

LONDON RESILIENCE PARTNERSHIP

LRP Recovery Coordination Framework

Version 2.0

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

Version Control		
Version	Date	Change (owner)
July - September 2016	V1.0	Previous review (document entitled 'Recovery Management Protocol').
June 2019 - January 2020	V2.0	<p>Aligns with the LRP approved approach of dividing strategic frameworks into two sections - summary and supporting guidance. This format better supports the aim of the first section; to aide RCG chairs and participants.</p> <p>Key changes;</p> <ul style="list-style-type: none"> - Highlighting importance that an RCG is activated early enough to influence and support the SCG, and that all relevant agencies are represented. - Many of the lessons from 2017 focus on suitably engaging the community during a recovery. These have been covered through the inclusion of a Community Engagement Checklist within the new framework and through signposting to other frameworks and plans

Part 1 – LRP Recovery Coordination Framework Quick use guide

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1. About this Framework

Introduction

- a. This document forms Part 1 of the London Resilience Partnership (LRP) Recovery Coordination Framework and is intended to be used as a quick-use guide for strategic officers involved in recovery co-ordination. For supporting guidance please refer to Recovery Coordination Framework - Part 2: Additional guidance.
 - b. Recovery is an integral part of the emergency management process. It can be defined as: 'The process of rebuilding, restoring and rehabilitating the community following an emergency'. This process is distinct from, but will usually overlap with, the response phase (defined as 'the actions taken to deal with the immediate effects of an emergency').
- 1.2 This plan is designed to be flexible and scalable. It is recommended that Borough Resilience Forums use this framework to inform local plans for the coordination of recovery following an incident.

Regional and Local Recovery Structures

- 1.3 If required, a regional (London) Recovery Coordinating Group would be tasked with the strategic coordination and oversight of recovery issues and actions, with the majority of recovery actions implemented by local (Borough) Recovery Coordinating Group(s).
- 1.4 It is essential to determine early on which tasks and responsibilities will be discharged at the regional and local levels respectively. It may be that a regional group is not required and a local (Borough) Recovery Coordinating Group will suffice. The latter may nevertheless still require regional input/support.
- 1.5 The principle of the regional recovery group is to add value and support to local recovery. Where there is little or no benefit provided from regional recovery coordination, recovery may be managed only at the local level.

2. Triggers and activation

Triggers

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

Local recovery arrangements can be triggered by a decision at a London or local SCG or outside of an SCG, at the request of strategic partner, such as those locally (e.g. Council Gold) or otherwise (e.g. a utility company).

An SCG (regional or local) is not a pre-requisite to triggering and forming an RCG, although this is the most likely route.

Activation and interaction with the SCG

The recovery process is Local Authority led. Once a decision has been made to activate regional recovery arrangements the LLAG will nominate a Chair for the RCG, this person should be different to the Chair of the SCG, usually a Local Authority Chief Executive or suitable representative.

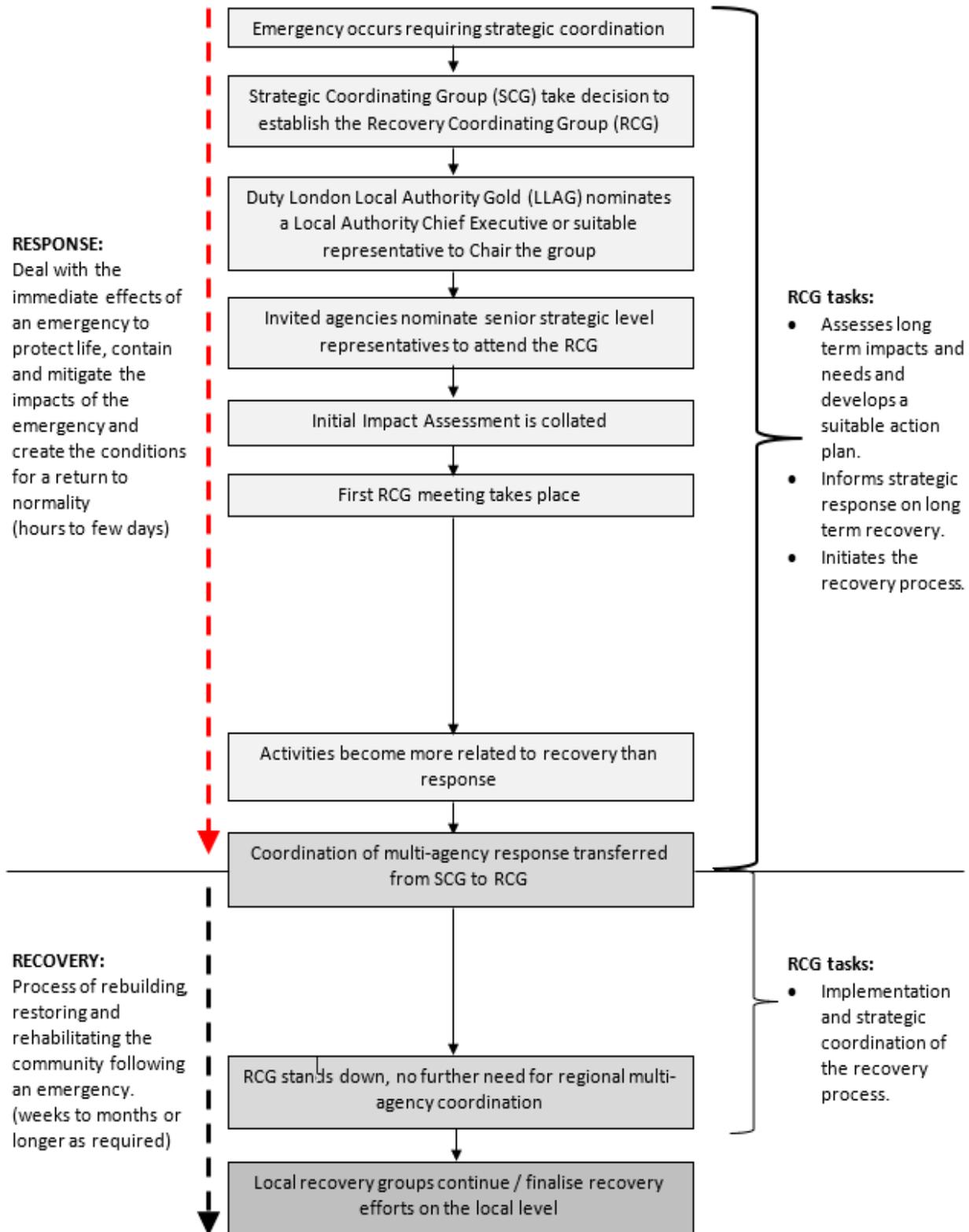
Until primacy is passed from the SCG to the RCG (see Transition from Response to Recovery below), the RCG reports to the SCG and the former works closely with the LLAG, who will normally represent the RCG at SCG meetings.

