Gosport Community Recovery Plan from the Covid-19 pandemic

Version: 1.0

Produced by:
Graeme Jesty
Head of Emergency Planning
Gosport Borough Council
Document control

Version history

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FOREWORD

The Hampshire and Isle of Wight Local Resilience Forum (HIOW LRF) Community Recovery Plan describes the multi-agency structures required to provide coordinated recovery from an emergency.

The aim of the recovery process is to facilitate a return to a new normality following the COVID-19 pandemic.

This guidance has been produced in accordance with the requirements of the Civil Contingencies Act 2004 and Emergency Response and Recovery. The HIOW LRF Community Recovery Plan is published on the HIOW LRF pages of Resilience Direct.
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SECTION 1 – BACKGROUND INFORMATION ON THE COVID-19 PANDEMIC

1.0 BACKGROUND

Coronavirus disease 2019 (COVID-19) is an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The disease was first identified in 2019 in Wuhan, the capital of China's Hubei province, and has since spread globally, resulting in the ongoing 2019–20 coronavirus pandemic. Common symptoms include fever, cough, and shortness of breath.

The World Health Organization (WHO) declared the 2019–20 coronavirus outbreak a Public Health Emergency of International Concern (PHEIC) on 30 January 2020 and a pandemic on 11 March 2020. Local transmission of the disease has been recorded in many countries across all six WHO regions.

On 31 January 2020 the first confirmed cases of COVID-19 were recorded in the UK. The virus that causes COVID-19 disease is present and spreading in the community. Hampshire and Isle of Wight have enacted the measures from Government to delay the spread of infection, including school closures and cessation of non-critical services.

A wider lockdown of UK society was put in place in March 2020. A Strategic Coordination Group and supporting response structures have been stood up to formalise and better support the partnership working that has already been occurring between local councils, health partners and emergency services.
SECTION 2 – COMMUNITY RECOVERY OUTLINE AND GUIDANCE

2.1 INTRODUCTION

Recovery is a complex and long running process that will involve many agencies and participants from across the Borough of Gosport. It will be costly in terms of resources, and it will undoubtedly be subject to scrutiny from the community, the media and politicians alike. It is therefore, essential for the process to be based on well thought out and tested structures and procedures for it to work in an efficient and orderly manner.

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

It is a complex social and developmental process rather than just a remedial process. The broad, interlinked categories of impact that individuals and communities will need to recover from include:

- Humanitarian (including Health);
- Economic;
- Environment and Infrastructure.

The way recovery processes are undertaken is critical to their success. Recovery is best achieved when the affected community can exercise a high degree of self-determination. This document provides a specific structure for the COVID-19 recovery process to be used with the Borough of Gosport.

2.2 AIM AND OBJECTIVES OF THE GOSPORT RECOVERY PLAN

The aim of the plan is to:

Provide a formal and integrated structure for recovery following the COVID-19 pandemic within the Borough of Gosport.

The objectives of the plan are:

- To meet the statutory requirements of the Civil Contingencies Act 2004 placed upon Gosport Borough Council and all category 1 and 2 partners;
- To implement and manage an effective multi-agency recovery process;
- To ensure a coordinated recovery process;
To identify representation, partners and stakeholders to assist in the delivery of the recovery process;

To ensure effective partnership working between the relevant organisations and agencies;

To address the short, medium and long-term requirements of those affected.

2.3 SCOPE OF THE PLAN

This document outlines the multi-agency structure to facilitate the recovery of the Gosport community during and following the COVID-19 pandemic.

The plan outlines and describes the multi-agency response structure to be used to ensure identification of all stakeholders and their role in ensuring successful recovery of the whole Gosport community.

Consideration is given to the duration of the incident response and that recovery actions may be operating alongside emergency response plans.

This document does not replace individual agency recovery plans and procedures.

The National Recovery Guidance on the Cabinet Office website provides substantial information on recovery, and along with the HIOW LRF Covid-19 Community Recovery Plan these should both be used in conjunction with this Gosport specific plan.
SECTION 3: RECOVERY PRINCIPLES AND PROCESSES

3.1 UNDERSTANDING RECOVERY

The purpose of providing recovery support is to assist the affected community towards management of its own recovery. It is recognised that where a community experiences a significant emergency, there is a need to supplement the personal, family and community structures which have been disrupted. Recovery should be done “with” the community not “to” the community.

The Principles of recovering from emergencies are:

- Recovery is an enabling and supportive process, which allows individuals, families, businesses and communities to attain a proper level of functioning through the provision of information, specialist services and resources.
- Effective recovery requires the establishment of planning and management arrangements, which are accepted and understood by recovery agencies, the community with the area affected by the emergency incident and response.
- Recovery management arrangements are most effective when they recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of affected individuals, families, groups and businesses within the community over time.
- The management of recovery is best approached from a community development perspective. It is most effective when conducted at the local level with the active participation of the affected community and a strong reliance on local capacities and expertise. Recovery is not just a matter for the statutory agencies - the private sector, the voluntary sector, local businesses and networks and the wider community will play a crucial role.
- Recovery management is most effective when agencies involved in human welfare have a major role in all levels of decision-making which may influence the well-being and recovery of the affected community.
- Recovery is most effective where recovery management arrangements provide a comprehensive and integrated framework for managing all potential emergencies and where assistance measures are provided in a timely, fair and equitable manner and are sufficiently flexible to respond to a diversity of community needs.
The recovery process comprises the following overlapping activities:

- **Consequence management** – taking steps to prevent the escalation of the impacts of an emergency (e.g. restoring essential services following a disruption or securing evacuated premises).

- **Restoring** the well-being of individuals, communities and the infrastructure which supports them – emergencies can have enduring impacts and timely action will be needed to identify those impacts coupled with longer term engagement to ensure that they are adequately addressed.

- **Exploiting** opportunities afforded by emergencies – establishing what happened, identifying where improvements could be made, and applying lessons learned. Taking steps to adapt systems, services and infrastructure affected by emergencies to meet future needs.

In order to develop a Recovery capability, it is essential that roles, responsibilities and procedures have been identified and that the people involved have the necessary competence. That competence may come from those who deliver a service as part of their day job (housing management / social care / environment health / waste management).

The “demand” for these services will become exhausted in the “Response Phase”. Due consideration needs to be given therefore to sustaining this throughout recovery.

