



Norfolk Resilience Forum Recovery Guidance 2020  
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# NRF Recovery Guidance 2020

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## Foreword

Emergencies often result in disruption to communities and business. The disruption may be caused by events such as failure of essential services, loss of information communications technology, the extremes of nature, exotic diseases, terrorism or public disorder. In most cases the emergency is UK based but it could be an overseas incident which impacts on UK residents, UK nationals, or the environment of the UK – as was seen in volcanic ash clouds and the increase in terrorist activity.

It is within this context, with the requirement for physical, psychological and economic restoration, that recovery is conducted.

Recovery from any incident, no matter the cause, can involve a wide range of public, private, voluntary and faith organisations; as well as considerable resources, over an extended period of time. The recovery process can take a lot longer than dealing with the initial incident. This Guidance document is aimed at helping the establishment and operation of the management structures necessary to aid the recovery process and to highlight key issues for consideration. The guidance also recognises the importance of involving the local community to ensure the decisions taken are done so for the benefit of all involved and to enable a positive approach to the process, which should aid the swifter return to the new normality.

## 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 Norfolk 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.

Stuart Ruff  
Chief Fire Officer, Norfolk Fire & Rescue Service  
Chair of the Norfolk Resilience Forum Executive

Date: 18/03/2020

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## Purpose

The process of recovery cannot be left until after an incident has been dealt with. In order for the most effective return to a 'new' normality it is essential that the process is implemented at the earliest opportunity.

Practically this means:

- Appointing someone to lead the recovery effort as soon as possible. This may involve someone relinquishing their day job if the scale of the situation dictates this.
- Implement a mechanism to identify actions during the response phase that will comprise recovery. A useful way to do this is to have a dedicated officer located at SCG and if necessary objecting to any proposed response actions that may impede the process.
- The ideal situation is to have the Recovery Co-ordinating Group running in parallel with the Strategic Co-ordinating Group
- There is also the need to translate consequences of the response into the actions for recovery
- An excellent source of information is the Common Recognised Information Picture issued from Government – or any SITREPS that are being issued locally.

## Part 1 – Introduction

### 1.1 Introduction

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

The impact of emergencies goes well beyond those directly affected by the initial incident (e.g. through injury, loss of property, evacuation). Emergencies, for example, impact onlookers, family and friends of fatalities or survivors, response and recovery workers, and the wider community, as well as the economy and businesses, physical infrastructure, and the environment.

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

Recovery is not restricted to large emergencies and can be implemented following any size incident, this guidance refers throughout to a Recovery Working / Coordinating Group (RCG) being formed during in preparation or 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.

In many scenarios, the response phase of an incident can be relatively short in comparison 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.

The Lead Agency for the recovery phase will be the Local Authority who at the earliest opportunity should recommend to the SCG that an RWG is formed. In Norfolk 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 or if the incident is of a large scale.

## 1.2 Definitions

### *1.21 Response*

Response is the actions taken to deal with the immediate effects of an emergency.

Note: If the emergency occurs overseas, there may be a need for local recovery even if there was no local response phase – for example an overseas coach crash involving a school trip will require humanitarian support to the local families of those involved as well as support for the community.

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. It should be based in the same location as the SCG.



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An important part of the work on 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 the SCG meetings to ensure dialogue flows between the two groups effectively. The RWG needs to provide relevant input into the information sharing process via agency reporting and situational reporting.

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.

### 1.22 Recovery

*“Recovery is the process of rebuilding, restoring and rehabilitating the community following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected.”*

*“It relates to those activities focussed on returning a community to a ‘new normality’ after an emergency. It will be assisted if the affected community are involved in the managing of their own recovery.”*

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

It is distinct from, but will usually overlap with, the response phase.

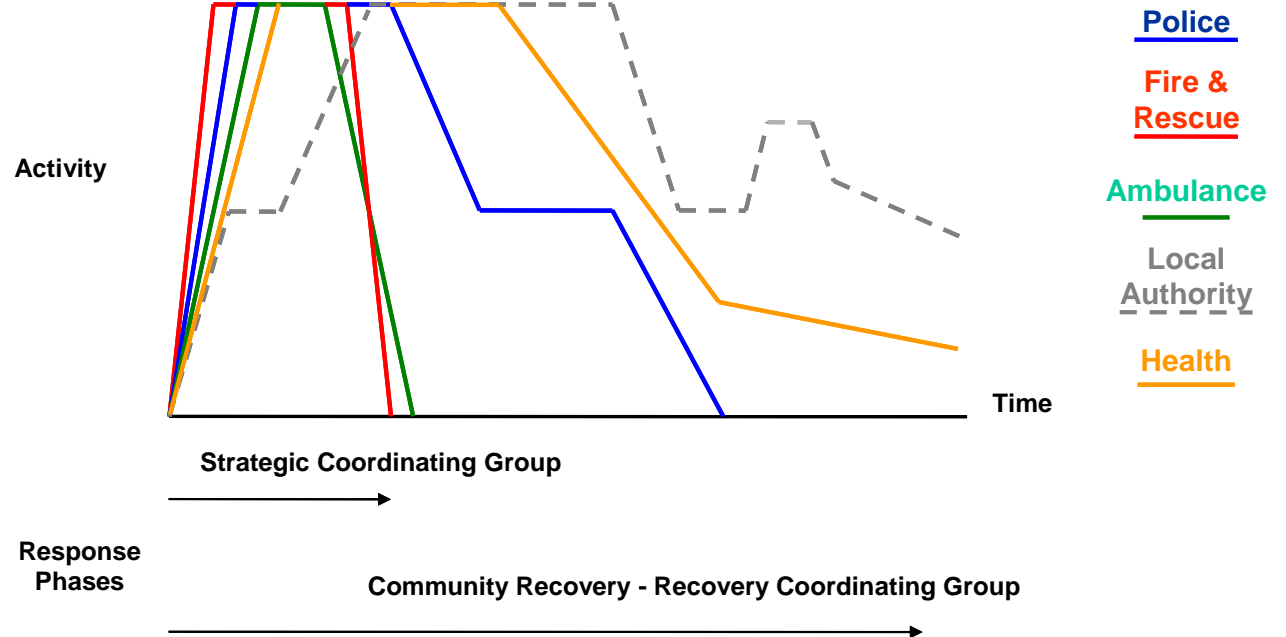
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Recovery is a co-ordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being. After emergencies, the recovery phase will often target the restoration of an affected area to its previous condition, i.e. normalisation or what is often referred to as the ‘new normality’. However, there may be a strategic opportunity to go beyond ‘recovery’ and achieve longer-term regeneration and economic development.

1.23 Regeneration

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

The adjacent graph 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 increase in Local Authority activity indicated towards the end of the graph represents the sudden resurgence of media and other parties’ interest in the recovery often around anniversaries or if public enquiries or legal action takes place.

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. This is achieved through the setting of key milestones to achieve return to the new normality.

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1.3 Principles of recovering from emergencies

- An enabling and supportive process, which allows individuals, families and communities to attain a proper level of function 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 the organisations and the community involved.
- 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.
- Management 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. It is not just a matter for the statutory agencies - the private sector, voluntary & faith groups and the wider community will play a crucial role.
- Management is most effective when agencies involved in human welfare have a major role in all levels of decision-making which may influence the well-being and recovery of the affected community.
- It is best achieved where the recovery process begins from the moment the emergency begins.
- 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.
- 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.

## Part 2 – Emergency Response Phase

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.

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 and provide relevant input into the Situation Report.

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.

## Part 3 – Handover from Response to Recovery

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 to the RCG (chaired by the Local Authority) **Appendix A - Checklist for handover from response to recovery and Certificate** 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.