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

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

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Recovery Timeline - describes the most likely route of RCG activation, RCG tasks during both response and recovery, and transition between these phases;



Before the first meeting of the RCG

- 3.1 While it is recommended that the RCG should be formed as soon as possible to influence the SCG response, the RCG should not meet before the following steps have been taken:
 - All agencies required at the RCG have been identified and have nominated a suitable representative to attend the RCG.
 - An initial impact assessment has been collated by the RCG Chair.
- 3.2 Suggestions for membership and the roles and responsibilities of relevant organisations are given in Annex A and within the accompanying guidance (Part B).
- 3.3 A suggested agenda for the first RCG meeting is shown in Annex B.

Impact Assessment

- 3.4 Emergencies affect communities in a wide variety of ways. To understand what the most appropriate recovery actions are, who is affected and how the emergency has affected them needs to be ascertained. An impact assessment is therefore crucial.
- 3.5 There are five interlinked categories of impact that individuals and communities may need to recover from. These can be found in the impact assessment template in Annex D.
- 3.6 The type of impacts, whether action needs to be taken and at what level, will depend on the nature, scale and severity of the emergency itself.
- 3.7 The compilation of an impact assessment is an iterative process; the impact assessment should be updated regularly throughout the recovery. It may be prudent to set up an intelligence cell, chaired by a member of the lead agency, to collate information for the initial and updating of the impact assessment so as to support decision-making.
- 3.8 The timeliness of the impact assessment needs to be considered and communicated to all partners. Due regard to the length of time it takes to obtain credible and accurate information should be considered against timescales for appropriate action.
- 3.9 At the outset of the recovery process the RCG should give careful consideration to the reporting timeframes, to allow all agencies the time to collate information balanced against the need for its urgency. If required, an initial assessment can be collated with a clear indication of its limitations, and requirements for a more detailed assessment to follow.
- 3.10 An impact assessment template can be found in Annex D.

Impact Assessment checklist

The below 3 step process is a quick guide to completing an impact assessment quickly and effectively:

- Identify information required for the impact assessment and where to find this information, e.g. from Situation Reports.
- Set a reporting timeline for agencies to work to in the collation of the impact assessment.
- Collate initial impact assessment (if possible, prior to the first meeting).

Initial tasks checklist for the RCG

In order to get the recovery process started early during the response phase, it is recommended that when formed, the RCG perform the following initial tasks:

- Work with the lead response agency to ensure full situational awareness, identifying wider implications early.
- Agree Terms of Reference for the RCG (see Annex A).
- Agree a recovery strategy and inform the Strategic Co-ordinating Group (SCG) of this to ensure decisions made by the SCG, as far as is appropriate, do not compromise short, medium to long term recovery (see Annex C).
- Develop a recovery action plan and monitor progress (see Annex E).
- Form subgroups as required (guidance for subgroups contained in Part B: Additional guidance).
- Consider early engagement with legal advice
- Liaise with the SCG, Central Government, other working groups (e.g. Humanitarian Assistance Steering Group) and others as appropriate throughout the recovery process.
- Consider inviting an external organisation with recent recovery experience to undertake a peer review of London's recovery strategy during the recovery phase.

Secretariat and other support

- 3.11 During the response phase, a regional Recovery Coordinating Group (RCG) secretariat will be provided by the London Resilience Group, as required by the Chair. The secretariat for a local Recovery Coordinating Group will be determined by the Chair, and likely provided by the Chair/lead agency.
- 3.12 The RCG secretariat will fulfil the following functions:
- Administration for the Group, i.e. meeting invitations, papers, and minutes. In conjunction with the Chair, finalising meeting agendas and sharing with participants.
 - Provision of advice to the RCG Chair regarding regional arrangements, and this Recovery Coordinating Framework.
 - Progress monitoring of actions.
 - Ensuring all lessons identified within RCG meetings are logged on the Lessons Reporting Form, as per the LRP Learning and Implementation Protocol.
- 3.13 The need for accurate record-keeping is of paramount importance. There must be clear audit trails with comprehensive records of timings, notifications, decisions, actions and expenditure. It is recommended that the information management system used in the recovery phase is aligned with that of the response phase.
- 3.14 As referred to in 3.7, an additional cell to manage the initial impact assessment and its updating is recommended, and this would likely be resourced (and chaired) by the lead agency.
- 3.15 Secretariat and other support for the RCG should be constantly monitored throughout to ensure that the support given is sufficient to fulfil current demands and consider how this might change.

Meeting Location and Tempo

- 3.16 There is merit in agencies being (and remaining) co-located to establish communication links and ensure ready interaction between agencies can be maintained. The RCG Chair will decide where to convene the RCG, consideration given to co-locating the SCG or holding a virtual RCG if more appropriate or sustainable.
- 3.17 The frequency of recovery meetings will be determined by the RCG on a case-by-case basis. In the early stages the RCG may meet on a daily basis, and this is likely to reduce over time, possibly to once/twice per week, or later per month, as the recovery phase progresses.

Strategy Development

- 3.18 At the start of the recovery process, it is vital that a clear recovery strategy is developed and agreed. Annex C provides a suggested strategy agenda template. The initial impact assessment may inform the strategy development and review.

Action Plan

- 3.19 After the impact assessment process, needs and resulting actions should be accurately captured in an action plan and progress monitored regularly. A suggested template for a Recovery Action Plan is shown in Annex E.
- 3.20 The RCG is tasked with strategic coordination and oversight of recovery issues and actions; however, the majority of actions may be implemented by local recovery group(s).
- 3.21 It is essential to determine early on which tasks and responsibilities will be discharged at regional and local levels. Actions may be discharged through existing regional and local mechanisms, recovery subgroups or new working groups as required.

Transition from response to recovery

- 3.22 Over time, the balance of the response will naturally lean more towards recovery. When the response phase is drawing to a close, the Chairs of the SCG and the RCG should discuss transferring primacy and Chair of the overall partnership coordination. See Part B: Accompanying guidance for considerations regarding the handover to recovery.
- 3.23 Once agreed by the SCG, coordination of strategic activity is passed to the RCG, most often chaired by Local Authorities. The RCG will notify the partnership of the change and the Government Liaison Team (GLT) will notify Central Government.
- 3.24 Some agencies required in the recovery process may not have been involved in the response phase and will need to be integrated at this stage. The Chair of the RCG needs to manage this integration carefully and instil the importance of agencies working together. A reminder in the early stages of recovery is prudent, with particular attention to agencies that may only be able to participate remotely.
- 3.25 If necessary, other subgroups of the response, (such as the Science and Technical Advice Cell (STAC) or Structural Collapse and Site Clearance, will continue to operate but will change in reporting to the RCG rather than the SCG. (For ToRs for these response subgroups, please refer to the appropriate framework).

