

Wiltshire Council

Recovery Plan

Wiltshire Council Recovery Plan

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Version control and administration

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Wiltshire Council Recovery Plan

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Distribution

Internal

External

Section 1 Introduction

1 Background

- 1.1 This plan has been written to meet the requirements of communities which have suffered the effects of an incident which has serious repercussions for those who live, work or travel through it. The plan is modular in concept, which means it can be invoked in part or in whole to tailor the recovery effort to the scale and scope of the event that has occurred.
- 1.2 The recovery effort will commence as soon as possible after the initial response, bearing in mind that certain aspects of the response phase must take precedence such as; life saving; removal of casualties; search and rescue; and evacuation of persons in danger.
- 1.3 The outline of the plan is in line with the recommendations of the government guidance 'Response and Recovery.'
- 1.4 However, the structures applied within the process have been modified to fit in with the emergency management structures currently employed within Wiltshire. It would be of benefit that those who have responsibilities within this plan made themselves conversant with the national guidance to ensure that they fully understand the processes and procedures which have been adopted within this document. Copies of the guidance and other information pertinent to the recovery processes can be viewed on the internet at:
<http://www.cabinetoffice.gov.uk>

2 Principles

- 2.1 In order to assist a community to overcome and/or adapt to new circumstances resulting from an incident, it is important that wherever possible it is fully engaged and to some extent manages its own recovery. To this end there a broad set of principles that should be observed:
- Recovery is an enabling and supportive process aimed at supporting and providing specialist services and resources to individuals, families and communities.
 - Effective recovery requires effective planning and management arrangements.
 - Management arrangements are most effective when they recognise the:
 - complex, dynamic and protracted nature of the process;
 - changing needs of individuals, families and groups.
 - Recovery is best approached on a community development perspective.
 - It is essential that recovery operations commence as soon as possible following the start of response operations.
 - Recovery must be supported by a multi-agency training and exercising programme.
 - Recovery arrangements must be timely, fair and equitable, flexible and comprehensive.

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3 Aim

- 3.1 The aim of this plan is to establish the processes and procedures necessary for any community within Wiltshire to overcome and/or adapt to the effects resulting from a significant disruptive challenge, whatever the cause.

4 Objectives

- 4.1 The objectives of the plan are defined as:

- to establish a common set of processes and procedures to cope with the varying scales of any incident which could affect Wiltshire
- to outline the recovery structure and responsibilities for the strategic coordinating board, the tactical recovery groups and the operational recovery teams
- to identify key personnel within the management structures of the local responding agencies to take on management roles within the plan
- to enable engagement with the communities within Wiltshire through the community area boards to contribute to the recovery of their own communities
- to provide firm guidance on the formal handover process from the response phase to the recovery phase with particular regard to the legal requirements
- to compliment and support the arrangements established within local and national plans and guidance in respect of response and recovery arrangements
- at all times to ensure that the religious and cultural rites and customs of any individual affected by the recovery process are taken into account
- at all times to ensure that the requirements of vulnerable members of the affected community are met in a caring and dignified manner.

5 Scale and scope

- 5.1 This plan will be invoked as early as possible following the initial response to any incident or large scale emergency that has the potential to be declared a major incident. It will continue to remain in operation until such time that the actions being carried out by the various agencies engaged in the recovery effort can be dealt with under normal working practices.
- 5.2 The recovery effort will be lead by the emergency management service of Wiltshire Council who will form the basis of the strategic recovery board. The board will need to ensure that the process of recovering the community continues, even after the point where recovery is handed back to individual agencies or services to deal with. This will be particularly important where long term recovery, perhaps months or even years, is necessary.

6 Links to other plans

- 6.1 This plan relies heavily upon the requirements of various emergency plans and documents and those with responsibilities within the recovery process are urged to ensure that they are familiar with these documents. The main documents are:

Wiltshire Council Recovery Plan Section one - Introduction

- Wiltshire Council Major Incident Plan
- Wiltshire Council Corporate Business Continuity Plan
- Wiltshire Council Welfare Plan incorporating the Rest Centre Plan and the Humanitarian Assistance Plan
- Wiltshire Council Flood Plan
- Wiltshire Council Control Of Major Accident Hazards Plans
- Wiltshire Council Major Accident Hazard Pipelines Safety Plan
- Local Resilience Forum Major Incident Procedures Guide
- Local Resilience Forum Public Warning and Informing Protocol
- Local Resilience Forum Media Guide.
- Excess Death Plan

7 Plan validation

7.1 This plan has been written by the Wiltshire Council emergency planning team that will remain responsible for all amendments and updates. It will be validated regularly through any combination of:

- consultation
- training
- feedback
- exercises
- post incident debriefs.

8 Legislation

8.1 This plan has been written to comply with the requirements of the Civil Contingencies Act 2004 and any future amendments of the Act. Additionally, the plan has been designed to complement the requirements of the following legislation:

- Control Of Major Accident Hazard Regulations
- Pipeline Safety Regulations
- Radiation Emergency (Preparedness and Public Information) Regulations.

9 Mutual and Military aid

9.1 The scale and scope of a major incident can mean that the services provided by the Wiltshire Council can become quickly overwhelmed. Whereas the emergency services have pre-arranged protocols for requesting mutual aid from other emergency services in neighbouring authority areas, or from further afield, currently no such formal processes are in place for Wiltshire Council. In the event that services are not able to operate either during the response or recovery phase, and it is beyond the ability of business continuity measures to cope, then mutual aid may be requested through the strategic recovery board.

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- 9.2 In the event of mutual aid being requested, this may mean requesting equipment, personnel or services from one or more neighbouring authorities. It is vital that the requests are made formally between the lead corporate director involved and the chief executive of the neighbouring authority and agreements reached on terms and conditions applicable to the support measures prior to their deployment.
- 9.3 In the case where military aid is requested it must be borne in mind that there may be charges levelled at Wiltshire Council for the military support provided, particularly during the recovery phase. Provision of military support when life and limb are at risk will not attract a charge. However, outside this the charges levelled by the military to provide assistance may be in excess of those charged by civilian contractors for the same service.
- 9.4 Requests for military support must be made through the strategic recovery board to the joint regional liaison officer for the Ministry of Defence. No contact should be made outside of this line of communication without authorisation from the strategic level.

Section 2 Planning

10 Planning assumptions

- 10.1 Whilst it is not possible to assess the likelihood of whether we will ever need to invoke all of the recovery measures outlined within this plan for a single incident, the probability of various emergencies arising has been assessed formally through the Local Resilience Forum Risk Assessment Sub Group. Clearly, there are a number of possibilities which could bring about circumstances where the full arrangements outlined within this document are invoked, but it is more likely that an emergency will occur where only certain aspects of the plan need to be generated.
- 10.2 As with any emergency, the recovery phase will commence as soon as possible after the response phase has been generated. Dependant upon the scale and disruption of the incident business continuity measures may also be applicable, and if so they will run concurrently with the recovery phase. Therefore, it is of the utmost importance that the business continuity management structures are interlinked with those of the strategic recovery board, albeit that the recovery phase may continue for a longer period.
- 10.3 The Corporate Business Continuity Plan sets out the corporate procedures and actions to be taken by Wiltshire Council in the event of disruption to council services.
- 10.4 As soon as the response phase is implemented consideration needs to be given towards the recovery aspects. Recovery should be seen as an opportunity to resurrect and rebuild to a higher standard. At some stage there will be a need for a legally binding handover from the chair of the strategic co-ordinating group to the chair of the strategic recovery board (see appendix A).
- 10.5 In order to ensure that the most effective aspects of the plan are brought into force the strategic recovery board should initiate a series of impact assessments at an early stage within the response. The impact assessments required will include:
- general
 - community
 - environmental
 - infrastructure
 - humanitarian
 - economic.

These will be covered in more detail later in the plan.

11 Risk assessment

- 11.1 The risk assessments upon which this plan is based can be found within the community risk register, which is a document produced by the local resilience forum risk assessment sub group and is available in the form of a distilled guide on the Wiltshire Police website at:

http://www.wiltshire.police.uk/index.php?option=com_docman&task=cat_view&qid=91&Itemid=234

12 Trigger mechanisms and targets

Introduction

- 12.1 It is important that the measures set out within this document are managed in a controlled and considered fashion. In order to achieve this a process exists whereby the arrangements can be generated in a manner that is not only fast and effective but also tailored to the scale and scope of the incident.
- 12.2 Furthermore, once recovery operations have been initiated clear goals/milestones need to be set in order to assess whether progress against targets is actually being achieved. This will not only indicate success or otherwise of recovery operations but will also inform the dynamic planning process for continued operations.
- 12.3 To this end, the following paragraphs outline the processes whereby the recovery plan is invoked and the process run until such time that the situation can be managed through normal operational procedures. The recovery timeline can be seen in comparison to the response timeline in figure 1 at annex A to this section.

Invocation

- 12.4 A request to initiate the recovery plan will be made by the chairman of the strategic co-ordinating group to the lead corporate director of Wiltshire Council. This will be cascaded to the tactical recovery group managers through the council's incident room using normal alert and call out mechanisms in line with the emergency contact directory.
- 12.5 Tactical recovery group managers will then call out their operational recovery team managers as appropriate. The first task of the tactical managers is to carry out an initial impact assessment utilising data and information obtained from the strategic coordinating group, the scientific and technical advice cell and/or the council's incident room. This initial assessment is to assist the tactical recovery group manager to assess which of their operational teams they will need to call out.