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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 SCG location
- RCG meeting virtually as recovery progresses
- Return to normal working.

See **Appendix A - Checklist for handover from response to recovery and Certificate and Appendix H in the Norfolk Emergency Response Guidance.**

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.

## Part 4 – Recovery Strategy

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.

See **Appendix D – Recovery Coordinating Group Terms of Reference**

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

- Update the **Appendix M - 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.

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- All agencies work closely with the community and those directly affected, including ongoing monitoring and protection of public health ensuring they are fully engaged in the process.
- 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).
- 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.

## Part 5 – Recovery Targets and Milestones

As part of the strategy, it is recommended that various targets / milestones are established and agreed. The community should be involved in establishing these. This provides a means of measuring progress which may assist in deciding when specific recovery activities can be scaled down. Considerations could include some of the following:

- Demands on public services returning to normal levels (including health)
- Utilities fully functional
- Transport infrastructure is running normally
- The situation regarding temporary accommodation has stabilised
- Local businesses are trading normally
- Tourism in the area being re-established
- The public's perception is that the situation is under control
- Forming of an exit strategy and stand down of recovery group

Examples of short, medium and long term issues are provided in **Appendix B – Generic Recovery Strategic Priorities and issues to consider during the Recovery process**

Consideration could be given to a zoned approach to the restoration of services, with key agencies such as police, utilities, Local Authorities, Faith & Voluntary and Health and special joint teams to work together in specific zones.

## Part 6 – Recovery Phases

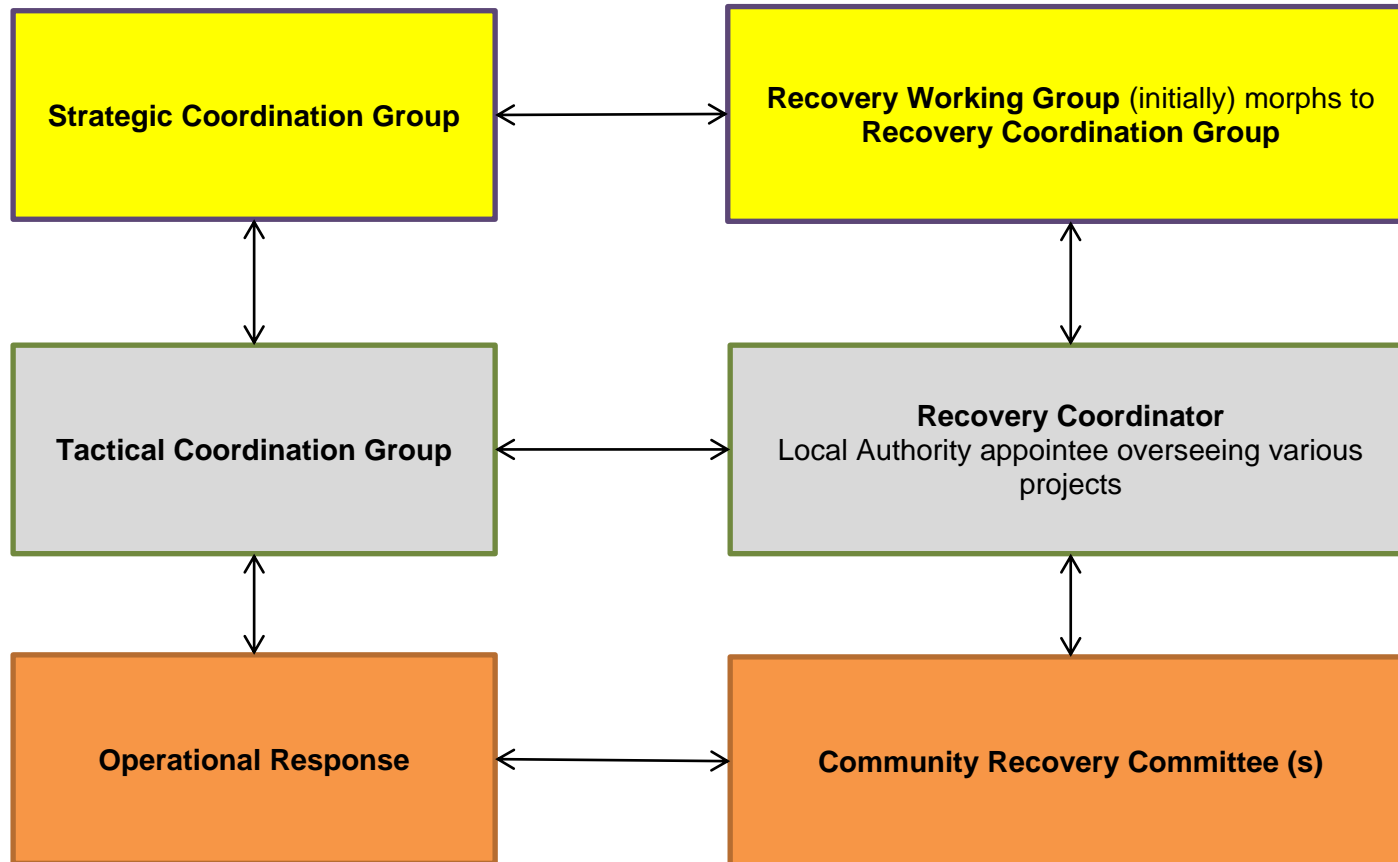
For the purposes of this plan the recovery has been divided into three phases as follows:

- a. Short-term 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. Medium 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. Long-term can be defined as those tasks and actions that are required beyond the three month point and may extend years and decades.

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.

## Part 7 – Recovery Structure

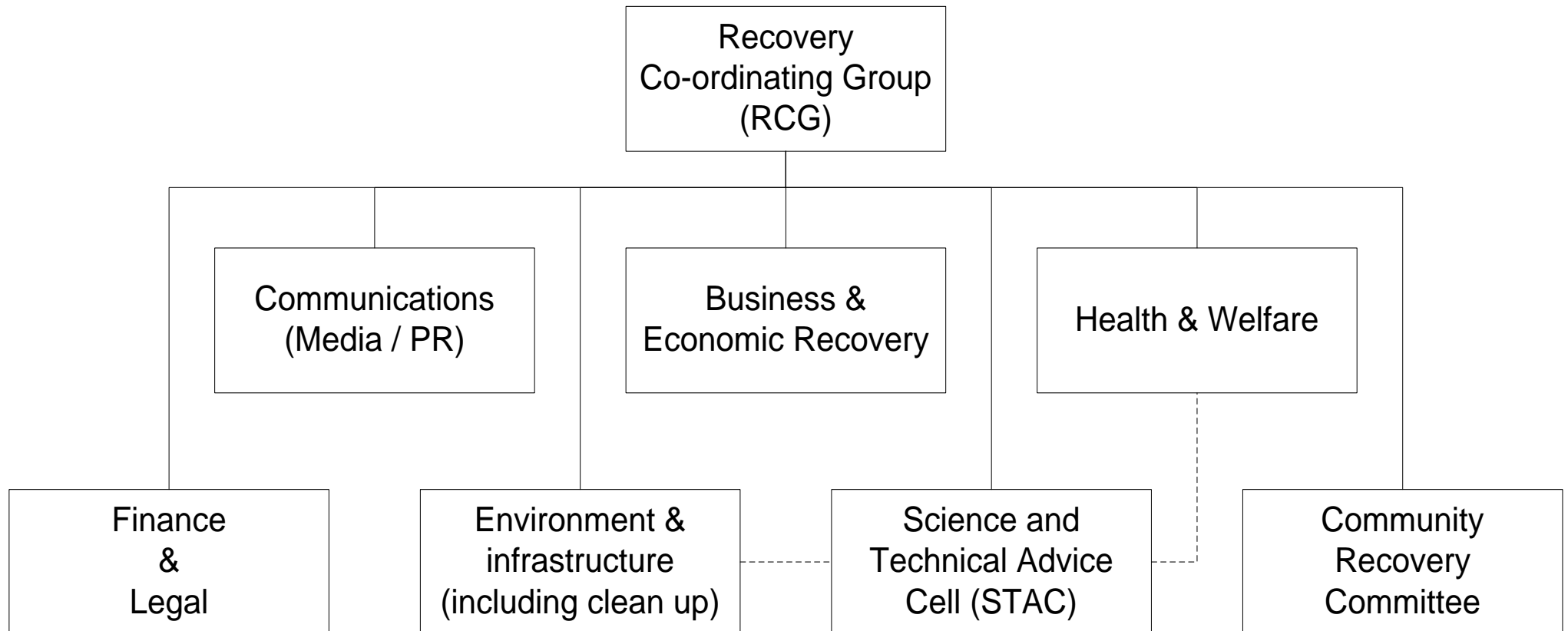
The following diagram shows the link between the response and recovery structures.





