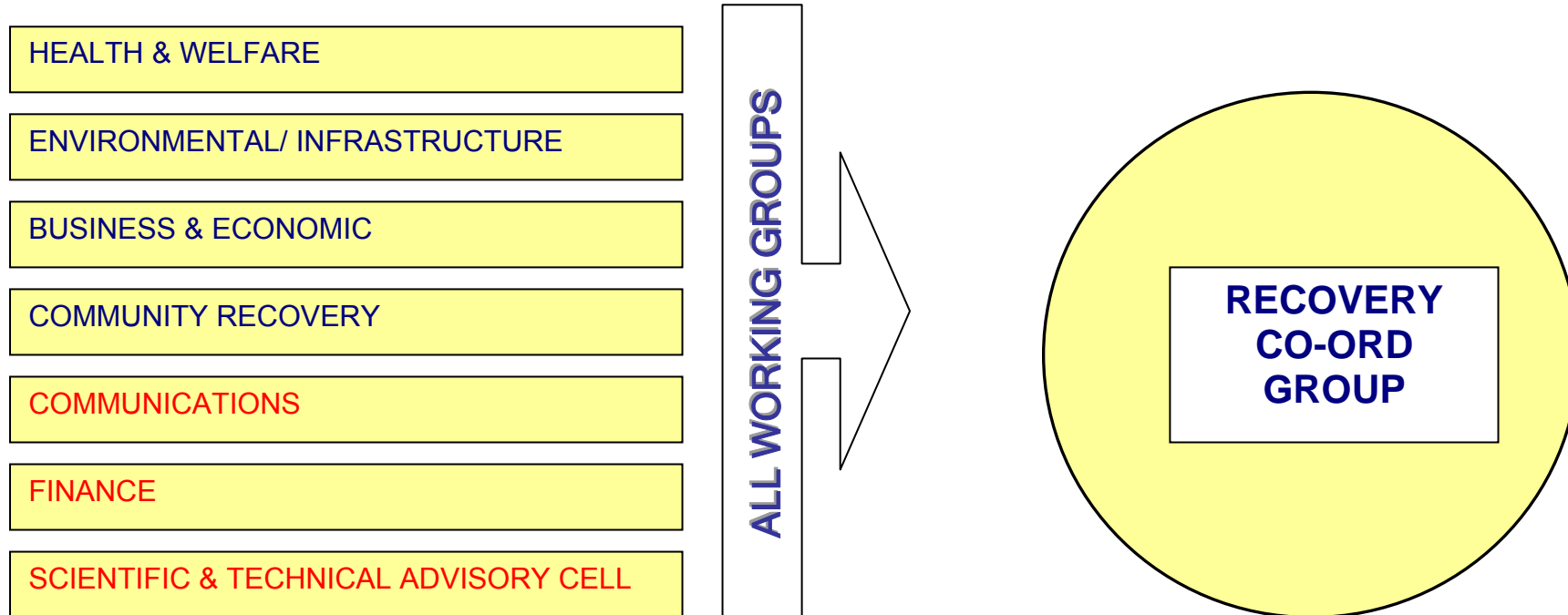
- Local businesses are trading normally
- Tourism in the area has been re-established

#### **4. Recovery Structures**

The Local Authority will usually lead the recovery process.  
A suggested structure for managing the recovery is shown below.

[Note: It may not be necessary to establish all the sub-groups shown depending on the nature of the emergency].

**Diagram to Show the Suggested Recovery Structure for Greater Manchester**



Blue Groups – Core Sub Groups  
Red Groups – Optional Sub Groups

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

Guidance for the Chairs of the Recovery Groups is in Annex B.

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

The Core Sub Groups are shown in blue in the diagram above and are:

- Health and Welfare
- Environmental/ infrastructure
- Business/ economic
- Community recovery

The Chair of the Recovery Co-ordinating Group may wish to consider additional relevant groups dependent on the emergency. Examples of these groups may include:

- Communications and media
- Finance
- Scientific and Technical Advisory Cell (STAC)

## **5. Activation of the Recovery Co-ordinating Group**

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

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

Suggestions for membership – and the roles and responsibilities of relevant organisations - are given in Annexes A and C.

A suggested agenda for the first meeting of the Recovery Co-ordinating Group is shown in Annex D.

## **6. Location and Operation of the Recovery Co-ordinating Group**

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

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

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

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

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

The need for accurate record keeping is of paramount importance. The responses to issues will be on public view, there will be a requirement to prepare reports, and there is also the potential for subsequent inquiries or litigation. There needs to be clear audit trails with comprehensive records of timings, notifications, decisions, actions and expenditure. It would therefore be beneficial to use the same information management system used in the response phase for the recovery phase.

## **7. Handover from Response Phase to Recovery Phase**

In order to ensure that all agencies are aware of the implications and arrangements for handover from the response to recovery phase, it is suggested a formal meeting is held within a few days of the start of the emergency. Membership at this meeting should, as a minimum, include the Strategic Co-ordinating Group Chair and the affected Local Authorities, and should consider:

- The criteria to be used to assess when the handover can take place from the Strategic Co-ordinating Group (usually chaired by the Police) to the Recovery

Co-ordinating Group (usually chaired by the Local Authority). Suggested criteria are shown in Annex E.

- The process for the handover. It is recommended that a formal handover process is followed and a suggested handover certificate is shown in Annex F.
- Communications to other responding agencies and the community about the handover.

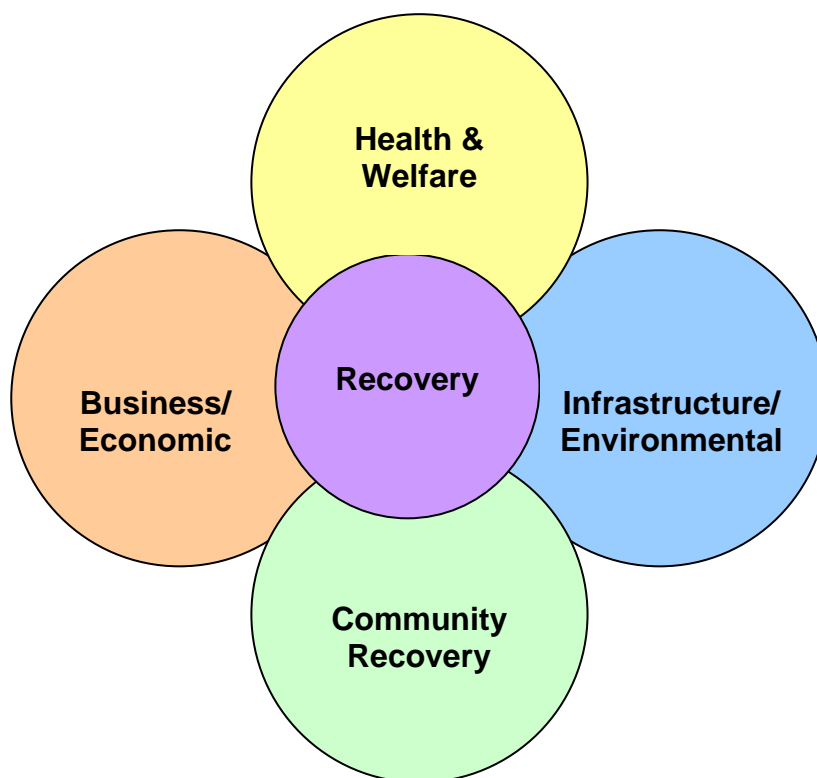
## **8. Impacts of Emergencies**

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

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

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

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



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

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

More information on carrying out an impact assessment can be found in the Recovery Guidance on the UKResilience website:  
[www.ukresilience.info/response/recovery\\_guidance/generic\\_issues/impact\\_assessments.aspx](http://www.ukresilience.info/response/recovery_guidance/generic_issues/impact_assessments.aspx)

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. Further information on the role of Elected Members in the recovery process can be found in Annex H.

