Wiltshire Council

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Wiltshire Council Recovery Guide V1.0 2024



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1. Introduction

Plan Title:	Wiltshire Recovery Guide
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Exercise Date:	Team meeting

Document History

Version	Date	Comments	Reviewer
1.0	Jan 2024	Full update of previous plan	Sarah Kelly-Escott

Background Information	Under the Civil Contingencies Act 2004 Wiltshire Council has a responsibility to develop emergency plans in accordance with the local risks as identified in the Wiltshire and Swindon Local Resilience Forum Community Risk Register. Wiltshire Council has a generic Incident Response Guide to guide the standard emergency response and a number of specific emergency plans for specific types of emergency or specific sites.
Aim	To enable Wiltshire Council to support local residents and businesses in their recovery from an incident.
Objectives	 The aim will be achieved by: Putting in place a framework for overseeing recovery. Recovery will start as soon after the incident commences, as appropriate Concentrating resources on the health and well-being of communities, critical infrastructure, the economy and the environment. Providing signposting information to specialist services and resources.
Scope	This Guide covers strategic recovery in Wiltshire, the responsibility for which is transferred by a Strategic Coordinating Group to Wiltshire Council, following an incident. This is a guidance document for the generic recovery to an incident.

2. Activation

2.1 Activation

Recovery will be considered at the earliest opportunity after an incident has commenced. The guide will be activated when recovery is first discussed, likely when a chairperson is appointed and a Recovery Coordinating Group (RCG) is convened. A bespoke recovery plan may be required if the incident will have a complex recovery phase. This guide can be used as a base for such a plan.

It is highly likely that the RCG will be multi-agency.

If required, this Guide may be used as a starting point to write an incident-specific recovery plan. This may happen as a result of a complex or potentially long-running incident and potential recovery period.

2.2 Activation Process

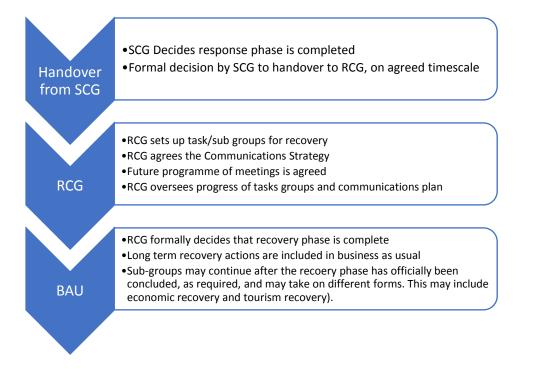
A Recovery Coordinating Group will be set up when requested by the Chair of the Strategic Coordinating Group (SCG).

The Recovery Coordinating Group may be set up during or after an incident. In certain circumstances, a Recovery Coordinating Group may be formed as a sub-group of the Strategic Coordinating Group until full handover takes place (see LRF Emergency Multi-Agency Procedures (EMAP) document).

The Recovery Coordinating Group will be chaired by a Director (Strategic Lead) of Wiltshire Council. The exact level of the chair will be determined when they are required. A deputy should also be identified at this time.

The decision to hand over management of the incident from response to recovery will be made by the Strategic Coordinating Group and will be recorded as a formal decision.

The LRF Emergency Multi-Agency Procedures (EMAP) document details the hand-over process from response to recovery. The hand-over form can be found at the end of this document.





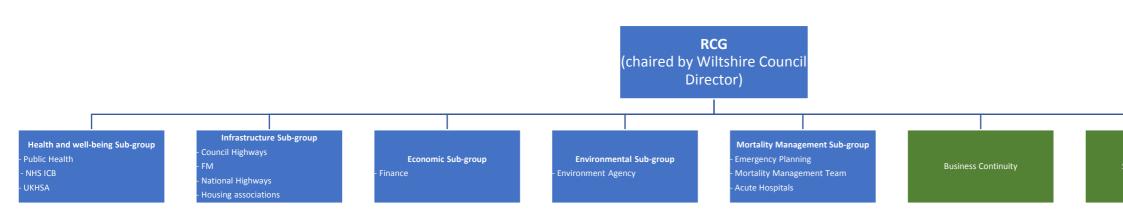
2.3 First steps in Recovery

Once the need for an RCG has been established (either as a sub-group of the SCG, or as a stand-alone Group), a chair has to be identified. They are likely to come from the group of Directors. The most appropriate chair will need to be identified at the time, taking into account the nature of the incident, and workloads.