Triggers

- 12.6 The trigger mechanisms to invoking the recovery plan will include one or more of the following:
- loss of or severe damage to homes and businesses
 - loss of community facilities and/or amenities
 - severe damage to the natural environment
 - disruption of services to the community
 - loss or severe disruption to the supply of essential goods (food, water etc.)
 - disruption to utility supplies
 - disruption to the infrastructure
 - disruption to the economy and businesses.
 - Multiple loss of life i.e. pandemic flu

Assessment of recovery requirements

12.7 Prior to the initiation of any of the detailed impact assessments (see page five), a general impact assessment needs to be carried out to assess the scale and scope of the recovery effort required. As with the response phase overestimation of resources in the early phase is preferable to underestimation in order to ensure a comprehensive recovery effort. This will also assist the strategic recovery board in determining the structure of any recovery operation and prevent the need to escalate recovery operations, which carries its own problems:

- The recovery operation will be initiated early in the response phase and there will be representation by a corporate director or a nominated deputy on the strategic co-ordinating group who will ensure the recovery phase is implemented and will call for the strategic recovery board to be assembled;
- Dependant upon the incident, the recovery process will commence with the formation of the strategic recovery board and will be scaled according to the directions of the lead corporate director or the nominated deputy;
- It is feasible that not all tactical groups will be formed; this is also the case with the operational teams as shown in figure 1; differing incidents create and warrant varying demands. Which groups are formed will be dependent upon the general impact assessment.

12.8 The recovery phase continues until the disruption has been rectified, demands on services have returned to normal levels, and the needs of those affected (directly or indirectly) have been met. The strategic recovery board will be the judge of this and formulate an exit strategy in the earlier stages of the recovery phase.

Targets

12.9 From the outset of recovery operations it is important to have clear targets established that will enable clarity on priority and extent of works to be carried out and indicate whether these objectives have been achieved. They should be agreed by all stakeholders, including community representatives where appropriate. They should also be project managed to ensure that any unforeseen difficulties and issues can be quickly highlighted to the strategic management level for remedial action to be taken. As well as showing progress against requirements, targets will also be useful in assessing when recovery operations can be scaled down and will inform the strategic decision about when operations can be handled through normal operational processes and procedures.

12.10 Some targets or milestones may include some or all of the following examples, which are not exhaustive and not in any particular order:

- decontamination complete
- dangerous structures demolished
- site clearance complete
- access to the affected area restored
- evacuated members of the community and businesses allowed to return
- utility supplies restored
- transport infrastructure running normally

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- foodstuff/livestock movement restrictions lifted
- schools reopened
- demands on public services returned to normal levels (including health)
- local businesses trading normally
- tourism and leisure activities within the area returning to normal levels.

13 Impacts of emergencies

- 13.1 The types of possible impacts are far too extensive to list individually and some may not be classed as significant. However, in order to put the requirements of the plan into context the following impacts should be considered in connection with the assessments required, as mentioned previously. Certain impacts relate to more than one heading as detailed, for example effects on the elderly sit both within the community and humanitarian assistance impacts and need to be catered for comprehensively.
- 13.2 In the initial phases of the recovery operations, following the general impact assessment carried out by the tactical managers and operational team leaders, any requirements identified in the assessments should be forwarded to the council's incident room where resource requests can be passed to the works emergency functional team or appropriate council department.

14 Impact Assessments

- 14.1 All impact assessments must be led by tactical managers or team leaders designated to carry out the tasks. The results of the assessments must be copied to the strategic recovery board, the council's incident room and the strategic coordinating group if one is still in operation. Government advice on Impact Assessments can be found at <http://www.cabinetoffice.gov.uk/content/national-recovery-guidance-generic-issues-impact-assessments>

General

- 14.2 In order to assess the general impact of an incident and the scale and scope of the recovery a quick assessment is required. This general assessment needs to identify the extent of:
- casualties and/or fatalities
 - size of the area affected by the incident
 - damage to homes and business premises
 - loss or damage to community facilities and/or amenities
 - damage to the natural environment
 - disruption of services to the community
 - disruption to utility supplies
 - disruption to the infrastructure
 - disruption to the economy and businesses.

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- 14.3 This information will not only identify the size of the recovery operation to be mounted, but it will also inform the need for and requirements of the more detailed impact assessments as set out in the following pages.
- 14.4 The general impact assessment will be conducted as soon as possible after the initiation of the response phase. The information for the compilation of the assessment will be available from the responding agencies at the scene reporting back to the strategic coordinating group and the council incident room .
- 14.4 The strategic coordinating group will consider the assessment and the lead corporate director of Wiltshire Council will initiate the establishment of the strategic recovery board, if necessary, and the appropriate tactical and operational recovery streams.

Community

- 14.5 The community impact assessment will address the effects of the incident on the ability of the community to continue with its normal everyday life when faced with a disruptive challenge. It will be carried out by the manager of the tactical community recovery group assisted by appropriate members of the operational recovery teams in order to assess the scale of effort required to enable the community to recover from, or adapt to, the challenges brought about by the incident. Areas to consider are:
- loss of life and injury to those who live, work, are travelling through or are visiting the community area
 - psychological problems as a direct result of the incident and the ability of the community to overcome and adapt
 - denial of access or loss of community amenities such as: houses and property; meeting places; churches and places of worship; parks and open spaces; public transport; medical facilities; banks and access to money including benefits; shops (particularly food and essential items) and retail outlets; businesses and places of work; schools and colleges; sports and leisure facilities; accommodation; agricultural land
 - effects on care and support services for vulnerable groups within the community
 - disruption to the work force as employees remain at home either ill or tendering sick relatives, or otherwise unable to travel to their usual work place.

Environmental

- 14.6 The environmental impact assessment needs to address the effects of the incident on both the built and natural environment and therefore may need to be carried out by a number of agencies within the local resilience forum partnership. For example the Environment Agency may assess the natural environment and Wiltshire Council the built environment. The tactical site recovery group manager will lead on this stream and nominate personnel from within their operational recovery teams to carry out the assessments.
- 14.7 Areas to consider are:
- serious direct threats to:

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- sites of nature conservation interest
- sites of special scientific interest
- areas of outstanding natural beauty
- heritage sites
- agricultural land
- water aquifers
- streams, rivers and lakes
- effects upon protected or rare species of animal and plant life
- possible indirect threats as a result of the actions taken by the response agencies in:
 - saving life and property
 - removal or clearing of vegetation/contaminated waste to gain access for life saving and/or rescue operations
 - fire water run off
 - pumping polluted water
- disruption and delays in burials or the increase in the death rate requiring geological and environmental surveys to deal with disposal either through variations in burial methods or with the increase in numbers for cremation. Consideration will also need to be given to the storage of the deceased away from mortuaries in especially designed and equipped body storage facilities such as warehouses.

Infrastructure

14.8 Assessing the impact of an incident on the infrastructure will give a broad picture of the overall impact and the scale of effort that will be required to enable the community to function.

14.9 This assessment should be led by the tactical infrastructure recovery group team manager supported by appropriate members of the various organisations and agencies from within the infrastructure recovery stream. There may be a need to create sub groups as the effect on the communication infrastructure would necessitate a large group on its own).

14.10 Areas to consider are:

- serious damage to the road and/or rail networks
- serious disruptions to road, rail and/or air transport including passenger, freight and goods
- threat of disruption to essential services:
 - gas
 - water and sewerage
 - electricity
 - sewerage

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- disruptions to communications systems including:
 - landline
 - mobile
 - computer based systems
 - mail delivery systems
- disruption to the communications and media industries and knock on effects for warning and informing strategies
- requirement for a site clearance programme to include the disposal of waste material including contaminated waste.

Humanitarian

14.11 Similar to the community assessment, the humanitarian assessment looks at the needs of the community, but concentrating on the health and welfare issues and the impact on the delivery of services, particularly medical and social care. This assessment will also indicate the need for the establishment of a humanitarian assistance centre.

14.12 It should be led by a Service Director from the Adult Social Services or Children Services in co-operation with NHS Wiltshire.

14.13 Areas to be considered are:

- medical problems caused by injury or disease which may require hospitalisation or care within the community
- displacement of individuals who are ill or injured and unable to return home, especially those who reside some distance away from where they have been hospitalised
- shortage of medical staff and carers
- disruption in services to care for the vulnerable, elderly and infirm from Wiltshire Council, NHS Wiltshire and the voluntary sector
- disruption in services and support provided by the faith communities and the requirements of the faith communities in order to service the needs of their community
- requirement for the establishment of a humanitarian assistance centre in order to cater for the needs of the community and those affected by the incident, whether directly or indirectly. See the Wiltshire Council Humanitarian Assistance Plan.

Economic

14.14 Economic impacts could affect the ability of the community to operate or adapt to the circumstances it finds itself confronted with as a result of a serious incident. The assessment should address the issues around access to financial support for members of the community, and businesses which operate within it.