### 3.2 WHY RECOVERY FROM COVID-19 IS DIFFERENT

*(Shaw, 2020)*

- **The scale is different.** The intangible and transferable damage to health, economies and social structures are on a global scale which has been rarely accounted for in current emergency preparedness plans, often focused on natural disasters.

- **The effects are different.** Recovery can include actions to reinstate the built environment that has been damaged or restore material objects that individuals, communities and organisations have lost, and this will form a critical component of recovery efforts for COVID-19. Governments and a host of private firms, from banks to insurance companies, are cooperating to develop ways by which businesses and people can re-establish themselves economically. But recovery needs also to address the so-called ‘immaterial’, but no less significant, changes: families across the world rocked by the loss of loved ones, entire populations have been evacuated...
suddenly from the routines and relationships that collectively form their everyday, normal life. Isolation and the sudden lack of social integration will reverberate on many, if not all, people’s mental health and wellbeing.

- **The length of time is different.** Other emergencies in the past have impacted across various elements of infrastructure, bringing transport networks to a standstill, causing the closure of various welfare institutions, producing incredible strain on healthcare and causing major disruption to economies. But with COVID-19 we’re seeing a total shutdown of many of these services for an amount of time that is unprecedented.

- **The knock-on effects are vast.** The impact on one area of society realm produces knock-on effects on another. For example, the closure of non-essential workplaces has produced new levels of burden on WiFi infrastructure. The magnitude of the impacts of COVID-19 are indicators of the nature and the scale of the required change during recovery.

- **The impacts are not yet clear.** We cannot yet predict the impact of the pandemic virus, which may re-emerge in future waves, and which will again require organisations to regroup and respond, despite calls for future scenario modelling.

- **It will overlap with response.** There may not be a clear separation between response and recovery as there is for natural disasters, given the scale and nature of the challenge. Both response and recovery require multi-agency working however, and learning from response is important in recovery.

- **It will require agility and flexibility.** Recovery will be facilitated and enabled by decisions on the lifting of social and economic restrictions which may be sequenced differently dependent upon sector, geography or ‘vulnerability’. There will be a need to assess the impacts of COVID-19, adapt to the resulting changes, and then stabilise a new normal.

### 3.3 THE IMPACTS OF AN EMERGENCY

Emergencies affect communities in a wide variety of ways. To understand what recovery comprises, one first needs to map out who is affected and how emergencies affect them.

A Borough, Risk, Impact and Opportunities Assessment (BRIOA) should be started early in the initial stages of the incident and regularly updated (see Appendix B). It is likely to develop over time from a rough and ready assessment, probably covering the more
immediate needs of people, to a more refined assessment of longer-term humanitarian needs and economic development.

More information on carrying out an impact assessment can be found in the National Recovery Guidance Cabinet Office Website: https://www.gov.uk/guidance/national-recovery-guidance.

Borough Risk, Impact and Opportunities Assessments (BRI0As) will need to be completed by each working group/area of the recovery structure due to the complex nature of this pandemic.

To understand how emergencies affect individuals and their communities – and thus the scope of the recovery effort, it is important to understand how emergencies impact upon the environment individuals live and work in. There are some standard interlinked broad categories of impact from which individuals and communities will need to recover:

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Whether, and, at what level action needs to be taken, will depend on the nature, scale and severity of the emergency itself.

Elected Members, Community and Voluntary Groups can play a critical role in the impact assessment process, identifying problems and vulnerabilities in their community that may require priority attention and feeding them back to the relevant recovery working group. They also have an important role in disseminating consistent credible information and
advice back to the community, maintaining community cohesion and providing public reassurance.

It is vital that following the Borough Risk, Impact and Opportunities Assessments, any resulting actions are accurately captured and progress monitored.

### 3.4 COVID-19 PANDEMIC RECOVERY STRATEGY

During the initial stages of recovery, the ‘shadow’ Gosport Recovery Coordinating Group (GRCG) have developed and agreed a strategy that sets out the purpose, rationale and parameters in which others within that recovery structure are to operate. Once the GRCG meets, it is the responsibility of the chair to oversee a working strategy that incorporates multi-agency working (see diagram on Section 4.2).

The GRCG is the owner of the strategy, and accountable for its contents and any action taken.

### 3.5 BOROUGH OF GOSPORT STRATEGIC AIM AND OBJECTIVES

The following strategic aim has been developed to guide the Gosport Recovery Coordinating Group (GRCG):

*To restore the social, economic, environmental and political well-being of the residents of the Borough of Gosport, and ensure that the whole Borough recovers from this emergency stronger, more resilient and with a renewed community purpose.*

The following objectives have been developed to guide the work of the GRCG and the Working Groups and to help delivery the strategic aim:

1. Develop, carry out and maintain an impact assessment for the Covid-19 pandemic in the Borough of Gosport;
2. Develop a concise, balanced, and affordable recovery action plan for the whole Borough and consider opportunities for longer term regeneration and economic development within a continued pro-active framework of supporting business in the Borough;
3. Collaborate to help re-build those critical services most ravaged by the incident and reflect on future prioritisation;
4. Ensure information and media management of the recovery process is co-ordinated throughout the whole project and timeline;
5. Reinforce and restore public confidence in the resilience of local government, community and social support networks within the Borough;
6. Assist the Gosport Community, residents and businesses to recover and move forward as speedily as possible through an effective, collaborative, and well-communicated multi-agency response led by the Borough Council;
7. Ensure that the Gosport community is fully involved in the recovery process;
8. Celebrate and commemorate the contributions made to support our communities through the incident and give the public opportunities to express their appreciation;
9. Help those traumatised by their experience of the impact of Covid-19 on themselves, their families and their loved ones address their trauma (and grieve their loss);
10. Establish a pro-active and integrated framework of support to businesses;
11. Coordinate environmental protection and recovery issues arising within the Borough;
12. Cherish and implement the learning from the incident, including capturing best practice and reflect on future priorities in the light of collective experience.

During the Covid-19 pandemic response, a number of key areas will require specific multi-agency work. A lead has been identified for each working group and these working groups should continue to be monitored throughout the recovery phase.

**Targets**
As part of the recovery strategy, targets and milestones for the recovery will be established and agreed. The community should be involved in establishing these targets. These targets provide a means of measuring progress with the recovery process and may assist in deciding when specific recovery activities can be scaled down.