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

## **9. Stand-Down of the Recovery Co-ordinating Group**

The Chair of the Recovery Co-ordinating Group, in discussion with the RCG members will decide when it is appropriate to stand-down the Group. The needs of the community will be key to this decision.

The length of time that the RCG is required to continue meeting will vary according to the nature and scale of the emergency. Some emergencies may have long term issues to consider, such as health monitoring. The RCG will be closed once there is no longer the need for regular multi-agency co-ordination and the remaining issues can be dealt with by individual agencies as a part of their normal business. Depending on the recovery issues being addressed, it may be possible for some of the RCG Sub-Groups to close prior to the main RCG standing down.

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

## **10. Evaluating and Capturing Issues Identified during the Recovery Phase**

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

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

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

[www.ukresilience.info/response/recovery\\_guidance/case\\_studies.aspx](http://www.ukresilience.info/response/recovery_guidance/case_studies.aspx)

## Terms of Reference for Recovery Groups

### RECOVERY CO-ORDINATING GROUP (RCG)

#### TERMS OF REFERENCE

##### a) Purpose

- The strategic decision making body for the recovery phase once handover has taken place from the Police. Able to give the broad overview and represent each agency's interests and statutory responsibilities.
- Provides visible and strong leadership during the recovery phase
- Takes advice from the Sub-Groups, decides the strategy and ensures implementation of the strategy and the rebuilding of public confidence
- Ensures the co-ordination and delivery of consistent messages to the public and media

##### b) Role

- To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy.
- To establish appropriate Sub-Groups as required by the emergency.
- To produce an impact assessment on the situation
- To co-ordinate the recommendations and actions of the Sub-Groups and monitor progress
- To monitor financial matters and pursue funding and other assistance.
- To agree exit strategy criteria and timescale.
- Decide the final "state" of the physical infrastructure and natural environment affected by the emergency.
- Deal with other issues that fall outside the scope of the working groups.
- To provide reassurance to the public and to minimise fear and alarm.
- To produce a debrief report on the lessons learnt from the recovery process

##### c) Chair and Secretariat

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

##### d) Membership

Senior representatives attend as relevant from:

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

#### e) Issues



## **COMMUNITY RECOVERY COMMITTEE**

### **TERMS OF REFERENCE**

This is a group drawn from the wider community

#### **a) Purpose**

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

#### **b) Role**

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

- Reflect community concerns, feelings and initiatives and bring these to the attention of the 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

#### **c) Chair and Secretariat**

Chaired by Local Strategic Partnership Chair. Secretariat to be provided by the organisation providing the chair.

#### **d) Membership**

Representatives to attend as relevant from:

- Parish and/or Town Council Representatives
- Local Elected Members for Borough
- Residents associations
- Tenants associations
- Local schools
- Local Businesses
- Community groups
- Disaster Fund Manager (if established)
- Representative from the Recovery Co-ordinating Group
- Neighbourhood Policing Teams
- Faith Groups
- Primary Care Trust

## e) Issues



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

## **HEALTH & WELFARE GROUP**

### **TERMS OF REFERENCE**

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

#### **a) Purpose**

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

#### **b) Role**

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

#### **c) Chair and Secretariat**

Chaired by Lead PCT Director of Public Health or deputy or the Local Authority Head of Adult Social Care. Secretariat to be provided by the organisation providing the chair.

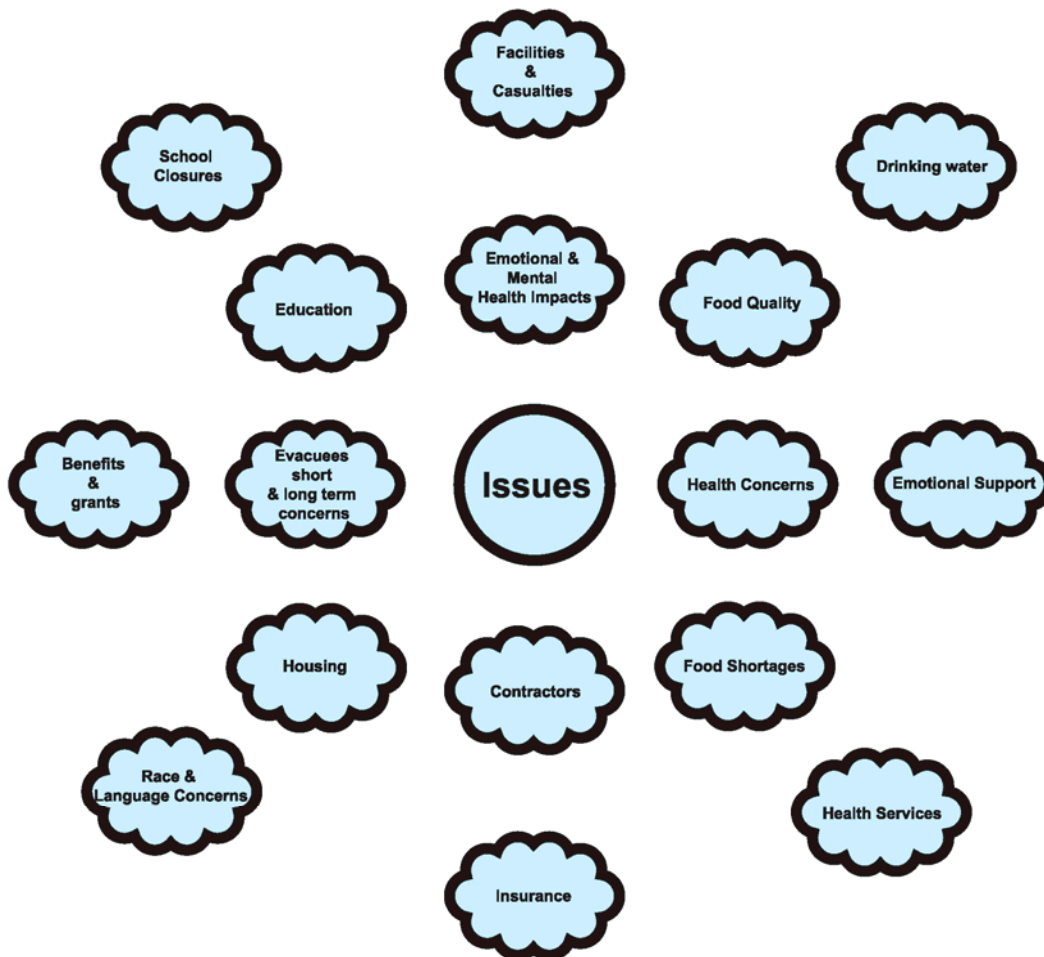
#### **d) Membership**

Representatives as relevant from:

- Borough Council, including:
  - Adult Social services
  - Children's Services
  - Environmental Health Officer
  - Emergency Accommodation Officer
  - Legal and Democratic Services (Elected Members)
  - Civil Contingencies Manager
  - And others as necessary
- Primary Care Trust
- Ambulance Service

- Health Protection Agency
- Food Standards Agency
- Voluntary Sector (eg. British Red Cross, WRVS, Salvation Army, Samaritans)
- Churches Together (or other Faith Groups as relevant)

**e) Issues**



Questions to be asked	Actions to be taken
<ul style="list-style-type: none"> <li>• What injuries have been caused to people? (Numbers / seriousness / medical treatment / sufficient facilities)</li> <li>• Has the mass fatalities plan been implemented?</li> <li>• What are the parameters of who receives help?</li> <li>• Has temporary accommodation been provided as a result of evacuation?</li> <li>• Are there any implications for the food</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinate health and welfare assistance by the various agencies available including voluntary</li> <li>• Establish database of affected people by collating from all relevant sources</li> <li>• Assess impact on health related services incl LA resources</li> <li>• Publicise changes to health related services during any period of disruption</li> <li>• Use existing databases and</li> </ul>

Questions to be asked	Actions to be taken
<p>chain?</p> <ul style="list-style-type: none"> <li>• Have any emergency feeding arrangements been implemented?</li> <li>• Have any material aid, e.g. clothing &amp; bedding been provided?</li> <li>• Has a Humanitarian Assistance centre been set up?</li> <li>• Has public help line been set up?</li> <li>• Has a victims support group been formed?</li> <li>• Have interpretation services been used?</li> <li>• Has MOU assistance been provided by other Local Authorities / Agencies?</li> <li>• Have volunteers/ agencies been used?</li> <li>• Has the appeal fund been implemented?</li> <li>• Have faith/ cultural community been engaged?</li> </ul>	<p>information to establish those most at risk</p> <ul style="list-style-type: none"> <li>• Assess impact on vulnerable individuals / establishments</li> <li>• Impact on community care for vulnerable</li> <li>• Impact of bed release following hospital emergency plan execution.</li> <li>• Provide psychological support</li> <li>• Provide long term health monitoring if necessary</li> <li>• Continue implementation of longer term aspects of the mass fatalities plan if necessary</li> <li>• Enforcement of countermeasures</li> <li>• Establishment of exclusion / isolation zones</li> <li>• Assess if long term temporary or permanent accommodation is required.</li> <li>• Assessment of any long term material aid, eg. essential household items</li> <li>• Co-ordination of donated goods / materials (includes storage, management &amp; distribution)</li> <li>• Recognition of the effect on faith communities</li> <li>• Support arrangement for funerals</li> <li>• Financial assistance for: <ul style="list-style-type: none"> <li>○ Loss of income to individuals / community</li> <li>○ Displaced individuals / families</li> <li>○ Loss of work</li> </ul> </li> <li>• Assistance with insurance and advice services, (e.g. ABI)</li> <li>• Assistance with legal aid</li> </ul>

## **BUSINESS AND ECONOMIC RECOVERY GROUP**

### **TERMS OF REFERENCE**

#### **a) Purpose**

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

#### **b) Role**

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

#### **c) Chair and Secretariat**

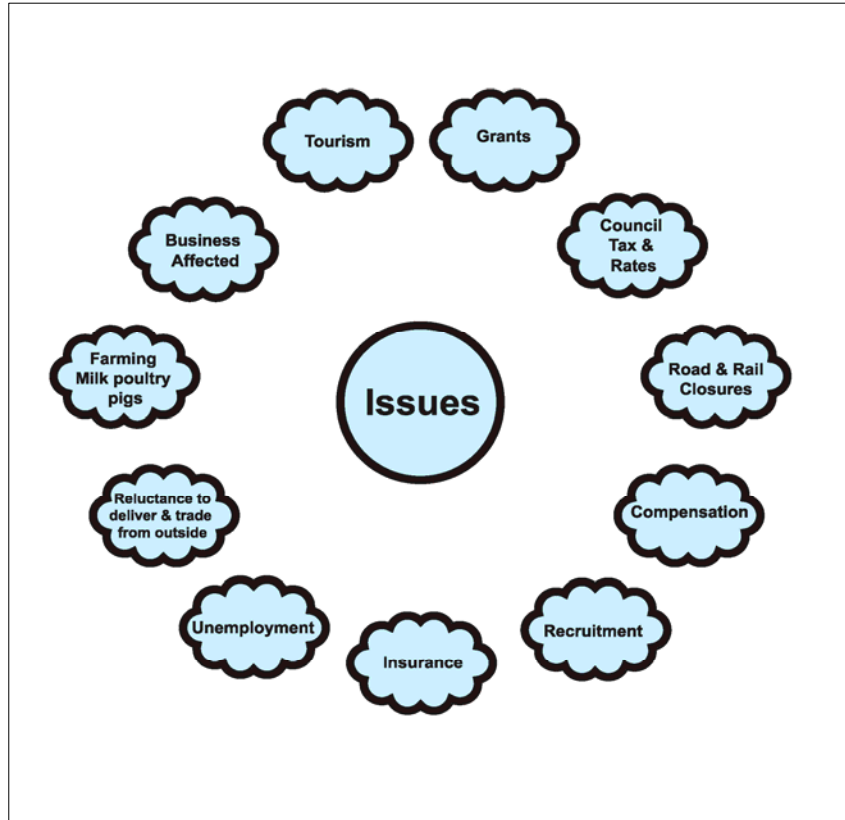
Chaired by Director from Economic and Business / Regeneration Team in the local authority or Regional Development Agency. Secretariat to be provided by the organisation providing the chair.

#### **d) Membership**

Representatives (as appropriate) from:

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

## e) Issues



Questions to be asked	Actions to be taken
<ul style="list-style-type: none"> <li>• Has there been any temporary or permanent closure of operations or business?</li> <li>• Have any business had to move to temporary premises?</li> <li>• Are any of the workforce displaced from their homes?</li> <li>• Are any affected areas within regeneration areas?</li> <li>• Has there been an impact on the tourist industry (eg. a fall in visitor numbers)?</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Assistance to businesses affected to enable them to resume normal business as quickly and effectively as possible</li> <li>• 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</li> <li>• Promotion of the area as ‘open for business’</li> <li>• Facilitate access to buildings and an early return as possible to premises</li> <li>• 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 (or alternatively if the workforce have been displaced from their homes, the workforce accessing the usual / temporary business premises)</li> <li>• Assistance with advice services, for example, in conjunction with ABI</li> <li>• 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</li> </ul>

<b>Questions to be asked</b>	<b>Actions to be taken</b>
	<ul style="list-style-type: none"><li data-bbox="639 271 1399 360">• Assisting in building the confidence in the business community within the area and to internal and external investors / customers</li><li data-bbox="639 371 1399 430">• Assistance with litigation issues – subject to resources available.</li></ul>

**ENVIRONMENTAL AND INFRASTRUCTURE GROUP**  
**(INCLUDING CLEAN UP)**

**TERMS OF REFERENCE**

**a) Purpose**

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

**b) Role**

- To develop a preferred remediation strategy for submission to, and agreement by, the 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).