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A suggested structure for managing at the strategic level response is show below. The Recovery Coordination Group should sit as a minimum following a major incident. There may be some instances when sub groups do not need to be formed, or can be formed on a more local level (district)



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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 can be found the previous page.

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.

Specific guidance for the RCG (membership, terms of reference and issues) is at **Appendix D – Recovery Coordinating Group Terms of Reference**

. Sub Group Chairs will be part of the RCG in their own right.

Guidance for chairs of the sub groups is at as below:

- **Appendix G - Community Recovery Group**
- **Appendix H - Health and Welfare Group**
- **Appendix I - Business and Economic Recovery Group** terms of reference
- 
- **Appendix J - Environmental and Infrastructure Group (Including Clean Up)** terms of reference
- 
- **Appendix K – Finance and Legal Sub Group Terms of Reference**
- 
- **Appendix L – Guidance for Communications Group**

### 7.1 Recovery Working Group

The first meeting(s) of the RWG will take place at the SCG location at least before the third SCG meeting during the response phase. They will continue to physically meet at this location until the handover from the SCG to the RCG takes place. This ensures continuity of the recovery work and maintains engagement with the participants and focus on the situation.

The RCG and sub group chairs will then decide on the most appropriate operating arrangements for each group, section 8.4 gives likely meeting arrangements.

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An important factor to consider when relocating the meetings away from the SCG location 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.

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 need to manage this progression carefully.

### 7.2 Elected Members

Elected local authority members and parish councillors 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 will 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 can be obtained from individual County/Borough/City and District authorities.

### 7.3 Multi-LRF Incident

Where an incident crosses LRF boundaries, MHCLG 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.

### 7.4 National Level Incident

The Civil Contingencies Secretariat (CCS) will confirm the Lead Government Department (LGD), communications with the LGD will be through MHCLG RED).

## **Part 8 – Recovery Management**

### 8.1 Principles

The key principles for success are clearly stated in ['Emergency Response & Recovery'](#). They are:

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

### 8.2 Recovery Impact Assessment

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 Community Impact Assessment compiled during the response phase.

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.

The Recovery Impact Assessment form is at **Appendix M - Recovery Impact Assessment**

### 8.3 Chair.

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 – Norfolk County Council Head of Paid Service or nominated executive.

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8.4 Meetings

It is important that the RCG maintains strategic oversight, 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

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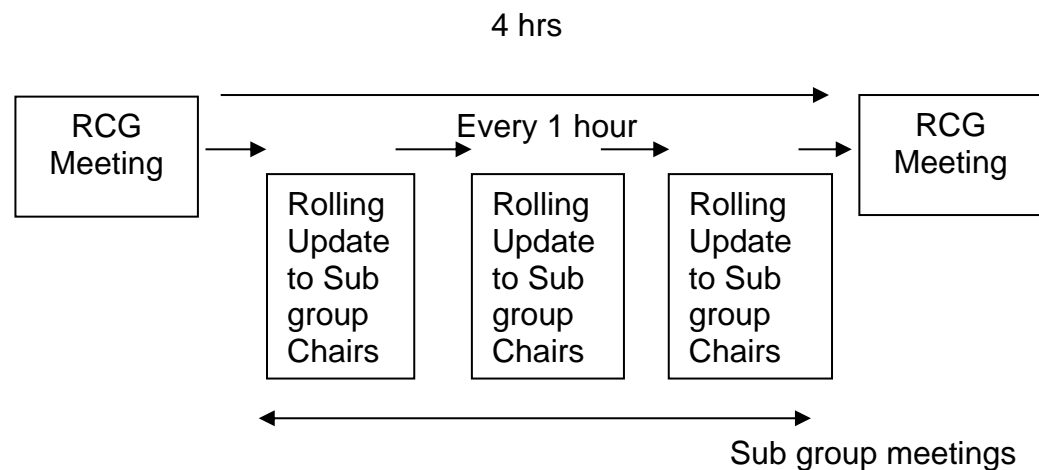
The frequency of individual group meetings will be determined by the chair, as recovery progresses the RCG will agree a reduction in tempo to match the demands of the recovery activity, this will see the RCG moving through the following steps:

- From permanence at SCG location 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.

The RCG meeting agenda given in **Appendix E – Guidance for Chairs** ensures that the standard items are covered, this can be adapted to meet the requirements of the recovery as needed.

### 8.5 Daily Rhythm

The initial RCG daily rhythm is set to allow interaction with national recovery management structures, i.e. COBR or Lead Government Department Incident Room, and to allow time for tactical coordination activity to deliver operational effect. The RCG daily rhythm is visualized below:



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

### 8.6 Information Management

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.

### 8.7 Reporting

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.

### 8.8 Stand down

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 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 (see Appendix M - Recovery Impact Assessment)**

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.

### 8.9 Hazard & issue specific checklists

See **Appendix N – Hazard & issue specific checklists**

The aim of this Appendix is to provide an aide memoire of additional points that may also need to be considered in the planning.

## Part 9 – Communications

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.

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 [NRF Communications Plan](#).

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.

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.

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 NRF or individual agency websites.



## Part 10 – Funding

10.1 Initial costs will be met by lead and partner agencies in particular contributions of staff time and resources. The lead recovery agency is responsible for coordinating the financial management, planning and tracking for the recovery phase.

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

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

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

Other areas for financial consideration and planning are:

- Financial support for businesses.
- Public Appeals.
- Insurance issues
- Tributes, commemorative events and memorial funds.

**It is vital that records are kept by all agencies in order to provide the information required for any reimbursement.**

## Appendix A - Checklist for handover from response to recovery and Certificate

The criteria for assessing when the handover can take place from response to recovery should be agreed between the Chair of the SCG and the designated Chair of the RCG from the Local Authority.

Checklist:

✓	Item
	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: <ul style="list-style-type: none"> <li>○ Resources</li> <li>○ Communications</li> <li>○ Media co-ordination support</li> </ul>
	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 and engaged
	Handover Community Impact Assessment, with focus on vulnerable groups
	Check STAC information handed over (if sitting)
	Confirm ongoing investigations
	Confirm critical infrastructure implications
	VIP visits

**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.

Appropriate for use when the SCG for the response feels that the conditions are right for a handover to the recovery phase.