Considerations for Stand Down

- 3.26 The Chair of the RCG, in discussion with LLAG and chairs of national and local recovery groups as necessary, will decide when it is appropriate to stand-down the RCG. The needs of the community will be key to this decision.

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- 3.27 The length of time that the RCG is required to continue meeting will vary according to the nature and scale of the emergency and the value that it provides. Some emergencies may have long term issues to consider, such as health monitoring or environmental clean-up.
- 3.28 The RCG will be stood down once there is no longer a need for regular multi-agency coordination and the remaining issues can be dealt with by local recovery groups, individual agencies and/or the recovery work has been subsumed into existing work programmes or governance structures. It should be noted that local recovery can be a long-term process that may continue for several months or even years.
- 3.29 Depending on the recovery issues being addressed, it may be possible for some of the RCG sub-groups to close prior to the main RCG standing down.
- 3.30 The decision to stand-down the RCG will be communicated to all agencies involved and the wider London Resilience Partnership by the RCG Chair (via the secretariat).
- 3.31 Determining a definitive point of recovery is difficult as each incident is unique in its impact. Individuals, families and communities affected may recover at different timescales, indeed there may not be an end to the recovery process for some, therefore communications around the stand down of recovery efforts should be sensitive to the needs of those affected.

3. Structure and Sub-Groups

Structure of the response

The Recovery Coordinating Group (RCG) may choose to establish sub-groups to address specific functional areas of the recovery process. Detailed Terms of Reference (ToR) for these groups, including guidance on membership and issues that may arise, are shown in Part B: Additional guidance.

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

Sub-groups to be considered

Sub-Group	Purpose	Lead
Finance and Legal Group	To assess the financial and legal implications for the affected area and provide advice to the RCG.	Suitable chairs may include a Local Authority Senior Finance Manager or Solicitor.
Communications Group	Continue and expand upon the work of public consultation and media team's set-up during the response phase. Ensure that the public and media are fully informed and consulted and that all information is in an understandable language and format. Oversee the communications output of all other sub-groups and address local, sub-national and national comms issues.	Suitable chairs may include a Local Authority PR and Communications Manager or the London Councils Director of Communications.
Environmental and Infrastructure Group	Use expertise (and monitoring data) to give viable options for clean-up, repair and replacement. Liaise closely with stakeholders.	Suitable chairs may include a Local Authority Planning & Transportation Manager or Head of Environmental Services.
Business and Economic Recovery Group	To assess the economic implications for the affected area and aid businesses to enable them to resume trading as soon as possible.	Suitable chairs may include Directors from Economic and Business or Regeneration Team in the Local Authority.
Health and Welfare Group (If Humanitarian Assistance Steering Group is activated, it may take the role of Health and Welfare subgroup.)	To co-ordinate the provision of full range of practical assistance, support and, where necessary, counselling to those directly or indirectly affected by the emergency.	Suitable chairs may include Directors of Public Health or Local Authority Heads of Adult Social Care.
Community Recovery Group	To assist in the completion of the impact assessment, reflect community concerns, feelings and initiatives and assist in informing the wider community.	A suitable chair may be a Local Strategic Partnership Chair.

4. Short, Medium and Long-Term Considerations

Phase	Psychological and Emotional impacts	Needs of people	Frontline operational responders	Tactical Responders	Strategic Responders
Impact / immediate post impact: first few hours					
Following hours / first few days					
Medium term					
Longer term					

Annex A – Terms of Reference for a Recovery Coordinating Group

Purpose of Group

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

Role of Group

- To feed in recovery issues whilst the SCG is convened
- To decide the overall recovery strategy, including communications, clean-up, health, welfare, business and economic (not just those within the cordon) recovery
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy
- To jointly agree appropriate sub-groups as required by the emergency and commensurate to organisation's resources
- To produce an impact assessment on the situation
- To co-ordinate the recommendations and actions of the sub-groups and monitor progress
- To monitor legal and financial matters and pursue funding and other assistance
- To agree exit strategy criteria and timescale
- Decide the final "state" of the physical infrastructure and natural environment affected by the emergency
- Deal with other issues that fall outside the scope of the working groups
- To provide reassurance and advice to the public to facilitate and participate in recovery.

Chair and Secretariat

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

Membership of Group

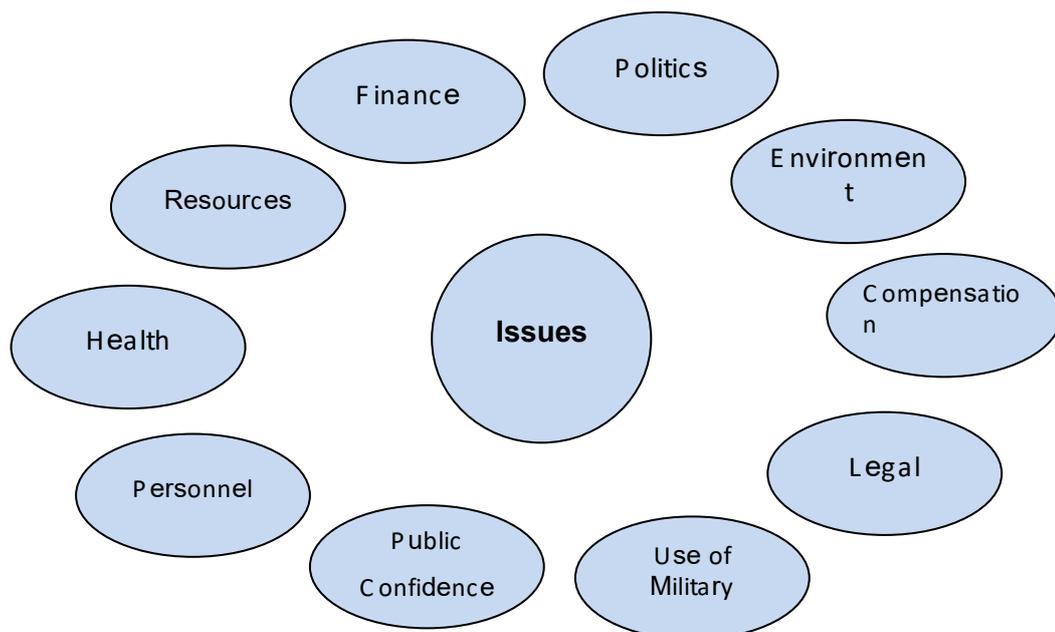
Senior representatives attend as relevant from:

- Affected Local Authority/Authorities
- Chair of Community Recovery Committee (if formed)
- MHCLG (RED) Advisor
- Lead Government Department Recovery Liaison Officer (RLO)

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- Greater London Authority
 - Environment Agency
 - Food Standards Agency
 - NHS England and NHS Improvement (London)
 - Clinical Commissioning Group (CCG)
 - Social Care Representative
 - Public Health England
 - Animal Health
 - Utility Companies
 - Telecommunications companies
 - Transport for London
 - Network Rail
 - British Airways Authority
 - Port of London Health Authority
 - Port of London Authority
 - Maritime and Coastguard Agency
- Police
- London Fire Brigade
- Ministry of Defence
- Natural England
- Site Operator (if relevant)
- Site Owner(s)
- Insurers
- Health and Safety Executive
- Chairs of sub-groups including the chair of the STAC
- Business Sector Panel
- Voluntary Organisation Representative
- Faith Representative
- DEFRA CBRN Emergencies Team (if contamination issues)
- Other organisations as appropriate

Issues for consideration



Annex B – Agenda for Recovery Coordinating Group Meeting

The following is a list of suggested points that Recovery Coordination Chairs may wish to include in the initial agenda for a Recovery Coordinating Group meeting. Please note, this list is not exhaustive and may be adapted as appropriate.