**Targets/milestones** are being developed (with SMART proxy indicators to be identified):
- Restoration of business 'as usual' services;
- Post-incident review of response - what went well, could be improved, lessons learnt;
- Steps to address staff exhaustion and leave entitlement, restoring training etc.;
- Planning and preparation for resurgence of Covid-19;
• Targeted vaccination, when available;
• Investment in human & physical capital - emphasis on building economic & social resilience;
• Re-building economic activity and business functionality - support to entrepreneurs;
• Mass participation in cultural and recreational events scheduled and taking place;
• Utilities are again fully functional, transport and infrastructure is running;
• Restoration of democratic processes and measures to address democratic deficit.
SECTION 4: GOSPORT RECOVERY MANAGEMENT STRUCTURE

4.1 STRUCTURE

During the emergency, the recovery coordinating and management structure shall compliment the multi-agency response management structure and also the multi-agency recovery management structure activated by the HIOW LRF.

The Gosport Recovery Coordinating Group (GRCG) will be supported by the following functional Working Groups:

- Business and Economy;
- Business Continuity;
- Communications;
- Community;
- Environment and Infrastructure;
- Finance; and
- Health and Welfare.

Political Stakeholder input is very important throughout the whole Recovery process within the Borough. The Recovery Operating Pictures (ROPs) produced by the MAIC cell which include the following information:

- Situation report;
- Command and Control summary;
- Working Strategy;
- Media strategy and public messages;
- Options and Contingencies; and
- Action reports from all of the active Working Groups in the recovery structure will be shared with all political stakeholders, with an open invitation to provide feedback, questions and queries.

Input from this stakeholder group will be fed directly into the GRCG Core Team, specifically on issues from residents or businesses regarding reassurance, information and advice, issues of concern affecting the community; and the GRCG Core Team will sift the inputs and cascade them to the relevant Working Group Leads for consideration and action, and responses and replies will be coordinated back through the GRCG Core Team.
More detailed information about the role of these Working Groups and their suggested membership is included in this section of the plan.

**Terms of Reference**
The terms of reference of the GRCG and all Working Groups defines the:

- Lead and Secretariat Support
- Membership
- Purpose
- Role

All of the above bullet points/list are detailed within each of the individual Working Group Sections within this section of the plan.

**Decision Making Process**
The strategic decision-making body for the delivery of the Gosport Community Recovery plan is the GRCG. Working Group Leads will coordinate, collate and collaborate regarding the purpose, role, aim and objectives of the Working Groups. However any actions or items needing a decision from the Working Group has to be taken by the GRCG to ensure collaboration and continuity across all Working Groups. Working Groups Leads will be required to submit a Working Group Status Report before the GRCG meeting, and on this form/template the Working Group Lead would list any items requiring a decision from GRCG.
4.2 GOSPORT COVID-19 PANDEMIC RECOVERY STRUCTURE DIAGRAM

Gosport COVID-19 Recovery Structure

HOW Recovery Coordinating Group
Chair: David Williams

Political Stakeholder Input
- Borough Councillors
- County Councillors
- Member of Parliament
- Political Parties active within the Borough but not represented on the Council

Gosport Recovery Coordinating Group (GRCG)

Chair – Debbie Gore
Supported by: Graeme Jeesty (Tactical Advice) and Paul Grant (Legal and Governance)
MAC Info Officer: Michelle Barrett

Multi-Agency Information Cell
Lead Officer: Graeme Jeesty
To provide the secretariat support to the GRCG and all of the Working Groups active in the recovery, ensuring the capture and production of necessary information: ROPs, Action and Decision Logs etc.

Communications
Recovery Lead: Lisa Young
MAC Info Officer: Rachel McAvrey
- Ensure that the public and media are fully informed and consulted;
- Ensure that all information is in an understandable language and format;
- Oversee the communications output of all other Working Groups;
- Address local, regional and national communication issues;
- Allow communities to make informed decisions.

Business Continuity
Recovery Lead: Angela Nally
MAC Info Officer: Laura Wise
Immediately GBC ‘looking’ working group
- Collaborate to help re-build and re-start those mission critical and non-mission critical GBC services most raged or suspended by the incident and reflect on future prioritisation;
- Look and implement new ways of working within GBC practices, following successful service delivery throughout the pandemic.

Finance
Recovery Lead: Jon Wasm
MAC Info Officer: Rebecca Gray
- To assess the financial implications for the affected area and provide advice to the Gosport Recovery Coordinating Group (GRCG);
- To provide assistance to the Working Groups identifying funding streams, and to provide guidance and assistance on making successful bids for funding.

Health & Welfare
Recovery Lead: Stephanie Laming
MAC Info Officer: Cherie Whieldon
- Coordinate the provision of full range of practical humanitarian assistance, support and, where necessary, counselling to those directly or indirectly affected by the emergency;
- Enable the community easy access to the required assistance.

Community
Recovery Lead: GAFRS Clr Chris Newton
MAC Info Officer: Alison Hartland
- Develop communications strategy to ensure the Gosport community is informed of and engaged with recovery activity (both GBC Working Group);
- Reflect community concerns and bring them to the attention of the GRCG;
- Consider the community’s interests in the context of overall recovery aims and objectives, including the choice between ‘normalisation’ and ‘regeneration’;
- Support for the bereaved;
- Community empowerment;
- Supporting local community recovery groups;
- Community cohesion;
- Community action;
- Waste management.

Business & Economy
Recovery Lead: Andrew Sugden
MAC Info Officer: Gemma Harbron
- Assess the economic implications for the affected area and provide assistance to re-boot the local economy;
- Enable businesses affected by the emergency to resume trading as soon as possible;
- Provide advice to GRCG to assist in the re-booting of the economy.

Environment & Infrastructure
Recovery Lead: Jason Groggel
MAC Info Officer: Stacey McIlveen
- Use expertise (and monitoring data) to give viable options for clean up, repair and replacement;
- Assess all physical, economic and social impacts on environment and infrastructure;
- Establish the restoration of public transport and logistics;
- Adjust infrastructure and environmental programme based on priorities;
- Address any back-log of infrastructure or environmental maintenance work;
- Waste management.
4.3 GOSPORT RECOVERY COORDINATING GROUP (GRCG)

4.3.1 Terms of reference

Chair and Secretariat

Chaired by: Debbie Gore (Assistant to the Chief Executive)
Support and Secretariat: Graeme Jesty (EP Tactical Advisor), Paul Grant (Legal and Governance) and Michelle Barrett (MAIC Information Officer)

Membership

The membership consists of the above four individuals and the Recovery Working Group Leads.