**Upon this Status Certificate being signed by both Local Authority and Police, the Management for dealing with the aftermath of the incident at (location)..... is to be taken over by ..... Council.**

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 the incident management 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 coordination of the recovery phase.
- 4. Norfolk Fire and Rescue Service together with the East of England Ambulance Service are operating at a level which does not necessitate an SCG to coordinate and facilitate their activity.
- 5. There are no known scenarios that may require the reinstatement of SCG in relation to this incident in the foreseeable future.
- 6. .... Council is satisfied that it has in place the infrastructure and processes to take over coordination from the Police.

Signed:..... County/District/Borough/City Council

Signed..... Norfolk Constabulary

Date and Time Signed:.....

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

.....  
Norfolk Fire & Rescue Service

.....  
East of England Ambulance  
Service NHS Trust

## Appendix B – Generic Recovery Strategic Priorities and issues to consider during the Recovery process

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, psychological first aid, 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 – e.g. 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 and memorials
- To reassure public and warn/inform through communications strategy.
- To maintain business as usual
- To protect critical infrastructure.
- Plan for return to new normality

These tables provide some of the needs of individuals and communities which should be considered during the immediate, short term, medium term and long term phases of the recovery process. It is not an exhaustive list and will be dependent upon the nature of the incident and affected communities.

<b>Immediate/Short Term Needs - 0 to 2 Days</b>	<b>Medium Term Needs - 2 to 14 Days</b>
<ul style="list-style-type: none"> <li>• Clothing, food &amp; shelter</li> <li>• Factual information</li> <li>• Location of family members</li> <li>• When can they return?</li> <li>• Transportation issues including own vehicles</li> <li>• Protection of property</li> <li>• Emergency &amp; vulnerable persons health services</li> <li>• Communication - relatives and the outside community</li> <li>• Counsellors/ Social Workers/ Faith leaders</li> <li>• Knowledge of plans</li> <li>• Crisis Service - advice, emergency funds</li> <li>• Pet care</li> <li>• Toiletries, bathing, toilets and laundry</li> <li>• Can they volunteer to help?</li> <li>• Interpreters</li> <li>• Early involvement of community groups (flood wardens, parish emergency teams, emergency wardens, etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Clothing, food, accommodation</li> <li>• Information on available help</li> <li>• Can they return?</li> <li>• Health Services</li> <li>• Waste disposal facilities</li> <li>• Protection of property</li> <li>• Interpreting Services</li> <li>• Funerals</li> <li>• Care of vulnerable persons</li> <li>• Volunteers to clean-up</li> <li>• Employment</li> <li>• Contact with relatives and the “outside world”</li> <li>• Finance – access to banks, payment of bills, benefits</li> <li>• Compensation</li> <li>• Donations</li> <li>• Community groups formed</li> <li>• Legal Aid</li> <li>• Recreation facilities</li> <li>• Education &amp; child care</li> <li>• Baby products/ toiletries/ other necessities</li> <li>• Cooking equipment, household furniture</li> <li>• Pet care</li> </ul>

<b>Long Term Needs: 14 + Days</b>		
<ul style="list-style-type: none"> <li>• Insurance/ Legal Aid</li> <li>• Rebuilding information</li> <li>• Clothing/ food</li> <li>• Financial assistance</li> <li>• Accommodation</li> <li>• Recreation</li> <li>• Information on the situation</li> <li>• Interpreter services</li> </ul>	<ul style="list-style-type: none"> <li>• Education and child care</li> <li>• Peoples “rights” in obtaining grants</li> <li>• Government policies regarding assistance</li> <li>• Health services</li> <li>• Employment</li> <li>• Future planning information, what is being done for recovery?</li> </ul>	<ul style="list-style-type: none"> <li>• Counselling, families or individual</li> <li>• Activities for children after school</li> <li>• Recreation for a break from the situation</li> <li>• Home/ business/ farm repair and maintenance</li> <li>• Moving assistance</li> <li>• Property clean-up and protection</li> </ul>






**Generic Issues**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Coroner’s Inquests</li> <li>• Data protection and sharing</li> <li>• Impact assessments</li> <li>• Impacts on local authority performance targets</li> <li>• Inquiries</li> <li>• Investigations and prosecutions</li> <li>• Military Aid</li> </ul> | <ul style="list-style-type: none"> <li>• Mutual Aid</li> <li>• Recovery evaluation and lessons identified processes</li> <li>• Recovery structures and processes (including Recovery Plan Guidance Template)</li> <li>• Training and exercising</li> <li>• VIP visits and involvement</li> <li>• Working with the media</li> </ul> |
|---|--|

**Humanitarian aspects**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Commemoration</li> <li>• Community cohesion</li> <li>• Community engagement</li> <li>• Displaced communities</li> <li>• Financial support for individuals</li> <li>• Foreign nationals</li> </ul> | <ul style="list-style-type: none"> <li>• Mass fatalities</li> <li>• Needs of people - health</li> <li>• Needs of people – non-health</li> <li>• Non-resident UK nationals returning from overseas incidents</li> <li>• UK residents affected by overseas incidents</li> </ul> |
|--|---|

**Economic Issues**

- Economic and business recovery
- Financial impact on local authorities
- Potential job losses

**Infrastructure Issues**

- Access to and security of sites
- Damaged to public sector buildings for example schools, libraries
- Dealing with insurance issues
- Historic environment

Site clearance

Site clearance plans also need to be developed. It is essential to consult with DEFRA and Science & Technical Advice Cell (STAC) at a very early stage comprising:

- Determine at an early stage if there is an opportunity for long term regeneration and economic development as part of the recovery process.
- 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 management of any appeal fund is agreed.
- Ensure the community is fully involved in the process and that all agencies work closely with the community and those directly affected, including the monitoring and protection of public health.
- Utilities and transport networks are brought in to use as

**Environmental Issues**

- Animal health and welfare
- Dealing with waste
- Environmental pollution and decontamination
- Repairs to domestic properties
- Site clearance
- Transport
- Utilities

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 elected member involvement and liaison are established within the political structure of Norfolk i.e. Parish, Town, District, City, County and Parliamentary.

## Appendix C – Roles & Responsibilities of organisations during Recovery

The roles and responsibilities of the key organisations likely to be involved in recovery are listed below. Within a particular geographic area, there may also be other local organisations that can support the recovery effort. In addition, there may be other specialist national and regional organisations that, 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).

### Animal Plant & Health Agency (APHAA)

- Ensure that farmed animals in Great Britain are healthy, disease-free and well looked after
- Implement government policies aimed at preventing - or managing - outbreaks of serious animal diseases
- Support the farming industry
- Protect the welfare of farmed animals
- Safeguard public health from animal borne disease.

In England and Wales, Animal Health also works to protect public health by ensuring that dairy hygiene and egg production standards are met.

### 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.



**DEFRA**

- Protect animal welfare
- Minimise the impact of the emergency on food production, farming and fishing industries.
- Offer expert advice and guidance on CBRNe and major HAZMAT issues relating to recovery of the built and open environment, including critical national infrastructure (CNI).
- Facilitate access to companies on the DEFRA CBRN Recovery Team Framework able to provide practical decontamination

**Environment Agency**

- Lead on pollution incidents to water, land and air, eg. major oil/chemical spill. Prevention, control and monitoring of environmental impact. Can arrange for remediation of pollution.
- At the recovery phase the focus is on continued provision of public information.

They can also provide advice/support on:

- Hazardous Waste disposal.
- CBRNe decontamination waste disposal.

