Recovery Management Plan

<table>
<thead>
<tr>
<th>Version No</th>
<th>10</th>
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<tbody>
<tr>
<td>Classification</td>
<td>Unclassified</td>
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<tr>
<td>Date</td>
<td>September 2013</td>
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www.haringey.gov.uk
Critical Information

Recovery Management is a multi-agency process led by the Council. During the response phase of an incident a Recovery Management Cell is formed to prepare for recovery. This is done by undertaking a Community Impact Assessment.

When both parties agree, the police will hand over leadership of the incident to the Council, who will form a Recovery Management Group to oversee this process.

Figure 1 provides an overview of the Recovery Management process. This process is likely to be prolonged, and more complex than is depicted here.

Figure 1: Recovery Management overview
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Annex A: Gold Coordination Group/RCCC Chair – Suggested Criteria for handover

Annex B: Local Authority Recovery Chair- Suggested Criteria for accepting handover

Annex C: Site Clearance
Plan distribution

The Recovery Management Plan is now maintained as an electronic document only. The following people will be notified of a change to the plan:

- Haringey Council Cabinet Members
- Haringey Council senior managers and emergency response officers

Confidentiality

The Recovery Management Plan is UNCLASSIFIED, and will be published on the Haringey Council website.

Version Control

Officers printing or storing personal copies of this plan are requested to dispose of previous versions in a manner appropriate to its protective marking.

Version History

<table>
<thead>
<tr>
<th>Version Number</th>
<th>Title</th>
<th>Version Date</th>
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<tr>
<td>8.0</td>
<td>Recovery Management Plan¹</td>
<td>December 2010</td>
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<tr>
<td>9.0</td>
<td>Recovery Management Plan</td>
<td>May 2012</td>
</tr>
<tr>
<td>10.0</td>
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<td>September 2013</td>
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¹ First published as section 5 of the Integrated Emergency Management Manual
1 Introduction

1.1 Purpose of the Recovery Management Plan

The purpose of the Recovery Management Plan is to allow Haringey Council to lead and facilitate the recovery of the community to a state of normality after a major incident.

1.2 Definition

The definition of recovery is “the process of rebuilding, restoring and rehabilitating the community following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected” (HM Government 2009, Emergency Response and Recovery).

Recovery is complex and often lengthy process and has the following characteristics:

- It involves many more participants than the immediate response to an emergency.
- It may be costly in terms of resources.
- It is likely to be closely scrutinised by the public, media and politicians alike.

Recovery may often be more than simply replacing what was lost, and rehabilitation of those affected. It is a social and developmental process about creating a lasting legacy from the adversity of an emergency. Therefore it may overlap with regeneration.

The manner in which recovery is undertaken is critical to its success. Empowering communities and affected people to shape the recovery process is key to ensuring they are able to recover emotionally.

1.3 Scope

This plan deals with the recovery process from a major emergency. Less serious incidents with localised and short-lived effects do not typically need a formal recovery management process.
1.4 Links with other plans


A second key link is to the Warning Informing and Alerting Plan, which deals with communication with the public. Response phase communications should link seamlessly with the communications required to underpin recovery.

This plan links to a number of other plans at a London level:

<table>
<thead>
<tr>
<th>Plan</th>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster Appeal Scheme</td>
<td>GLA scheme for appealing for financial donations from the public.</td>
</tr>
<tr>
<td>London Humanitarian Assistance Plan</td>
<td>This plan deals with the welfare aspects of both response and recovery.</td>
</tr>
<tr>
<td>London Science And Technical Advice Cell (STAC) Arrangements</td>
<td>This plan sets out arrangements for the provision of scientific advice that informs response and recovery.</td>
</tr>
<tr>
<td>London Structural Collapse Response And Recovery Framework</td>
<td>This plan deals with the response and recovery phases of site clearance.</td>
</tr>
</tbody>
</table>
2 Activation and Stand Down

2.1 Triggers

These arrangements are triggered by either:

- The decision by the Gold Coordination Group to form a Recovery Management Cell
- The end of the response phase of an emergency and handover of coordination of the multi-agency response to a Recovery Coordination Group

2.2 Alert and Standby Procedures

On declaration of a major incident, if it is likely to have long-term implications Haringey Council Duty Gold ensure the Haringey Council Gold team discusses the potential for a Recovery Management Cell.