This diagram outlines the areas which may need to be considered by a Recovery Coordinating Group, and the services and organisations which may need to be involved. This is not a definitive list, and can be amended as required by the incident. LRF organisations may be required at all sub-groups.

The blue boxes are direct RCG sub-groups, the green boxes are internal WC sub-groups which may be required to sit alongside the RCG.



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Staff redeployment

elocation of staff to other building

2.4 Business Continuity – Recovery within Wiltshire Council

There is a strong chance that the incident which has resulted in the requirement for a recovery phase, has also resulted in a business continuity incident for Wiltshire Council, at a range of levels. Each service has its own Business Continuity Plan, which is reviewed every 12 months. These plans should be used when required when the organisation is in recovery. There is also the Corporate Business Continuity Guide, which outlines the overarching organisational response to a business continuity incident.

2.5 Humanitarian Assistance Centres (HACs)

A HAC may have been established to support those affected by the incident. They are established and run by the local authority, but will have support from a range of partners, so their establishment must take place with consultation from all stakeholders. It is highly likely that, if established, it will continue to run well into the recovery phase. As outlined in the Wiltshire Council HAC Plan, a HAC can take many forms (online, phone, in person), and will change in response to the needs of those using its services. Refer to the Wiltshire Council HAC Plan for information on set-up and running on a HAC.

2.6 Community Emergency Hubs (ECHs)

These Hubs are available in, and are run by the community (with assistance from additional organisations as required). It may be that one or more had been used in the response phase as a place for people to shelter in and has become a focal point for members of the public. This should be kept in mind when planning for HAC locations, and community meetings in the Recovery phase. They are pre-identified and should be known by people in the area as a safe place to go when an incident is occurring.

2.7 Community Engagement

It is essential that the affected community are included in the recovery phase from its outset. They should be given the opportunity to feed into conversations around re-building of public areas, re-planting of public gardens, and potentially naming of new areas. The way the affected communities are engaged with will vary depending on the area affected, and the type of incident. It may be that a new engagement meeting needs to be set up at regular times, or that engagement can take place through the Parish or Town Council.

3. Action Cards

Recovery Coordinating Group		
Role	Responsibilities	
Chairperson of the Recovery Coordinating Group Notification	 Convening Group Forming Recovery Coordinating Group Overseeing assessments of risks to community. 	
SCG Chair RCG	 Confirm handover from SCG Refer to Agenda Consider appropriate partners Consider any necessary sub- groups, including those continuing from the SCG, and those newly formed for the RCG. 	
Chair Actions to Consider	 Situation Report Assessment of existing risks Knowledge of community groups Access to RD response page Access to relevant LRF/WC plans 	
 Actions to Consider Agreeing recovery objectives in these areas: Health and Well being, including community engagement. Economic Infrastructure Environmental. Inviting appropriate organisations to attend the Recovery Coordinating Group, including from Cat 1, 2 and voluntary agencies. Creating sub-groups (could be in the areas above) to carry out operational recovery tasks. Asking sub-groups to carry out impact assessments where required. Identify opportunities to carry out long term economic regeneration. Details on any donations given (money/goods etc) and a plan on how these will be managed and distributed. Creating and implementing a communications strategy for informing residents and businesses of the ongoing recovery process. How to empower and involve local communities during recovery Involvement of appropriate voluntary groups. How to record and apportion expenditure, including managing donations A strategy for transitioning from recovery phase to business as usual. Effective protocols for political involvement and liaison (Parish, District / 		



County / Unitary and Parliamentary) are established.

• Link with all sub-groups for overlapping work.