**Fire and Rescue Service**

- Provide the use of specialist equipment during the recovery phase
- Provide professional advice on Fire and Rescue issues

- Advise on the disposal of contaminated carcasses solutions.
- Their services can be activated 24/7 for advice, guidance and access to practical services in support of CBRNe recovery. On request they will attend the Recovery Co-ordinating Group (RCG) the Science and Technical Advice Cell (STAC) and the Strategic Co-ordination Group

- Investigation and enforcement of environmental offences.
- Lead on the continual provision of flood warnings to the public.
- Prioritised risk-based approach to the maintenance and repair of defences

- Recovery after nuclear and non-nuclear radiation events including knowledge of installations and list of contractors.
- COMAH sites plus other major industrial installation

- Provide a long-term urban search and rescue capacity if required.

### Food Standards Agency

- Ensure any food products that are suspected or known to be contaminated do not enter the food chain
- Enforce countermeasures that are implemented 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.

### 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.

### 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 Authorities (county / city / district)

- LA rep sitting on the SCG to ensure that RCG is convened as early as possible during the response phase
- Chair the RCG and provide other officers to assist if required
- Lead on providing support to the local community working with community groups and residents
- Deal with any highways issues involved (in conjunction with Highways England as required) such as road closures, clean up, etc

- Implement, with the support from other agencies, a communications strategy
- Lead on regeneration and planning matters
- Deal with the implications of any school closures or school children that have been affected by the emergency
- Provide Environmental Health advice
- Provide Public Health information and advice
- Lead the waste management for the recovery process including

#### **Met Office**

- Provide weather forecasts
- Provide weather advice to assist plume modelling during pollution events

#### **National Health Service**

- Co-ordinate the primary care, community and mental health role during the recovery stage
- Provide care 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

- sourcing specialist contractors to dispose of toxic waste
- Co-ordinate the support from the voluntary agencies
- Co-ordinate the local political involvement
- Provide humanitarian assistance, including through Humanitarian Assistance Centres if appropriate
- Provide alternative accommodation for displaced persons
- Work with utilities suppliers to co-ordinate the restoration of the utilities services.

- Provide weather advice to assist in mapping the airborne spread of diseases.

- 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
- Maintain liaison with and co-ordinate the response with the NHS England or equivalent.

## Police

- If chairing the SCG, ensure that the Recovery Co-ordinating Group (RCG) is convened as early as possible during the actual response phase to an emergency/major incident
- Be represented at the local level on the RCG in order to ensure that local issues can be addressed with prior knowledge of particular areas and issues
- Provide 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 – provision of suitable advice. Further security issues will be dependant on circumstances of the incident and will be decided by the Police RCG rep.
- Traffic management at funerals, memorial services, etc – such provision would be decided by the Police RCG rep
- Public order at funerals – provision will be based on the risk assessment pertinent to the ongoing situation and intelligence
- If Family Liaison Officers are deployed, a Family Liaison Manager may join the RCG in order to liaise closely with the RCG regarding investigative and individual recovery issues, such as funerals
- If a temporary mortuary has been established, a Senior Identification Manager may join the RCG or should be liaised with.

## Public Health England (PHE)

The PHE 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.

## Resilience and Emergencies Division – Central

- 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 NCC.

## **Voluntary & Faith Groups**

There are numerous groups engaged in voluntary and faith related work in Norfolk who are able to contribute towards the successful outcome of the recovery from an emergency. Whilst they are not blue light responders they can offer very practical, useful and timely assistance to the affected population.

It is important to note that some voluntary agencies such as the British Red Cross and the St John Ambulance may already be engaged in community activity which could impact on their availability.

The NRF has produced a Voluntary Sector Capabilities Directory, which includes roles, contact details and response capability.

A memorandum of understanding has been written, it records the principles of an arrangement between the NRF and the Voluntary and Faith Sector. In support of this the roles of the NRF Voluntary and Faith Sector Coordinator and Support Officer have also been written to ensure a robust and coordinated response to an emergency during all required phases.

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

Faith Groups have a role in:

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

## Appendix D – Recovery Coordinating Group Terms of Reference

### Purpose

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

### Role

- To feed in recovery issues whilst the SCG is running
- To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development / implementation of the strategy
- To establish appropriate Sub-Groups as required by the emergency
- To produce an impact assessment ensuring that all possible recovery implications are considered
- 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 make recommendations, at an early stage, to elected Local Authority members on the strategic choice between 'normalisation' (restoring an area to its previous condition) and 'regeneration' (aspiring to transform an area in support of longer term development objectives) of an affected area

### 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.

The need for accurate record keeping is of paramount importance. 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. **Do not fail to address this hugely important aspect of recovery.**

### Membership

Should be made up of senior representatives.

- County Council
  - Director of Public Health, Children's Services, Adult Social Services, Resilience Team
- Affected District / Borough or City Council (s)
- Resilience & Emergencies Division - Central
- Lead Clinical Commissioning Group
- Chairs of the sub groups
- Police
- Fire and Rescue
- Site Operator (if relevant)
- Communications representative
- Legal and finance officer of relevant Local Authority (151 Officer)
- Scientific and Technical Advice Cell (STAC) rep If established

Additional, if required:

- Environment Agency
- Food Standards Agency
- NHS England – Local Area Team
- Public Health England
- Animal Plant Health Agency
- Utility Companies
- Transport Providers and Infrastructure Providers
- Maritime and Coastguard Agency
- Ministry of Defence
- Natural England
- Health and Safety Executive
- Voluntary & Faith Organisation Representative
- DEFRA

Some of the above may already be represented within the working groups. Feedback should be delivered through the chair of the sub group into the RCG.

#### Issues

- Finance
- Politics
- Compensation
- Use of Military
- Public Confidence
- Personnel
- Resources
- Prioritisation
- Coordination
- Communications
- Exit state criteria

#### Location

In the early part of the recovery phase (when both the RCG is running in parallel with the SCG and after the lead is handed over from the SCG to the RCG) there is some benefit in organisations being (and remaining) co-located, if possible, to continue establish communication links and ensure that ready interaction between organisations can be maintained. However this must be balanced against the access to information that both groups need. If access to information (or lack of it) becomes a serious issue then the disadvantages of this should be weighed against the perceived benefits of co-location.

The pre-designated location for the Strategic Coordination Group is **Whitegates, Hethersett, NR9 3DN.**

#### Frequency of meetings

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 and become weekly, fortnightly or monthly depending on progress.

#### Notes

Be aware that 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. Be aware that 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 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.



## Appendix E – Guidance for 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:

√	Item
	<ul style="list-style-type: none"> <li>• Appoint a Recovery Co-ordinator / Secretariat to support the Group / Sub-Group</li> </ul>
	<ul style="list-style-type: none"> <li>• Appoint a deputy</li> </ul>
	<ul style="list-style-type: none"> <li>• Consider membership of the group</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure a log of decisions is kept</li> </ul>
	<ul style="list-style-type: none"> <li>• Report into the SCG or RCG when required</li> </ul>
	<ul style="list-style-type: none"> <li>• Consider security clearance issues</li> </ul>
	<ul style="list-style-type: none"> <li>• Fully understand the remit of their role and educate members of the group, including ensuring adequate training (which may include 'mentoring' from agencies who have gone through similar emergencies in the past) is provided if required</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure the group is aware of the full recovery structure, ie. Existing groups and their remit</li> </ul>
	<ul style="list-style-type: none"> <li>• Assign a communications lead within each Sub-Group</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure action planning and reporting mechanisms are in place to provide regular reports on operations to the RCG and other relevant Sub-Groups, and to any other organisations (eg. central government agencies) that have a role or interest in the process</li> </ul>
	<ul style="list-style-type: none"> <li>• 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 MHCLG Resilience and Emergencies Division - Central / Government as necessary)</li> </ul>
	<ul style="list-style-type: none"> <li>• Disseminate information so that all concerned are aware of the steps being taken during the process. For each decision made or piece of information produced / received, consider: <ul style="list-style-type: none"> <li>○ What might be the ripple effect of this decision / information?</li> <li>○ Who else needs to be aware of this?</li> <li>○ Does the group need to do any more work as a result of this?</li> <li>○ Does someone else need to carry out an action?</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Provide a debrief report at the closure of the Group / Sub-Group detailing the expenditure committed, actions taken, lessons learnt, and any recommendations.</li> </ul>

Suggested agenda

Notes or minutes of the meeting should be taken as well as the maintenance of a key decision / action log.