The required outcome from this discussion is to nominate a lead officer (at Director-level) to oversee the preparations for the transition from response to recovery.

2.3 Activation Procedure

Activation of the Recovery Management Plan should take place during the response phase.

The initial phase is to establish a Recovery Management Cell to prepare for the Recovery Phase, and to identify recovery issues that may influence the response strategy.

At an appropriate point, the Chair of the Gold Coordinating Group will handover the incident to the Council. This marks the change of phase from Response to Recovery. Criteria for this transition are provided at Annexes A and B.
### Action

<table>
<thead>
<tr>
<th>Action</th>
<th>By</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate discussion with partners via multi-agency Gold meeting</td>
<td>Duty Gold / CE</td>
<td></td>
</tr>
<tr>
<td>Nominate a Chair for the Recovery Management Cell</td>
<td>Duty Gold / CE</td>
<td></td>
</tr>
<tr>
<td>Arrange first meeting and invite partners</td>
<td>Duty Gold / CE</td>
<td></td>
</tr>
<tr>
<td>First Recovery Management Cell meeting held</td>
<td></td>
<td>24 hours</td>
</tr>
<tr>
<td>Confirm Handover from Response to Recovery at the appropriate point, using the criteria set out in Annex A and B.</td>
<td>Duty Gold / CE</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 2: Activation actions**

1. **Emergency occurs**

2. **Gold Coordinating Group (GCG)/Regional Civil Contingencies Committee (RCCC) take decision to establish Recovery Management Cell**

3. **Local Authority Gold:**
   1. Nominates a Chair for the Recovery Management Cell
   2. Assists in making arrangements for the first meeting and invites partner agencies
   All agencies invited nominate senior strategic level representatives to attend the Recovery Management Cell

4. **First Recovery Management Cell meeting takes place**

5. **Activities become more related to recovery than response**

6. **Coordination of multi-agency response transferred from GCG/RCCC to Recovery Coordination Group (RCG)**

**Figure 3: Activation Process**
3 Recovery Management Structures

3.1 Overview

The exact management structures required to manage the recovery phase will be at the discretion of the Chief Executive, or nominated deputy leading the Recovery Management process, in consultation with Members and partners as appropriate.

The Gold Coordinating Group will become the Recovery Management Group, and will continue to meet in the recovery phase. This will be the key multi-agency group in the recovery phase.

A variety of sub-groups may be required to manage particular aspects of the recovery.

It will also be important to ensure mechanisms are put in place to consult Members and the public.

The following structures achieve these objectives, but should be adapted to suit the needs of the emergency.

3.2 Recovery Management Cell

A Recovery Management Cell (RMC) should be formed at an early stage in an emergency to consider recovery issues while the response phase is still ongoing.

The RMC will hand over to the Recovery Management Group, once this has been established (i.e. when the Gold Coordinating Group confirms that the response phase is completed, and hands the leadership of the incident to the Council).

In effect the RMC is the Recovery Management Group “in waiting”.

The key concerns will be:

- To escalate issues of immediate concern, where initiating response actions may affect the recovery issues later.
- To develop an initial assessment of recovery needs to inform the Recovery Management Group, once established.
- To commence work on developing the Recovery Strategy and establishing the management structures for recovery.
Recovery Management Plan | September 2013

Community Recovery Committee
Chaired by the Leader of the Council (or another Cabinet Member)
Suggested attendees:
Chair of the Recovery Management Group
Elected Members from affected areas
Community representatives (e.g. voluntary sector, faith sector, community groups, business organisations, head teachers etc.)