Purpose

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

Role

- Produce an overall impact assessment on the situation. Decide the final ‘state’ of the social, emotional, economic and physical infrastructure and natural environment affected by the emergency.
- Feed in recovery issues whilst the Strategic Coordinating Group is active.
- Decide the overall recovery strategy
- Establish the appropriate Recovery Working Groups.
- Coordinate the recommendations and actions of the Working Groups and monitor progress. Make decisions in relation to requests of Working Groups and accept these on the basis of collective responsibility.
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy.
- Monitor financial matters and ensure the pursuit of funding.
- Agree exit strategy criteria and timescale.
- Deal with other issues that fall outside the scope of the Working Groups.
• Provide reassurance to the public.
• Agree and implement a framework, including definitions and timescales, for reporting to the HIOW LRF RCG.

4.3.2 Principle of Subsidiarity
The GRCG will operate on a subsidiarity basis with regard to the partner agencies. The multi-agency structure is intended to add value and support, not undermine, the sovereignty of the individual agencies.

However, it will be important that the partners in the GRCG collaborate to ensure co-ordination of effort, shared learning and exchange of best practice, management of interdependencies and overlaps, and maintaining the ability to present a coherent and monitored picture of progress on and barriers to recovery across the whole of the Borough of Gosport.
4.4 BUSINESS AND ECONOMY WORKING GROUP

4.4.1 Terms of Reference
Lead and Secretariat
Working Group Lead: Andrew Sugden
Secretariat: Gemma Hanham (MAIC Information Officer)

Membership
Representatives as appropriate from:
- Local Economic Partnership representatives
- Local Business Forums/ Networks
- Gosport Chambers of Commerce
- Gosport Job Centre Plus
- Ministry of Defence
- Learning and Skills Council
- Tourism South East
- Trade Unions.
- Trade Associations/ Retail Forums.
- Association of British Insurers.
- Other agencies and stakeholders as required

Purpose
- Assess the economic implications for the affected area and provide assistance to re-boot the local economy.
- Enable businesses affected by the emergency to resume trading as soon as possible.
- Provide advice to the GRCG to assist in the re-booting of the economy

Role
- Support affected businesses.
- Devise an economic recovery strategy.

Aim
To support the economic recovery of the Borough of Gosport following the Covid-19 pandemic and crisis.
Objectives

- To assess the economic impact of the Covid-19 crisis on the Gosport area
- To devise an appropriate economic recovery strategy and associated action plan
- To support Gosport businesses to recover and resume normal trading as soon as possible through an effective, collaborative and well communicated multi-agency approach
- To identify economic growth opportunities associated with the post crisis recovery process
- To monitor the wider economic recovery across HIOW and the Borough of Gosport
- To provide advice to the GRCG in relation to business & economy matters

4.4.2 Summary of Borough Risk, Impact and Opportunities Assessment (BRIOA)

The Business and Economy BRIOA supports the strategic aim and objectives for Recovery, focusing on the following key areas:

To follow when the BRIOA has been completed by the Business and Economy Working Group

4.4.3 Potential issues highlighted by the Borough Risk, Impact and Opportunities Assessment:

To follow once the BRIOA is completed
4.5 BUSINESS CONTINUITY WORKING GROUP

4.5.1 Terms of Reference

Lead and Secretariat

Working Group Lead: Angela Nally
Secretariat: Laura Wise (MAIC Information Officer)

Membership

Operational leads as representatives will be invited from:
- all GBC sections and services:
- other agencies and stakeholders as required.

Purpose

- To examine the restoration of Council services for the return to usual or the new normal.
- To collaboratively work together on the assessment of new or reprioritised demand for Council services.
- To work together to provide joined up thinking by examining the delivery of digital services in place of face-to-face service delivery.

Role

- Provide a forum for all GBC services to share experiences, working procedures and service delivery options.

Aim

To support the restoration of Council Services to all service users in the best possible way, learning from the Covid-19 pandemic and the changes made to service delivery during the lockdown(s).

Objectives

- To ensure that GBC Services remain flexible to respond to the ongoing Covid situation (both response and recovery phases)
- To provide advice and information to the GRCG in relation to the provision of all Council Services to the wider Gosport Community
4.5.2 Summary of Borough Risk, Impact and Opportunities Assessment (BRIOA)

The Business Continuity BRIOA supports the strategic aim and objectives for Recovery, focusing on the following key areas:

To follow when the BRIOA has been completed by the Business Continuity Working Group

4.5.3 Potential issues highlighted by the Borough Risk, Impact and Opportunities Assessment:

To follow once the BRIOA is completed
4.6  COMMUNICATIONS WORKING GROUP

4.6.1 Terms of Reference

Lead and Secretariat

Working Group Lead: Lisa Young
Secretariat: Rachel McAviney (MAIC Information Officer)

Membership

GBC Social Media team
GBC Press and Comms team
GBC Reprographics Team
Gosport & Fareham Clinical Commissioning Group
Other Stakeholders

Purpose

• to continue and expand on public consultation and communications established during response, ensuring a coordinated over-arching strategic approach
• to provide strategic communications support for the GRCG working groups, ensuring coordination, consistency and alignment with the overall communications strategy
• to ensure stakeholders (including MP, Borough and County Councillors, VCS etc) the public, and the media are appropriately informed, consulted, and engaged in the recovery process, empowering communities and supporting informed decision-making to ensure all communications are underpinned by research/insight and are appropriately targeted
• to ensure local communication issues are identified and addressed.