**c) Chair**

Chaired by Local Authority Director of Environmental Services or another relevant agency depending on the incident eg. Environment Agency. Secretariat to be provided by the organisation providing the chair.

**d) Membership**

Representatives (as appropriate) from:

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

## e) Issues



Questions to be asked	Actions to be taken
<ul style="list-style-type: none"> <li>• What structural and safety assessments have been carried out on:               <ul style="list-style-type: none"> <li>○ Essential services / assets (electricity, gas, water, sewerage &amp; telecommunications)</li> <li>○ Council properties (including educational facilities, sports centres / leisure facilities, community facilities)</li> <li>○ Residential properties</li> <li>○ Commercial premises</li> <li>○ Health infrastructure (hospitals, health centres, GP Surgeries)</li> <li>○ Religious buildings</li> </ul> </li> <li>• Are there any hygiene issues with sanitation, clean water or food?</li> <li>• Are there any issues with disposal of dead, diseased or maimed stock?</li> <li>• Have any flood defences been affected?</li> <li>• Are there any environmental assessment/evaluations?</li> <li>• Does the emergency involve</li> </ul>	<ul style="list-style-type: none"> <li>• Develop strategy on how community will be involved in physical rehabilitation</li> <li>• Identification of ownership of land, premises and infrastructure</li> <li>• Prioritise sites for attention</li> <li>• Identify and procurement of resources / plant required</li> <li>• 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.</li> <li>• Compile assessments of level and nature of damage to essential services / assets, building / structural, transport, health and educational infrastructure</li> <li>• Ensure any relevant monitoring is carried out and results used</li> <li>• Commission remedial work (building to make safe, demolition, decontamination and clear up of waste/debris). For essential</li> </ul>

Questions to be asked	Actions to be taken
<p>hazardous/CBRN material?</p> <ul style="list-style-type: none"> <li>• Is there a need for decontamination?</li> <li>• Is there a need for any isolation zone / security restrictions or containment of material?</li> <li>• What remedial work has been carried out?</li> <li>• Has a strategy been decided on dealing with waste?</li> <li>• What are the financial / resource costs to responders?</li> <li>• What animal health surveillance processes have been put in place?</li> </ul>	<p>services / assets, building / structural, transport, health and educational infrastructure, consider:</p> <ul style="list-style-type: none"> <li>○ Temporary structures</li> <li>○ Redesign</li> <li>○ Repair</li> <li>○ Rebuilding</li> </ul> <ul style="list-style-type: none"> <li>• Restoration of utilities and services</li> <li>• Consider planning permission for new build, repairs to listed / graded buildings.</li> <li>• Identify whether compulsory purchase orders are required</li> <li>• Identify any potential future prevention / mitigation aspects</li> <li>• Consider location and reconstruction requirements for memorial structure(s)</li> <li>• Agree an end point for clean up</li> </ul>

## **COMMUNICATIONS GROUP**

### **TERMS OF REFERENCE**

**Note: This could be the same group that supports the SCG and could simply morph seamlessly into the Recovery phase. The handover of the Chair from Police to Local Authority will take place at the same time as the handover from the SCG to the Recovery Co-ordinating Group.**

#### **a) Purpose**

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

#### **b) Role**

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

#### **c) Chair and Secretariat**

Chaired by Local Authority PR and Communications Manager. Secretariat to be provided by the organisation providing the chair.

#### **d) Membership**

Representatives / press officers from:

- Borough Councils
- Police
- Greater Manchester Fire and Rescue Service
- Primary Care Trust (representing all NHS Trusts)
- Health Protection Agency
- Government News Network
- Other Stakeholders e.g. Site Operator, Tourist Board, LRF representative from Local Media, Environment Agency

## e) Issues



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

Questions to be asked	Actions to be taken
	<ul style="list-style-type: none"> <li>○ Interpretation and translation</li> <li>○ Public forums/meetings</li> <li>• Have the following key groups been informed and kept in communication with: <ul style="list-style-type: none"> <li>○ Residents</li> <li>○ Key business partners/employers</li> <li>○ Elected members</li> <li>○ Staff in all agencies</li> </ul> </li> <li>• Consider use of “trusted” individuals to get the message across, including those from the communities affected</li> </ul>

## SCIENCE AND TECHNICAL ADVICE CELL (STAC)

### TERMS OF REFERENCE

#### a) Purpose

- To co-ordinate and provide **specialist scientific and technical advice** including on public health and the environment.

#### b) Role

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

#### c) Chair and Secretariat

Chaired by the most appropriate senior specialist. In the initial stages of an emergency, the immediate concern is likely to be the risk to human health, therefore the Chair is likely to be a Public Health specialist from the HPA or NHS. This may change as the recovery phase progresses. Secretariat to be provided by the organisation providing the chair.

#### d) Membership

Representatives (as appropriate) from:

- RCG Liaison
- Relevant emergency service technical advisors

- Health Protection Agency
- Primary Care Trust (representing all NHS)
- Health and Safety Executive
- Food Standard Agency
- Environment Agency
- Local water company and Water Inspectorate
- Defra and partners
- Met Office
- BERR Government Technical Adviser
- Dstl
- AWE
- Government Decontamination Service
- LA Senior Environmental Health Officer
- Site Operator
- Transport operators

#### **e) Issues**

- Impact Assessments
- Public Health hazards and advice
- Health and Safety
- Environmental pollution
- Food Safety
- Animal Welfare
- Water Supply Safety
- Decontamination
- Meteorological information

## **FINANCE & LEGAL GROUP**

### **TERMS OF REFERENCE**

#### **a) Purpose**

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

#### **b) Role**

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

#### **c) Chair and Secretariat**

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

#### **d) Membership**

Representatives (as appropriate) from:

- Borough Council – representatives as appropriate, eg:
  - Finance Officers
  - Legal Officers
- Police Force
- Other organisations as appropriate.