Recovery Management Group
Chaired by the Chief Executive
Suggested attendees:
Chairs of each sub-group
Representatives from appropriate statutory agencies – MPS, LFB, CCG etc
Communications

Legal
Finance
Communications

Infrastructure and Environment Group
Chaired by the Deputy Director for Operational Services and Community Safety
Suggested attendees:
Transport For London
Utilities companies
Key Contractors
SFL Service Managers

Health and Welfare Group
Chaired by the Director of Adults & Housing OR Director of Public Health
Suggested attendees:
AHS
Children and Young People’s Service
Public Health
CCG
Public Health England
NHS England
HAVCO
Haringey Multi-Faith Forum

Business & Economy Group
Chaired by the Assistant Director Strategy and Regeneration
Suggested attendees:
NL Chamber of Commerce
North London Business Traders Associations and other local business groups
GLA
Relevant officers from Planning / Regeneration

Figure 4: Recovery Management Structure
3.3 Recovery Management Group

3.3.1 Purpose

- The Recovery Management Group is strategic decision making body for the recovery phase. Attendees will be able to give the broad overview and represent each agency’s interests and statutory responsibilities.
- The RMG provides visible and strong leadership during the recovery phase.
- It takes advice from the Sub-Groups, decides the strategy and ensures implementation of the strategy and the rebuilding of public confidence.
- The RMG is also charge with ensuring the co-ordination and delivery of consistent messages to the public and media.

3.3.2 Role

- To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery.
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy.
- To establish appropriate Sub-Groups as required by the emergency.
- To assess the impact of the emergency on the community and borough.
- 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 and advice to the public to facilitate recovery.
3.3.3 Chair and Secretariat

- Chaired by the Chief Executive, or the Assistant Chief Executive. NB. If the incident has resulted in the activation of the London Local Authority Gold arrangements, the Chair will be nominated by London Local Authority Gold.

- The Chair should appoint a Secretariat to maintain records of all minutes of all RCG meetings, chase actions and co-ordinate a master record of all Sub-Group meetings.

3.4 Community Recovery Committee

3.4.1 Purpose

The purpose of the Community Recovery Committee is to reflect community concerns, feelings and initiatives and assist in informing the wider community.

- It will play a key role in assisting in assessing the impact of the incident on affected communities.

- It will be particularly concerned to ensure appropriate engagement and consultation with affected people.

- As such, it is important to be flexible in ensuring the most appropriate representation to achieve these aims. It may also be useful to hold meetings in public, and in a venue that is easily accessible by affected people.

3.4.2 Role

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

- Reflect community concerns, feelings and initiatives and bring these to the attention of the Recovery Co-ordinating Group.

- Assist in informing the wider community of discussions and progress of the Recovery Co-ordinating Group.

- Liaison with the Business Community and taking their concerns to the Business and Economic Recovery Group.

- Engaging the community in the recovery process.

3.4.3 Chair and Secretariat

- Chaired by Haringey Strategic Partnership Chair. The secretariat will be provided by Haringey Council.
3.5 Infrastructure and Environment Group

3.5.1 Purpose

- The purpose of the Infrastructure and Environment Group (IEG) is to use expertise (and monitoring data) to give viable options for restoration of utilities and infrastructure and rehabilitation and clean-up of the environment.

- It will ensure that close liaison takes place with all stakeholders to facilitate this process.

3.5.2 Role

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

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

- To implement the agreed strategy(s).

- This group may oversee implementation of the Site Clearance Plan (see Annex C).

3.5.3 Chair and Secretariat

- Chaired by Deputy Director, Operational Services and Community Safety. The secretariat will be provided by Haringey Council

3.6 Health and Welfare Group

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

Part of the purview of this group is longer-term humanitarian assistance, as described in the London Humanitarian Assistance Plan. As such, the Health and Welfare Group may act as the Humanitarian Assistance Steering Group described in this plan.

3.6.1 Purpose

- To co-ordinate the provision of full range of practical assistance, support and, where necessary, counselling to those directly or indirectly affected by the emergency.

- Enable the community easy access to the required assistance
• Bring together the relevant health expertise.
• Assess the health impact.
• Develop a strategy for public health communications to inform and reassure.

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

3.6.3 Chair and Secretariat
• Chaired by Director of Public Health or Director of Adult & Housing services with secretariat from the service providing the chair.

3.7 Business and Economic Recovery Group

3.7.1 Purpose
• To assess the economic implications for the affected area and provide assistance
• To enable businesses affected by the emergency to resume trading as soon as possible.