Resources Available	Plans to Consider	
 Equipment predetermined for incident: GIS mapping Local knowledge from Parish 	National Recovery guidanceLRF Recovery Guide	
 Councils and community groups. RD response page 	https://www.gov.uk/national-recovery- guidance	

Communications Group		
Role	Responsibilities	
Chairperson of the Communications Group	 Convening Group Ensure that the public and media are fully informed and consulted Oversee the communications output of all other sub-groups 	
Notification	Immediate Actions	
RCG Chair Comms Chair	 Ensure involvement of stakeholders Ensure consistency of message Respond as appropriate to negative media stories and misinformation as well as reinforcing positive messaging and safety information. Set comms strategy Information Required Situation Report 	
	 Assessment of existing risks Knowledge of community/affected groups 	
Actions to Consider		
 Co-ordinate communications across all recovery groups, including attending meetings Consider longer-term strategy: Key target audiences, including those inside and outside of the area Key messages, focussing on public/business reassurance and rebuilding image. Mechanisms to ensure cross agency working and consistency of message. Key spokespersons, both overall and for specific aspects of the recovery period. The communications strategy: Media relations/information programme Resources needed Web content/presence Public information helplines Publications/printed materials Exhibition/display materials Interpretation and translation Public forums/meetings Information points. If established, comms relating to the opening/continuation/closing of a Humanitarian Assistance Centre (HAC) Inform the following key groups: Residents Key business partners/employers 		
 Elected members Staff in all agencies Consider use of "trusted" individuals across, including those from the communication 	and "opinion formers" to get the message unities affected	
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Link with other sub-groups for overlapping work.		
Resources Available	Plans to Consider	
 Internet access Local knowledge from Parish Councils and community groups. 	National Recovery guidanceRD response page	
	https://www.gov.uk/national-recovery- guidance	

Health and Well Being Group		
Role	Responsibilities	
Chairperson of the Health and Well Being Group	 Convening Group To co-ordinate the provision of support to physical impacts, psychological impacts, community displacement, death and bereavement. Implement agreed strategy 	
Notification	Immediate Actions	
RCG Chair H&W Chair	 ensure involvement of stakeholders consider group membership create a risk assessment for health and well being Information Required Situation Report Assessment of existing risks Knowledge of community groups 	
Actions to Consider		
 Assess impact on vulnerable individuals / establishments and community care Co-ordination of welfare assistance in order to avoid duplication of effort Provide welfare to those affected Engagement with the affected communities, ensuring they are kept up to date on remediation works, and consulted on in relevant areas like re-building and re-planting public spaces, and naming new buildings etc. Prepare a health monitoring and protection strategy Maintain normal Health Services Establish extra health services if required Ensure public are informed about any health implications. Publicise changes to health related services preferably before, but also during any period of disruption Provide long term health monitoring if necessary Assess if long term temporary or permanent accommodation is required. Assess if long term temporary or permanent accommodation is required. Assessitance for: Loss of income to individuals / community Displaced individuals / families Loss of work Assistance with insurance and advice services, (e.g. ABI) Assistance with legal aid Link with other sub-groups for overlapping work. 		



 Databases of vulnerable people Local knowledge from Parish Councils and community groups. 	National Recovery guidanceRD response page
	https://www.gov.uk/national-recovery- guidance

Mortality Management Group		
Role	Responsibilities	
Chairperson of the Mortality Management Group Notification	 Appointing and convening Mortality Management Group To co-ordinate the needs resulting from a mass fatality or level 2 excess deaths incident. To liaise closely with the police and coroner Immediate Actions 	
RCG Chair Mortality Management Chair Mortality Management Delivery Group	 Ensure involvement of stakeholders Consider group membership Establish required frequency of meetings. Information Required Situation Report Mortality capacities across the WSLRF Footprint Assessment of existing risks Knowledge of community group 	
Actions to Consider		
 Liaise closely with police Work with Wiltshire Council internal mortality management team Review data on hospital mortuary spaces Consider support over and above business continuity arrangements where required for additional mortuary spaces. Consider need for additional transport requirements for the deceased. Consider the activation of the REMA Resources Available Plans to Consider 		
 Internal mortality management team Funeral directors Hospital mortuaries HM Coroner 	 National Recovery guidance RD response page <u>https://www.gov.uk/national-recovery-guidance</u> 	