Role

• Identify, inform and involve stakeholders
• Research, develop and implement an over-arching communications strategy to support Recovery, coordinating communications activity and supporting objectives
• Research, develop and implement an over-arching consultation and engagement strategy to support Recovery, establishing channels/opportunities
• Support the GRCG in providing public opinion/insight into progress on Recovery action plan and advise on re-alignment of aims and objectives in light of research
4.6.2 Summary of Borough Risk, Impact and Opportunities Assessment (BRIOA)
The communications BRIOA supports the strategic aim and objectives for Recovery, focusing on the following key areas:

To follow when the BRIOA has been completed by the Communications Working Group

4.6.3 Potential issues highlighted by the Borough Risk, Impact and Opportunities Assessment:

To follow once the BRIOA is completed
4.7 COMMUNITY WORKING GROUP

4.7.1 Terms of Reference

Lead and Secretariat

Working Group Lead: GAFIRS – providing a cadre of leads, c/o Chris Newbrook
Secretariat: Alison Harland (MAIC Information Officer)

Membership

Representatives as appropriate from:
- Hampshire Constabulary
- Voluntary Sector (e.g. Gosport Voluntary Action, British Red Cross, WRVS, Salvation Army, Citizens Advice Bureau, Samaritans).
- Churches Together (or other Faith Groups as relevant).
- Community Groups (e.g. LOSRA)
- Community Safety team
- Other stakeholders as appropriate

Purpose

- Enable the community easy access to the required assistance.

Role

- Provide for memorial services and related events for a community to mark their loss.
- Facilitate the re-engagement of communities in concerted actions that promote shared identity, social cohesion and broader self-understanding.
- Reflect community concerns
- Consider the community’s interests in the overall context of the recovery aims and objectives
- Support for the bereaved
- Community empowerment
- Supporting local community groups
4.7.2 Summary of Borough Risk, Impact and Opportunities Assessment

To be completed by: Community Working Group

4.7.3 Potential issues highlighted by the Borough Risk, Impact and Opportunities Assessment:

To follow once the BRIOA is completed
4.8 ENVIRONMENT AND INFRASTRUCTURE WORKING GROUP

4.8.1 Terms of Reference

Chair and Secretariat
Working Group Lead: Jayson Grygiel
Secretariat: Stacey McNair (MAIC Information Officer)

Membership
Representatives as appropriate from:
- Environment Health Service
- Building Control Service
- Streetscene Service
- LA Traffic Management and Highways Authority.
- Transport Providers
- Housing Property Services
- Environment Agency.
- Public Health England
- Gosport and Fareham CCG
- Utility and Transport organisations
- Historic England
- Natural England

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

Role
- Develop a preferred remediation strategy for submission to, and agreement by, the Recovery Coordinating Group (RCG), 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.
- Implement the agreed strategy(s).
4.8.2 Summary of Borough Risk, Impact and Opportunities Assessment

*To be completed by:*

Environment and Infrastructure Working Group

4.8.3 Potential issues highlighted by the Borough Risk, Impact and Opportunities Assessment:

*To follow once the BRIOA is completed*
4.9 FINANCE WORKING GROUP

4.9.1 Terms of Reference

Lead and Secretariat

Working Group Lead: Jonathan Ware
Secretariat: Rebecca Gray (MAIC Information Officer)

Membership

Representatives as appropriate from:

- District Council representatives as appropriate, e.g. Section 151s, Finance Officers
- Other organisations as appropriate.

Purpose

- To assess the financial implications for the Borough of Gosport and provide advice to the Gosport Recovery Coordinating Group (GRCG).

Role

- Explore different streams for financial aid.
- Assist the Gosport Recovery Working Groups in identifying funding streams, and provide guidance and assistance on making successful bids for funding.
- Monitor all recovery work expenditure and report to GRCG.

Objectives

1) To monitor and assess the internal financial impact of the recovery phase.
2) To provide a central basis to co-ordinate and share financial information.
3) To establish a forum to share best practice and common issues – in doing so establish an Action Plan linked to the objectives of the GRCG.
4) To liaise with other GRCG Groups and share issues and information.
5) To work with Government and other agencies e.g. LGA in providing financial information in support of recovery action including lobbying where appropriate.

4.9.2 Summary of Borough Risk, Impact and Opportunities Assessment

To be completed by:
Finance Working Group
4.9.3 Potential issues highlighted by the Borough Risk, Impact and Opportunities Assessment:

To follow once the BRIOA is completed
4.10 HEALTH AND WELFARE WORKING GROUP

4.10.1 Terms of Reference

Lead and Secretariat

Working Group Lead: Stephanie Lucking
Secretariat: Chelsie Wheelwright (MAIC Information Officer)

Membership

Representatives as appropriate from:

- GBC Housing Benefit Service
- GBC Housing Neighbourhood Services
- GBC Housing Older Person Service
- GBC Community Safety Service
- GBC Human Resource Service
- HCC Children’s Services
- HCC Adults’ Services
- Voluntary Sector (e.g. Gosport Voluntary Action, British Red Cross, WRVS, Salvation Army, Citizens Advice Bureau, Samaritans).
- Fareham & Gosport Family Centre
- Churches Together (or other Faith Groups as relevant).
- Community Groups
- Disability Carers Services.
- Benefits Agencies.

Purpose

- Coordinate the provision of full range of practical humanitarian 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.

Role

- Identification of vulnerable people affected by the incident
- Provision of welfare to those affected.
- Rehousing and displaced residents / communities
- Allocate welfare tasks to individual agencies.
- Coordinate welfare assistance in order to avoid duplication of effort.
- Collate data on affected persons.
- Maintain normal Health Service.
- Signpost to extra health services if required.
- Ensure public are informed about any health implications.
- Ensure health, psychological and well-being support is available to the affected.
- Facilitate the re-engagement of communities in concerted actions that promote shared identity, social cohesion and broader self-understanding.
- Debt, poverty, financial literacy support

4.10.2 Summary of Borough Risk, Impact and Opportunities Assessment

To be completed by: Health and Welfare Working Group

4.10.3 Potential issues highlighted by the Borough Risk, Impact and Opportunities Assessment:

To follow once the BRIOA is completed
4.11 RECOVERY REPORTING

The need for accurate record keeping is of paramount importance. The responses to issues will be on public view; there will be a requirement to prepare reports; and there is also the potential for subsequent inquiries or litigation. There needs to be clear audit trails with comprehensive records of timings, notifications, decisions, actions and expenditure. The same information management system used in the response phase will, therefore, be used for the recovery phase, which will be the Gosport Borough Council Response page on ResilienceDirect.

**Agendas, Common Operating Picture(s) (COPs), Recovery Operating Picture(s) (ROPs)** Action Reports and Decision Logs for Recovery are therefore consistent with those used both by the HIOW LRF and Gosport Borough Council for Response phase of the Covid-19 pandemic.
SECTION 5 – MANAGING THE TRANSITION TO RECOVER

5.1 MILESTONES

Following the first peak of the Covid-19 pandemic it is likely that the lockdown restrictions currently in place will be eased (though how/when is unknown). There is the possibility of further peak(s) later in the year.