- Introductions
- Situation update
- Terms of Reference for the group
- Membership of the group
 - Responsibilities and authority
 - Other agencies that may be required
- Briefing/progress report, including the latest impact assessment and the Strategic Coordinating Group strategy (brief overview, keep concise)
- Recovery Strategy (including detailed objectives and targets as necessary)
- Immediate actions/or urgent issues related to the emergency
- Recovery Action Plan and delegation of tasks
 - Sub-groups
- Priorities for action
- Organisational Learning / Debrief of events so far
- Any other issues
- Schedule of meetings

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

Note

Templates can be found in:

Recovery Coordinating Group ToR – Annex A

Recovery Strategy – Annex C

Impact Assessment – Annex D

Recovery Action Plan – Annex E

Further information on sub-groups can be found in:

‘Structure and Sub-groups’, Section 3, Part 1 and ‘Sub-groups’, Section 3, Part 2.

Annex C – Recovery Strategy Template

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

Strategy Statement

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

- To support the community and businesses in their return to normality or a new normality (identifying opportunities – with the community and others – about how to come back better).

Objectives

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

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

Targets

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

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

Annex D – Impact Assessment Template

Impact Area	RAG	Key Impacts	Identified Needs
<p>Social</p> <ul style="list-style-type: none"> - Community (e.g. displacement, vulnerable groups, community cohesion, etc.) - Financial / Legal - Media, public and political perception - Provision of Public / Council Services 			
<p>Health</p> <ul style="list-style-type: none"> - Physical Health - Psychological Health (e.g. long-term psychological impacts, bereavement processes, etc.) 			
<p>Economic</p> <ul style="list-style-type: none"> - Impact on small and medium enterprises: (e.g. access to premises, work force, impact on specific business sectors, etc.) 			

<p>Infrastructure</p> <ul style="list-style-type: none"> - Transport - Utilities - Buildings - Built Environment - Historic Environment 			
<p>Environmental</p> <ul style="list-style-type: none"> - Pollution and Waste - Animal Welfare - Natural Resources 			
<p>Incident Specific</p> <ul style="list-style-type: none"> - E.g. Flood Extent / Flood Defences 			

Annex E – Action Plan Template

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

Part 2 – Additional Guidance

Introduction

This document forms Part 2 of the London Resilience Partnership (LRP) Recovery Coordination Framework and should be used in conjunction with Part 1: Quick use guide, for strategic officers involved in recovery coordination.

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- Interaction within the wider pan-London strategic coordination
- Role of politicians and elected members
- Interaction with the Greater London Authority
- Interaction with Central Government
- Considerations for holding public meetings
- Community Engagement Checklist

Section 2 – Guidance for the Recovery Coordinating Group

- 2.1 Person-specification for Recovery Group members
- 2.2 Guidance for Recovery Group Chairs
- 2.3 Roles and Responsibilities of Organisations
- 2.4 SCG Chair – Suggested Criteria for Handover
- 2.5 RCG Chair – Suggested Criteria for accepting handover
- 2.6 Role of Elected Members
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- 2.9 Recovery Debrief Template

Section 3 – Subgroups – Terms of Reference

- 3.1 Finance and Legal Group
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- 3.3 Environmental and Infrastructure Group
- 3.4 Business and Economic Recovery Group
- 3.5 Health and Welfare Group
- 3.6 Community Recovery Group

Section 1 - Liaising with others

Interaction within the wider pan-London strategic coordination

- 1.1 During an ongoing incident that requires strategic coordination, it is likely that multiple frameworks will be activated by the Strategic Coordinating Group (SCG) to deal with the different aspects of the emergency e.g. Humanitarian Assistance Steering Group (HASG), Mass Fatality Coordination Group (MFCG), Science and Technical Advice Cell (STAC), and others
- 1.2 In order to coordinate response and recovery efforts in the most efficient manner, it is important to be aware of and coordinate the intentions of the Recovery Coordinating Group (RCG) with these groups (via the SCG whilst the latter retains primacy).
- 1.3 If the Humanitarian Assistance Steering Group (HASG) is activated, the Chair of the RCG should liaise with the Chair of the HASG to decide whether to subsume the Health and Welfare Group into the HASG or maintain the former as a sub-group to ensure all efforts regarding short, medium and long term humanitarian assistance are coordinated.

Role of politicians and elected members

- 1.4 Elected Members can play a critical role in the impact assessment process, identifying problems and vulnerabilities in their community that may require priority attention and feeding them back to the relevant recovery group.
- 1.5 Members also have an important role in disseminating credible information and advice back to the community, assisting to maintain community cohesion and providing public reassurance.
- 1.6 Further information on the role of Elected Members in recovery can be found in Section 2.6.

Interaction with the Greater London Authority

- 1.7 The GLA is responsible for the strategic administration of Greater London. It shares local government powers with the councils of 32 London boroughs and the City of London Corporation. It supports the strategic coordination between the local authorities in Greater London.
- 1.8 The Mayor of London's role in recovery is to give London a single person to represent it and provide a voice for London in an emergency.
- 1.9 Under the GLA Act there are seven statutory strategies that the GLA is responsible for; the Environment, Spatial Development, Transport, Economic Development, Housing, Culture and Health Inequalities.
- 1.10 An incident may have an impact on the transport network; therefore, it is essential to involve Transport for London (TfL) and other transport operators in the recovery process where required to ensure that the transport system is reinstated as soon as possible.
- 1.11 In any incident requiring a London wide recovery remit, the GLA will have a role in supporting the strategic direction of the recovery process and will be involved in the discharge of recovery actions if relating to the GLA's statutory duties. There may also be financial oversight and support of recovery funding from the GLA.
- 1.12 At the outset of an incident, the GLA will be best placed to determine its representation on the RCG, in conjunction with the Chair. There is also a wealth of statistical and administrative data that the GLA hold which may be useful to consider in the impact assessment. This data can be accessed via the [London Datastore](#).