14.15 The assessment should be carried out by the service director economy and regeneration.

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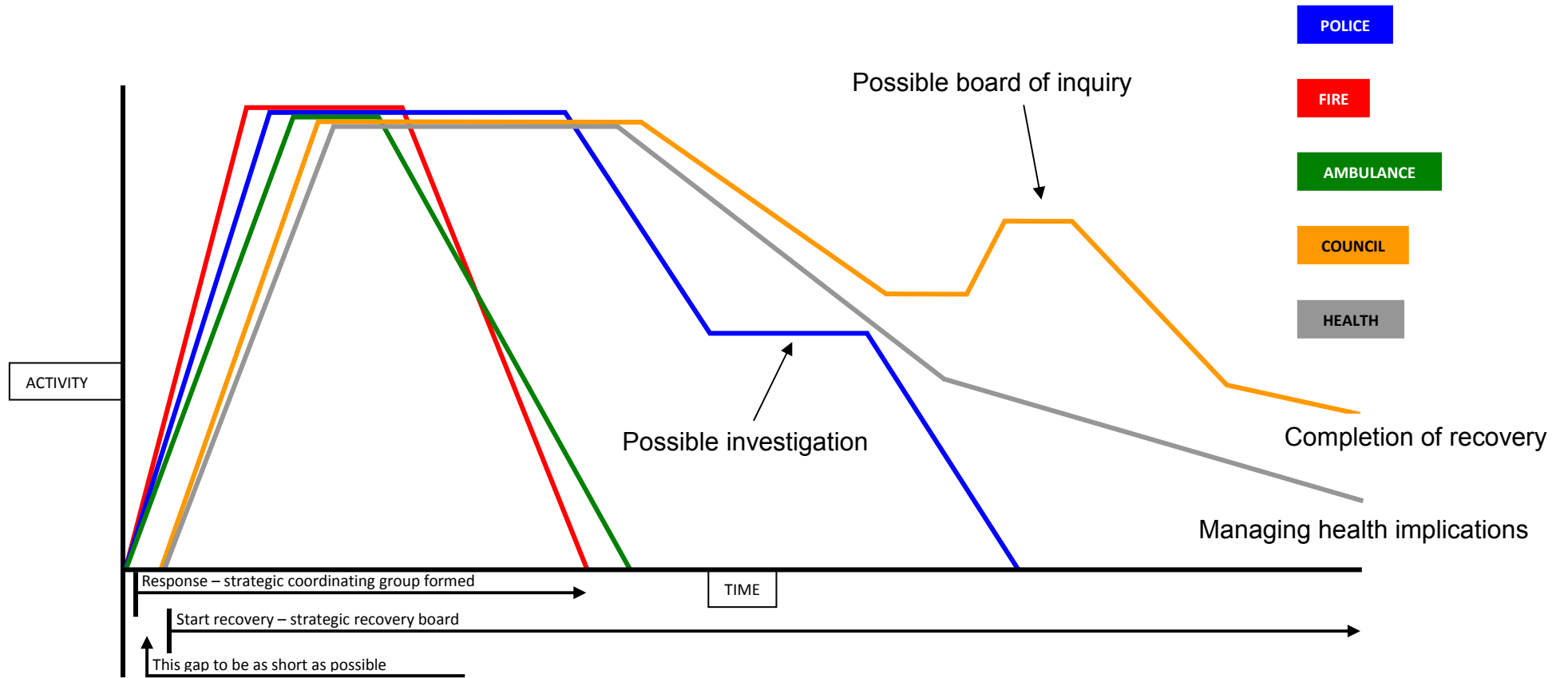
14.16 Areas to consider are

- Loss of business premises;
- Loss or disruption to financial services including banking and insurance services;
- Supply of essential goods and services to maintain businesses;
- Ability of businesses to deliver goods and services;
- Loss of staff to maintain businesses.

15 Return to normal working

- 15.1 The strategic recovery board will decide, through the production of an exit strategy at the beginning of the recovery effort, when the time is right for the handover to normal day to day operations to deal with any outstanding issues for the recovery process. This may not mean that the strategic recovery board is stood down, however. Indeed, the board may need to meet regularly for a considerable period after this point has been reached.
- 15.2 The decision to scale down the operation in this way must be taken in consultation with a wide range of stakeholders, not least the community involved. The decision is to be recorded, similar to the handover from the strategic coordinating group, and the rationale behind the decision fully explained.

Figure 1 Response and recovery timeline



Wiltshire Council Recovery Plan
Annex A of section two - Planning

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Section 3 Roles and responsibilities

16 General concept of the recovery operation

- 16.1 The recovery operation will be led by Wiltshire Council with much of the remedial work being provided by the Council and its contractors. This will be co-ordinated by the lead Corporate director or their nominated deputy who will chair the strategic recovery board.
- 16.2 The recovery management structure is illustrated in the diagram as shown in figure 2. This clearly shows the lines of communication from the strategic recovery board, through the tactical recovery groups to the operational recovery teams.
- 16.3 Each operational recovery team leader will report to their respective tactical recovery group manager. The tactical recovery group managers will receive the agreed strategic direction and guidance from the strategic recovery board who will inform the tactical recovery group managers of the strategy and tactical response.
- 16.4 Figure 2 illustrates the three separate recovery workstreams each covered by a tactical recovery group:
- site recovery and works group;
 - infrastructure recovery group;
 - community recovery and welfare group.
- 16.5 It is the intention of this plan, as with the Wiltshire Council Major Incident Plan, to ensure that the roles and responsibilities established within the plan fit as closely as possible to the normal day to day working practices of those with key positions within the overall recovery management structure. The general and specific responsibilities placed on all services within the Council are clearly defined within the Wiltshire Council Major Incident Plan and should be read in conjunction with this plan.

17 Recovery support services

- 17.1 Additionally, there are six separate cross cutting themes known as 'recovery support services'. These are essentially services which will be required to function across all three of the recovery streams and will provide support to all three tactical group recovery managers. They will report to and receive strategic direction from the strategic recovery board.
- 17.2 The services are:
- legal
 - communications
 - human resources
 - finance
 - environment
 - health.

18 General roles and responsibilities

18.1 The following responsibilities are for the:

- strategic recovery board
- tactical recovery groups
- operational recovery teams
- recovery support services.

Before an incident

18.2 Before an incident occurs it is essential that support service leads carry out sufficient planning to enable their services to:

- mount effective recovery operations
- maintain services throughout the recovery phase
- carry out a structured stand down of services
- establish a structured debriefing process.

18.3 To this end it will be necessary to:

- nominate deputies and essential staff and record their out of hours contact details where appropriate
- ensure all managers and staff are aware of their roles and responsibilities within the recovery management arrangements where appropriate
- ensure appropriate health and safety measures are in place for all staff involved in the recovery from an incident:
 - lone working arrangements
 - personal protective equipment
 - terms and conditions of redeployed staff.

Upon notification of the requirement for recovery operations

18.4 Upon notification that recovery operations are to be generated:

- establish and maintain a log of all communications sent/received, and actions taken
- attend place of work or alternate location in accordance with appropriate recovery arrangements
- establish and maintain contact with the incident room and keep them informed of your movements at all times whilst recovery operations are in progress
- assess impact on the ability of the service to support the recovery effort and implement business continuity arrangements if necessary
- ensure that any business continuity arrangements implemented are reported up the management chain

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- alert and/or call out appropriate support staff where necessary
- attend the appropriate meetings and report implications for own service area
- establish a regular reporting mechanism between the strategic recovery board, tactical recovery groups, operational recovery teams and recovery support services
- ensure staff engaged on recovery operations are given regular briefings
- monitor impact of actions taken
- monitor staffing levels and rostering arrangements
- authorise services to adopt 24 hour/extended hours working where necessary and ensure managers are able to establish shift rosters and liaise with HR and finance teams
- where there are shortages of personnel, resources and/or finance ensure the strategic recovery board are informed and appropriate remedial action is taken where necessary
- ensure deputy is fully briefed on the situation and also that during extended hours working, a formal handover/takeover procedure is observed
- ensure that adequate stand down procedures are adopted to ensure that staff are not left at their posts when not required.

Post event

18.5 In order to ensure that the strategic recovery board has sufficient information available to compile any necessary reports:

- collect all relevant notes and logs
- initiate structured debriefing where appropriate
- request post incident reports from managers and team leaders employed on recovery operations
- compile a report detailing all relevant information for submission to the strategic recovery board.

19 Specific support service roles and responsibilities

Legal

19.1 The legal support service will be led by the service director legal and democratic services (Monitoring Officer) and comprise of appropriate staff from within the service.

19.2 The service will:

- establish the council's liabilities within the recovery framework
- provide timely and accurate legal advice to the strategic recovery board
- investigate liability with statutory investigative agencies (police, HM Coroner, and Health and Safety Executive)

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- ensure that any contractual liabilities and arrangements are in line with the law and policies of Wiltshire Council through collaboration with corporate procurement services
- ensure that policies and the rationale behind any decisions are properly minuted and recorded
- investigate claims that are levied against Wiltshire Council
- consider any litigation whether for a criminal or a public inquiry and advising the chair of the strategic recovery board
- provide a committee clerk to attend all strategic recovery board meetings to take, write and distribute minutes
- ensure that the requirements of the Data Protection and Freedom of Information Acts are met
- arrange meetings and briefings for councillors
- advise on the Scheme of Delegation

Communications

19.3 The communications support service will be led by the service director communications. It will utilise all necessary support from the communications service within Wiltshire Council and will work in close co-operation with communications/ media teams from other involved agencies.