3.7.2 Role
• To support affected businesses.
• To devise an economic recovery strategy.

3.7.3 Chair and Secretariat
• Chaired by the Assistant Director of Planning Regeneration and Economy.
• Secretariat from the Council.
3.8 Scientific and Technical Advice Cell

This group may have been established at an early stage during the response to the incident, particularly if there are significant issues on which the Gold or Silver coordinating groups need specialist advice.

This is established at Police request, and is led by Public Health England.

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

3.8.2 Role
- To provide a common source of science and technical advice to the GCG and RCG.
- To monitor and corral the responding science and technical community to deliver on the RCG’s high-level objectives and immediate priorities.
- To agree any divergence from agreed arrangements for providing science and technical input.
- To pool available information and arrive, as far as possible, at a common view on the scientific and technical merits of different courses of action.
- To provide a common brief to the technical lead from each agency represented in the cell on the extent of the evidence base available, and how the situation might develop, what this means, and the likely effect of various mitigation strategies.
- To identify other agencies / individuals with specialist advice who should be invited to join the cell in order to inform the response.
- To liaise with national specialist advisors from agencies represented in the cell and, where warranted, the wider scientific and technical community to ensure the best possible advice is provided.
- To liaise between agencies represented in the cell and their national advisors to ensure consistent advice is presented locally and nationally.
- To ensure a practical division of effort among the scientific response to avoid duplication and overcome any immediate problems arising.
- To maintain a written record of decisions made and the reasons for those decisions.
3.8.3 Chair and Secretariat
- The STAC will be chaired by the most appropriate senior specialist. In the initial stages of an emergency, the immediate concern is likely to be the risk to human health, therefore the Chair is likely to be a Public Health specialist from Public Health England or NHS. This may change as the recovery phase progresses. Secretariat to be provided by the organisation providing the chair.

3.9 Communications Group

The role of the Communications Group is to ensure that the public are kept informed about the recovery process, and that key issues and achievements are highlighted.

This group should be led by the Council’s Communications team, and should involve the communications leads of partner agencies to ensure a consistent message across the partnership.

For further information on key messages and communications means, please see the Warning, Informing and Alerting Plan. While this plan focuses on the immediate communication needs, it also provides pre-agreed key messages for particular emergencies, including the recovery phase.

3.10 Finance and Legal Group

3.10.1 Overview

The purpose of this group is to assess the financial and legal implications for the affected area and provide advice to the RCG.

The role of this groups is:
- To explore different streams for financial aid.
- To monitor all recovery work expenditure and report to RCG.
- To consider any litigation, criminal, or public enquiry issues.

The following sections outline some of the potential funding sources. This list is not intended to be exhaustive.

3.10.2 Bellwin Scheme

The Bellwin Scheme is usually used for financial claims relating to “incidents in which bad weather caused threats to life and property beyond all previous local experience.” However, it is possible that claims from other incidents would be accepted.
Grant Rate: DCLG would normally pay grant at a rate of 85 per cent of eligible expenditure above the threshold described in the following paragraph.

Thresholds: Before being eligible for grant, an individual authority is required to have spent 0.2 per cent of its calculated annual budget on works that have been reported to DCLG as eligible. This amount is the authority’s “threshold” and applies to the whole financial year, not to each incident within the financial year.

“In order to meet the basic statutory requirement, expenditure must have been incurred by a local authority in England on, or in connection with, the taking of immediate action to safeguard life or property or to prevent suffering or severe inconvenience, in its area or among its inhabitants; as a result of the incident(s) specified in the scheme which involved the destruction of or danger to life or property.”

3.10.3 GLA Disaster Appeal Scheme

In the event of a catastrophic disaster in London, implementing an appeal fund is one element of a coordinated response. The London Resilience Forum (LRF) recognises the GLA disaster plan as the only one endorsed and supported by the LRF and its members, in order to avoid the practical and legal confusion that may occur in the event of several funds being established. The Council will therefore have due regard to decision-making at the regional level in determining whether to launch a local appeal.