Interaction with Central Government

- 1.13 The Ministry of Housing, Communities and Local Government's Resilience and Emergencies Division (MHCLG RED) provides the initial (and often ongoing) conduit for communication between local responders and the nominated Lead Government Department (LGD), as well as other government departments including Cabinet Office.
- 1.14 In large-scale incidents it is likely that MHCLG RED will be integrated into the response phase. MHCLG RED Recovery will link in with both SCGs and RCGs, through their roles as GLOs, Recovery Liaison Officers (RLOs) and/or Resilience Advisors (RAs). These roles often begin early in the response phase and continue into the recovery phase via the RCG.
- 1.15 This cross Whitehall and ministerial engagement aspect is crucial for recovery. Early engagement assists with faster ministerial decision making on matters such as funding and additional support.
- 1.16 In an event requiring the activation of national level recovery structures, the Civil Contingencies Secretariat (CCS) will confirm the LGD, based on the type of emergency. If deemed necessary, the LGD will establish a National Recovery Group.
- 1.17 Government involvement in the recovery phase will depend upon the nature of the emergency. Government will judge whether central government recovery coordination is required, on a case by case basis.
- 1.18 In the event that central government recovery coordination is necessary, reporting requirements will be confirmed at the outset, together with the mechanism by which this information will be collated to ensure there is a common understanding of expectations between government departments and local responders.
- 1.19 Reporting requirements will draw heavily on the categories set out within the Recovery Reporting Framework (the formal mechanism for local authorities to report recovery information to central government, through the Government Offices, can be found [here](#)) and are likely to mirror information that the Recovery Coordinating Group would require to inform local recovery arrangements.
- 1.20 Recovery reporting will help to inform decisions as to what central government support may be required including any provision of recovery funding schemes and to monitor progress during the recovery process.
- 1.21 Depending on the nature of the emergency, the Government may require a representative of the Recovery Co-ordinating Group to participate in central Government recovery coordination meetings including Ministerial Recovery Group meetings.
- 1.22 Information regarding funding from central government is summarised in [Section 2.7 of this document](#).

Multi-RCG Recovery Coordinating Groups (RecCG)

- 1.23 A Multi-RCG Recovery Coordinating Group (RecCG) may be convened where recovery action is required across a number of neighbouring areas who would benefit from coordination or enhanced support.
- 1.24 In such circumstances, the Lead Government Department for Recovery may, on its own initiative or at the request of local responders, convene a RecCG in order to bring together appropriate representatives from local Recovery Coordinating Groups (e.g. the Chair) where activated, or relevant organisations if not (e.g. if the incident primarily affects Local Authorities it may be appropriate for only Local Authorities to be represented at the RecCG).
- 1.25 RecCGs will observe the principle of subsidiarity – in which it is recognised that decisions should be taken at the lowest appropriate level. The RecCG will not interfere in local

command and control arrangements but will provide a mechanism for ensuring that local responders can be as fully informed as possible in the decisions they have to take.

Engaging with local communities

- 1.26 During the recovery phase, the RCG will need to ensure that the affected communities are sufficiently engaged with the recovery process and its strategic aims. The RCG should establish the needs of the community through the completion of an impact assessment.
- 1.27 The Community Recovery Sub-Group (see section 3.6) should assist in developing this impact assessment and in completing any related actions. In some instances, the experience of front-line staff could be used to identify gaps in engagement and services available to the community.
- 1.28 The impact of an incident could create the potential for community tensions. The London Prevent Network gathers information on the presence of any community tensions; this should feed into the impact assessment and inform the recovery strategy.
- 1.29 The RCG should ensure that suitable engagement and communication channels are identified and that information about recovery is appropriately communicated to the community.
- 1.30 Engagement with the local community should be led by the Community Recovery Group. Consultation methods may include public meetings, surveys, focus groups, engagement with residents/tenants' groups and door knocking.
- 1.31 Public meetings can be a useful tool for the delivery of effective recovery management they provide a platform for information sharing and discussion, for the community to voice their concerns and ideas, and the opportunity to create consensus for actions that require broad-based community input.

Considerations for holding public meetings

- Establish the need to hold a public meeting and design the meeting to meet these specific needs (i.e. to inform the public and/or consultation to assist decision making);
- Consider a series of meetings, rather than a single event to maximise discussion;
- Ensure the meeting is appropriately publicised;
- If the event attracts media attention, make sure the media are invited and provided with specific information that will help them cover the meeting accurately;
- Book a venue in a suitable location that allows for flexibility in the number of attendees;
- Ensure that all input and comments are recorded and let community members know what will be done with their input, what to expect next in their process and any opportunities for further engagement.

- 1.32 In large incidents there is often a strong desire from people to volunteer to help. Depending on the incident, these offers may vary in their usefulness and it is the responsibility of the Local Authority to determine how offers of help should be managed. Cabinet Office guidance on 'Planning the Coordination of Spontaneous Volunteers in Emergencies' can be found [here](#).

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- 1.33 The RCG should ensure appropriate engagement with families, community leaders and elected members through the HASG / Community Recovery Sub-Group to help support these arrangements and ensure that decision-making is appropriate to the needs of the community.
- 1.34 In large or high-profile incidents, concerned members of the public may wish to donate physical and monetary donations. The management of these donations should be carried out in a way that is appropriate to the wishes of the community. Further guidance on this can be found in the Humanitarian Assistance Framework. (A Donations Management Guidance document is also being created – check with LRG for an update on this.)
- 1.35 Throughout the recovery process there may be call for acts of remembrance including large-scale funerals and memorials, these may be community or family led. The RCG should ensure appropriate engagement with families, community leaders and elected members through the Community Recovery Sub-Group to help support these arrangements and ensure that decision-making is appropriate to the needs of the community. Further guidance can be found in the Humanitarian Assistance Framework.
- 1.36 Successful recovery is responsive, flexible, engages with the community and supports them to move forward. Where possible, the RCG and relevant sub-groups should:
- Assist and enable individuals, families and the community to actively participate in their own recovery.
 - Channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience.
 - Build collaborative partnerships between the community and those involved in the recovery process.¹
- 1.37 The identification of existing community assets and ensuring they are linked into statutory services is one of the guiding principles of Community Resilience. These resources can be drawn upon in an incident to support recovery. Further guidance on Community Resilience can be found through the London Community Resilience Steering Group.
- 1.38 Local communities may look upon an emergency as an opportunity to regenerate an area. This regeneration phase may overlap with the recovery phase, with regeneration being defined in the National Recovery Guidance as a process of 'transformation and revitalisation - both visual and psychological.
- 1.35 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.