An action plan template can be found on Resilience Direct:

<https://collaborate.resilience.gov.uk/RDSservice/home/104002/Templates>

**Recovery Coordination Group – first meeting**

1	<b>Attendance and apologies</b> <i>Confirm correct level of representation. Identification of any other agencies who need to be represented at meetings. Confirm <a href="#">teleconference etiquette</a> – phones on mute when not speaking, announcing name when speaking.</i>	Chair
2.	<b>Urgent actions</b>	All
2	<b>Situation update / overview of the recovery progress</b>	Chair
3	<b>Terms of reference for the group including membership</b>	All
5	<b>Briefing / progress report, including the latest impact assessment and the Strategic Co-ordinating Group strategy (brief overview, keep concise)</b>	All
6	<b>Agree recovery strategy</b> <i>Including detailed objectives and targets as necessary – if first meeting</i>	All
8	<b>Recovery action plan formulation and delegation of tasks</b> <i>Including identification of sub groups required</i>	Chair
9	<b>Priorities for action</b>	All
10	<b>Any other issues</b>	Chair
11	<b>Summary of allocated actions</b> <i>Chair and Loggist to confirm/review actions with group and complete/update the action log.</i>	Note taker
11	<b>Schedule of meetings</b>	Chair

## Recovery Coordination Group – further meetings

1	<b>Attendance and apologies</b> <i>Confirm correct level of representation. Identification of any other agencies who need to be represented at meetings.</i> <i>Confirm <a href="#">teleconference etiquette</a> – phones on mute when not speaking, announcing name when speaking.</i>	Chair
2	<b>Urgent actions</b>	All
3	<b>Situation update / overview of the recovery progress</b>	Chair
4	<b>Update from sub groups:</b> <ul style="list-style-type: none"> <li>• Priorities</li> <li>• Update on progress incl. targets / milestones achieved</li> <li>• Points requiring clarification for RCG</li> <li>• Points requiring clarification for other sub groups</li> <li>• AOB</li> <li>• Next meeting</li> </ul>	Sub group chairs
5	<b>Prioritisation of tasks and coordination</b>	Chair
6	<b>Review strategy and objectives</b>	All
7	<b>Review Recovery Impact Assessment</b>	All
8	<b>Update Central Government Reports</b> <i>When necessary</i>	Chair
9	<b>Summary of allocated actions</b>	Note taker
10	<b>Any other business</b>	All
11	<b>Time of next meeting</b>	Chair

## Appendix F – Person specification for membership of Recovery Coordination Group

### Role

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

### Responsibilities

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

### Criteria

Members should be:

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

## Appendix G - Community Recovery Group terms of reference

### Purpose

To reflect community concerns, feelings and initiatives and assist in informing the wider community.

### Role

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

- Assist in Impact Assessment of the affected community
- 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
- Liaise with the Business Community and take their concerns to the Business and Economic Recovery Group
- Engage the community in the recovery process.
- Consider the community's interests in the context of overall recovery aims and objectives, including the choice between 'normalisation' and 'regeneration'.

### Chair and Secretariat

Chaired by an appropriate Elected Member (either District or County). Secretariat is to be provided by the Local Authority.

### Membership

Representatives to attend as relevant from:

- Parish and/or Town Council
- Local Elected Members for District/Borough and County
- Residents associations
- Tenants associations
- Local schools
- Local Businesses
- Community groups (including religious faith groups)
- Neighbourhood Community Managers / Enabling Teams
- Disaster Fund Representative (if established)
- Democratic Services
- Police

Issues and considerations

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

<b>Considerations</b>	<b>Action</b>
<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> </ul>

## Appendix H - Health and Welfare Group terms of reference

### Purpose

To co-ordinate the provision of a full range of practical assistance and support, where necessary, establishing the Humanitarian Assistance Centre (HAC) to provide a single point of contact to those directly or indirectly affected by the emergency. See [NRF HAC Plan](#).

### Role

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.

- Enable the community easy access to the required assistance
- Bring together the relevant Health expertise
- Provide the community with easy access to required assistance
- 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 including mental health support
- Establish extra health services if required
- Ensure public are informed about any health implications.
- Looking at impact assessment – global, community and individual

### Chair and Secretariat

Chaired by Director of Public Health or Local Authority Head of Adult Social Care with secretariat from the organisation providing the chair.

Membership

Representatives as relevant from:

- County / District Council, including:
  - Adult Social Services, Children's Services, Environmental Health Officer, Housing, Legal and Democratic Services (Elected Members), Trading Standards, Public Health, And others as necessary
- Clinical Commissioning Group Lead
- Ambulance Service
- NHS England East Anglia Area Team
- Department of Work and Pensions
- Disability carers services
- Incident Care Team from the relevant Train/Shipping/Air Operating Company .
- Public Health England
- STAC representative
- Norfolk & Suffolk Foundation Trust.
- Food Standards Agency
- Voluntary and Faith Sector (appropriate)

Issues and considerations

- Fatalities & casualties
- Food quality
- Food shortages
- Contractors
- Benefits & grants
- Care commissioning
- Emotional & Mental Health impacts
- Health concerns
- Health services
- Safeguarding
- Evacuees short- & long-term concerns
- Cross-border warranting
- Drinking water
- Emotional support
- Insurance
- Housing
- School Closures & education
- Information sharing



<b>Considerations</b>	<b>Actions</b>
<ul style="list-style-type: none"><li>• What injuries have people sustained (numbers / seriousness / medical treatment / sufficient facilities)?</li><li>• Has the excess deaths, mass fatalities and temporary mortuary 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 chain?</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 Inc. LA resources</li><li>• Publicise changes to health and welfare related services during any period of disruption</li><li>• Use existing databases and information to establish those most at risk</li><li>• Assess impact on vulnerable individuals / establishments</li><li>• Impact on community care for vulnerable (cont..)</li></ul>

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| <ul style="list-style-type: none"><li>• Have any emergency feeding arrangements been implemented?</li><li>• Has 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 victim's 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></ul> | <ul style="list-style-type: none"><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 long 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, e.g. 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> |
|---|--|

## **Appendix I - Business and Economic Recovery Group terms of reference**

### Purpose

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

### Role

- To support affected businesses
- To devise an economic recovery strategy that takes account of any longer term strategic regeneration and economic development opportunities in the affected area

### Chair and Secretariat

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

### Membership

- Affected Local Authority(ies)
  - Economic Development
  - Tourism
  - Appropriate Elected Member
- Resilience & Emergencies Division – Central or relevant Government Department
- Chambers of Commerce
- Federation of Small Businesses
- Local Business Forums / Networks / BID
- Local Economic Partnership representatives
- Other agencies as required

Issues and considerations

- Grants
- Council Tax & Rates
- Road & Rail closures
- Compensation
- Recruitment
- Insurance
- Unemployment
- Reluctance to deliver & trade from outside
- Farming Milk, Poultry & Pigs
- Business affected
- Tourism

<b>Considerations</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>• Has there been any temporary or permanent closure of operations or business?</li> <li>• Have any businesses had to move to temporary premises?</li> <li>• Are any of the workforces 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 organisations affected to enable them to resume normal business as quickly and effectively as possible; including Business Continuity advice for any future incidents.</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>• 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> <li>• Assisting in building the confidence in the business community within the area and to internal and external investors / customers</li> <li>• Assistance with litigation issues – subject to resources available.</li> <li>• Develop recommendations and options in support of the strategic decision making by the RCG between 'normalisation' and 'regeneration' as the outcome of the recovery phase, based on the extent of the damage and the costs of recovery</li> </ul>

## Appendix J - Environmental and Infrastructure Group (Including Clean Up) terms of reference

### Purpose

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

### Role

To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Co-ordinating Group, to cover cleaning, repair or replacement of the physical infrastructure and clean up of the natural environment to an agreed state

Review integrity of key assets and prepare strategy for reinstatement where required

To implement the agreed strategy(s).