Infrastructure Group		
Role	Responsibilities	
Chairperson of the Infrastructure Group Notification	 Convening Group To co-ordinate cleaning, repair or replacement of the physical infrastructure and clean-up of the natural environment to an agreed state – decontaminating where necessary Implement agreed strategy 	
Notification		
RCG Chair Infrastructure Chair	 ensure involvement of stakeholders consider group membership carry out infrastructure risk assessment Information Required Situation Report Assessment of existing risks 	
	 Knowledge of community groups 	
Actions to Consider		
 Consider the following: Review integrity of key assets and prepare strategy for reinstatement or improvement where required Compile assessments of level and nature of damage to essential services / assets, building / structural, transport, health and educational infrastructure Restoration of utilities and services where required Ensure any relevant monitoring is carried out and results used Develop strategy on how community will be involved in physical rehabilitation Identification of ownership of land, premises and infrastructure Identify and procurement of resources / plant, as required Identify use of local capacities and expertise so as to reduce reliance on external sources Commission remedial work (building to make safe, demolition, decontamination and clear up of waste/debris). For essential services / assets, building / structural, transport, health and educational infrastructure, consider: Repair Repair Rebuilding Consider planning permission for new build, repairs to listed / graded buildings. Identify whether compulsory purchase orders are required Identify any potential future prevention / mitigation aspects Consider location and reconstruction requirements for memorial structure(s) 		

Resources Available	Plans to Consider
 Internet access Local knowledge from Parish Councils and community groups. 	 National Recovery guidance RD response page https://www.gov.uk/national-recovery-guidance

Economic Group		
Role	Responsibilities	
Chairperson of the Economics Group	 Convening Group Assess the economic impact Enable businesses affected by the emergency to resume trading as soon as possible. 	
Notification	Immediate Actions	
RCG Chair Economics Chair	 ensure involvement of stakeholders consider group membership carry out economic risk assessment Information Required Situation Report Assessment of existing risks Knowledge of community groups 	
Actions to Consider	• Knowledge of community groups	
 Evaluate the impact to the local economy impact on its main business sector(s) trading operations and environment, accessibility for customers and suppliers, and to essential services Assistance to businesses affected to enable them to resume normal business as quickly and effectively as possible Consider establishment of relevant schemes/grants to assist businesses Promotion of the area as 'open for business' Facilitate access to buildings and an early return as possible to premises Identify alternative premises, potentially for long periods of time, using Industrial and Commercial Property Registers and local agents. Assistance with advice services, for example, in conjunction with ABI Provision of information to the business community affected a single enquiry number/help-line service, drop in centre, website / social media leaflets as appropriate Link with other sub-groups for overlapping work. Potentially lead on Bellwin Scheme application Potentially liaise with insurance companies on behalf of the public and/or businesses affected. 		
Resources Available	Plans to Consider	
 Internet access Local knowledge from Parish Councils and community groups. 	 National Recovery guidance RD response page 	



https://www.gov.uk/national-recovery- guidance

esponsibilities Convening Group Assess the environmental impact Enable the environment to return to as close to its original state as possible, or be improved upon Immediate Actions ensure involvement of stakeholders consider group membership carry out environmental risk assessment Information Required Situation Report Assessment of existing risks Knowledge of community groups	
Convening Group Assess the environmental impact Enable the environment to return to as close to its original state as possible, or be improved upon Immediate Actions ensure involvement of stakeholders consider group membership carry out environmental risk assessment Information Required Situation Report Assessment of existing risks	
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-	
 Evaluate the impact to the local environment Liaise with health group to decide impact on food chain Liaise with helath group to decide impact of contamination of water courses Liaise with health group to decide return of residents Assess the most appropriate method of decontamination Map areas affected Length of restriction on public access ensuring that waste is legally and safely disposed of ensuring the co-operation and co-ordination of site owners into the decontamination strategy considering what is an acceptable level of residual hazard to declare the area "clean" setting target levels for the decontamination process ensuring that further contamination is avoided or kept to a minimum Using communications to update local residents and interested parties Facilitating criminal investigation Link with other sub-groups for overlapping work.	
Plans to Consider	
UK Recovery handbook for chemical incidents <u>os://www.gov.uk/government/publications/</u> <u>recovery-handbook-for-chemical-</u> <u>idents-and-associated-publications</u> National Recovery guidance RD response page	