¹ Australian Disaster Resilience Community Recovery Handbook, Australian Institute for Disaster Resilience, 2018

Community Engagement Checklist

- Have key community leads been identified? Have LAs and partners reviewed existing networks, which should have been mapped in advance, to identify the trusted pillars within the community?
- If a Community Recovery Sub-Group has been convened are all relevant groups and organisations represented?
- Has a structure for community engagement been established that acknowledges the views of the bereaved, survivors and those directly affected (as appropriate)?
- Are the affected communities' views accurately reflected in the Impact Assessment?
- Have the concerns of communities indirectly affected been considered?
- Is the wider community well-informed of the progress of the RCG?
- Have existing community initiatives been identified and utilised where appropriate?
- If a HASG or Community Recovery Group has been activated are appropriate plans in place for the management of spontaneous volunteers, donations and other HA-related actions?
- Are community-based lessons being captured throughout the recovery process?
- Is community leadership being demonstrated by LAs and partners, through proactive engagement and public communications?

Section 2 - Guidance for Recovery Coordinating Groups

2.1 Person-specification for RCG members

2.1.1 Role

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

2.1.2 Responsibilities

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

2.1.3 Professional criteria for RCG members

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

2.1.4 Additional guidance

Members may also find it useful to attend related training and exercises, and to refer to:

- London Strategic Coordination Protocol
- London Humanitarian Assistance Framework
- National Recovery Guidance

2.2 Guidance for Recovery Group Chairs

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

In order to achieve this, they should:

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

2.3 Roles and responsibilities of organisations

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

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

2.3.1 Central Government

Lead Government Department (LGD)

The Lead Government Department will:

- Provide a Recovery Liaison Officer (RLO).
- Provide the link between the London response and central government departments on recovery issues, providing advice as appropriate.
- Provide assistance with media relations.
- In partnership with local responders, assist with the coordination of VIP visits from national politicians and others, as appropriate. This role may be initially carried out by MHCLG RED until a LGD GLO is assigned.

Defra CBRN Emergencies Team (formerly GDS)

Defra CBRN Emergencies Team will:

- From April 2018 the advice, guidance and access to capability to recover from a CBRN and major hazmat incident is provided from Defra's CBRN Emergencies team.
- The CBRN Emergencies team provide guidance to the responsible authorities on [the decontamination of buildings, infrastructure and open environment exposed to CBRN materials](#).
- The team also plan and arrange for [decontamination operations to be available to the responsible authorities](#) should the need arise.

Food Standards Agency (FSA)

The Food Standards Agency will:

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

Meteorological Office

The Meteorological Office will:

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

2.3.2 Category 1 & 2 Responders

Police

The relevant Police Service(s) will:

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

London Fire Brigade (LFB)

The London Fire Brigade will:

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

Environment Agency (EA)

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

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

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

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

Highways Authority

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

Transport for London (TfL)

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

Local Authorities (LA)

Local Authorities will:

- Ensure that the Recovery Coordinating Group (RCG) is convened as early as possible during the response phase of an emergency/major incident in consultation with London Local Authority Gold
- Chair the Recovery Coordinating Group (RCG) and provide other officers to assist if required
- Lead on providing support to the local community working with community groups and residents
- Deal with any highway issues involved (in conjunction with Highways Authorities as required) such as road closures, clean up, etc.
- Implement, with the support from other agencies, a communications strategy

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- Deal with the implications of any school closures or school children that have been affected by the emergency
- Provide Environmental Health advice
- Lead on the waste management for the recovery process including sourcing specialist contractors to dispose of toxic waste
- Coordinate the support from the local community groups, faith groups and voluntary agencies
- Coordinate local political involvement
- Provide humanitarian assistance, including through Humanitarian Assistance Centres if appropriate
- Provide alternative accommodation for displaced persons
- Work with utilities suppliers to co-ordinate the restoration of the utilities services.
- Please note that this list is not exhaustive. Local Authorities will support recovery through the provision of other Local Government Statutory services as required by the incident.

Greater London Authority (GLA)

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

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

National Health Service (NHS)

NHS England and NHS Improvement (London) will:

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

Public Health England (PHE)

PHE is an executive agency of the Department of Health and Social Care (DHSC) and fulfils the Secretary of State for Health and Social Care's duty as a Category 1 responder under the Civil Contingencies Act 2004. PHE will:

- Provide impartial expert advice on health protection, CBRN and environmental hazards in preparedness and response to Public Health emergencies.
- Provide national leadership and co-ordination for the public health elements of the health sector Emergency Preparedness, Resilience and Response (EPRR) system including a nationally co-ordinated strategic and operational response.
- Provide risk analysis, assessment and mitigating interventions for emerging diseases, naturally occurring extreme events, chemical and radiological incidents and deliberate release threats (including CBRN), to inform the DHSC and other stakeholders.
- In the event of a Science and Technical Advice Cell (STAC) being required, contact must be made with the EPRR Team (London) / local Health Protection Team on call in and out of hours (A STAC provides a single point of scientific, technical, environmental and public health advice to the Strategic Co-ordinating Group (SCG).
- The local PHE Centre Director (or deputy) or On-Call Consultant in Health Protection will advise on and/or agree the need for a STAC, which will be chaired and administered by PHE.
- The LRF STAC Plan can be found at: [insert link to LRF STAC Plan e.g. on Resilience Direct].

Health and Safety Executive (HSE)

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

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

2.3.3 Financial and Business Sector

Insurance Industry

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

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

Business Link

Business Link provides information, advice and support to businesses and individuals. Rather than providing all the advice and help itself, it fast-tracks customers to the expert help they need.

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

- Start Ups
- Finance and Grants
- Taxes
- Employing people
- Health and Safety
- IT and e-commerce
- Sales and Marketing
- International Trade
- Business Continuity and Disaster Recovery.

Chamber of Commerce

The British Chamber of Commerce is a private organisation with a paid membership. It is not, therefore, a recognised responder. However, members of the Chamber of Commerce can receive the following support:

- Making new business contacts
- Legal Expenses
- Insurance
- Business Helpline
- HR Advice
- Health & Safety service
- Payment services
- Risk Insurance.

2.3.4 Voluntary, Faith and Community Sector

Citizens Advice Bureau

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

Faith Groups

Faith Groups have a role in:

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

Voluntary Sector

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

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

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

2.4 SCG Chair - Suggested criteria for proposing handover

The criteria for assessing when the handover can take place from response to recovery should be agreed between the Chair of the Strategic Coordinating Group/SCG and London Local Authority Gold (LLAG).

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

The following considerations may assist the Chair:

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

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

2.5 RCG Chair - Suggested criteria for accepting handover

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

- There is no known further risk to life in relation to this specific emergency.
- The circumstances dictate it more appropriate for Strategic Lead to rest with a Local Authority in that the phase is clearly now one of recovery.
- There are no serious public order or crime prevention issues which impact on the overall strategic coordination of the recovery phase.
- London Fire Brigade together with the London Ambulance Service are operating at a level which does not necessitate a Strategic Coordinating Group to coordinate and facilitate their activity.
- There are no known scenarios which may require the reinstatement of the Strategic Coordinating Group in relation to this emergency in the foreseeable future.
- London Local Authority Gold is satisfied that it has in place the infrastructure and processes to take over coordination from the Chair of the Strategic Coordinating Group.
- Subgroup chairs have been informed of the handover and a consensus has been agreed between the SCG chair, RCG chair and LLAG regarding which sub-groups will continue to support the RCG into the recovery phase.

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

2.6 Role of Elected Members

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

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

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

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

Responsibilities of elected members include:

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

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

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

2.7 Funding for Recovery

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

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

Cross-government principles on recovery funding

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

Likely circumstances for activation of recovery funding arrangements

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

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

Local Authorities should be aware that the impacts set out above are purely indicative. The meeting of one or more of these indicators would not on its own trigger the provision of central government financial assistance for recovery and, as set out in the cross-government principles, activation of its funding arrangements by one department would not automatically trigger activation by other departments.

2.8 Evaluation, debriefing and collecting of lessons

National guidance can be found here: [Emergency Response and Recovery 5th Edition](#)

2.8.1 Evaluation

It is important to ensure that a continuous evaluation of the recovery phase takes place and that any issues identified are captured and formally recorded in the lessons collecting process.

2.8.2 Collecting of lessons and debriefing

Every effort should be made to collect lessons throughout the recovery process.

Identifying organisational learning is an item on the Template RCG agenda (see Annex B of Part A - Quick-Use Guide).

A template lessons reporting form can be found in the LRP Learning and Implementation Protocol. It is the responsibility of the RCG secretariat to ensure that all lessons identified are suitably recorded and shared in accordance with the LRP Learning and Implementation Protocol.

All partners involved in the recovery process should consider holding internal debriefs to feed in learning to the formal debriefing process in line with the London Resilience Partnership Lessons Policy.

Debriefing may be repeated on a number of occasions, it is recommended that debriefing take place at key milestones during a prolonged recovery phase e.g. six months, one year or as appropriate.

A final debrief report should be produced which captures all these issues. The report can be taken to the respective Resilience Forum for identification of any further action required. Guidance on what could be covered in a Recovery Debrief can be found in Section 2.9 of this plan.

National lessons identified can be escalated via MHCLG Resilience and Emergencies Division or the LGD to the Civil Contingencies Secretariat (CCS) in the Cabinet Office for collation and coordination of any subsequent actions by the relevant government departments.

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

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

2.8.3 Community Learning

A strategy for obtaining views from the affected community/communities should be developed and agreed with Elected Members and the RCG. The following tools may be useful in collecting community lessons:

- Questionnaires
- Websites
- Online Surveys
- Focus Groups
- Utilising existing community groups and networks
- Through faith and community representatives on the RCG Debrief

2.9 Recovery Debrief Template

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

- Summary of Recommendations (Final Report only)
- Incident Context
- Establishment of the Recovery Coordination Group (RCG)
- RCG administration & supporting documentation
- Communications
- Partnership Working
- Workstreams / Subgroups
- Stand Down of RCG
- Horizon Scan
- Final Thoughts

Section 3 – Subgroups – Terms of Reference

3.1 Finance and Legal Group Terms of Reference

Purpose

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

Role

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

Chair and Secretariat

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

Secretariat should be provided by the organisation providing the chair.

Membership

Representatives (as appropriate) from:

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

Issues for Consideration

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

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

3.2 Communications Group Terms of Reference

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

Purpose

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

Role

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

Chair and Secretariat

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

Secretariat should be provided by the organisation providing the chair.

Membership

Representatives/press officers from:

- Affected Local Authority/Authorities
- London Councils
- Police
- London Fire Brigade
- Greater London Authority
- NHS England and NHS Improvement (London) (on behalf of all London NHS organisations)
- Public Health England
- Environment Agency
- Other Stakeholders e.g. Site Operator, Tourist Board

Issues for Consideration

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

3.3 Environmental and Infrastructure Group Terms of Reference

Purpose

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

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 liaise closely with stakeholders and implement the agreed strategy(s).

Chair and Secretariat

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

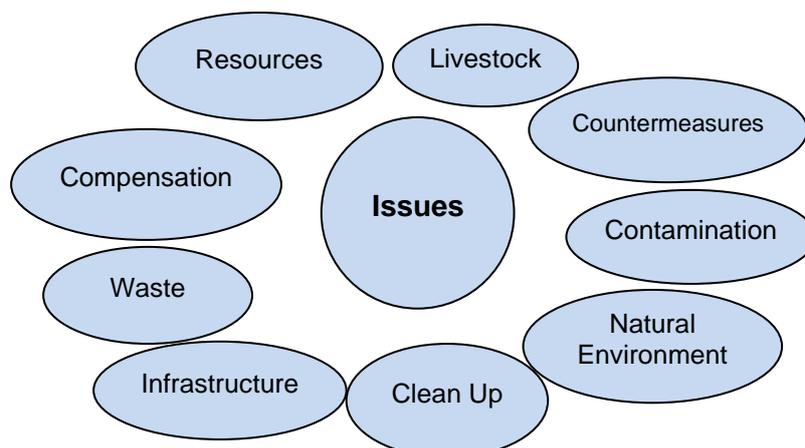
The secretariat should be provided by the organisation providing the chair.

Membership

Representatives (as appropriate) from:

- Affected Local Authority/Local Authorities including:
 - Principal Environment Health Officer
 - Waste Disposal Officer
 - Transport and Highways
 - Neighbourhood Management
- Environment Agency
- Public Health England
- NHS England and NHS Improvement (London) or local CCG
- Police (if issues around security)
- London Fire Brigade
- Utility and Transport organisations
- Food Standards Agency
- Animal Health
- National Trust/Historic England/Natural England/Crown Estate (if historic sites or protected areas are affected)
- Defra CBRN Emergencies Team.
- Other organisations as appropriate.

Issues for Consideration



LONDON RESILIENCE

Questions	Actions
<ul style="list-style-type: none"> • What structural and safety assessments have been carried out on: <ul style="list-style-type: none"> ○ Essential services/assets (electricity, gas, water, sewerage & telecommunications) ○ Council properties (including educational facilities, sports centres/leisure facilities, community facilities) ○ Residential properties ○ Commercial premises ○ Health infrastructure (hospitals, health centres, GP Surgeries) ○ Religious buildings ○ Are there any hygiene issues with sanitation, clean water or food? • Are there any issues with disposal of dead, diseased or maimed stock? • Have any flood defences been affected? • Are there any environmental assessment/evaluations? • Does the emergency involve hazardous/CBRN material? • Is there a need for decontamination? • Is there a need for any isolation zone/security restrictions or containment of material? • What remedial work has been carried out? • Has a strategy been decided on waste disposal? • What are the financial/resource costs to responders? • What animal health surveillance processes have been put in place? 	<ul style="list-style-type: none"> • Develop strategy on how community will be involved in physical rehabilitation • Identification of ownership of land, premises and infrastructure • Prioritise sites for attention • Identify and procurement of resources/plant required • Identify use of local capacities and expertise so as to reduce reliance on external sources and switch community status from passive to active, helping to promote a positive psychological outlook. • Compile assessments of level and nature of damage to essential services/assets, building structural, transport, health and educational infrastructure • Ensure any relevant monitoring is carried out and results used • Commission remedial work (building to make safe, demolition, decontamination and clear-up of waste/debris). For essential services/assets, building/structural, transport, health and educational infrastructure, consider: <ul style="list-style-type: none"> ○ Temporary structures ○ Redesign ○ Repair ○ Rebuilding • Restoration of utilities and services • Consider planning permission for new build, repairs to listed/graded buildings. • Identify whether compulsory purchase orders are required • Identify any potential future prevention/mitigation aspects • Consider location and reconstruction requirements for memorial structure(s) • Agree an end point for clean-up • Reversal of temporary service measures

3.4 Business and Economic Recovery Group Terms of Reference

Purpose

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

Role

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

Chair and Secretariat

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

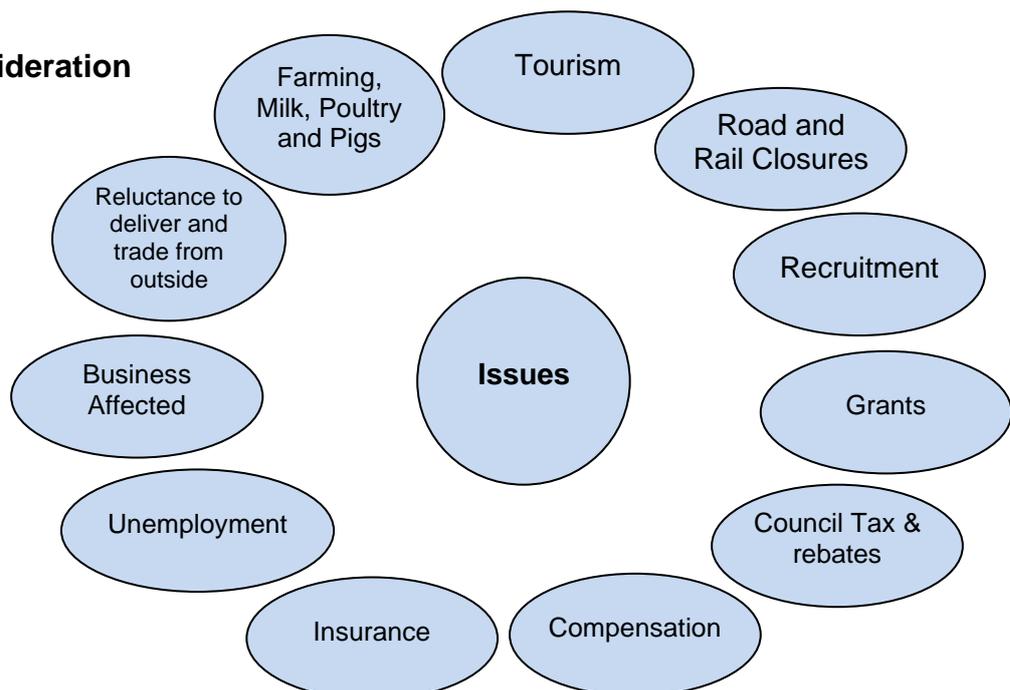
Secretariat should be provided by the organisation providing the chair.

Membership

Representatives (as appropriate) from:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Affected Local Authority/Authorities • GLA • Business Sector Panel • Jobcentre Plus • London Business Network • Local Business Forums/Networks • Chambers of Commerce • Learning and Skills Council • Local Tourist Board • Trade Unions • Trade Associations/Retail Forums • Association of British Insurers | <ul style="list-style-type: none"> • Bank of England • Transport for London • Port of London Authority • Local Economic Partnership representatives. • Federation of Small Businesses • British Retail Consortium • British Bankers Association • Transport sector representatives • Other agencies as required, e.g. National Trust, National Farmers Union, etc. |
|--|---|

Issues for Consideration



LONDON RESILIENCE

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

3.5 Health and Welfare Group Terms of Reference

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

Purpose

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

Role

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

Chair and Secretariat

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

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

Membership

Representatives as relevant from:

- Affected Local Authority/Authorities:
 - Adult Social Services
 - Children's Services
 - Director of Public Health
 - Environmental Health Officer
 - Emergency Accommodation Officer
 - Legal and Democratic Services (Elected Members)
 - Others as necessary
- NHS England and NHS Improvement (London) or local CCG
- Ambulance Service
- Port of London Health Authority
- Public Health England
- STAC
- Food Standards Agency
- Voluntary Sector (e.g. British Red Cross, St John Ambulance, WRVS, Salvation Army, CAB, Samaritans)
- Faith Community Representatives (e.g. members of the Faith Sector Panel, London Boroughs Faith Network, Churches Together and/or any other Faith Groups as relevant)
- Pension Services
- Disability carers services
- Benefits Agencies
- Incident Care Team from the relevant Transport Operator (if appropriate to the incident)
- Other organisations as appropriate

LONDON RESILIENCE

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

3.6 Community Recovery Group Terms of Reference

Purpose

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

Role

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

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

Chair and Secretariat

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

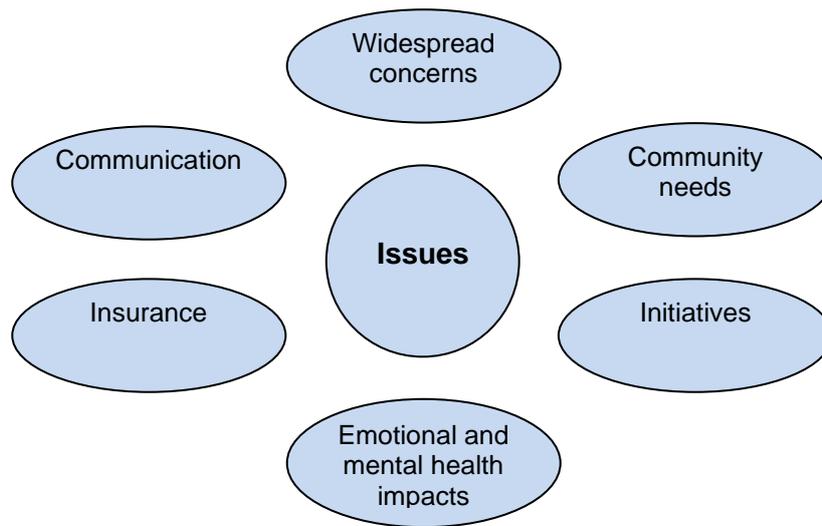
The secretariat is usually provided by the organisation providing the Chair.

Membership

Representatives to attend as relevant from:

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

Issues for Consideration



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

For information, please contact:

LONDON RESILIENCE GROUP

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LONDON RESILIENCE GROUP

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

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