The scheme will establish a charity that will be independent of the Mayor and the GLA. As a temporary arrangement, the Fund would be run and managed initially by a group of interim trustees who will be senior officers at the GLA. Day to day administration of the fund will be carried out by the British Red Cross.
4 Recovery Management Process

4.1 Impact Assessment

The purpose of an Impact Assessment is to ensure that a good understanding is gathered of:

- Who has been affected by the emergency; and
- How they have been affected.

The Impact Assessment should therefore identify needs, and the priority of those needs. This is the key building block of the Recovery Strategy.

The Impact Assessment may need to be an iterative process, in which initial findings should be superseded with a more detailed, evidence-based understanding of the situation.

Evidence for the assessment may come from a variety of sources:

- Site surveys.
- Questionnaires completed by affected people.
- Issues raised at consultation meetings.

4.2 Community Consultation

Community consultation is a critical component to recovery management. Empowering the community to play a lead role in directing the recovery can have a significant effect in overcoming the shock of a traumatic, unexpected event.

Consultation can and usually should take a variety of forms to ensure:

- All parts of the community have a voice.
- Hard-to-reach groups are consulted.
- Minority opinions are not ignored.

Consultation should be led by the Community Recovery Committee. Consultations methods may include public meetings, surveys, focus groups, engagement with residents/tenants groups, door-knocking and so forth.
Consultation needs to be sustained throughout the recovery process to ensure recovery strategies remain relevant over what may be an extended period of time.

Consultation also needs to be joined up thematically. In other words, engagement to gather views on humanitarian issues, say, should not be divorced from engagement on economic issues. These distinctions may not be made by the community.

4.3 Strategy Development

A recovery strategy should be developed at an early stage, based on the Impact Assessment.

As evidence comes to light, it will be important to review the strategy and adjust it to maintain its relevance.

The strategy should be:

- Concise – it does not need to be a lengthy document.
- Balanced – across different key themes (economy, environment, welfare etc).
- Affordable.
- Prioritised – to deal with immediate restoration of everyday life first, and to allow sustained focus on long-term issues thereafter.
- Aligned to wider goals identified for the area (e.g. in the Community Strategy).

The strategy should be outcomes-focused, with targets agreed by the community. Outcomes could include some of the following:

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

These outcomes should be supported by Action Plans to be delivered by thematic sub-groups (if established).
4.4 Delivery

Delivery should be monitored by the Recovery Coordination Group. Recovery subgroups should report on progress against Action Plans from time to time as required by the RCG.

4.5 Exit Strategy

The Recovery Coordination Group should disband itself once there is a consensus that the Recovery Strategy has been implemented.

Recovery can be a protracted process, and can take months or years for some individuals to recover psychologically.

It may therefore be necessary for longer-term work to be mainstreamed to ensure that people’s needs can be met in a sustainable way.
5 Further information

Further information can be found in the London Recovery Management Protocol. This provides suggested terms of reference and agendas for the groups proposed in this document.

Further information can be found in Emergency Response and Recovery, the non-statutory guidance accompanying the Civil Contingencies Act 2004.

The national Recovery Guidance provides a series of topic sheets providing guidance on dealing with specific issues that may arise during the recovery process.
Annex A: Gold Coordination Group/RCCC Chair – Suggested Criteria for handover

The criteria for assessing when the handover can take place from response to recovery should be agreed between the Chair of the Gold Co-ordinating Group/RCCC and London Local Authority Gold.

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

The following considerations may assist the Chair:

- The emergency is contained and there is no significant risk of resurgence.
- Public safety measures are in place and working effectively.
- Recovery Co-ordinating Group (and any supporting Sub-Groups) is firmly established and pro-active.
- The London Local Authority Gold arrangements are functioning effectively and has the necessary:
  - Resources.
  - Communications.
  - Media co-ordination support.
- Individual organisations are functioning effectively with adequate:
  - Resources.
  - Communications.
  - Management of outstanding issues.
- The nominee of Local Authority Gold is able to accept Chair of Recovery Coordinating Group.
Annex B: Local Authority Recovery Chair- Suggested Criteria for accepting handover

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

- There is no known further risk to life in relation to this specific emergency.