19.4 The service will:

- manage the Councils media operations
- liaise with the media/communications teams from partner agencies
- all press releases or statements are cleared by the communication team and authorised by the strategic recovery board in collaboration with the strategic coordinating group if it is still functioning
- react swiftly to negative media stories and misinformation
- keep the community informed avoiding unnecessary alarm and distress
- ensure all messages are factual and consistent in order to retain public confidence
- identify other means for the dissemination of information to the public
- compile public information, warning and advice for dissemination through the media, web etc. in line with the local resilience forum's public information and warning strategy
- ensure regular briefs are received to enable media releases to be produced when necessary
- ensure that the incident room is kept informed of all media related issues
- provide a communications officer to attend strategic recovery board meetings
- ensure that focused information for is cascaded to all appropriate agencies within the operational recovery teams for targeted delivery. This may include:
 - the elderly and the infirm

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- those receiving palliative care
- traveller communities
- transient population
- ethnic minorities.

Human Resources

19.5 The human resource support service will be led by the service director HR and organisational development (head of paid services) and comprise of appropriate staff from the service.

19.6 The service will:

- ensure redeployed and temporary staff terms and conditions are in line with council policy
- monitor and record staff hours, overtime and TOIL costs and feed in to the payroll and accounting processes
- monitor and manage health and safety arrangements for responding and redeployed staff
- ensure temporary staff and volunteers are trained for the roles to which they have been allocated.

Finance

19.7 The finance support service will be led by the service director finance (section 151 officer) and comprise of appropriate team members from within the service.

19.8 The service will:

- establish emergency accounting codes
- record and control expenditure and general financial matters
- approve expenditure outside budgets
- administer Bellwin scheme if required
- administer disaster appeal fund where necessary
- liaise with the insurance industry and loss adjusters in order to avoid the undertaking of tasks where another organisation should hold full or partial responsibility
- establish what aid and grants are available
- maintain accurate and auditable records
- compile business cases for submission to central government.

Environmental

19.9 The environmental support service will be led by the service director public protection and will call upon support from not only appropriate staff within the service but also on personnel from other directorates, services and external agencies such as:

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- Wiltshire Council services incorporating:
 - business change
 - strategic property services;
 - local highways and streetscene
 - highways asset management and commissioning
 - waste management
 - procurement
 - leisure
 - public protection
 - business support.
- Environment Agency
- utility companies
- Health Protection Agency;
- NHS Wiltshire;
- police/private security companies (if issues surround site security);
- Food Standard Agency;
- National Trust and or English Heritage (if historic sites or protected areas are affected);
- Government Decontamination Service.

19.10 The service will:

- manage all issues with regard to animal health and welfare
- put in place processes to deal with issues surrounding the disposal of dead or deceased livestock
- advise on evacuation of pets and livestock
- advise on food safety and quarantine of crops and foodstuffs
- monitor potential pollution problems resulting from the incident and the response
- provide access to database of hazardous materials and register of manufacturing processes locally
- assess threats posed by chemical, biological and radiological substances
- assess impact on community safety, health and environmental issues
- identify population at risk
- arrange emergency sanitation and hygiene measures
- liaise with the Environment Agency and water companies
- provide information on cleansing, sanitation, burial and emergency mortuaries
- interpret environmental monitoring results and provide technical advice

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- take appropriate actions with regard to safeguarding the public
- liaise with Wiltshire NHS and provide an officer to attend the scientific and technical advisory cell (STAC) if operating
- develop a remediation strategy for the strategic recovery board to cover cleaning, repair or replacement of the physical infrastructure and clean up of the natural environment to an agreed state
- prioritise sites for attention
- assess and compile reports on affected areas and/or buildings whether council, government, religious, commercial or privately owned
- establish structural and safety assessments have been carried out on essential utility services, Wiltshire Council properties, health infrastructure (hospitals, health centres and surgeries)
- establish if there are any hygiene issues with sanitation, clean water or food
- re-establish affected flood defences.

Health

19.11 The health and welfare support service will be led by either the service director adults care & housing operations or the service director children & families and will work in close liaison with the joint director of public health. Appropriate staff will be drawn from communities services or children and families.

- Wiltshire Council adults care & housing operations service
- Wiltshire Council children & families services
- NHS Wiltshire
- Great Western Ambulance Service
- Health Protection Agency
- Department of Work and Pensions.

19.12 The service will:

- assess the impact of recovery operations on health and health services
- provide the health service input and specialist health advice to the strategic recovery board
- ensure that the services of all providers of health care are supported to meet the needs of the local population
- co-ordinate the ongoing primary care response
- provide a strategic view on long-term threats
- arrange epidemiological follow up
- arrange provision of specialist toxicological advice
- co-ordinate and provide welfare and support to those affected

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- allocate and co-ordinate welfare tasks to individual agencies thus avoiding duplication
- prepare a health monitoring and protection strategy
- establish a database of persons affected by the incident
- re-introduce a normal health service and provide extra services if required
- prepare information and press releases to be released through the communications support service when necessary.

20 Locations for management and control

- 20.1 The strategic recovery board will meet in a suitable meeting room. Democratic services will be responsible for the administrative support to the board and will ensure that appropriate meeting rooms are available and prepared for the meetings, and that agendas and minutes are prepared and distributed to all interested parties. Command and control must be directed through the Council Incident Room and there will be no need to operate a separate command facility for the board.
- 20.2 Tactical recovery group managers will find it more useful to operate from their own desks where they have all of the IT, communication and support services to hand.
- 20.3 Tactical recovery group meetings can be held in any of the numerous council committee rooms or meeting rooms within County Hall. Bookings of these should be arranged through democratic services along the same lines as for board meetings.
- 20.4 Operational requirements will more than likely be site based or may well be located in the meeting rooms around the emergency management service offices. Once again, the team leaders may well find it beneficial to work from their normal work place where they will have access to normal day to day requirements.

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Matrix of Service v Tasks

Corporate Director	Sue Redmond	Carlton Brand				Maggie Rae	Carolyn Godfrey
Service	Neighbourhood	Highways and Transport	Strategic Property	Waste Mgt	Planning	Public Protection	Procurement
Tasks							
Tasks							
Civil Engineering advice		Y					
Building advice			Y		Y		
Public Health advice						Y	
Waste advice				Y			
Planning advice					Y		
Technical advice on burial issues	Y						
Technical advice on contamination, pollution and environment issues						Y	
Technical advice re trapped casualties	Y	Y	Y				
Technical advice re damaged buildings			Y				
Maintenance and repair of buildings	Y		Y				
Maintenance and repair of Highway structures Including Drains	Y	Y					
Maintenance and repair of other structures	Y	Y	Y				
Design of emergency buildings			Y				
Design of emergency highway structures including drains		Y					
Design of emergency other structures	Y	Y	Y				
Construction of emergency structures	Y	Y	Y				
Deploy a site manager to manage site based work team and to liaise with LAIO and emergency services	Y						
Deploy specialist construction advice	Y	Y	Y				
Management of Waste generated by the incident				Y			
Restore refuse collections				Y			
Road and car park Closures	Y	Y					
Making car parks available for other uses.	Y						