This may mean that there are multiple response phases which require some form of recovery, before entering the final recovery phase. Priorities will need to be reviewed often to ensure an appropriate balance between the demand for response and recovery.

Pandemic Milestones

The HIOW Recovery Intelligence Cell are working to produce some assumptions that the GRCG and the Gosport Recovery Working Groups can use to produce the overarching strategy and community impact assessments. The first iteration of this outlines the following milestones that are likely to occur (though exact timeframes are unknown but have been estimated).
SECTION 6 – FINANCE, STAND-DOWN AND DEBRIEFING

6.1 FUNDING FOR RECOVERY

The Bellwin scheme\(^1\) provides emergency financial assistance for affected local authorities but does not apply in the recovery phase as it is for immediate response costs. This section only covers Central Government Recovery funding arrangements.

In the event of this exceptional emergency, individual government departments (MHCLG, DfE Defra and DfT), are expected to provide financial support for various aspects of the recovery effort.

To ensure that these arrangements are as consistent and as straightforward for local authorities to use as possible, they all operate according to a set of commonly agreed principles – set out in Box 1: Cross-government principles on recovery funding

More information can be found within Emergency Response and Recovery, Version 5: October 2013, Chapter 5.5; Funding for Recovery.

Box 1: Cross-government principles on recovery funding

- The appointment of a Lead Government Department (LGD) for recovery will not necessarily trigger the activation of recovery funding arrangements and vice versa.
- Costs of funding recovery in a particular sector will fall to the department responsible for that sector (e.g. DfT for transport issues), irrespective of which department is designated the LGD for recovery in that instance.
- Departments will not pay out for recovery costs that are insurable – with the exception of damage to roads (see below for more detail).
- The activation of any funding arrangements will be at Ministerial discretion. Activation will not be automatic, and activation by one department of its arrangements will not automatically trigger activation by other departments of their arrangements – this will depend on the impact of an emergency on a particular sector.
- Any funding provided by a department will depend on the impact of a particular emergency on the relevant sector, and the total resource which that department is able to make available at the time. This will need to be balanced against the requirements of existing programmes and other priorities which might be making

\(^1\) https://researchbriefings.files.parliament.uk/documents/SN00643/SN00643.pdf
demands on finite resources.

- There will be no automatic entitlement to financial assistance even if arrangements are activated. Local authorities will have to demonstrate need against criteria laid down by the department running a particular scheme.
- Government will not normally pay out against costs relating to areas where there is already a government spending programme in place, or where existing programme spend can be re-prioritised. Local authorities will need to confirm that they are unable to claim funding for damage repairs from any other source.

6.2 STAND DOWN PROCEDURES

The Chair of the Gosport Recovery Coordinating Group (GRCG), in discussion with the GRCG members will decide when it is appropriate to scale down and stand down the Group. The ROPs and needs of the community will inform to this decision.

The length of time that the GRCG is required to continue meeting will vary according to the nature and scale of the emergency. The GRCG will stand-down once there is no longer the need for regular multi-agency coordination and the remaining issues can be dealt with by individual agencies as a part of their normal business. Depending on the recovery issues being addressed, it may be possible for some of the GRCG Working Groups to stand-down prior to the main GRCG standing down.

The decision to stand down the GRCG will be communicated to all affected agencies by the GRCG Chair.

6.3 POST RECOVERY DEBRIEFING

It is important to ensure that a continuous evaluation of the recovery phase takes place, and that any issues identified are captured and actioned as necessary. The formal debrief process (which may be repeated on a number of occasions at key milestones) will identify issues from all partners involved in the recovery process. Consideration will also be given to obtaining views from the affected community (residents and businesses).

In widespread emergencies such as this, involving multiple-LRFs or the national tier, debriefing at local level may feed into a national level document. In these cases, the
process and format may be steered at a multi-LRF level or the national tier in order to produce a consistent and comprehensive debrief.

As debriefing moves from response to recovery, it is increasingly important that the community (including businesses) is involved at all stages. Elected Members can play a key role in this, chairing public (and business) debrief meetings. They can also be useful bringing back issues that the community has identified and providing a point of contact for those with concerns.

The process will be initiated by each individual organisation to carry out their own debriefs and in addition to Gosport Borough Council to carry out multi agency debriefing of the incident.

Key areas of consideration are detailed within the HIOW LRF Debriefing Guidance.
APPENDIX A – SPECIFIC RECOVERY GUIDANCE FOR PANDEMIC INFLUENZA

The table below lists some of the recovery actions recommended in sec 7.6 of Health and Social Care Influenza Pandemic Preparedness and Response

<table>
<thead>
<tr>
<th>Category</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>Review availability of staff/critical resources including core skill sets and skill gaps and, if necessary, consider minimum resource requirements. Consider impact on staff caused by work load, stress, illness and bereavement; provide support to staff who have been personally affected by the pandemic. Acknowledge staff contribution including from external partners, contractors, suppliers, volunteers. Provide regular updates via staff meetings, briefings, intranet, etc. Provide opportunities for those staff who wish to de-brief.</td>
</tr>
<tr>
<td>Programme/Planning</td>
<td>Consider how income streams will be adjusted after the pandemic. Ensure due income has been received and creditors paid. Re-introduce targets in parallel with restoring services.</td>
</tr>
<tr>
<td>Processes</td>
<td>Review response activities and identify lessons learned for possible subsequent waves / other wide-scale emergencies. Backup / restore core information if necessary including: o Staff records. Accounting / payroll records. Service user records.</td>
</tr>
<tr>
<td>Premises</td>
<td>Take stock of local resources including personal protective equipment, medicines and other essential supplies. Check equipment and arrange for routine inspection / service / replacement as necessary. Identify areas that require deep clean or decontamination. In case of a partial / total relocation of services investigate whether it is secure to partially / fully restore services.</td>
</tr>
<tr>
<td>Providers</td>
<td></td>
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<tr>
<td>-----------</td>
<td></td>
</tr>
<tr>
<td>• Be flexible and supportive in your approach to providers who are struggling to recover</td>
<td></td>
</tr>
<tr>
<td>• Identify alternative suppliers / providers / contractors that are required for key functions</td>
<td></td>
</tr>
<tr>
<td>• Establish new agreements with other organisation if previous alternatives have become unavailable</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX B – BOROUGH RISK, IMPACT AND OPPORTUNITIES ASSESSMENT TEMPLATE

<table>
<thead>
<tr>
<th>NAME OF GROUP - Impact / Opportunity Assessment &amp; Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Group Lead / Owner: CHAIR NAME HERE</td>
</tr>
<tr>
<td>Last updated: DATE/TIME</td>
</tr>
<tr>
<td>Common Operating Picture reference: Most recent COP number</td>
</tr>
<tr>
<td>Recovery Operating Picture reference: Most recent ROP number</td>
</tr>
</tbody>
</table>

**Gosport Recovery Coordinating Group Strategic Aim:**
To restore the social, economic, environmental and political well-being of the residents of the Borough of Gosport, and ensure that the whole Borough recovers from this emergency stronger, more resilient and with a renewed community purpose.