- The circumstances dictate it more appropriate for Command and Control to rest with a Local Authority in that the phase is clearly now one of recovery.

- There are no serious public order or crime prevention issues which impact on the overall strategic co-ordination of the recovery phase.

- London Fire Brigade together with the London Ambulance Service are operating at a level which does not necessitate a Gold Co-ordinating Group to co-ordinate and facilitate their activity.

- There are no known scenarios which may require the reinstatement of the Gold Co-ordinating Group in relation to this emergency in the foreseeable future.

- London Local Authority Gold is satisfied that it has in place the infrastructure and processes to take over co-ordination from the Chair of the Gold Coordinating Group.
Annex C: Site Clearance

1 Introduction

1.1 Overview

This section is intended to guide Haringey Council officers and key partners through the process of clearing the site of a major incident, where large amounts of debris/waste is generated; and/or such waste is hazardous in nature.

Further guidance can be found in the London Structural Collapse Response and Recovery Framework.

Because each incident is different, the challenges may vary widely and therefore this section should be considered as non-prescriptive guidance.

What is a site?

- A site may be one building that has collapsed or become compromised by the impacts of a major incident. In general this plan will only be needed if the building is of a significant size and/or local importance.
- It may equally be a large area which has been affected – e.g. due to widespread flooding. Therefore there may be a number of building owners.

1.2 Objectives

The following objectives are likely to be appropriate in dealing with site clearance:

- To ensure public safety.
- To facilitate any investigation into the cause of the incident.
- To enable a timely return to normality.
- To facilitate regeneration and recovery.
- To enable the return of property and personal effects to affected people and/or their families.
- To minimise the long-term environmental impacts of the emergency, both at the site and elsewhere.
2 Key roles and responsibilities in site clearance

2.1 Initial Incident Management

Initial management of the incident will be undertaken by a Silver Coordinating Group led by the Police.

The Silver Coordinating Group will retain tactical control of the whole incident throughout the response phase.

Any action during the response phase in preparation for Site Clearance must be taken in close liaison with the Silver Coordinating Group. As lead agency for site clearance is Haringey Council, the responsibility for providing this link lies with the Local Authority Liaison Officer (LALO).

The LALO will also oversee the deployment of resources needed to support the immediate response, such as street cleansing teams, scaffolders, specialist contractors etc.

2.2 Bronze Site Clearance Group

Key to effective site clearance is to pull together the appropriate agencies and officers to agree on a course of actions. This group is likely to be led by the Police or the Council, at Bronze level.

The table below indicates the agencies and services that may need to be involved:

<table>
<thead>
<tr>
<th>Service</th>
<th>Role and comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Frontline, Haringey Council</td>
<td>- Assumed to lead the SCWG (unless the predominant issue is pollution / hazardous chemicals, in which case the chair may be passed to Regulatory Services)</td>
</tr>
<tr>
<td>Regulatory Services, Haringey Council</td>
<td>- If there are pollution / hazchem issues</td>
</tr>
<tr>
<td>Waste Management contractor(s) / Other contractors</td>
<td>- May be the normal waste management contractor; or other contractors whether for specialist clean-up, technical advisers or others as needed</td>
</tr>
<tr>
<td>Building Control</td>
<td>- Required if there are/may be dangerous structures</td>
</tr>
<tr>
<td>Traffic Management</td>
<td>- If there are significant highways issues</td>
</tr>
<tr>
<td>--------------------</td>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>Community Housing Services, Haringey Council</td>
<td>- If there are housing implications</td>
</tr>
<tr>
<td>Metropolitan Police Service</td>
<td>- Particularly if there are any criminal aspects, or disaster victim identification issues</td>
</tr>
<tr>
<td>London Fire Brigade</td>
<td>- Possibly only during the initial stages</td>
</tr>
<tr>
<td>Environment Agency</td>
<td>- Provision of scientific / technical advice</td>
</tr>
<tr>
<td></td>
<td>- Likely only if there are significant environmental hazards</td>
</tr>
<tr>
<td>Health Protection Agency</td>
<td>- Provision of scientific / technical advice</td>
</tr>
<tr>
<td></td>
<td>- May have a leading role communicating with the public</td>
</tr>
<tr>
<td></td>
<td>- Likely only if there are significant public health hazards</td>
</tr>
<tr>
<td>Utilities companies</td>
<td>- May be appropriate if there are significant issues relating to utility services to the site</td>
</tr>
<tr>
<td>Site owner representatives / insurers/ building users</td>
<td>- Invitations to site owners, insurers, and building users are likely be appropriate but should be carefully considered bearing in mind the context. If not invited to attend, alternative arrangements must be made to consult and communicate with these stakeholders. In most cases, site owners will be liable for some or all of the costs of site clearance.</td>
</tr>
</tbody>
</table>
3 Action Plan