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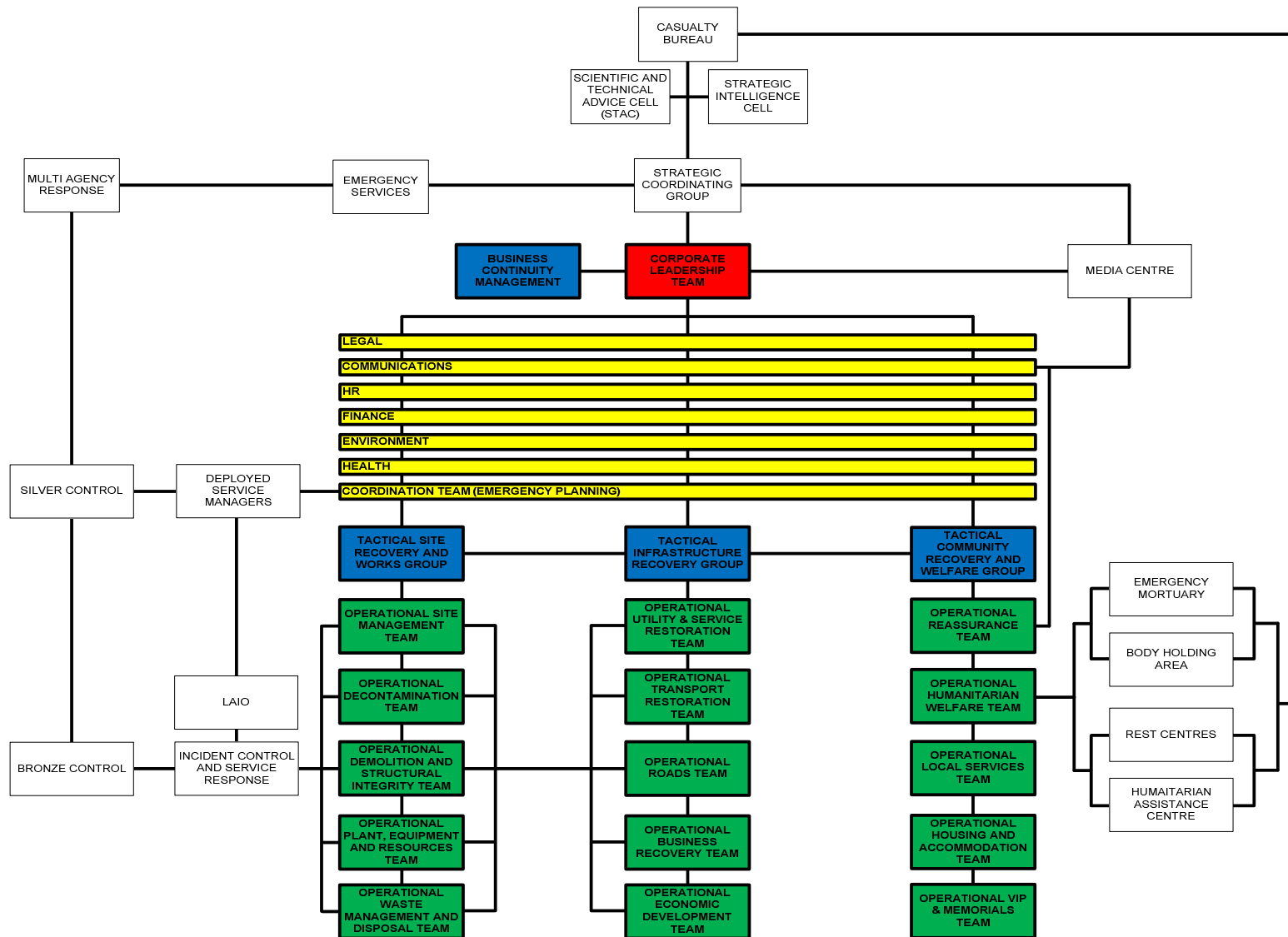
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Corporate Director	Sue Redmond	Carlton Brand				Maggie Rae	Carolyn Godfrey
Service	Neighbourhood	Highways and Transport	Strategic Property	Waste Mgt	Planning	Public Protection	Procurement
Tasks							
Clear and emergency repairs to roads	Y	Y					
Road diversions	Y	Y					
Emergency Pumping and drainage specialists	Y	Y					
Transport of evacuees to rest centres		Y					
Transport for evacuated schools		Y					
Transport for the elderly, sick and infirm		Y					
provide staff for rest centres in Leisure centres	Y						
Liaise with utilities							Y
Procurement of specialist advice	Y	Y	Y	Y		Y	Y
Procurement of specialist equipment and plant	Y	Y	Y	Y		Y	Y
Procurement of Materials and contractors.	Y	Y	Y	Y		Y	Y
Fuel and repair of vehicles	Y						
Four by Four vehicles	Y	Y					
Skilled operators	Y	Y					
Construction Plant, vehicles and Equipment	Y	Y					
General vehicles and Equipment	Y						
Refuse Plant, vehicles, labour and equipments				Y			
Communications equipment	?						?

Reference should be made to the Scheme of Delegation for respective service functions.

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Figure 2 Recovery Management Structure



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Annex A

21 Strategic recovery board

Guidance for the chair of the strategic recovery board

- 21.1 The strategic recovery board will be chaired by the lead corporate director of Wiltshire Council supported by others of the corporate leadership team and tactical recovery group managers as appropriate. Resilience is of paramount importance as more than one corporate director may chair the strategic recovery board as shifts and the recovery processes dictate.
- 21.2 Representatives from other agencies with a role to play in recovery operations may also be requested to attend, or may make a request to do so to the chair of the board.
- 21.3 The guidance notes below set out the key areas for consideration for the board and compliment the guidance notes for the lead corporate director which can be found in the Wiltshire Council Major Incident Plan:
- establish the terms of reference
 - set an agenda for meetings (see Appendix B)
 - ensure minutes are taken and circulated between meetings
 - ensure all actions and decisions with the rationale behind them are recorded
 - ensure a rota is in place at corporate director level should the incident become protracted
 - consider and appoint permanent members of the board
 - ensure that, when appropriate, the hand-over document transferring control from the strategic co-ordinating group to the strategic recovery board has been completed and signed by all parties (see Appendix A)
 - decide the overall recovery strategy, ensuring that relevant stake holders, especially the affected communities are involved in its development
 - establish a media strategy to provide reassurance to the public
 - authorise media statements and information releases
 - incorporate strategic objectives that have been agreed during the response phase by the strategic co-ordinating group that are appropriate for recovery
 - implement and assess the outcomes of impact assessments in relation to: the incident; the response; and the recovery operations against the ability of the authority to deliver essential services. If necessary implement business continuity management measures
 - dependent upon the impact assessments order the establishment of appropriate tactical recovery groups and operational recovery teams (see figure 1 page 13)
 - ensure action planning and reporting mechanisms are in place to provide regular updates to the strategic recovery board
 - assess and co-ordinate the recommendations and actions of the tactical recovery groups

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- monitor financial expenditure and authorise appropriate funding
- review normal operational performance targets
- communicate recovery issues to the strategic co-ordinating group whilst it is running
- agree an exit strategy and a timescale where possible.

Annex B

22 Tactical recovery groups general

22.1 Each tactical group will be led by a service director from Wiltshire Council supported by service heads from within the council, and will have overall responsibility for the operational recovery teams within their group.

22.2 Generic actions

- agree terms of reference;
- ensure that the community is kept informed on progress;
- involve the community with the recovery wherever possible;
- liaise with the business community;
- feed issues that arise into the strategic recovery board for discussion;
- provide tactical leadership, co-ordination and direction to the teams under their control;
- establish operational teams (as shown in figure 1) according to the requirements of the incident;
- manage resource issues and ensure financial accountability;
- ensure that impact and risk assessments are undertaken and ensure that these are continually updated and referred to during the recovery phase;
- utilise the best and most efficient method of relaying information and advice to the affected communities;
- maintain a log of all actions and monitor their progress (see Appendix D);
- record all aspects of expenditure.

Guidance for tactical recovery group chairs

- consider membership of the tactical recovery group and operational recovery teams within your group, including stakeholders
- appoint a secretariat and ensure records are kept of all meetings and decisions
- appoint a deputy chair
- understand the remit of their role and educate the members of the group
- ensure their group is aware of the full recovery structure and their responsibilities within this plan

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- establish methods of communicating with other tactical recovery groups outside the strategic recovery board meetings
- promulgate the strategy from the strategic recovery board
- liaise with the media team ensuring pre-prepared and authorised statements are released
- consider which operational recovery teams are required and inform the strategic recovery board
- establish defined reporting mechanisms that are consistent for all the tactical recovery groups and operational recovery teams
- continually assess the requirement for mutual aid, either from within the Council or from external agencies.

Annex C

23 Tactical community recovery group

Introduction

23.1 There are five main operational teams that are incorporated within the tactical community recovery group. The group will be led by the service director communities and the service director adult care & housing operations.

23.2 Some of these teams will have staff seconded from the same service area such as the service area adult care & housing options that will have staff representing their service areas reporting within separate teams:

- operational community reassurance team
- operational humanitarian assistance team
- operational local services team
- operational housing and accommodation team
- operational VIPs and memorial team.

23.3 Membership

- chair
- operational community recovery team leaders
- invited representatives from other agencies as appropriate

Points for consideration

23.4 There are a number of important considerations for the manager of the tactical recovery team and they will need to be cognisant of the following points:

- the needs of the community will be wide and each community may have different priorities therefore community engagement is important

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- engaging an elected councillor within certain teams may be beneficial in allaying some fears and concerns of the community
- the establishment and co-ordination of a local volunteer work where this would benefit recovery operations
- the engagement with area boards in the affected areas
- establishing information centres releasing timely information.

24 Operational community recovery teams

Operational community reassurance team

24.1 During the recovery phase it is essential that the correct message is promulgated to all within the community to reassure the local population and to give advice and guidance regarding the progress and direction of the recovery operation. Therefore membership of this operational team will include council and non council staff. In addition the operational community reassurance team will draw part of its membership from the local community being tailored according to events. Where community members are used within recovery operations appropriate health and safety measures, relevant checks and clearances and insurance arrangements need to be in place.

24.2 The operational community reassurance team will be led by the head of area boards from within the communities' service area. It will take tactical advice from and report to the manager of the tactical community recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required);
- area boards
- community representatives
- parish councils
- faith leaders
- voluntary agencies
- Wiltshire Police
- NHS Wiltshire
- Citizens Advice Bureau.

24.3 The operational community reassurance team will:

- act as a conduit between the community and all the operational recovery teams
- maintain a log of all concerns and ensure that these are raised as 'actions' where necessary
- provide information to the manager of the tactical community recovery group in order that information can be drafted and released to the community through the information and advice team.