### Chair and Secretariat

Chaired by Local Authority Planning & Transportation or Head of Environmental Services. Secretariat support should be provided by the Local Authority.

### Membership

Representatives (as appropriate) from:

- Affected Local Authority(ies)
  - Environment Health Officer
  - Waste Disposal Officer
  - Transport and Highways
  - Neighbourhood Management
  - Building Inspection (Dangerous structures)
  - Trading Standards
- Norfolk Waste Partnership
- Environment Agency
- Public Health England
- Lead Clinical Commissioning Group
- Utility and Transport organisations
- Highways England
- Network Rail
- Air/Port/Rail Operators
- Port Authorities
- Food Standards Agency
- Affected site owner (as appropriate)
- Internal Drainage Boards (if relevant)
- DEFRA
- Met Office
- Norfolk Fire & Rescue Service

Issues and considerations

- Livestock
- Countermeasures
- Contamination
- Natural Environment
- Clean up
- Infrastructure such as roads, bridges and rail links
- Waste
- Compensation
- Resources
- Restoration

<b>Considerations</b>	<b>Actions</b>
<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>○ Buildings of religious significance</li> </ul> </li> <li>• Are there any hygiene issues with sanitation, clean water or food?</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 procure 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).</li> </ul>

<b>Considerations</b>	<b>Actions</b>
<ul style="list-style-type: none"> <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 hazardous/CBRNe material?</li> <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>	<ul style="list-style-type: none"> <li>• For essential services / assets, building / structural, transport, health and educational infrastructure, consider: <ul style="list-style-type: none"> <li>○ Temporary structures</li> <li>○ Redesign</li> <li>○ Repair</li> <li>○ Rebuilding</li> </ul> </li> <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>

Be aware that to aid the restoration times of key infrastructure, such as electricity and water, it *may* be necessary to shutdown supplies before the impact of an incident where pre-warning of a major emergency has been received. This could be the case where flooding is anticipated. This needs to be managed carefully with respect to media and community engagement as in many cases it will be necessary to take such action several hours before the incident is expected, to allow time for it to be carried out in a controlled manner.

This pre-emptory action means that equipment is less likely to be damaged and require replacing. In most cases it will be a case of bringing systems back on to line once the risk of damage has receded rather than having to carry out major works and waiting for specialist parts.

## Appendix K – Finance and Legal Sub Group Terms of Reference

### 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.

### Chair and Secretariat

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

### 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 if not provided by Voluntary organisation (such as Norfolk Foundation Trust)
- 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 revert to 'Business as usual' processes as soon as possible, eg procurement and authorisation levels
- Ensure value for money procurement arrangements



### 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

### 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

### 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

Notes

Disaster Appeals

*The following is taken from the NERG.*

Experience has shown that within a short time of an emergency occurring there might be a need to set up a Disaster Appeal Fund, to **manage and** administer donations of money from the public and other sources intended for the relief of those affected.

The British Red Cross Disaster Appeal Scheme (UK) offers Local Authorities around the United Kingdom a manual which provides help, guidance and expertise on setting up and administering the donations of money which are likely to be received following a disaster or major emergency.

- **Norfolk Community Disaster Recovery Fund Process**

Norfolk County Council has a memorandum of understanding with the Norfolk Community Foundation for the provision of support in the management and execution of a Recovery Fund - [www.norfolkfoundation.com](http://www.norfolkfoundation.com).

## Appendix L – Guidance for Communications Group

Media and communications team who operate during the response phase are equally relevant in the recovery phase and continuity of media and communications should be considered as part of the planned transition between phases. A recovery focused media and communications strategy will be developed as part of the recovery process and approved by the RCG. The NRF Multi-Agency Major Incident Communications Plan covers the response and recovery phases and should be referred to.

The following issues should be considered:

Questions	Actions
<ul style="list-style-type: none"> <li>• Has the LRF Communications Plan been implemented?</li> <li>• Have any of the following been put into operation:               <ul style="list-style-type: none"> <li>○ Multi-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                   <ul style="list-style-type: none"> <li>Regular printed bulletins/newsletters/social media</li> </ul> </li> <li>○ Websites/WebPages/e-bulletins &amp; social media specific to the emergency</li> <li>○ Interpretation/translation facility</li> <li>○ Alert schemes?</li> <li>○ What is the viability of these continuing into recovery stage?</li> </ul> </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 long-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 help-lines</li> <li>○ Publications/printed materials</li> <li>○ Exhibition/display materials</li> <li>○ Drop in/information centres</li> <li>○ Interpretation and translation</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"><li>○ Public forums/meetings</li><li>○ Information points.</li></ul>
<ul style="list-style-type: none"><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 handover from lead response organisation to the local authority been publicised?</li></ul>	<ul style="list-style-type: none"><li>• Have the following key groups been informed and regularly communicated 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>

## **Appendix M - Recovery Impact Assessment**

The recovery impact assessment is generated to identify the effects of an incident on individuals and communities in Norfolk. It should be started during the response phase by Local Authorities at the SCG; drawing upon information from the Community Impact Assessment. A formal review is required at the handover to the RCG, responsibility for reviewing and maintain the recovery impacts assessment belongs to the Community Recovery Sub Group.

A word version of this template can be found on <https://collaborate.resilience.gov.uk/RDSservice/home/104002/Templates>

Additional input into the recovery impact assessment will be required from the other recovery sub groups. The template is as follows:



## Norfolk Recovery Impact Assessment

Version number: \_\_\_\_\_

Process:

1. Local Authority leads on developing Recovery Impact Assessment
2. Assessment requires input from many agencies that may 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 Norfolk will the assessment be undertaken
  - Recovery impact beyond Norfolk will be assessed by neighbouring LRF's and at national level
5. Impacts need to be based upon fact – either from physical inspection of published experience from similar incidents
6. Where impacts are predicted, use the same impact scoring risk descriptors as the Civil Contingencies Act (CCA) (2004) risk assessment process. These are shown on the next pages.
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 assessment must be reviewed at each RCG / RWG meeting or whenever the recovery situation changes.

<b>Incident / Exercise:</b>	
<b>Date Completed:</b>	
<b>Completed / Updated by:</b>	

**People assessment**

**Impacts on people (including health, housing and financial needs)**

**Description of all impacts that directly affect people and communities including 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				
<b>Required actions – in priority order</b>				
Reference	Action	Risk (if needed)		Responsible Officer / Organisation
		Probability	Impact	
E.g. E1				



### Infrastructure Assessment

Impacts on daily life (e.g. 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	<p>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.</p>
High	<p>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.</p>
Medium	<p>Less significant but may cause upset or inconvenience in the short term.            Consider being managed under generic emergency planning arrangements.            Risk monitored.</p>
Low	<p>Managed using normal or generic emergency planning arrangements.            Minimal monitoring and control unless risk assessment changes to move to a higher rating.</p>

## 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		

<b>3</b>	<b>Moderate</b>	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
<b>4</b>	<b>Significant</b>	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 people for 1-3 days. 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

## Appendix N – Hazard & issue specific checklists

The aim of this Appendix 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 DEFRA CBRN Recovery team
- 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

Transport

- Identification of victims
- Memorial funds

- Environmental issues surrounding disposal
- Reputation
- Infrastructure – road closures etc
- 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 DEFRA CBRN Recovery team
- 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?'
- DEFRA CBRN Recovery team
- Monitoring
- Media and Public Information

**Issue Dependent Additional Plans**

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

## Protocols

This document will be effective from the 18<sup>th</sup> March 2020 and will be reviewed every three years thereafter. This process will be advanced should legislation or best practice guidance necessitate such action.

The master copy of this document and a record of the review and decision-making process will be held by the Norfolk Resilience Forum (NRF) and will be made available for audit as necessary.

Contributing organisations are asked to notify the NRF of any changes that may impact on the content or procedures contained within the master version. All amendments to this guidance will be considered by the Norfolk Resilience Forum prior to publication.

There is an expectation that all agencies will participate in a training/exercise regime in order to familiarise relevant staff with the contents of this guidance, in addition to identifying any shortfalls/improvements that can be made to this document.

## Activation of this plan

Activation of this plan should be considered at the early stage of response so that there can be a smooth transition from response to recovery.

## References

This plan has been produced and is compatible with other emergency response procedures and safety documents, as follows: -

- Norfolk Emergency Response Guidance
- Multi-Agency Major Incident Communications Plan
- National Recovery Guidance
- Scientific and Technical Advice Cell Plan

## Records of Amendments

Version	Amended by	Date	Comments	Signed
1	David Palmer	2011	Plan written	D. Palmer
2	Steve Grundell	2013	Details of the Government Decontamination service added / amended	S. Grundell
3.	Steve Grundell	2014	General plan review, terminology checks and addition of Lincolnshire recovery model.	S. Grundell
4	Gemma Bailey	October 2014	Formatting and consultation.	G. Bailey
5	Gemma Bailey	April 2015	Second consultation & update including addition of Norfolk Local Authority Radiation Group Plan.	G. Bailey
6	Jayde Robinson	October 2015	Final consultation and updated map on page 95	J Robinson
6.1	Gemma Bailey	October 2016	Inclusion of NSFT under the Health & Welfare membership	G. Bailey
6.2	Gemma Bailey	May 2019	Updated following Recovery exercise	G. Bailey
6.3	Gemma Bailey	November 2019	Updated following consultation with Norfolk County Council.	G. Bailey
7.0	Gemma Bailey	March 2020	Final version issued.	G. Bailey

If any amendments are required to be made to this plan please inform : [nrf@norfolk.pnn.police.uk](mailto:nrf@norfolk.pnn.police.uk)

## Records of Plan Validation and Training Schedule

Date	Details	Exercise/Training /Incident
December 2013	Tidal Surge	Incident
27 September 2018	Table-top multi-agency exercise using flooding scenario	Exercise

**Distribution List**

<b>No.</b>	<b>Recipient</b>	<b>No.</b>	<b>Recipient</b>
1	Norfolk Constabulary, Contingency Planning	9	Great Yarmouth Borough Council, Emergency Planning
2	Norfolk Fire & Rescue Service	10	Borough Council of Kings Lynn & West Norfolk, Emergency Planning
3	East of England Ambulance Service NHS Trust	11	North Norfolk District Council, Civil Contingencies Unit
4	Norfolk County Council Public Health & Clinical Commissioning Groups	12	Norwich City Council, Emergency Planning
5	Maritime and Coastguard Agency	13	South Norfolk Council, Emergency Planning
6	Norfolk County Council, Resilience Team	14	Environment Agency East Anglia Area
7	Broadland District Council:, Emergency Planning	15	Norfolk & Suffolk Foundation Trust
8	Breckland District Council, Emergency Planning	16	Public Health England

## Glossary

Government LEXICON of Emergency Terms available [here](#)

Abbreviation	Term	Description
<b>ABI</b>	Association of British Insurers	The ABI (Association of British Insurers) represents the collective interests of the UK's insurance industry. The Association speaks out on issues of common interest; helps to inform and participate in debates on public policy issues; and also acts as an advocate for high standards of customer service in the insurance industry.
<b>CBRNe</b>	Chemical, Biological, Radiological or Nuclear and explosives	
<b>COBR</b>	Cabinet Office Briefing Room	
<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.

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<b>FLO</b>	Family Liaison Officer	A Police Officer allocated responsibility for one or more families of the deceased.
<b>FSA</b>	Food Standards Agency	A non-ministerial Government department which acts to protect the public's health and consumer interests in relation to food.
<b>GLO</b>	Government Liaison Officer	<p>During a non-terrorist emergency, the Government Office (usually the DCLG Resilience and Emergencies Division) will act as the GLO, facilitating two way communications between Central Government and local responders and provision of support.</p> <p>During a terrorist emergency, the GLO will be a Home Office representative who provides the liaison between Central Government and the Police Strategic Commander. He / she also offer advice on how to achieve strategic objectives sought by the Government.</p> <p>During the recovery phase, the GLO role in liaising with the RCG would usually be taken by the Government Office.</p>
<b>HA</b>	Humanitarian Assistance	<p>Humanitarian assistance (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 planning, training and exercising aimed at meeting people's practical and emotional needs;</li> <li>• response activities focussing on meeting people's needs during and immediately after emergencies; and</li> <li>• the co-ordination and provision of psychological and social aftercare for those affected in the weeks, months and years that follow.</li> </ul>
<b>HAZMAT</b>	Hazardous Material	Solid, liquid, vapour or gas which has the potential to cause harm to health or the environment.
<b>HSE</b>	Health and Safety Executive	The HSE are responsible for the regulation of almost all the risks to health and safety arising from work activity in Britain.
<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>MCA</b>	Maritime and Coastguard Agency	Responsible for maritime search and rescue, and dealing with maritime pollution (to sea and shoreline).



<b>MHCLG</b>	Ministry for Housing, Communities & Local Government	UK Government Department
<b>MOD</b>	Ministry of Defence	
<b>NERG</b>	Norfolk Emergency Response Guidance	Norfolk Resilience Forum document setting out the strategic approach to major incidents in Norfolk.
<b>NRF</b>	Norfolk Resilience Forum	A multi-agency forum established under the Civil Contingencies Act and based on the Norfolk Constabulary Boundary.
<b>PHE</b>	Public Health England	
<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.
<b>RED</b>	Resilience & Emergencies Division	A MHCLG Department split in to areas of England to act as a point of liaison between central government and resilience forums. Norfolk comes under RED - Central
<b>RWG</b>	Recovery Working Group	
<b>SCG</b>	Strategic Co-ordinating Group	Multi-agency group that sets the policy and strategic framework for emergency response and recovery work at the local level.
<b>STAC</b>	Science and Technical Advice Cell	A sub-group of the SCG and RCG led by an appropriate person from the health community (PHE or DPH), together with other relevant organisations to provide strategic direction, co-ordination and assessment of health, scientific and environmental protection issues.
<b>TCG</b>	Tactical Co-ordinating Group	A multi-agency group of tactical commanders that meets to determine, co-ordinate and deliver the tactical response to an emergency.