3.1 Part 1: Response Phase (first day or two)
Many of the following actions are likely to be taken under the direction of the Silver Coordinating Group.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Actions/ Considerations</th>
<th>Lead</th>
<th>Other agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Control (1)</td>
<td>Cordon off affecting areas in order to protect the public and the scene.</td>
<td>MPS</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Outcome:</strong> Preventing further injury or loss of life by ensuring only authorised personnel access the site, and do so in a safe way.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Search and rescue</td>
<td>Search and rescue of any missing or trapped individuals</td>
<td>LFB</td>
<td>MPS, LAS, Surveyors</td>
</tr>
<tr>
<td></td>
<td>This activity will involve Dynamic Risk Assessment. Information gathering during this process will be useful to the later stages.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Outcome:</strong> Rescue of trapped people, and saving lives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial Assessment</td>
<td>Assess area affected, volume and nature of waste generated, potential contaminants</td>
<td>Council (Neighbourhood Services)</td>
<td>MPS, LFB, Surveyors, Insurers, EHO, HPA, EA</td>
</tr>
<tr>
<td></td>
<td>Points to consider:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Scale – is this an area clearance (multiple sites/properties) or a single site?</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• Access: is it a crime scene or otherwise closed due to statutory investigation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incident Management</td>
<td>Planning</td>
<td>Outcome: Collation of information required to enable site clearance planning to take place (Clearance Needs Assessment).</td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify the agencies required to participate in Site Clearance Make contact and organise the first meeting</td>
<td>Council (Single Frontline)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Planning for clearance of the site should cover:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Investigation of / assessment of hazards</td>
<td>Council (Single Frontline) MPS, LFB, Surveyors, Insurers, EHO, HPA, EA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Phased collection strategy i.e. What will be collected/removed and when</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Transport and logistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sorting, re-use/recycling strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Disposal destinations</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Communications strategy</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>Council Comms</td>
<td></td>
</tr>
</tbody>
</table>

- Are there bodies to recover? What about personal effects of deceased individuals?
- Is it safe to enter? What are the hazards? (Is it safe for emergency response personnel? Is it safe for the public?
- Sequencing: does some waste need to be cleared in order to facilitate works (e.g. clearing access roads)
- Who are the owners?
- What other stakeholders are there (e.g. tenants, building users etc)
NB – strategy is likely to involve a series of special collections of particular types of waste or material. Gaining public cooperation will be crucial, and requires concerted communications with the public.

Sorting of waste is a critical consideration:
- Can sorting be done by site owners, pre-collection?
- Does material need to be taken off-site to a holding area for closer inspection? NB – If there is a significant criminal enquiry the police may determine that there is a need to remove all the debris/waste to a secure site.

The planning will require engagement and mobilisation of contractors and agencies required to undertake works.