Operational humanitarian assistance team

- 24.4 The Wiltshire Council Welfare Plan incorporating the Humanitarian Assistance Plan holds all relevant information regarding this area of operations and should be consulted for more detail regarding the provision of this service. If the operational humanitarian assistance team needs to be generated the Humanitarian Assistance Plan will be implemented to manage the provision of humanitarian support.
- 24.5 The primary role of the operational humanitarian assistance team will be the running of a humanitarian assistance centre should one have been set up. A humanitarian assistance centre should be seen and utilised as a centre where any person affected by the incident will be able to attend and seek advice and material help should their need require it. It will be a matter for the strategic recovery board to decide upon establishing a humanitarian assistance centre.
- 24.6 Wiltshire Council emergency planning holds plans for the setting up and running of humanitarian assistance centres and it is essential that all parties connected with the management of such centres refer to these plans.
- 24.7 The scale of the incident itself or the recovery post incident may not require a humanitarian assistance centre and it may only require a 'drop in' centre in the affected area.
- 24.8 People react differently to a crisis and it is therefore important that any support given to those affected is co-ordinated. This can be achieved by:
- sharing the role with voluntary agencies
 - consultation with the community.
- 24.9 The operational humanitarian assistance team will take tactical advice from and report to the manager of the tactical community recovery group and membership is set out within the Humanitarian Assistance Plan.

Operational local services team

- 24.10 The operational local service team will be led by an adult care and housing options manager. It will take tactical advice from and report to the manager of the tactical community recovery group and membership will be drawn from:
- Wiltshire Council (appropriate services as required)
 - Wiltshire Police
 - area boards
 - parish councils
 - voluntary agencies
 - Wiltshire National Health Service
 - Great Western Ambulance Service
 - faith representatives.

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24.11 An essential feature of the recovery phase is the provision of essential services to the affected communities.

24.12 The main purpose of the team will be:

- restoration of education within schools and colleges in co-operation with the department for children and education
- restoration of waste disposal services
- provision of food and essential supplies
- health care to the elderly and other vulnerable people
- any other service that may be required dependent upon the incident
- deal with any offers of help from members of the public.

Operational housing and accommodation team

24.13 The operational housing and accommodation team will be led by the head of housing options. It will take tactical advice from and report to the manager of the tactical community recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- housing associations
- private letting agencies
- department of work and pensions
- Association of British Insurers
- Chamber of Commerce
- voluntary agencies.

24.14 It is likely that during the response phase of a major incident, evacuation of residential and business premises may have to take place. This may continue into the recovery phase.

24.15 The main priorities are to establish and cater for the population that have been made homeless or need re-housing. This will require liaison with both housing associations and private letting agencies. There will be occasions where private tenants and house owners require re-housing; in this eventuality insurance companies should be consulted at the earliest opportunity in order that loss adjusters can make immediate evaluations on behalf of their companies.

24.16 In the case of privately owned residential properties which have to be evacuated because of damage to the property, this would be quite clearly an insurance issue but in the early stages of the evacuation the local authority will bear the responsibility for the provision of short term accommodation. This will require a degree of tact and diplomacy in the way the matter is handled as those residents affected may well be distressed.

24.17 In regard to business premises it may be necessary for businesses to adopt their business continuity measures with possible relocation to alternative premises or changing their working practices.

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24.18 If a rest centre and/or humanitarian assistance centre is running the operational housing and accommodation team may be best located within one of these centres, details of which can be found in the respective plans.

Operational VIP and memorials team

24.19 In any major incident and certainly an incident that requires a planned recovery operation it is highly likely that VIPs will wish to visit the affected area to meet those affected and the emergency and response personnel involved in the recovery effort.

24.20 Dependent upon the VIP, whether they are a senior politician or member of the royal family, the metropolitan police and/or Wiltshire Police will be in control of the operational aspects of the visit.

24.21 Where the visit is by a member of the Royal family the Lord Lieutenant's office at County Hall will handle the programme and deal with the event. The leader of the council or a representative will be available to brief the VIP, and councillors should be encouraged to assist with the arrangements.

24.22 The operational VIP and memorials team will be led by the head of democratic services. It will take tactical advice from and report to the manager of the tactical community recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required);
- Wiltshire Police
- area boards
- parish councils
- voluntary agencies
- faith representatives.

24.23 Positive press coverage can emanate from VIP visits which will assure the community that everything possible that can be done is being done on their behalf. Government Ministers or MPs will attract media attention and this affords an ideal opportunity for the public to be reassured by the release of information regarding the recovery process.

24.24 The group must also consider the need for:

- books of condolence;
- floral tributes;
- memorial and/or support funds;
- memorial services;
- permanent memorials.

Annex D

25 Tactical site recovery group and works group

Introduction

25.1 The group will be led by the service director strategic services, highways and transport. There are five main operational teams incorporated within the tactical site recovery group. Some of these operational teams will have personnel seconded from other service areas such as economy and regeneration, waste management and adult care & housing operations that will have staff representing their service areas reporting within separate teams:

- operational site management team
- operational decontamination team
- operational demolition and structural integrity team
- operational plant equipment and resource team
- operational waste management and disposal team.

25.2 Membership

- chair
- operational community recovery team leaders
- invited representatives from other agencies as appropriate.

Points for consideration

25.3 The considerations in the event of an incident involving site clearance should take include the following points:

- function of the affected structures (is the building/structure an essential part of the community or the infrastructure?)
- identify who is responsible for the clearance at this location whether it falls upon the Wiltshire Council, the Government or the private or commercial sector
- the location
- extent of the damage
- risks they present to health and the environment and to those engaged in the site clearance (i.e. presence of asbestos)
- requirement for decontamination
- assessing the nature and scale of the problem and determining priorities
- identify all options and implications – Is the building worth saving or should it be demolished?
- if the building is to be demolished, how will this be done to limit contamination to the surrounding area?
- have any building owners engaged their own contractors to carry out any decontamination or demolition work?
- identify available resources

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- completion of a 'dynamic risk assessment' of affected structures and whether these present a particular threat to the safety of personnel
- commissioning the demolition or shoring up of dangerous structures
- commissioning equipment and personnel needed to secure a safe and effective clear up
- timeline of recovery/phased reopening of sectors and/or public highways
- location of skips
- material shortages
- auditing of the facilities
- effective site security and where appropriate screening of fencing is essential for health and safety
- protecting and preserving the site for investigative and forensic purposes, it will prevent unauthorised access by traders, sightseers and other unsolicited visitors.

25.4 The tactical site recovery and works group has a major role in clear up operation and will be instrumental in any regeneration plan that could be implemented. The group manager will obtain a decision from the strategic recovery board having apprised them of the full situation as to an agreed end point for the clean-up.

25.5 This group will take an active role in seeking markets for the materials that may be generated by site clearance and the following methods of disposal should be considered:

- recycling
- composting
- burning
- spread into the land
- recovery, treatment and restoration.

25.6 There must be a clear understanding and agreement between Wiltshire Council, the site/building owners and respective insurance companies over the handling and right to receive revenue generated from the points mentioned. Advice should be sought from the legal team.

25.7 Call out for the works team will be through 'Neighbourhood Services' via the Duty Engineer callout system

26 Operational site recovery teams

Operational site management team

26.1 The operational site management team will be led by the head of waste management. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)

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- utilities
 - contractors.
- 26.2 The team will deal with incidents where decontamination is not an issue, particularly if the contamination is a result of a chemical, biological, radiological and nuclear event such as a terrorist attack. Should decontamination be required then the operational decontamination team must be involved in all aspects of site management.
- 26.3 Once the police and/or the Health and Safety Executive have concluded any criminal or forensic examination of a site or premises Wiltshire Council will take over the site management.
- 26.4 A necessary function of the operational site management team is to manage site:
- access
 - security
 - safety.
- 26.5 A temporary office at a safe and suitable location on the boundary of the site will be established. This will be used for:
- a marshalling area
 - recording and monitoring movement of personnel and equipment
 - collection of passes for controlled access to the site
 - provision of transport and control of transport for the removal of debris
 - storage of equipment and resources
 - work to clear debris for example removal of debris causing obstruction or damage to highways, pavements and footpaths
 - delivering safety briefings for those attending the site.
- 26.6 On occasion dependent upon the size of the site there may be a requirement to divide the site into sectors. The size of each sector and the number of personnel working within may be determined by the nature and location of the incident.

Operational decontamination team

- 26.7 The operational decontamination team will be led by the head of public protection. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:
- Wiltshire Council (appropriate services as required)
 - Government Decontamination Service
 - NHS Wiltshire
 - Health Protection Agency
 - Health and Safety Executive
 - Wiltshire Fire and Rescue Service

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- Environment Agency
- water and sewerage companies
- Health Protection Agency.

26.8 During the recovery phase there may be occasions where the recovery cannot progress due to the contamination of the area by chemical, biological, radiological or nuclear (CBRN) or other hazardous material. The detailed information for dealing with a hazardous material incident can be found in the Local Resilience Forum's Hazardous Materials Incident Guide.

26.9 There will be a need to liaise with the Government Decontamination Service who will:

- provide advice and guidance to support the Wiltshire Council decontamination team, the Environment Agency or those contractors responsible for the decontamination of buildings, infrastructure, mobile transport assets and the open environment
- provide strategic guidance on assessing risk and vulnerability, the prevention and limitation of contamination, the decontamination options and methodologies available and their approximate costs, and advance preparation for decontamination
- invite specialist companies to tender for the decontamination work and then assess each of these companies on their capabilities
- ensure that Wiltshire Council has ready access to decontamination services should the need arise
- assist the manager of the tactical site recovery group and the operational decontamination team in the co-ordination of decontamination operations.

Operational demolition and structural integrity team

26.10 The operational demolition and structural integrity team will be led by the head of building control. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- contractors.

26.11 This team will have responsibility for:

- dangerous structures
- demolition of existing buildings
- safeguarding of dangerous structures
- building regulations concerning any building programme.

Operational plant equipment and resources team

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26.12 The operational plant equipment and resources team will be led by the works team manager from the emergency response structure. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- contractors
- plant and equipment hire companies
- employment bureaus.

26.13 The operational plant and resources team will:

- source suppliers of plant and equipment
- liaise with the finance, procurement and legal teams over hiring costs and contracts
- liaise with Wiltshire Council human resources team in respect of any additional labour requirements
- maintain a comprehensive log of all requirements and expenditure.

Operational waste management and disposal team

26.14 The operational waste management and disposal team will be led by the head of waste management. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- contractors
- Environment Agency
- appropriate water and sewerage companies.

26.15 Society continues to function after any disaster so therefore it is important that human waste whether it be sewage, domestic or commercial needs to be disposed of swiftly and in an ecological manner.

26.16 Consideration should be given to the full range of transport modes that might be required to facilitate the removal of debris from the incident site. There is a need to address the following points:

- appropriate registration certificates and authorities in place to carry waste
- loading equipment available on vehicles suitable for the waste being carried
- arrangements for the procurement of transport to remove debris
- arrangements to be put in place for the parking, fuelling and maintenance of contractors vehicles
- consideration as to whether the type of debris carried will affect the future use of the vehicle

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- health and safety issues to be considered including personal protective equipment (PPE) for operators
- compensation/insurance arrangements
- segregation of the different types of waste and debris
- labelling the waste skips with the particular type of waste to be deposited in each
- wherever possible compounds for storing material and waste skips should be located away from environmentally sensitive areas such as drains, water channels and areas of human habitation
- information on current licensed landfill ;
- advise on the handling, site storage, treatment and disposal of materials, including contaminated material, by helping to identify facilities for the storage, transport and disposal of the waste material
- owners and occupiers should be allowed access to their premises at the earliest opportunity, subject to full assessment of prevalent risks and hazards. This should also be evaluated against the possibility of cross contamination should access be considered during the investigative process and it is essential that prior approval is sought before access is granted
- protocols should recognise that sensitive documents and personal items may be found in and around the incident site and arrangements developed to cover collection, sorting and storage to ensure that items are returned to respective owners. These arrangements should include long term storage or disposal where owners cannot be located.

Annex E

27 Tactical infrastructure recovery group

Introduction

- 27.1 The group will be led by the service director strategic services, highways and transport.
- 27.2 Wiltshire Council will need to work closely with organisations such as the The Department for Communities and Local Government, Resilience and Emergencies Division in order to achieve a satisfactory level of restoration. They can offer guidance, assess the economic impact and advise on strategies to build and maintain confidence.
- 27.3 The tactical infrastructure recovery group will be managed by a senior manager from the economy and regeneration service area. There are five main operational teams that are incorporated within the tactical infrastructure recovery group. Some of these teams will have personnel seconded from the same service area who will have staff representing their service area engaged with other operational teams.
- operational utility and services restoration team
 - operational transport restoration team
 - operational roads team

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- operational business recovery team
- operational economic development team.

27.4 Membership

- chair
- operational infrastructure team leaders
- Highways Agency
- affected stakeholders.

Points for consideration

27.5 The considerations in the event of an incident resulting in the need for operations to recover the infrastructure include the following points:

- utilities such as gas, water, electricity, transport, fuel etc. being affected by shortages or a breakdown in supplies
- hygiene issues involving sanitation, clean water or food
- local businesses whether commercial or industrial
- are employees laid off or having to work from alternative locations
- have the road and/or rail transport systems been affected causing disruption to the flow of passengers and goods/freight which impacts on a swift return to normality
- are essential road/bridge repairs required to assist with the restoration of normal services

27.6 These are some of the many reasons where the recovery process should not be seen as a short term fix but as an opportunity to restore or re-build for the future.

28 Operational infrastructure recovery teams

Operational utility and services restoration team

28.1 The operational utility and services restoration team will be led by a head of service from the service area strategic services, highways and transport. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- contractors
- appropriate utility providers.

28.2 Every effort should be made to restore utility services to as many people as quickly as possible. Without infrastructure restoration (e.g. electricity sub-stations, water pumping stations, telephone exchanges) utility companies will be unable to restore disrupted supplies to individual householders and businesses.

Operational transport restoration team

28.3 The operational transport restoration team will be led by the head of passenger transport from within the sustainable transport division of the strategic services, highways and transport service area. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- train operating companies
- rail track
- bus and coach companies
- road haulage companies
- private transport providers, e.g. taxi services.

28.4 The prioritisation of essential services will be a major consideration in the recovery of the transport infrastructure and the Wiltshire Council Business Continuity Plan will need to be referred to, to establish the pre-identified essential services. There will be a draw on providing the essential services of:

- care for the elderly and infirm with transport to hospital
- providing services such as meals to the elderly
- provision of school transport
- provision of transport for those with disabilities.

28.5 Transport companies have their own emergency arrangements and they will need in the first instance to refer to their own business continuity plans.

Operational roads team

28.6 The operational roads team will be led by the head of highways asset management and commissioning from the strategic services, highways and transport service area. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- Highways Agency
- contractors
- utilities.

28.7 It is not only important for the recovery of the community to restore the road network as soon as is practicably possible, but also to enable plant and equipment necessary to carry out recovery operations to reach the affected communities.

Operational business recovery team

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28.9 The operational business recovery team will be led by the head of economic regeneration. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- Chamber of Commerce
- Business Link.

28.10 The manager of the operational business recovery team will need to consult with Emergency Planning for Wiltshire Council to establish what, if any business continuity measures have been adopted and whether they need to continue. The manager will need to:

- consult with the manager of the tactical infrastructure recovery group
- assess of the findings of the impact assessments on business recovery
- establish if there have been any temporary or permanent closures of operations or businesses
- establish if any businesses have relocated to temporary premises
- are any of the work force displaced from their homes
- establish an online or call centre approach to gather information from and pass advice to business owners.

Operational economic development team

28.11 The operational economic development team will be led by the head of economic regeneration. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- Association of British Insurers
- Chamber of Commerce
- Business Link.

28.12 Whilst recovering the basic components of the community such as housing, infrastructure, roads and transport are vital, the ability of other aspects of the community to adapt and improve such as businesses, shops, restaurants and tourism are also important. Wherever possible the recovery effort should not only bring about a return to pre-incident conditions, but should also take the opportunity to give the affected community opportunities to grow and improve in the future.

ANNEX F

29 Other key organisations

Introduction

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

Agency Roles

29.2 **Wiltshire Police** will:

- ensure that the strategic recovery board is convened as early as possible during the actual response phase to an emergency/major incident
- be represented at the local level on the strategic recovery board in order to ensure that local issues can be addressed with foreknowledge of particular areas and issues
- offer managerial guidance with respect to, or act as conduit for, the other emergency services should they not be present at the strategic recovery board
- give feedback to the strategic recovery board regarding implications for the police service that any proposed recovery strategy or measure may entail, in particular with regards to:
 - body recovery, identification and forensic examinations
 - security issues
 - traffic management at funerals, memorial services, etc
 - public order at funerals, memorial services, etc
- if family liaison officers are deployed, a family liaison manager may join the strategic recovery board (or liaison to the family liaison manager should be sought) in order to liaise closely with the strategic recovery board regarding investigative and individual recovery issues, such as funerals
- if an emergency mortuary has been established, a senior identification manager may join the strategic recovery board or should be liaised with.

29.3 **Wiltshire Fire and Rescue Service** will:

- provide the use of specialist equipment during the recovery phase
- provide professional advice on fire and rescue issues
- provide a long term urban search and rescue capacity if required.

29.4 **Great Western Ambulance Service**: The primary areas of responsibility for the ambulance service at a major incident may be summarised as:

- to save life together with the other emergency services
- to provide treatment, stabilisation and care of those injured at the scene
- to provide appropriate transport for medical staff, equipment and resources

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- to establish effective triage points and systems and determine the priority evacuation needs of those injured
- to provide a focal point at the incident for all National Health Service and other medical resources
- to lead and provide communication facilities for National Health Service resources at the scene, with direct radio links to hospitals, control facilities and any other agency as required
- to alert the receiving hospitals
- to provide transport to the incident scene for the medical incident officer, mobile medical/surgical teams and their equipment
- to arrange the most appropriate means of transporting those injured to the receiving and specialist hospitals
- to maintain emergency cover throughout the ambulance service area and return to a state of normality at the earliest time
- to inform the Wiltshire NHS of all potential major incidents
- to maintain the health and safety of all personnel at the scene.

29.5 **National Health Service Wiltshire:** The primary areas of responsibility for the NHS Wiltshire at a major incident may be summarised as:

- assessing the impact on health and health services of every potential major incident
- where necessary providing the strategic management of an incident which involves a range of health service providers
- providing the Health Service input and specialist health advice to the strategic management of a major incident
- ensuring that services of all providers of health care are supported to meet the needs of the local population
- ensuring that the Local NHS Trusts and ambulance service have major incident plans and the necessary resources to put them into action
- co-ordinating primary care response
- providing a strategic view on long-term threats
- arranging epidemiological follow up
- arrange provision of specialist toxicological advice
- notify the Regional Office of the NHS Executive South West.

29.6 The **Health Protection Agency** will:

- provide impartial expert advice on health protection and provide specialist health protection services
- respond to health hazards and emergencies caused by infectious disease, hazardous chemicals, poisons or radiation
- support and advise other organizations with a health protection role.

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29.7 **Councillors:** The councillors of Wiltshire Council have an important role to play in assisting with the recovery process. They have a duty as the community representative to gather and make known the concerns of their community and area boards, and feed them into the recovery process. They also have a very important role in the feeding of information and advice back to the community.

29.8 They have a role:

- as the focus of community concerns being represented on each of the tactical groups
- in identifying problems and vulnerabilities of their community that may require priority attention and feeding them back to the relevant recovery tier whether it be the strategic recovery board or a tactical group
- for their knowledge of local personalities and resources
- in enhancing local community cohesion and liaison
- in reassuring the community
- in consultations on rebuilding or modernisation
- in assisting in getting messages to the community
- in assisting with VIP visits
- In liaising with other elected representatives
- in assisting and possibly chairing debrief sessions with the community.

29.9 Through their normal duties as committee members, councillors give the authority strategic direction and decide policy. They will scrutinise decisions of officers and other committees and suggest improvements where necessary.

29.10 They will ultimately authorise actions affecting the Council's functions, so they will need to be kept fully informed with accurate and up to date information.

29.11 The **Resilience and Emergencies Division (South)** will

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

29.12 The **Government News Network** will assist all responders to obtain the latest and best information, and gather information for national media briefings.

29.13 The **Department of the Environment, Food and Rural Affairs (DEFRA)** will:

- protect animal welfare
- minimise the impact of the emergency on food production, farming and fishing industries

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- advise on the disposal of contaminated carcasses
- provide the Rimnet (radiation monitoring) service for radiological incidents.

29.14 The **Environment Agency** will:

- lead on pollution incidents to water, land and air, e.g. major oil/chemical spill. Prevention, control and monitoring of environmental impact. Can arrange for remediation of pollution
- during flooding events, focus is on operational issues such as issuing flood warnings and operating its flood defence assets to protect communities at risk. At the recovery phase the focus is on continued provision of public information
- investigation and enforcement of environmental offences.

29.15 They will also provide advice/support on:

- hazardous waste disposal
- chemical, biological, radiological and nuclear (CBRN) decontamination waste disposal
- recovery after nuclear and non-nuclear radiation events including knowledge of installations and list of contractors
- COMAH sites plus other major industrial installations regulated under integrated pollution control regime.

29.16 The **Food Standard 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 Environment Agency, on the safe disposal of food that has been affected by the emergency.

29.17 The **Government Decontamination Service** will:

- provide advice and guidance to support those responsible for the decontamination of buildings, infrastructure, mobile transport assets and the open environment following a release of any chemical, biological, radiological, nuclear (CBRN) substances or major hazardous material incident (HAZCHEM)
- ensure that responsible authorities have ready access to the services of the specialist decontamination companies on its framework.

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

29.19 The HSE 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.

29.20 The **Met Office** will:

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

29.21 The **Flood Forecasting Centre**, a working partnership between the Environment Agency and the Met Office, provides flood warnings and alerts to targeted category one and two responders giving time for people to protect themselves from the effects of flooding.

29.22 The **Highways Agency** will:

- operate and manage traffic on the strategic road network i.e. motorways and all purpose trunk roads
- despatch traffic officers to manage incidents and assist customers primarily on the motorway network
- put in place traffic management and implement diversion routes on the whole of the strategic road network that it manages
- set strategic and/or local variable message signs and other signing to provide drivers with up to date information for instance on diversions
- provide the latest travel information on HA information line (HAIL), HA web site Traffic England, traffic radio and various other HA communication channels.

29.23 **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 services as required by the community;
- to assist with the organisation of memorial services.

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

- welfare

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- social and psychological aftercare
- medical support
- search & rescue
- transport
- communications
- documentation
- training & exercising.

29.25 A full list of all voluntary agencies is held within the Wiltshire and Swindon Local Resilience Forum (LRF) VASEC Guide.

29.26 Call out of the voluntary agencies will be made through the Wiltshire Council Public Protection emergency management service.

29.27 Association of British Insurers: 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.

29.28 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.

29.29 **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.

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

- start ups

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- finance and grants
- taxes
- employing people
- health and safety
- IT and e-commerce
- sales and marketing
- international trade
- business continuity and disaster recovery.

29.31 The **Citizens Advice Bureau** will provide free information and advice to help people resolve their legal, monetary and other problems.

29.32 There are two **train operators** that run in Wiltshire – First Great Western and South West Rail.

29.33 **Network Rail** is responsible for the running, maintenance of rail track, signalling, bridges, tunnels, level crossings, viaducts throughout the rail network in Wiltshire.

29.34 The **Road Haulage Association** is a UK trade association which represents members of the road haulage association providing advice and training.

29.35 There are 566 **bus companies** and 10 **coach companies** that operate within Wiltshire. Details are held at www.carlberry.co.uk

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Annex G to section three - Roles and responsibilities

ANNEX G Table 1. Recovery management responsibilities

Strategic level	
Chair of the strategic recovery board	Lead Corporate Director, Wiltshire Council
Community recovery	
Tactical community recovery group manager	Service director adult care & housing options or service director communities
Operational community reassurance team leader	Head of area boards
Operational humanitarian assistance team leader	Humanitarian assistance centre manager (as per HAC Plan)
Operational local services team leader	Adult care manager
Operational housing and accommodation team leader	Head of housing options
Operational VIP and memorials team leader	Head of democratic services
Site clearance	
Tactical site clearance recovery group manager	Service director strategic services, highways and transport
Operational site management team leader	Head of waste management
Operational decontamination team leader	Head of public protection
Operational demolition and structural integrity team leader	Head of building control
Operational plant, equipment and resources team leader	Works team manager
Operational waste management and disposal team leader	Head of waste management
Infrastructure recovery	
Tactical recovery group manager	Service Director Economy and Regeneration
Operational utility and service restoration team leader	A head of service from strategic services, highways and transport
Operational transport restoration team leader	Head of passenger transport
Operational roads team leader	Head of highways asset management and commissioning
Operational business recovery team leader	Head of economic regeneration
Operational economic development team leader	Head of economic regeneration
Recovery support service managers	
Legal manager	Service director legal and democratic services (monitoring officer)
Communications manager	Service director communications
HR manager	Service director HR and Organisational Development (head of paid services)
Finance manager	Service director finance (section 151 officer)
Environment manager	Service director public protection
Health manager	Service director adult care & housing options or service director children & families

Appendices

30 Handover certificate

Upon this status certificate being signed by both Wiltshire Council and Wiltshire Police, the command and control for dealing with the recovery phase of the incident atis to be taken over by Wiltshire Council.

It is agreed between the chairman of the strategic co-ordinating group (SCG) and the lead Corporate Director of Wiltshire Council that the following six points apply:

1. There is no known further risk to life specific to this incident.
2. The circumstances dictate it more appropriate for the command and control to rest with Wiltshire Council in that the phase is clearly now one of recovery.
3. There are no serious public order or crime prevention issues that impact on the overall strategic co-ordination of the recovery phase.
4. Wiltshire Fire and Rescue Service, together with the Great Western Ambulance Service, are now operating at a level, which does not necessitate a strategic (gold) co-ordinating group (SCG) to co-ordinate and facilitate their activity.
5. There are no known scenarios that may give rise for the requirement to reinstate the strategic (gold) co-ordinating group in the foreseeable future in relation to this incident.
6. Wiltshire Council is satisfied that it has the infrastructure and processes in place to take over co-ordination from the police.

Signed: Wiltshire Council

Signed: Wiltshire Police

Date and time:

The signatories below have read and acknowledge the contents of this status certificate.

.....
Wiltshire Fire and Rescue Service

.....
Great Western Ambulance Service

31 Strategic Recovery Board - Sample agenda

1. Welcome and introductions
2. Apologies
3. Situation report
4. Confirmation of chairman and membership of the strategic recovery board
5. Hand over from the strategic co-ordinating group
6. Reports on identified recovery issues and what tactical groups are required
7. Tactical groups
 - a) Chairman and membership
 - b) Staffing
 - c) Locations
 - d) Equipment
 - e) Resources
 - f) Aims and objectives
 - g) Time constraints
 - h) Reporting methods to the strategic recovery board
- 8 Financial considerations
- 9 Media cell and press releases
- 10 Frequency of future meetings
- 11 Exit strategy
- 12 Time and venue of next meeting
- 13 Any other business

32 Template for a recovery action plan

It is recommended that each tactical group maintains an action plan, and these are then all pulled together for review at recovery co-ordinating group meetings.

To aid this review, it is recommended that:

- The status / progress column is colour coded (Red / Amber / Green) to quickly highlight how each action is progressing.
- Each action is given a priority rating where:

E = Essential

I = Important

D= Desirable

This will assist in focussing the efforts of the myriad of partners who will be involved in the recovery process, and will enable the strategic recovery board/tactical groups to focus on the essential and important actions.

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