**Gosport Recovery Coordinating Group Strategic Objectives (delete those that do not apply to this Working Group):**
1. Develop, carry out and maintain an impact assessment for the Covid-19 pandemic in the Borough of Gosport;
2. Develop a concise, balanced, and affordable recovery action plan for the whole Borough and consider opportunities for longer term regeneration and economic development within a continued pro-active framework of supporting businesses in the Borough;
3. Collaborate to help re-build those critical services most ravaged by the incident and reflect on future prioritisation;
4. Ensure information and media management of the recovery process is co-ordinated throughout the whole project and timeline;
5. Reinforce and restore public confidence in the resilience of local government, community and social support networks within the Borough;
6. Assist the Gosport Community, residents and businesses to recover and move forward as speedily as possible through an effective, collaborative, and well-communicated multi-agency response led by the Borough Council;
7. Ensure that the Gosport community is fully involved in the recovery process;
8. Celebrate and commemorate the contributions made to support our communities through the incident and give the public opportunities to express their appreciation;
9. Help those traumatised by their experience of the impact of Covid-19 on themselves, their families and their loved ones address their trauma (and grieve their loss);
10. Establish a pro-active and integrated framework of support to businesses;
11. Coordinate environmental protection and recovery issues arising within the Borough;
12. Cherish and implement the learning from the incident, including capturing best practice and reflect on future priorities in the light of collective experience.

**What might happen in the future?**
DESCRIBE HERE THE CURRENT POSITION AND THE EXPECTED FUTURE SITUATION THAT YOUR IMPACT ASSESSMENT & ACTION PLAN IS DEALING WITH (CONSIDE THE RECOVERY STEEP & THE TIMELINE ASSUMPTION WORK TO HELP INFORM THESE PERSPECTIVES), TRY TO BE AS SPECIFIC AS IS POSSIBLE.
### Coverage of the Community Impact Assessment and Action Plan:

In this section consider both the negative impacts that you will want to mitigate against and the positive behaviours or societal changes that you will want to reinforce or cement in place. Describe the timelines for these in terms of short / medium & long term.

<table>
<thead>
<tr>
<th>Coverage of the Community Impact Assessment and Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>In this section consider both the negative impacts that you will want to mitigate against and the positive behaviours or societal changes that you will want to reinforce or cement in place. Describe the timelines for these in terms of short / medium &amp; long term.</td>
</tr>
</tbody>
</table>

### Customer Insight

In this section highlight the priority areas where research to understand public and organisation perceptions can inform the development of surveys to support recovery planning or to assess progress against objectives in the future. Any idea of any required timeframes would be helpful.

<table>
<thead>
<tr>
<th>Customer Insight</th>
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<tbody>
<tr>
<td>In this section highlight the priority areas where research to understand public and organisation perceptions can inform the development of surveys to support recovery planning or to assess progress against objectives in the future. Any idea of any required timeframes would be helpful.</td>
</tr>
</tbody>
</table>
### SHORTTERM (0-6 Months)

<table>
<thead>
<tr>
<th>Impact or Opportunity</th>
<th>Owner</th>
<th>Likelihood Score (1-5)</th>
<th>Likelihood</th>
<th>Impact Score (1-5)</th>
<th>Impact</th>
<th>Risk Score</th>
<th>RAG</th>
<th>Mitigation / Opportunity Objectives &amp; Ref</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXAMPLE: Significant job losses across multiple sectors, with especially high impact on consumer led sectors such as retail, tourism, hospitality, leisure, transport</td>
<td>David Fletcher</td>
<td>3</td>
<td>Possible</td>
<td>2</td>
<td>Minor</td>
<td>6</td>
<td>Medium (5)</td>
<td>Short term financial support for these sectors - currently through Central Government schemes focused on business rates relief, cash grants, job retention schemes and loans (Ref A1)</td>
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</tbody>
</table>

### MEDIUMTERM (7-18 Months)

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<thead>
<tr>
<th>Impact or Opportunity</th>
<th>Owner</th>
<th>Likelihood Score (1-5)</th>
<th>Likelihood</th>
<th>Impact Score (1-5)</th>
<th>Impact</th>
<th>Risk Score</th>
<th>RAG</th>
<th>Mitigation / Opportunity Objectives &amp; Ref</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXAMPLE: Jobs lost through immediate impact not being reinstated post crisis</td>
<td>David Fletcher</td>
<td>3</td>
<td>Possible</td>
<td>2</td>
<td>Minor</td>
<td>6</td>
<td>Medium (5)</td>
<td>Support for sectors which will generate long term growth and jobs</td>
</tr>
<tr>
<td>Very Unlikely</td>
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<td>0</td>
<td>#/NA</td>
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<tr>
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<td>Blank</td>
<td>Blank</td>
<td>0</td>
<td>#/NA</td>
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</tr>
<tr>
<td>Very Unlikely</td>
<td>Blank</td>
<td>Blank</td>
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<tr>
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<td>Blank</td>
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</tr>
<tr>
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</tr>
<tr>
<td>Impact or Opportunity</td>
<td>Owner</td>
<td>Likelihood</td>
<td>Likelihood</td>
<td>Impact Score (1-5)</td>
<td>Impact</td>
<td>Risk Score</td>
<td>RAG</td>
<td>Mitigation / Opportunity Objectives &amp; Ref</td>
</tr>
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</tr>
<tr>
<td>EXAMPLE: Housing - lack of supply</td>
<td>David Fletcher</td>
<td>3</td>
<td>Possible</td>
<td>2</td>
<td>Minor</td>
<td>6</td>
<td>Medium (6)</td>
<td>Accelerated delivery of major residential schemes across HOiW, leveraging Govt funding where available (Homes England)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Very Unlikely</td>
<td>Blank</td>
<td>0</td>
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<td>Null</td>
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</table>
### NAME OF WORKING GROUP - Action Plan

**Date of last amendment to action plan:** [Insert Date]

**RAG RATING** - Red = Not started; Amber = In progress; Green = Complete

<table>
<thead>
<tr>
<th>Ref</th>
<th>Action</th>
<th>Assigned to (Name/Agency)</th>
<th>Assigned at Complete by</th>
<th>Update</th>
<th>Status (RAG)</th>
</tr>
</thead>
</table>

**EXAMPLE Objective:** Short term financial support for these sectors - currently through Central Government schemes focused on business rates relief, cash grants, job retention scheme and loans (Ref A1)

- A1-1
- A1-2
- A1-3

**EXAMPLE Objective:** Support for sectors which will generate long term growth and jobs (Ref A2)

- A2-1
- A2-2
- A2-3

**Objective:**

- A3-1
- A3-2
- A3-3

### Insight Themes Identified

**Ref**
# APPENDIX C – GOSPORT RECOVERY COORDINATING GROUP MEETING AGENDAS

## COVID-19 Gosport Recovery Coordinating Group (GRCG) Agenda (Initial Meeting)

### Nomination/confirmation of Lead Agency and GRCG Chair
Identify GRCG Secretariat and someone to take minutes; record actions; compile/update the SITREP (see ERA Annex C for all SCG documentation and action cards)

### Introduction of attendees, roles and responsibilities

### Declaration of items for urgent attention
Are resources under pressure? Are additional resources required?

### Decisions on items for urgent attention
Breakout time to action urgent items as agreed above. Confirm how long / reconvene time

### Gather information and intelligence

#### Update on situation (from Common Operating Picture and Recovery Operating Picture)
- Impact Assessments?
  - Impact Assessments to be compiled initially by SCG.
- Stakeholder Input
  - Have all required agencies been notified?

#### Identification of other agencies who should be represented in the GRCG
Consider inviting Category 2 Responders / Voluntary Sector Partners / Community Representatives

### Assess Risks and Develop a Working Strategy
- Agree recovery aim & objectives
  - See objectives for the Gosport Community Recovery Plan
- Assess priorities
- Agree Working Group structure and Leads

### Consider Powers, Policies and Procedures

#### Emergency Plans
Which Emergency Plans are we working to (e.g. HIOW LRF Community Recovery Plan)
Are there any existing policies / procedures that may be implemented to manage aspects of recovery?

#### Media Strategy
Set/ review the media strategy
Consider what staff should say to the public/ media if asked

### Identify Options and Contingencies

### Take Action and Review What Happened

#### Allocation/review of strategic actions
ResilienceDirect – review of actions put on RD

#### Communication with SCG / TCG / HIOW RCG (agree reporting schedule)
Reporting Schedule - suggest timescale/ how long? Communicate/agree with SCG//TCG(s).

### Any other business

### Date, Time and Location of next meeting
<table>
<thead>
<tr>
<th>COVID-19 Gosport Recovery Coordinating Group (GRCG) Agenda (Meeting 2 onwards)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Confirmation of Lead Agency and GRCG Chair</strong></td>
</tr>
<tr>
<td>Confirm GRCG Secretariat and someone to take minutes; record actions; compile/update the SITREP</td>
</tr>
<tr>
<td>(see ERA Annex C for all SCG documentation and action cards)</td>
</tr>
<tr>
<td><strong>Introduction of attendees, roles and responsibilities (Leads of Working Groups)</strong></td>
</tr>
<tr>
<td><strong>Review location of GRCG/consider whether the location is still appropriate</strong></td>
</tr>
<tr>
<td><strong>Declaration of items for urgent attention</strong></td>
</tr>
<tr>
<td>Are resources under pressure? Are additional resources required?</td>
</tr>
<tr>
<td><strong>Decisions on items for urgent attention</strong></td>
</tr>
<tr>
<td>Breakout time to action urgent items as agreed above. Confirm how long / reconvene time</td>
</tr>
<tr>
<td><strong>Gather information and intelligence</strong></td>
</tr>
<tr>
<td>Update on situation (from SCG/TCG COP) and HIOW RCG and GRCG ROPs</td>
</tr>
<tr>
<td>SCG/TCG COP</td>
</tr>
<tr>
<td>HIOW RCG ROP</td>
</tr>
<tr>
<td>Additional reporting from Working Group Leads</td>
</tr>
<tr>
<td><strong>Identification of other agencies who should be represented in the GRCG</strong></td>
</tr>
<tr>
<td>Consider inviting Category 2 Responders / Voluntary Sector Partners / Community Representatives</td>
</tr>
<tr>
<td><strong>Review Risks and Working Strategy</strong></td>
</tr>
<tr>
<td>• Review and agree recovery aim &amp; objectives</td>
</tr>
<tr>
<td>• Review and agree priorities / Exit Strategy</td>
</tr>
<tr>
<td>• Review and agree working group structure and Leads</td>
</tr>
<tr>
<td>See objectives for the Gosport Community Recovery Plan</td>
</tr>
<tr>
<td>See Section 6 of HIOW COVID-19 Community Recovery Plan for guidance on structure</td>
</tr>
<tr>
<td><strong>Consider Powers, Policies and Procedures</strong></td>
</tr>
<tr>
<td>Emergency Plans</td>
</tr>
<tr>
<td>Which Emergency Plans are we working to (e.g. HIOW LRF Community Recovery Plan)</td>
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<td>Are there any existing policies / procedures that may be implemented to manage aspects of recovery?</td>
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<td><strong>Media Strategy</strong></td>
</tr>
<tr>
<td>Review the media strategy</td>
</tr>
<tr>
<td><strong>Identify Options and Contingencies</strong></td>
</tr>
<tr>
<td>Discuss and agree on strategic decisions</td>
</tr>
<tr>
<td><strong>Consideration to be given to request mutual aid</strong></td>
</tr>
<tr>
<td><strong>Take Action and Review What Happened</strong></td>
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<td>Allocation/review of strategic actions</td>
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<tr>
<td><strong>Date, Time and Location of next meeting</strong></td>
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</tbody>
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