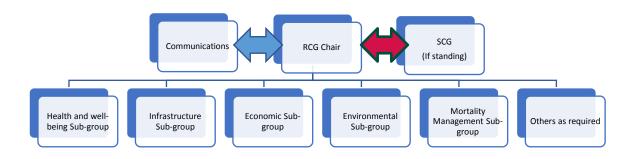
https://www.gov.uk/national-recovery- guidance

4. Recovery Management

4.1 Recovery Arrangements

The scale of recovery arrangements can vary immensely depending up on the incident.

Recovery Structure



- The Chair of the Recovery Coordinating Group shall decide, in consultation with the Strategic Coordinating Group, which sub-groups are required (if any).
- A draft agenda for the initial meeting is attached in Appendix A
- In forming any necessary sub-groups, relevant internal and external partners shall be invited to attend. External partners could include representatives from both Category 1 and Category 2 responders, and the voluntary agencies and military.
- Sub-groups can meet together as a group or indvidually, as deemed appropriate by the Chair of the Recovery Coordinating Group.
- Draft objectives are attached in Appendix B.

Recovery Arrangements

The Recovery Coordinating Group shall formally agree the action plans of each subgroup. Each Sub group will be responsible for implementing its action plan. The Sub group will also be responsible for reporting progress to the Recovery Coordinating Group at set times identified by the RCG chair.

Suggested targets / milestones could include some of the following:

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



- Local businesses are trading normally
- Tourism in the area has been re-established to pre-incident levels.

Warning and Informing

Communications will be responsible for creating and implementating a communications action plan. The plan will include methods of consulting with affected communities, and identify opportunities for engagement that will allow the local community to be involved and empowered during the recovery process.

The communications plans should recognise that local communities , especially those affected, will have a wealth of knowledge, experience and resources that could assist in the recovery process.

Resources

The Recovery Coordinating Group will likely be hosted at Wiltshire Council premises.

Resources required to implement the action plans of Sub groups/Communications, shall be reviewed and approved by the Recovery Coordinating Group.

Welfare

Welfare requirements will be identified from the community, and provided on a short term basis. Support will be prioritised for individuals or families that are unable to make alternative arrangements for themselves.

Vulnerability

Identification of individuals that are vulnerable will include by accessing local knowledge in the community, carrying out vulnerable people searches, and information provided from the NHS. The LRF Vulnerable Individuals Plan will also be activated if needed.

Faith Groups

Faith groups should be consulted as required through out the recovery process. Any religious days of significance should be considered during the recovery phase.

Community Resilience

Parish Councils that have resilience plans will be better equipped to support recovery. Areas that have no plans or resilience mechanisms in place, may require extra support from Wiltshire Council until they establish themselves.

Voluntary Agencies

The Recovery Coordinating Group will task each sub-group to approach appropriate voluntary groups. The LRF will also contact appropriate members of the VASEC (Voluntary Agency's Sector).

4.2 Stand Down Arrangements

There is a possibility that sub-group work will continue in a form after the formal recovery process has been stood down. The type and duration of this work will be determined by the nature of the incident.



Stand Down Plan

The Chair of the Recovery Coordination Group shall decide whether to transition from the Recovery phase to business as usual, taking due consideration of the views of the sub groups and community. The decision to cease the Recovery Phase will be minuted at a Recovery Coordination Group closing meeting.

Stand Down Notification

When the Recovery phase is ended, the Chair of the Recovery Coordination Group will notify both the LRF and LHRP, and community leaders.