#### **e) Issues**

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

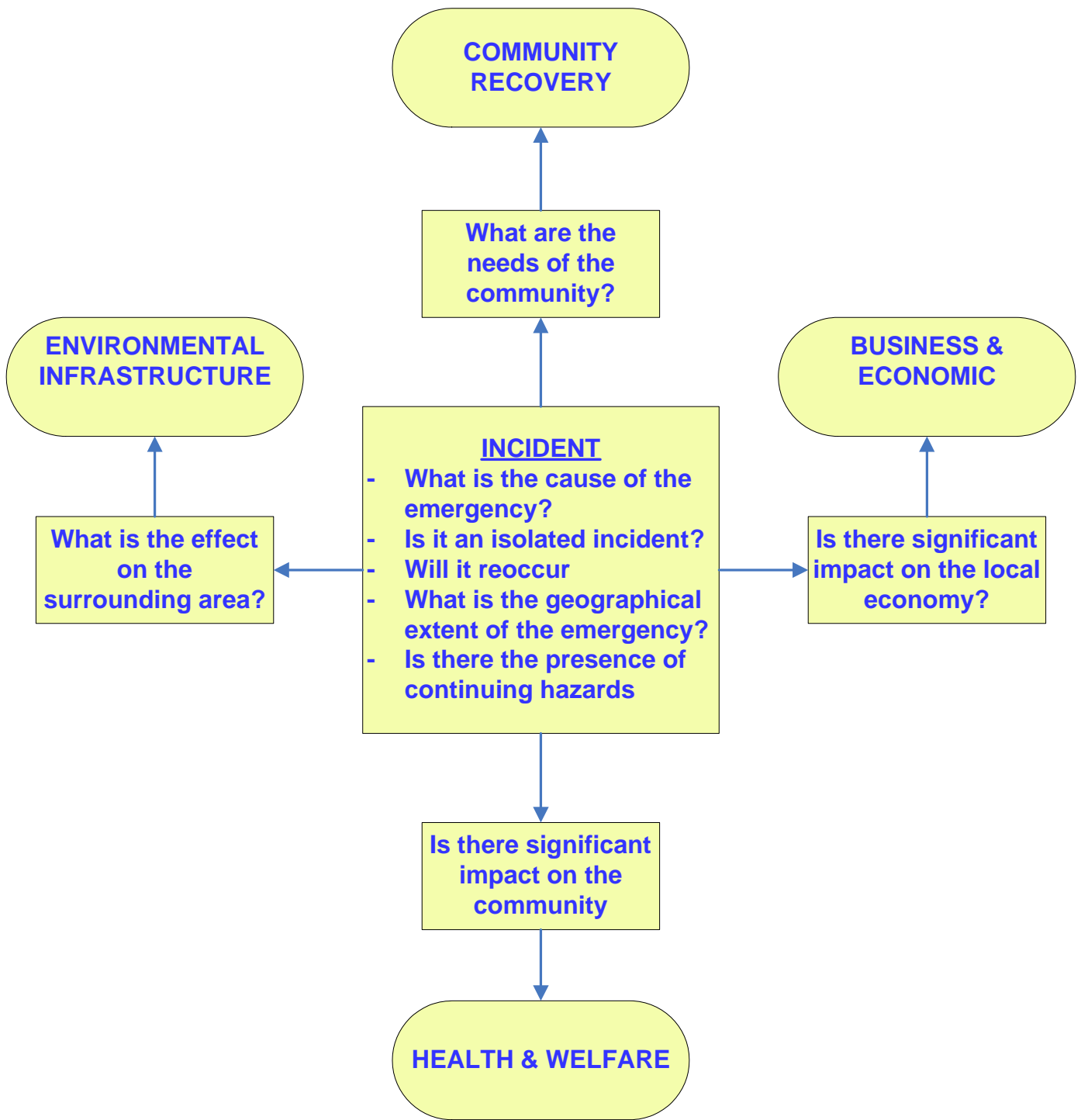
<b>Questions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>• What are the financial implications of the decisions being made?</li> <li>• What are the legal implications of the decisions being made?</li> <li>• Is there any legislation that the RCG ought to be aware of?</li> <li>• Are there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

## Annex B

### Guidance for Recovery Group Chairs

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



### Roles and Responsibilities of Organisations

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

#### **Annex B: Roles and Responsibilities of Key Agencies during the Recovery Phase**

##### **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.

## **Citizens Advice Bureau**

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

## **Department of Environment, Food and Rural Affairs (DEFRA)**

Defra will:

- Protect animal welfare
- Minimise the impact of the emergency on food production, farming and fishing industries
- Advise on the disposal of contaminated carcasses

Provide the RIMNET (radiation monitoring) service for radiological incidents.

## **Environment Agency (EA)**

The Environment Agency aim is to advise and support the multi – agency effort and to perform our regulatory duties. The EA will:

- Advise the emergency services, local authorities and other partners to ensure the safe and legal disposal of waste.
- Work collectively where there is a need to identify unknown substances and assess the risk to public health and the environment (monitoring and sampling). The use of specialist services would be jointly agreed at the multi agency tactical and Strategic Co-ordinating Group.
- Ensure a consistent message is given to the public and the media by agreeing the content of any independent press releases with the other agencies involved.
- Undertake an investigation if an offence is suspected

## **Faith Groups**

- 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 the Family Liaison Officer
- Providing a ministry with Hospital Chaplains at the hospitals designated as Receiving Hospitals in the event of a Critical Incident occurring
- Providing a ministry at temporary mortuary facilities in the event of such being set up following a Critical Incident
- To organise local church services as required by the community
- To assist with the organisation of a memorial service if appropriate

## **Greater Manchester Fire and Rescue Service**

- Provide all necessary support to the Recovery Co-ordinating Group.
- To provide the use of specialist equipment during the recovery phase.
- Provide professional advice on Fire and Rescue issues.

- Provide fire safety and community fire safety advice

### **Food Standards Agency**

The FSA will:

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

### **Government Decontamination Service**

GDS will:

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

### **GONW**

The Government Offices will:

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

### **Health and Safety Executive**

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

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

## Health Protection Agency

The HPA (contacted through the Greater Manchester Health Protection Unit) 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 organizations with a health protection role.

## Insurance Industry

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

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

## Local Authority

- Accept handover of Strategic Lead for Recovery Stage
- Retain close liaison with Strategic Lead for Response stage
- Establish Recovery Co-ordinating Group and set membership
- Chair the RCG and arrange for any additional support to assist if required
- Support other agencies
- Ensure recovery operates alongside other plans e.g. Media Protocol, CBRN plans
- Co-ordinate Humanitarian Assistance element of recovery
- Co-ordinate Economic element of Recovery
- Co-ordinate Infrastructure element of Recovery
- Co-ordinate Environmental element of Recovery eg. Waste management
- Lead on and coordinate support to the local community working with community groups and residents
- Implement, with the support from other agencies, a communications strategy
- Dealing with psychological and emotional aspects of vulnerable members of the community, such as children
- Provide specialist advice eg. Environmental Health
- Co-ordinate the support from the voluntary agencies
- Co-ordinate the local political involvement
- Establishment and coordination of appeal funds

## **Met Office**

The Met Office will:

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

## **Greater Manchester Police**

- The Police Gold Commander (Gold) will ensure that the Recovery Co-ordinating Group (RCG) is convened as early as possible during the actual response phase to an emergency/major incident.
- The Police Service will be represented on local level at the RCG, in order to ensure that local issues can be addressed with foreknowledge of particular areas and issues.
- The police member of the RCG will give feedback to the RCG regarding implications for the police service that any proposed recovery strategy or measure may entail, in particular with regards to:
  - Body recovery, identification and forensic examinations
  - Security issues
  - Traffic management at funerals, memorial services, etc
  - Public order at funerals, memorial services, etc
- If GMP Family Liaison Officers are deployed a Family Liaison Manager may join the RCG (or liaison to the FLO Manager should be sought) in order to liaise closely with the RCG regarding investigative and individual recovery issues, such as funerals.
- If an emergency mortuary has been established consideration should be given to requesting that a Senior Identification Manager or representative join the RCG.

## **Greater Manchester Primary Care Organisations**

- Co-ordinate the primary care, community and mental health role during the recovery stage
- Provide healthcare and advice to evacuees, survivors and relatives, including replacement medication
- Establish with local authority facilities for mass distribution of counter-measures, for example vaccinations and antibiotics
- Provide support, advice and leadership to the local community on health aspects of an incident
- Support screening, epidemiology and long term assessment and management of the health effects of an incident
- Manage the return to normal NHS business within the local health economy

- Lead the local health economy debriefing process; contribute to multi-agency and GM level debriefing.
- Maintain liaison with and co-ordinate the response with the Lead PCT within Greater Manchester

## Regional Development Agencies

RDAs provide support and advice on the following:

- Economic development and regeneration
- Business efficiency, investment and competitiveness
- Employment
- Skills
- Sustainable development
- Tourism
- Links to local or sub-regional development organisations including Local Authorities, Business Links, Chambers of Commerce and specific regional bodies
- Funding.

## United Utilities role

### Electricity

It is likely that in incidents involving widespread power supply interruptions, that supplies would, by definition, have been substantially restored within the response phase. This position is qualified as follows.

#### *Rolling rota disconnections*

In circumstances where major long term damage to either the national infrastructure or our distribution infrastructure has occurred, there may not be the capacity within our high voltage network to re-route supplies by alternative means. Whatever supplies were available would be shared out on a rota basis as equably as possible. The shape of the rota blocks and the periodicity of the rota disconnections would be specific to the incident; these aspects would alter through the period of the rota disconnections. It is possible that consumers with 'protected' status would be protected from the disconnections; consumers not formally 'protected' would not be.

UU would seek to interact with Cat 1s via a single nominated organisation acting on behalf of each effected LRF. This would ensure that Cat 1s were fully informed in a consistent manner.

#### *Restoration of supplies to isolated and/or flooded properties*

In recovering from major wind storm incidents, repairs to the low voltage system can take upwards of a week *to complete*. This is due to the high volume of damaged poles and wires with a few customers dependant on each repair for their restoration.

At this stage in the restoration programme, there is some limited opportunity for key agencies such as police and local authorities to influence priorities for restoration.

This process could be facilitated by a representative multiagency group, organised on the LRF footprint, which could agree on priorities, informed by UU as to what is feasible.

In restoring electricity to flooded properties, safety is a major concern. UU could require police and local authority assistance to gain (forced) entry to vacated flooded properties to isolate supplies. Restoration of supplies to unflooded, inhabited, properties, may be dependant on this. UU will not restore supplies to flooded properties unless the occupier can demonstrate that their internal network has had the necessary safety checks. UU are not in a position of facilitate this internal checking process, but can assist local authorities in providing advice to effected communities.

These processes are best handled on a one to one basis between UU and the relevant local authority.

### **Water**

Water and Wastewater incidents may be managed by UU alone or on a multiagency basis under the Defra guidance *No.NSE 141 Planning for Major Water and Wastewater Incidents in England and Wales*. It is possible that there may be ongoing supply interruptions or constraints for some consumers when the multiagency incident team move from response to recovery.

Where the incident has generated widespread concern at actual or perceived health risks from potable water, the recovery phase would need to address reassurance and information issues. A joint approach involving health agencies, local authority EHOs and UU would be the model approach. This to include operational, technical and media coordination.

UU may require assistance in the distributing and targeting of alternative supplies, e.g. identification of vulnerable groups for special assistance; location and security of tanks. This would be a joined local authority, health, police and UU issue with UU taking the lead.

### **Wastewater**

Reassuring public confidence after sewage flooding is considered to be of increasing importance. In conjunction with a number of other water companies UU have developed a detailed process for assessing the risks arising from different degrees and types of flooding of different types of locations. UU would work in conjunction with local authority and health agencies to interpret specific risks for particular groups and activities.

Responsibility for compensation for flooding damage may rest with either UU or the local authority depending on which infrastructure is involved. In terms of the recovery phase it is important that the affected population have clear and unambiguous routes to progress claims.

## Voluntary Sector

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

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

Depending on the circumstances consideration should be given to inviting the following agencies:

- Association of Greater Manchester Authorities
- Affected sites such as football grounds
- Tourist Board
- English Heritage
- Wildlife Agencies eg. RSPB

### Agenda for Recovery Co-ordinating Group Meeting

#### Suggested Agenda for first meeting:

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

- Introductions
- Terms of reference for the group
- Membership
  - Responsibilities and authority
  - Other agencies that may be required
- Briefing / progress report, including the Strategic Co-ordinating 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.

### Suggested Criteria for Handover from Response to Recovery

The criteria for assessing when the handover can take place from response to recovery should be agreed between the Chair of the Strategic Co-ordinating Group (usually the police) and the Chair of the Recovery Co-ordinating Group (usually the local authority).

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

Suggested criteria are:

- The emergency is contained and there is no significant risk of resurgence.
- Public safety measures are in place and working effectively.
- Recovery Co-ordinating Group (and any supporting Sub-Groups) is firmly established and pro-active.
- The Emergency Control Centre is functioning effectively and has the necessary:
  - Resources
  - Communications
  - Media co-ordination support
- Individual organisations are functioning effectively with adequate:
  - Resources
  - Communications
  - Management of outstanding issues
- Borough Council are able to accept Chair of Recovery Co-ordinating Group.

**Suggested Handover Certificate**

[Note: This certificate has been written assuming the Strategic Co-ordinating Group is being chaired by the police and the Recovery Co-ordinating Group is being chaired by the local authority]

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

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

1. There is no known further risk to life in relation to this specific emergency.
2. The circumstances dictate it more appropriate for Command and Control to rest with ..... Council in that the phase is clearly now one of recovery.
3. There are no serious public order or crime prevention issues which impact on the overall strategic co-ordination of the recovery phase.
4. Greater Manchester Fire and Rescue Service together with the North West Ambulance Service are operating at a level which does not necessitate a Strategic Co-ordinating Group to continue facilitating 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. .... Council is satisfied that it has in place the infrastructure and processes to take over co-ordination from the Police.

Signed: ..... Borough Council

Signed: ..... Greater Manchester Police

Date and Time Signed: .....

The signatories below have read and acknowledged the contents of this Status Certificate.

.....  
Greater Manchester  
Fire & Rescue Service

.....  
North West Ambulance Service

### Role of Elected Members

The Elected Members of the community affected have an important role to play in assisting with the recovery process. They have a duty as the community representatives to gather and make known the concerns of their community and feed them into the recovery process mainly through the Community 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 source of help and specialist advice.

They have a role as:

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

Through their normal duties as committee members, elected members give the Local 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 Elected Members may sit on both the Recovery Committee and their normal committees.

## Template for a Recovery Action Plan

Below is a suggest format for a Recovery Action Plan.

It is recommended that each Sub-Group maintains an Action Plan, and these are then all pulled together for review at Recovery Co-ordinating Group meetings.

To aid this review, it is recommended that:

- Each action is given a Priority Rating where:

E = Essential

I = Important

D= Desirable

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

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

<b>Action</b>	<b>By Whom</b>	<b>By When</b>	<b>Status / Progress</b>	<b>Priority Rating</b>
			<i>[colour code box Red, Amber or Green to reflect progress with action]</i>	<i>[[label each action E, I or D]</i>

### Topic Sheets included in the National Recovery Guidance

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

#### Generic Issues

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

#### Humanitarian aspects

- Commemoration
- Community cohesion
- Community engagement
- Displaced communities

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

### **Economic Issues**

- Economic and business recovery
- Financial impact on local authorities

### **Infrastructure Issues**

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

### **Environmental Issues**

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

## Glossary of Terms

ABBREVIATION	TERM	EXPLANATION
<b>ABI</b>	Association of British Insurers	
<b>ACPO</b>	Association of Chief Police Officers (of England, Wales and Northern Ireland)	ACPO is the professional body of chief police officers. Its core activity is developing policing policy.
<b>ACPOS</b>	Association of Chief Police Officers in Scotland	ACPOS is the professional body of chief police officers in Scotland. Its core activity is developing policing policy.
<b>APA</b>	Association of Police Authorities	APA represents police authorities in England, Wales and Northern Ireland on the national stage and locally.
<b>ASA</b>	Ambulance Services Association	The aim of the ASA is "to be universally recognised as the authoritative corporate voice of the UK NHS Ambulance Services
<b>ATOC</b>	Association of Train Operating Companies	Set up by the train operators providing members with services that enable them to comply with conditions laid on them in their franchise agreements and operating licences.
<b>BELLWIN SCHEME</b>	Bellwin	Discretionary scheme for providing central government financial assistance in exceptional circumstances to affected local authorities in the event of a major emergency (covers response phase only)
<b>BERR</b>	Dept. for Business, Enterprise and Regulatory Reform	Central Government Department formerly known as the Department for Trade & Industry (DTI)
<b>BTP</b>	British Transport Police	BTP is the national police force for the railways providing a policing service to rail operators, their staff, and passengers throughout England, Wales and Scotland.
<b>BRONZE</b>	Bronze	The level at which the management of 'Hands on' work is undertaken at the site of the emergency. Sometimes referred to as the 'operational' level
<b>CBRN</b>	Chemical, Biological, Radiological or Nuclear	
<b>CCC/COBR</b>	Civil Contingencies Committee (Commonly Known as the Cabinet Office Briefing Room)	Situated in Whitehall, it determines Government policy and strategy in relation to an emergency and formulates and co-ordinates the Government response. It can also arrange for specialist assistance to the Police.
<b>CCS</b>	Civil Contingencies Secretariat	Set up to improve the resilience of Central Government and the UK
<b>CEPU</b>	Central Emergency Planning Unit	Promotes the development of effective emergency management in Northern Ireland

<b>CLG</b>	Communities and Local Government	
<b>CMT</b>	Crisis Management Team	Usually Local Authority's equivalent to Gold or SCG, chaired by the Chief Executive
<b>CNI</b>	Critical National Infrastructure	Consists of those parts of the UK's infrastructure for which continuity is so important to national life that loss, significant interruption, or degradation of service would have consequences with the following characteristics: life-threatening, serious economic, grave social consequences for the community and immediate concern to the Government
<b>COMAH</b>	Control of Major Accident Hazards	1999 Regulations. Applies mainly to the chemical industry, but also to some storage activities, explosives and nuclear sites, and other industries where threshold quantities of dangerous substances identified in the Regulations are kept or used.
<b>COSHH</b>	Control of Substances Hazardous to Health	
<b>CST</b>	Crisis Support Team	Local Authority team to look after the longer term welfare needs of those affected by disaster
<b>CT</b>	Counter Terrorist	
<b>DA</b>	Devolved Administrations	Northern Ireland Executive, Scottish Executive, Welsh Assembly
<b>DCMS</b>	Department for Culture, Media & Sport	
<b>DH</b>	Department of Health	
<b>DEFRA</b>	Department of Environment, Food and Rural Affairs	
<b>DfT</b>	Department for Transport	
<b>ECC</b>	Emergency Control Centre	Usually at the Local Authority HQ
<b>FLO</b>	Family Liaison Officer	A Police Officer allocated responsibility for one or more families of the deceased
<b>FOC</b>	Freight Operating Company	
<b>FSA</b>	Financial Services Authority	
<b>FSA</b>	Food Standards Agency	Independent food safety watchdog to protect the public's health and consumer interests in relation to food.

<b>GCN</b>	Government Communications Network	A network of about 1000 communication professionals who help the Government of the day to communicate with the public.
<b>GDS</b>	Government Decontamination Service	DEFRA agency responsible for developing guidance for responsible authorities on decontamination of CBRN affected structures.
<b>GLO</b>	Government Liaison Officer	<p>During a non-terrorist emergency, the Regional Resilience Team will act as the GLO, facilitating two way communications between Central Government and local responders and provision of support. Also leads the Government Liaison Team (GLT).</p> <p>During a terrorist emergency, the GLO will be a Home Office representative who provides the liaison between Central Government and the Strategic Commander, (SC). He / she also offers advice on how to achieve strategic objectives sought by the Government. Also leads the Government Liaison Team (GLT) which would include a Regional Resilience Team representative.</p>
<b>GLT</b>	Government Liaison Team	<p>The GLT depends upon the circumstances of the emergency.</p> <p>During a non-terrorist emergency, the RRT GLO may be supported by other officials from the Government Office and / or from Central Government Departments.</p> <p>During a terrorist emergency, the GLT will normally include the Security Service and a representative of the Foreign and Commonwealth Office.</p>
<b>GNN</b>	Government News Network	Acts as a regional arm of press offices in Government Depts and supports Government Offices for the Regions in their co-ordination and policy delivery programmes
<b>GOLD</b>	Gold commander	Police Officer in overall strategic command of the emergency.
<b>GOLD COMMAND</b>		Strategic command in a crisis also known as the Strategic Co-ordinating Group (SCG)
<b>GO</b>	Regional Government Office (There is a GO in every English region)	Government Offices (GOs) are Central Government in the Regions. They carry out work for 10 Whitehall Departments including the Cabinet Office, Home Office, DEFRA, CLG and BERR. They are the primary means by which a wide range of Government policies are delivered in the nine English regions.

<b>HPA PRD</b>	Health Protection Agency - Radiation Protection Division	Part of the Health Protection Agency. The statutory functions are: by means of research and otherwise, to advance the acquisition of knowledge about the protection of mankind from radiation hazards and to provide information and advice to persons with responsibilities in the UK in relation to the protection from radiation hazards either of the community as a whole or a particular sections of the community.
<b>HSE</b>	Health and Safety Executive	Britain's Health and Safety Commission (HSC) and the HSE are responsible for the regulation of almost all the risks to health and safety arising from work activity in Britain
	Humanitarian Assistance	<p><i>Humanitarian assistance</i> (as defined by Anne Eyre, 2007) refers to those activities aimed at meeting the needs of people affected by emergencies. In particular this includes:</p> <ul style="list-style-type: none"> <li>• those elements of <b>planning, training and exercising</b> aimed at meeting people's practical and emotional needs;</li> <li>• <b>response activities</b> focussing on meeting people's needs during and immediately after emergencies; and</li> <li>• the coordination and provision of <b>psychological and social aftercare</b> for those affected in the weeks, months and years that follow.</li> </ul>
<b>IMRG</b>	Impact Management Recovery Group	The aim of the group is to provide detailed co-ordinated advice on all aspects of the Government's contribution to emergency response, longer-term recovery and exit strategy.
<b>JRLO</b>	Joint Regional Liaison Officer	Responsible for tri-service co-ordination of UK Operations (including MACA) in the region
<b>LGA</b>	Local Government Association	The LGA exists to promote better local government
<b>LGD</b>	Lead Government Department	Where Central Government co-ordination is needed, a designated LGD will be made responsible for the overall management of the Central Government response.
<b>LRF</b>	Local Resilience Forum	Forum of Category 1 and 2 responders within a local police area for the purpose of facilitating co-operation in line with the Civil Contingencies Act 2004
<b>MACA</b>	Military Aid to the Civil Authority	The overarching term covering all categories of aid, which the Ministry Of Defence, (MOD) may provide to the civil authorities.

<b>MACC</b>	Military Aid to the Civil Contingencies	Consists of the 3 categories of aid: Category A – Assistance in an emergency such as natural disaster where there is immediate danger to life; Category B – Routine assistance for projects and events; Category C – Individual assistance by volunteers in the social services field
<b>MACP</b>	Military Aid to the Civil Power	Assistance to the civil power usually, but not exclusively, involving the provision of direct assistance in the maintenance of law and order, normally using specialist capabilities or equipment, in situations beyond the capacity of the civil power. It includes Counter Terrorism, (CT) and non CT Explosive Ordnance Disposal, (EOD).
<b>MAGD</b>	Military Aid to the Other Government Departments	Involves the use of the Armed Forces in the maintenance of essential supplies in a national emergency (e.g. emergency cover during industrial action by the fire services)
<b>MBC</b>	Media Briefing Centre	
<b>MCA</b>	Maritime and Coastguard Agency	Responsible for maritime search and rescue, and dealing with maritime pollution (to sea and shoreline)
<b>MEF</b>	Media Emergency Forum	National Forum on working protocols and the resilience of communications systems
<b>MLO</b>	Military Liaison Officer	A military officer, appointed by the regional military headquarters, embedded within a civilian authority's command and control structure to provide an immediate point of contact.
<b>MOD</b>	Ministry of Defence	
<b>MoJ</b>	Ministry of Justice	
<b>NCC</b>	(Government) News Co-ordination Centre	Centre established in a crisis to co-ordinate news activity and provide briefing for the press
<b>NISCC</b>	National Infrastructure Security Co-ordination Centre	Responsible for co-ordinating: dialogue with owners of CNI systems to identify the most critical systems and work with them to reach a level of assurance about protection of these systems
<b>OFMDFMNI</b>	Office of the First Minister and Deputy First Minister, Northern Ireland	Northern Ireland Executive Department responsible for contingency planning.
<b>OGC</b>	Office of Government Commerce	Works with government to improve procurement and project/programme management. Also works with suppliers to make the government marketplace more efficient and attractive to business.
<b>PCT</b>	Primary Care Trust	Covering all parts of England - control of local health care while Strategic Health Authorities monitor performance and

		standards
<b>PNICC</b>	Police National Information and Co-ordination Centre	
<b>PPE</b>	Personal Protective Equipment	The suit and respirator used to protect an individual from Chemical and Biological agents and to a limited extent, radiation, and any other protective equipment.
<b>RCCC</b>	Regional Civil Contingencies Committee	Charged with improving the co-ordination of the response to an emergency across a given region with a particular, but not exclusive, focus on consequence management and the recovery phase after an emergency.
<b>RCG</b>	Recovery Co-ordinating Group	The decision making body for the recovery phase once handover has taken place from the Police. Takes advice from its Sub-Groups, decides the strategy and ensures implementations of strategy and the rebuilding of public confidence.
	Resilience Mortuary	The deployment of a demountable structure for dealing with an emergency involving mass fatalities (including body storage, post-mortem facilities, family viewing facilities and associated utilities)
<b>REPPIR</b>	Radiation Emergency Preparedness and Public Information Regulations 2001	Lays down the safety standards for the protection of the health of workers and the general public against the dangers arising from ionising radiation. Also partly implement the Public Information Directive by subsuming the Public Information for Radiation Emergencies Regulations 1992 (PIRER) on informing the general public about health protection measures to be applied and steps to be taken in the event of an emergency.
<b>RIDDOR</b>	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995	
<b>RIMNET</b>	Radioactive Incident Monitoring Network	The national radiation monitoring and nuclear emergency response system
<b>RMEF</b>	Regional Media Emergency Forum	Regional mirror of the national Media Emergency Forum
<b>RNC</b>	Regional Nominated Co-ordinator	Principle function will be to facilitate the co-ordination of activities under emergency regulations as defined in the Civil Contingencies Act 2004
<b>RRD</b>	Regional Resilience Director	Director appointed in each of the nine English Regions to head up the RRT
<b>RRF</b>	Regional Resilience Forum	Bringing together local authorities, emergency services, other Government Depts and Agencies, and other interested parties as necessary, to co-

		ordinate resilience plans across the region.
<b>RRT</b>	Regional Resilience Team	There is an RRT in each Government Office (GO). The primary role of the RRT is to ensure effective communication between the national and local level in the event of an emergency. In carrying out this role, it may be appropriate for the RRT to place a Liaison Officer with the SCG. In the event of a terrorist emergency, the RRT will work with the GLT, focussing particularly on the consequence management aspects of the emergency.
<b>SCG</b>	Strategic Co-ordinating Group	Its function is to provide a forum for the incident commander to be updated with intelligence from various agencies and allow strategic decisions to be made.
<b>SECC</b>	Scottish Emergencies Co-ordinating Committee	An ad hoc group convened to discuss strategic consequence management issues arising from emergencies
<b>SERF</b>	Scottish Executive Resilience Forum	Remit to communicate resilience work in Scotland to Ministers; increase visibility between departmental resilience work; engage depts with UK counterparts and identify best practice
<b>SILVER</b>	Silver commander	Senior Police Officer who is responsible for the tactical implementation of Gold's strategy.
<b>SILVER COMMAND</b>		Tactical Command in a crisis
<b>SIM</b>	Senior Identification Manager	
<b>SIO</b>	Senior Investigating Officer	The SIO is a Senior Police Detective appointed by the Strategic Commander to assume responsibility for all aspects of a Police investigation.
<b>STAC</b>	Scientific and Technical Advice Cell	A sub-group of the SCG and RCG led by an appropriate person from the health community (HPA or DPH), together with other relevant organisations to provide strategic direction, co-ordination and assessment of health, scientific and environmental protection issues.
<b>TOC</b>	Train Operating Company	
<b>TRANSEC</b>	Transport Security and Contingencies Directorate (of the Department for Transport)	Security arm of DfT. Provide advice on protective security and contingency planning
<b>WAG</b>	Welsh Assembly Government	Executive arm of the National Assembly for Wales (NAW)