**Outcome: Site Clearance Implementation Plan**

**Outcome: Communications Strategy/Plan**

| Access clearance | Immediate removal of debris affecting access routes. This should be to the standard required to enable access and egress of plant, equipment and vehicles needed for latter stages of the clearance process. | Council (Neighbourhood Services) | Contractors as needed |
| Site Control (2) | Additional security measures – may include boarding up, fencing, provision of private security, additional police presence, diversions | Council (Building) | Insurers Contractors as |
| Stabilise | Immediate remedial works designed to reduce the risk of further serious collapse / damage etc – designed to facilitate controlled access. May include interrupting utilities supplies, targeted demolition, shoring works etc
Outcome: Reduced risk to those working on-site |
|---------------------------------------------|--------------------------------------------------------------------------------|
| Targeted retrieval | Targeted retrieval of items or assets specifically sought:
P1: Body recovery
P2: Items essential for business continuity of critical services of Cat 1 or 2 Responders
P3: Personal items of facilitating personal recovery (e.g. house keys)
These may be facilitated by emergency services; or in the case of 2 and 3 by controlled access provided to those with suitable PPE (may include salvage professionals acting for insurers).
Outcome: Critical items are recovered at an early stage wherever possible |
| Control | needed MPS Council (Highways) |
| Council (Building Control) | Insurers / site owners LFB Utilities |
| MPS / Council | Site owner / insurer Contractors as needed |
3.2 Part 2: Recovery Phase Actions

<table>
<thead>
<tr>
<th>Phase</th>
<th>Actions/ Considerations</th>
<th>Lead</th>
<th>Other agencies</th>
</tr>
</thead>
</table>
| Interim building assessments | Determination of the safety of buildings and immediate works required  
  • Structural safety  
  • Electrical and gas supply condition  
  • Internal damage e.g. to stairwells  
  • Presence of contaminants or similar  
  **Outcome:** Determination of actions required to enable release of building to owner.                                                                 | Council (Building Control)                     | Insurers         |
|                              |                                                                                                                                                                                                                       |                                                | Utilities        |
| Decontamination              | Decontamination may take a number of forms  
  • Some contaminants may breakdown over time if left, others will persist and may disperse from the site  
  • Some contaminants may require specialist cleaning or removal of contaminated items  
  • The risks posed varies widely across differing contaminants  
  A strategy for accomplishing decontamination will be required, based on scientific advice relating to the contaminant, the pattern of contamination within the site, expected weather conditions, exposure of the contaminant and risk to the public and/or site | Council (Neighbourhood Services)                | HPA EA GDS       |
<table>
<thead>
<tr>
<th>Release of property</th>
<th>Handover of property to site owner</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• May be conditional (e.g. on demolition or remedial works)</td>
</tr>
<tr>
<td></td>
<td>• Enables access by site owner</td>
</tr>
<tr>
<td>Outcome: Site owner access to their property</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Consultation</th>
<th>Once owners have had a reasonable chance to visit their properties and make their own assessments of damage, it is strongly recommended that consultation takes place to identify the needs of the site owners, and to update the Clearance Needs Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome: Site owners’ views understood. Updated Clearance Needs Assessment</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collection of perishable goods</th>
<th>Collection of materials liable to be hazardous if left – especially food waste</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPS / Council (Building Control)</td>
<td>Council (Neighbourhood Services)</td>
</tr>
<tr>
<td><strong>Outcome:</strong> Efficient collection of specific type of waste</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Collection of white goods/electrical items</strong></td>
<td><strong>E.g. fridges, TVs, PCs etc</strong>&lt;br&gt;<strong>Outcome:</strong> Efficient collection of specific type of waste</td>
</tr>
<tr>
<td><strong>Collection of large/bulky items</strong></td>
<td><strong>E.g. furniture, soiled carpets etc</strong>&lt;br&gt;<strong>Outcome:</strong> Efficient collection of specific type of waste</td>
</tr>
<tr>
<td><strong>Collection of recyclable materials</strong></td>
<td><strong>E.g. Metals, glass, plastics</strong>&lt;br&gt;<strong>Outcome:</strong> Efficient collection of specific type of waste</td>
</tr>
<tr>
<td><strong>Collection of general waste</strong></td>
<td><strong>Outcome:</strong> Efficient collection of specific type of waste</td>
</tr>
<tr>
<td><strong>Site inspection</strong></td>
<td><strong>Post collection clear-up of residual waste etc</strong>&lt;br&gt;<strong>Outcome:</strong> Assurance that the site is clear and clean.</td>
</tr>
<tr>
<td><strong>Post incident review</strong></td>
<td><strong>Review of the clean-up process</strong>&lt;br&gt;<strong>Outcome:</strong> Lessons learned.</td>
</tr>
</tbody>
</table>