4.3 Debrief

Hot Debrief

All staff responding to the incident should be given a hot debrief before leaving their shift in the response phase either in person or online. All staff should be given the opportunity to speak about their experiences as soon as possible.

Internal Debrief

All internal staff that responded should be invited to feedback to and/or at the internal debrief.

Multi-Agency Debrief

The information from the internal debrief should be fed into the multi-agency debrief.

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4.4 Further Information

National Recovery guidance can be found at <u>https://www.gov.uk/national-recovery-guidance</u> including:

- Decontamination of buildings
- Recovery from Chemical, Biological, Radiation, Nuclear incidents
- Site Clearance

5. Appendices

Appendix A – Suggested Agenda for First Meeting of the Recovery Coordinating Group

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

- Introductions
- Urgent items for action
- Terms of reference for the group
- Membership
- Responsibilities and authority
- Other agencies that may be required
- Briefing / progress report, including the latest impact assessment and the Strategic Coordinating Group strategy (brief overview, keep concise)
- Agree recovery strategy (including detailed objectives and targets as necessary
- Immediate actions / or urgent issues related to the emergency
- Recovery action plan formulation and delegation of tasks (including deciding what Sub-Groups are required)
- Priorities for action, including media messages and consistent early public information
- Any other issues
- Schedule of meetings frequency & location

Notes or minutes of the meeting should be taken as well as the maintenance of a key decision / action log. A trained loggist should be used for this role, and a rota should be established as soon as possible. Sample log books are available from the Emergency Planning Team.

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Appendix B – Draft Objectives for Recovery Coordinating Group

Recovery Coordination Group Objectives

- To feed in recovery issues whilst the SGC is running
- To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy
- To establish appropriate Sub-Groups as required by the emergency.
- To produce an impact assessment on the situation
- To co-ordinate the recommendations and actions of the Sub-Groups and monitor progress
- To monitor financial matters and pursue funding and other assistance.
- To agree exit strategy criteria and timescale
- Decide the final "state" of the physical infrastructure and natural environment affected by the emergency
- Deal with other issues that fall outside the scope of the working groups
- To provide reassurance to the public and to minimise fear and alarm.
- To make recommendations, at an early stage, to elected Local Authority members on the strategic choice between 'normalisation' (restoring an area to its previous condition) and 'regeneration' (aspiring to transform an area in support of longer term development objectives) of an affected area

Health and Well Being Objectives

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

Economic Objectives

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

Environmental Objectives

• To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Co-ordinating Group, to cover clean up and restoration of the natural environment to an agreed state

Infrastructure Objectives

- To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Co-ordinating Group, to cover cleaning, repair or replacement of the physical infrastructure to an agreed state
- Review integrity of key assets and prepare strategy for reinstatement where required
- To implement the agreed strategy(s).

Communications Objectives

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

Overall responsibilities

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

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Appendix C – Draft hand over certificate for response to recovery

[Note: This certificate has been written assuming the Strategic Co-ordinating Group is being chaired by Wiltshire Police and the Recovery Co-ordinating Group is being chaired by xxxxx Council]

Upon this Status Certificate being signed by both the Local Authority and the Chair of the Strategic Coordinating Group, the Command and Control for dealing with the aftermath of the emergency is to be taken over by xxxxx Council.

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

- 1. There is no known further risk to life in relation to this specific emergency.
- 2. The circumstances dictate it more appropriate for Command and Control to rest with xxxxx Council in that the phase is clearly now one of recovery.
- 3. There are no serious public order or crime prevention issues which impact on the overall strategic co-ordination of the recovery phase.
- 4. Dorset & Wiltshire Fire and Rescue Service together with the South Western Ambulance Service Foundation Trust are operating at a level which does not necessitate a Strategic Co-ordinating Group to co-ordinate and facilitate their activity.
- 5. There are no known scenarios which may require the reinstatement of the Strategic Co-ordinating Group in relation to this emergency in the foreseeable future.
- 6. xxxxx Council is satisfied that it has in place the infrastructure and processes to take over co-ordination from the Police.

Signed: xxxxx Council

Signed: Wiltshire Police

Date and Time Signed: