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CUMBRIA RECOVERY PLANNING GROUP
RECOVERY GUIDANCE following an incident at the
Sellafield Site, Cumbria

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Acknowledgements

For all the work of the Cumbria Recovery Planning group and those that have shared their recovery experiences and exercise findings with us.

Further reading

Communicating about risks to public health. EOR Division DOH
Communicating Risk. UK Resilience website
Recovery: An Emergency Management Guide. Home Office
UK Recovery Handbook. HPA RPD, EA. FSA
Consolidated Guidance. NEPLG

EXECUTIVE SUMMARY

Unless it has been experienced it is difficult to appreciate what a massive job the recovery process can be, mainly for the local authority/ies that are affected, but for other agencies as well. Chief Executives and Senior Officers of all local authorities should have awareness of and training in the recovery phase and how demanding it will be on their organisations.

Alongside these stresses on all of the organisations involved are matters of business continuity management. Prior planning for prioritising services and resources will prove invaluable during the emergency and recovery phases and are now specifically required by the Civil Contingencies Act for certain (Category 1) organisations.

At the heart of the recovery process are the many individuals, families and businesses who have been affected and those who are trying to assist in the “return to normality”. Each has different needs and an extensive range of actions can and need to be taken to make it happen. There will be help from unexpected sources and there will be times when individuals feel they have been left to cope on their own.

The importance and difficulties of the job should not be underestimated.

This Guidance has been prepared from experience and exercising to assist in the planning for the Recovery from an incident at the Sellafield nuclear site in Cumbria, however it's contents can be applied to any nuclear site. This work and experiences during the recovery from the flooding event in Cumbria is being incorporated into Generic Recovery Guidance.

Much work remains to be done, particularly on explanatory statements to the public on food restrictions and the effects of radiation and methods of contaminated milk disposal. This Guidance will be updated as that work is undertaken.

1. INTRODUCTION

RECOVERY – The process of restoring and rebuilding the community in the aftermath of an incident (Recovery: An Emergency Management Guide, Home Office).

Cumbria County Council are required by the Radiation Emergency Preparedness and Public Information Regulations (REPPPIR) to organise an exercise once every 3 years to demonstrate the effectiveness of off-site emergency arrangements appropriate to the Sellafield Site. These are known as OSCAR exercises.

As part of the last two OSCAR exercises held in 2000 and 2003, some aspects of the recovery phase (the return to normality) were also exercised. After OSCAR 7 in 2003 it was decided to hold a separate recovery phase exercise before OSCAR 8 due in 2006 and this was held on 7th June 2005.

A recovery planning group has been meeting to debate and agree a structure to the recovery process based on exercises and experience. Also to compile guidance for the recovery phase which can be incorporated into the off-site emergency plan.

Although the Group has looked specifically at an incident at the Sellafield site the guidance can be adapted for any incident and indeed was closely followed in the aftermath of the severe flooding in Carlisle in January 2005.

2. EMERGENCY PHASE

An early decision will need to be made whether the District Council or County Council lead in the Recovery Phase.

It is accepted that Recovery management is best started as soon as possible. If resources are available it is recommended that a Recovery Working Group is set up on the first day of the incident. In practice local authority and other agencies' resources are usually severely stretched. The expectations of the emergency services are that the local authority will take over management as soon as their activity is getting back to "normal" levels, so an early consideration of how and where the recovery phase will be managed is advisable. This may be a senior local authority officer working at the strategic level at this early stage.

3. HANDOVER

In order to ensure that all agencies understand the implications of the handover, formal meetings and documentation between the main parties can be beneficial. Appendix A shows a suggested handover document based on pre-agreed criteria.

4. LOCATION

In the early part of the recovery phase, just after the lead is handed over from the Police to the relevant local authority, there is much merit in agencies remaining co-located in the Emergency Control Centre (ECC). Communications links are up and running and ready interaction between agencies can be maintained. Once individuals return to their desks, the demand to return to the day job and catch up may become irresistible and the recovery process may falter. If the ECC is not

available for the Recovery Working Group (RWG) then alternative premises will have to be found. District Councils within Cumbria are currently working with the Emergency Planning Unit to develop such facilities within their own premises.

Having said that, some agencies necessary to the recovery process may not have been involved in the emergency phase and need to be integrated into the process.

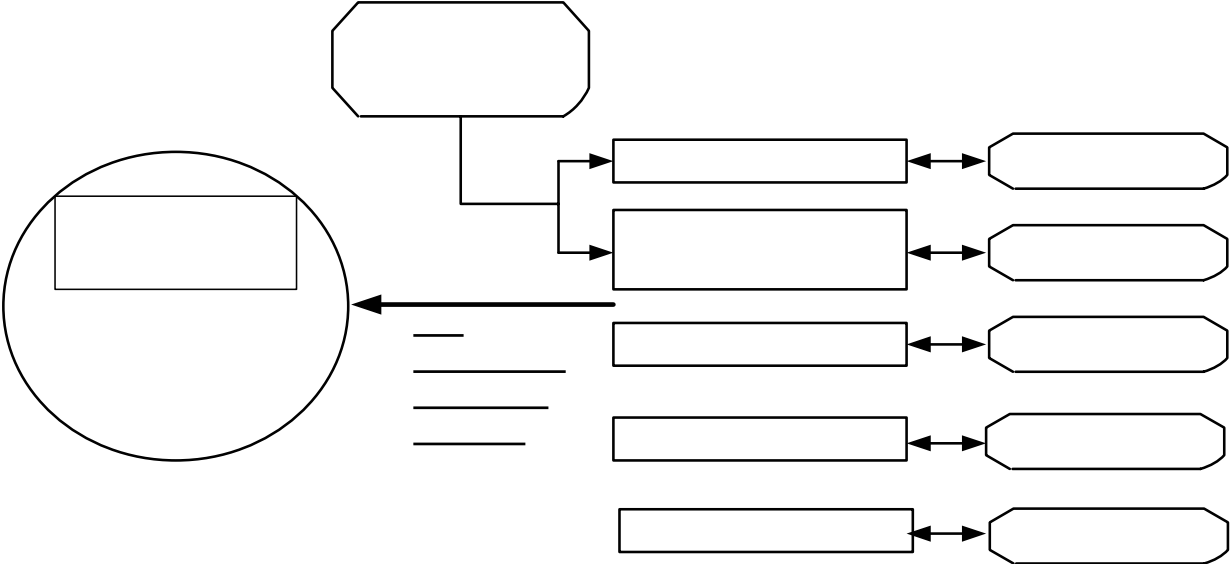
Some agencies will feel they are more effective if they are working from their own office or from home, wherever they have access to the data and communications links that they need.

The lead recovery officer for the local authority needs to manage this progression carefully and instil the importance (as proved in real events) of agencies being closely allied, especially in the early stages of recovery.

The Gemini information Management system, which is installed in all the ECC locations in Cumbria can be used for the recovery phase as well as the emergency phase if the Recovery Working Group is located in an ECC.

5. STRUCTURE

Exercises and incidents in Cumbria and elsewhere have provided excellent pointers towards a structure for the recovery phase. It may not be necessary to establish all groups, additional groups may be required, depending upon the nature of the event. The suggested structure is shown in Appendix B and below. Detailed strategy guidance, membership, terms of reference and issues are shown in Appendix C and guidance for Chairs of the Groups in Appendix D.



Some agencies have statutory responsibilities that carry on into the recovery phase from the emergency phase and hence have to be represented separately on the Strategic Coordination Group. These roles and responsibilities are listed in Appendix E.

Much time has been spent discussing the best way of fully informing and involving the affected communities in the development of the recovery strategy. In practice local elected members should have been kept informed during the emergency phase and this should continue (See Appendix F). Involving local communities in the development of the strategy can be fulfilled by having extra local representatives in each group, shown above as stakeholders. Suggestions for good practice are in Section 7 Communications below.

The Strategic Management Team has to demonstrate strong leadership in its management of the recovery phase. It is therefore important to maintain the strategic coordination role during this potential splintering of the different groups, as each group will have their own, very important, agendas. Regular meetings of the SCG must take place with the Chairs of each Specialist Advisory Group (SAG) in attendance to report on progress. It is highly recommended that regular action plans and progress reports are formulated by each SAG and presented to the SCG.

The Chair of each group needs to ensure that minutes of all SCG and SAG meetings are taken and held in a central archive, this phase being as potentially open to scrutiny in a public enquiry as the emergency phase.

The frequency of meetings should be determined by the Chairs of each group, with the Chair of the SCG maintaining a watching brief and coordination role on the SAGs.

Agencies will also have statutory responsibilities within the recovery phase that will need to be considered and addressed by the SCG. Agency Roles and Responsibilities are shown in Appendix E.

6. COMMUNICATIONS

It is suggested in this guidance that the media and public information teams that have operated in the emergency phase are merged into a Communications Team.

Communications must be approached from the premise that there are many people who are hurt, shocked, angry, anxious – members of the public, responders and businesses. It is vital that consistent messages are conveyed.

Elected members are most important in this process. Members of the public will come to their elected members for information and assistance. Elected members should have been kept informed during the emergency phase and should continue to be fully involved in the recovery phase, especially those whose wards have been affected. Advice is available in Appendix F.

Experience suggests that a public meeting is necessary in order for people to air their concerns and opinions. It can be a very uncomfortable experience for most people, not only the panel, but those members of the public who have genuinely come to ascertain some facts, as the meeting can be dominated by a few

individuals. There will undoubtedly be a clamour for a public meeting and therefore one should be held as soon as possible. It is vital that public meetings are as structured as possible and attended by senior representatives from all the relevant agencies who can give a presentation on the situation at that time and to answer questions. These senior representatives should preferably be members of the SCG and be clear about the agreed multi agency actions and messages.

There are other more useful and effective methods for communicating during the recovery phase which should be instigated immediately.

- a) The media can continue to be very cooperative in putting out public information (as they are during the emergency phase). The Communications Group needs to keep in close contact with all parts of the media.
- b) Neighbourhood forums/drop in points are the most effective method to allow members of the public access to information and assistance on the whole range of problems that they will be having. These should be based in the communities that have been affected and/or where they have been relocated to. Consideration should be given to the use of mobile units if other facilities are rendered unusable. In a wide area incident a central location, easily accessible by public transport, can be established as a one stop shop. Staff from many different agencies should be available to answer questions and advise. The problems will be wide ranging, including housing, financial, spiritual, health concerns, transport, employment, benefits, educational, insurance claims and welfare issues. But one of the most important will be just someone to talk to. Staff should be available to allow individuals some time to talk through their experiences. There are a whole range of organisations able to assist in this regard as well as the local authorities: British Red Cross, WRVS, Churches, Primary Care Trusts, Citizens Advice Bureau, Community Law Centres, Crime reduction partnerships, Youth workers, Mind, Age Concern etc, etc, many of them on a voluntary basis.
- c) Pre-prepared information statements can be used to get information and facts across to the media and the public. These are available for water and hopefully in the near future milk.
- d) Action plans will also need to be drawn up for communities whilst they are relocated and as they return to their homes, if that situation has arisen. Those affected should be involved in this process. Children and older people are particularly affected by relocation. Older people lose their support mechanisms such as neighbours and young people lose access to their local friendship groups.
- e) Using trusted members of the community and nationally to communicate can be beneficial.

Much work can be and needs to be undertaken in "peacetime" to ensure that the public in the broadest sense of the word, are informed about the emergency planning arrangements in place in their area and in relation to specific sites or risks that may affect them. Indeed this is a requirement of the Civil Contingencies Act 2004, which places a duty on Category 1 responders to supply information to the public before during and after an emergency.

7. FUNDING

Initial funding will come from lead and partner agencies, especially staff time and resources. As action plans are drawn up project funding may be the subject of a bid to government. Contact should be made with GONW as soon as possible in order that they can facilitate this process by liaising with all relevant Government departments.

Experience has shown a series of support that can be set up for businesses (see Appendix G) with established and tested routes for funding bids.

The principle of “polluter pays” should ensure that all costs are eventually covered by the site. However clarification is required on how the NDA and BNGSL will satisfy this responsibility.

IT IS VITAL THAT RECORDS ARE KEPT BY ALL AGENCIES IN ORDER TO PROVIDE THE INFORMATION REQUIRED FOR ANY REIMBURSEMENT.

8. CONCLUSION

As this is written, memorial services are taking place for the bombings in London on 7th July 2005 and many people flooded out of their homes in Carlisle in January 2005 are still living in temporary accommodation; proof that the Recovery Phase can be an extremely long process. It is hoped that by learning from experience, planning and training those that would be involved, the communities affected by such events can be restored and rebuilt as quickly and as painlessly as possible.

This guidance may assist in that process.

RECOVERY PHASE HANDOVER CRITERIA

- On-site incident contained and no significant risk of resurgence.
- Public safety countermeasures in place and working effectively.
- No significant issues remain to be resolved from the early post-incident phase.
- Emergency Control Centre Strategic Coordination Group activities firmly established in pro-active role.
- The Emergency Control Centre is functioning effectively and has the necessary:
 - Resourcing.
 - Communications.
 - Media Co-ordination support.
- Individual organisations are functioning effectively with:
 - Resourcing.
 - Communications.
 - Management of outstanding issues.
- Central Government (Government Technical Adviser, Senior Government Liaison Representative, Nuclear Emergency Briefing Room) support hand-over.
- District Council is able to accept Chairmanship of the Emergency Control Centre Strategic Coordination Group.

HANDOVER CERTIFICATE

Upon this Handover Certificate being signed by both Copeland Borough Council and Cumbria Constabulary, the command and control for dealing with the emergency will be taken over by Copeland Borough Council.

Copeland Borough Council is able to accept Chairmanship of the Strategic Coordination Group when it is satisfied that:

1. On-site incident contained and no significant risk of resurgence
2. Public safety countermeasures in place and working effectively.
3. No significant issues remain to be resolved from the early post-incident phase.
4. Emergency Control Centre Strategic Coordination Group activities firmly established in pro-active role.
5. The Emergency Control Centre is functioning effectively and has the necessary:
 - Resourcing.
 - Communications.
 - Media Co-ordination support.
6. Individual organisations are functioning effectively with:
 - Resources.
 - Communications.
 - Management of outstanding issues.
7. Central Government (Government Technical Adviser, Senior Government Liaison Representative, Nuclear Emergency Briefing Room) support hand-over .

Signed:.....Copeland Borough Council

Signed:.....Cumbria Constabulary

Date and time:.....

The signatories below have read and acknowledge the contents of this Handover Certificate.

.....
Cumbria Fire and Rescue

.....
Cumbria County Council

GROUP MEMBERSHIP, TERMS OF REFERENCE GUIDANCE AND ISSUES

A. STRATEGIC COORDINATION GROUP

a) Role

- The decision making body for the Recovery phase once handover has taken place from the Police. Able to give the broad overview and represent each agency's interests and statutory responsibilities.
- Takes advice from the Specialist Advisory Groups, decides the strategy and ensures implementation of strategy and the rebuilding of public confidence.

b) Terms of Reference

- To consider the recommendations from the Specialist Advisory Groups
- To establish other Advisory Groups as appropriate
- To decide the overall Recovery Strategy, including remediation, health, welfare, economics and communications
- To monitor financial matters (and record expenditure?)
- To implement agreed Recovery Strategy and monitor its progress
- To discuss/decide other issues
- To agree "withdrawal" criteria and structured timescale

c) Chair

Chaired by Local Authority Chief Executive or representative – with note taker.
Chair maintains all minutes of SAG and SCG meetings.

d) Membership

Senior representatives attend as relevant from:

- HPA Radiological Protection Division (HPA RPD) [formerly NRPB]
- Environment Agency
- Food Standards Agency
- District Council/s
- County Council
- Primary Care Trust
- DEFRA
- SVS
- UU
- Coastguard
- Site operator
- Ambulance
- Fire
- Police

- MOD
- Government Liaison Team (Dti and/or GONW)
- Senior Government Liaison Representative
- Other agencies involved in the recovery phase

Together with the Chairs of each Specialist Advisory Group.

e) Strategy

- Decide and effect the overall strategy.
- Show strong leadership.
- Coordinate consistent messages, backed by science.

f) Method

- Decide, coordinate and implement the recovery strategy, taking advice from the other recovery working groups.
- Decide the final “state” of the physical infrastructure and natural environment affected by the incident.
- Hold regular meetings to receive reports from the working groups and monitor progress.
- Involve local, regional and national agencies as required.
- Pursue funding and other assistance.
- Ensure that relevant stakeholders including from the community are involved in the development of the strategy.
- Deal with other strategic issues that fall outside the scope of the working groups.

g) Issues

Resources, finance, politics, compensation, use of military, public confidence

B. COMMUNICATIONS GROUP

a) Role

- Continues and expands upon the work of the Media and Public Information Teams.

b) Terms of Reference

- To ensure the Recovery Working Group fully inform and involve the public and media in the recovery process by formulating an overall Communications Strategy. (“talking and listening to the people of Cumbria”)
- To ensure that technical information is presented in understandable language
- To ensure the involvement of nominated stakeholders.
- To have a representative on the SCG and on each of the other SAGs
- To ensure consistency of message

c) **Chair**

Chaired by the County Council Media Manager, with note taker.

d) **Membership**

Representatives/press officers from:

- Cumbria County Council
- District Council/s
- BNGSL
- Health
- GNN
- Other stakeholders e.g. Cumbria Tourist Board

e) **Strategy**

- Ensure the public and media are fully informed and consulted.
- Ensure that all information is in an understandable language and format.
- Keep an over view of the communications output from the various recovery groups.
- Allow communities to make informed decisions.
- Address local, regional and national communications issues.

f) **Method**

- Establish a Communications Group to coordinate the activity.
- Continue the work of the public information and media teams established for the emergency phase.
- Keep in close liaison with the other working groups; have an attendance if resources allow.
- Use the pre prepared information available for public information.
- Involve those community representatives already informed by the ongoing public information process.
- Hold neighbourhood open days with representatives from the relevant agencies, also use leafleting, door to door calls, drop in centres, libraries, websites, helpline.
- Consider holding structured public meetings
- Use “trusted” individuals to get the messages across, including from the community

g) **Issues**

Clear concise understandable information, methods of getting it into public arena, conflicting message from food restrictions, best way to speak to public, intense media reports from pressure groups, how best to assist all SAGs

C. REMEDIATION/CLEAN UP GROUP

a) Role

- Uses expertise and monitoring data from the monitoring teams to state the options for remediation and what the implications are.
- Liaises closely with stakeholders.

b) Terms of Reference

To prepare a preferred remediation/clean up strategy with contingency options

c) Chair

Chaired by EA – with note taker

d) Membership

Representatives from:

- HPA RPD (formerly NRPB)
- EA
- Food Standards Agency
- Local authority
- BNGSL
- UU
- DEFRA
- SVS
- Cumbria Sea Fisheries
- Government Decontamination Service
- Other agencies as required

N.B. May work in Task Groups, dependent upon the nature of the incident, for example:

- ❖ Water
- ❖ Land
- ❖ Food

e) Strategy

(“Clean up” in its broadest sense – may include infrastructure repair/replacement)

- Clean, repair or replace the physical infrastructure and natural environment to an agreed state.
- Agree the preferred actions, including waste disposal and treatment, countermeasures and cleanup for submission to SCG.

f) **Method**

- Establish a coordination group, if not already established.
- Identify the areas and structures affected and how.
- Identify who is responsible for this activity (may be local authority, individuals, government).
- Ensure any relevant monitoring is done and the results used.
- Obtain a decision on the agreed end point for clean up.
- Identify the resources available.
- Identify all options and implications.

g) **Issues**

Food restrictions, natural environment, livestock, countermeasures - clean up, waste arisings, compensation

D. **HEALTH ADVISORY TEAM**

a) **Role**

Brings together all the relevant health expertise. Uses existing stakeholder groups for consultation.

b) **Terms of Reference**

To prepare a health monitoring and protection strategy

c) **Chair**

Chaired by the Director of Public Health with note taker

d) **Membership**

Representatives from:

- Primary Care Trust
- Health Protection Agency (Radiological Protection Division, Local and Regional Services)
- Food Standards Agency
- Copeland Borough Council
- Other District Councils (as relevant)
- Other agencies as required.

e) **Strategy**

- Maintain normal health services.
- Establish extra health services, if required.

- Monitor and mitigate against any adverse health effects arising from the incident.
- Ensure public and all those affected are informed about any health implications.

f) **Method**

- Continue the health service emergency team (HAT) to coordinate the activities prompted by the incident.
- Reopen or replace any health facilities seriously affected by the incident.
- Provide information to the public through the media, website, NHS Direct, GPs and other health facilities.
- Ensure relevant monitoring is undertaken to reassure and/or treat.

g) **Issues**

Food restrictions, evacuated, monitoring resources, panic, widespread concerns, drinking water, health services overwhelmed, compensation, staffing and recruitment

E. **WELFARE GROUP**

a) **Role**

To coordinate the provision of the full range of practical assistance, comfort and, where necessary, counselling to those directly or indirectly affected by the emergency.

b) **Terms of Reference**

Its primary functions will include:

- Allocation of welfare tasks to individual agencies
- Coordination of welfare assistance in order to avoid duplication of effort

c) **Chair**

Chaired by County Council Adult Social Care, with a note taker.

d) **Membership**

Representatives from:

- Adult Social Care
- Children's Services
- District Council/s
- British Red Cross
- Churches Together
- Salvation Army
- Samaritans
- GONW

- Other agencies as required

e) **Strategy**

- Coordinate the continued provision of practical assistance, comfort and where necessary counselling to those directly or indirectly affected.
- Enable access to required assistance by the communities affected.

f) **Methods**

- Establish a welfare coordination group to coordinate the activity.
- Use previously clearly defined roles and responsibilities.
- Use existing databases and information to establish those most at risk.
- Coordinate welfare assistance by the various agencies available, including voluntary.
- Establish neighbourhood roadshows and/or drop in centres with relevant agencies in attendance to administer assistance and advice.
- Provide signposting.
- Provide counselling/psychological support.

g) **Issues**

Food restrictions, evacuated – medium and long term, school closures?, food shortages, insurance, housing, education, benefits, grants, emotional support

F. **ECONOMIC IMPACT GROUP**

a) **Role**

Assesses and addresses the economic implications for the County.

b) **Terms of Reference**

- To devise an economic recovery strategy.
- To assess and contribute to the formulation of the various Strategies as to the economic and community implications.

c) **Chair**

Chaired by Senior local authority officer, with note taker

d) **Membership**

Representatives from:

- Cumbria County Council
- District Council/s
- North West Development Agency
- Government Office North West

- Cumbria Vision
- Business Link
- Chamber of Commerce
- West Lakes Renaissance
- Cumbria Tourist Board
- Other agencies as required e.g. Urban and Rural Regeneration Companies, NFU, LDSPB, National trust

NB Could also work in Task Groups, for example:

- ❖ Tourism
- ❖ Business

e) Strategy

- Enable those businesses affected by the incident to resume normal trading as soon as possible (including the source business if relevant)

f) Methods

- Establish an economic impact group to coordinate the activities prompted by the incident.
- Establish schemes to assist businesses including interest free loans, grants, rent for alternative premises.
- Obtain funding for schemes to assist locally, regionally and nationally.
- Make advice available through call centre, drop in centre, website, leaflets.
- Liaise with employers and employees groups and associations including Unions.
- Use high profile supporters.
- Revisit branding.
- Image campaign.
- Use experts and science to support messages, e.g. FSA food restrictions and products.
- Also see Appendix G.

g) Issues

Food restrictions, businesses in closed zone, tourism, grants, road and rail closures, farming (milk, sheep), reluctance to deliver and trade from outside, rise in unemployment, compensation, insurance, recruitment

G. MONITORING COORDINATION TEAM

a) Role

To organise monitoring and receive data in order to produce a comprehensive overview of the situation, if the emergency requires it.

b) **Terms of Reference**

To work closely with the needs of the Recovery Working Group

c) **Chair**

HPA RPD

d) **Membership**

- HPA RPD
- Site Operator
- Ministry of Defence
- United Utilities
- Environment Agency

H. **OTHER POSSIBLE GROUPS**

Infrastructure, including transport.

Finance.

Offers of assistance coordination.

GUIDANCE FOR GROUP CHAIRS

Chairs of groups need:

- To consider membership of the Group, including community stakeholders
- To fully understand the remit of their role and educate the members of the group.
- A scribe and runner.
- To appoint a deputy to keep the group running.
- To ensure their group is aware of the full recovery structure, i.e. what other groups are in place and their remits.
- To establish communication methods for liaising with the other groups in between Strategic Coordination Group meetings
- To ensure all members of the group are aware of the strategy and what “strategy” is.
- To use pre-prepared statements to inform the public.
- An emergency planning support officer from within one of the agencies to keep the Group on track.
- A communications person or lead on each group.
- To consider whether other sub groups are required.
- To ensure records are kept of all meetings and decisions.
- Terms of Reference (or need to develop one for the incident).
- Reporting mechanisms.
- Training.

Strategic Coordination Group Chair only

- To consider appointing a RWG admin/coordinator to support the MT.

AGENCY ROLES AND RESPONSIBILITIES IN RECOVERY

DISTRICT COUNCIL

COUNTY COUNCIL

HPA RPD

ENVIRONMENT AGENCY

Support the Chair of the Recovery Working Group (usually a Local Authority senior manager) providing advice on matters of environmental protection and waste disposal.

§ Contribute to efforts to establish the extent and magnitude of the impact of the accident through data and information gathering;

§ Contribute to discussions to assess the impact on the environment and set priorities for action;

§ Assist the group in identifying and evaluating interventions to recover the affected area the drafting of recommendations to the Strategic Co-ordinating Group;

§ Assist the group in preparing briefing for the SCG, press and media as required.

FOOD STANDARDS AGENCY

The Food Standards Agency's role in a nuclear emergency will be to ensure that the public is protected from any contaminated foodstuffs. In the longer term recovery phase, the Agency's specific responsibilities and actions will be as follows:

- Provide a representative at the Emergency Control Centre (ECC) for the short to medium term.
- Advise the Chairman of the Strategic Coordination Group (SCG) and or Recovery Working Group on food issues in line with the UK recovery handbook.
- Provide continuing information to the public for both their protection and reassurance, in respect of the safety of food following contamination from the emergency.
- Where possible, provide information to food producers in the affected area of how long restrictions are likely to be in place and any mitigating actions they could take.
- Advise other organisations at the ECC of any results obtained from food, livestock or environmental samples and their possible implications to food safety and food restrictions.
- Deal with media enquiries in the Agency's area of responsibility and contribute to 'All Agency' media statements.
- Liaise with Local Authorities to ensure any contaminated food is not on sale to the public.

- Liaise with the environment agencies to ensure that food production is taken into consideration when collecting and disposing of contaminated foodstuffs and other waste.

Aim

- In accordance with the Food Standards Act 1999 the main statutory objective of the Food Standard Agency is “to protect public health from risks which may arise in connection with the consumption of food”.

Objectives

- Take action to ensure that any food contaminated to unacceptable levels (as determined by the criteria set in the Council Regulation (EURATOM) No 3954/87 and amendments) does not enter the food chain, including action under the Food and Environment Protection Act (FEPA) 1985 where necessary.
- Provide advice and information to the public and food producers and processors.
- Ensure that food production is taken into consideration when disposing of contaminated foodstuffs.

Policy/Operations

- The Agency will continue to have a representative at the ECC to liaise with other organisations in the short term.
- The Agency will liaise with local organisations to gather relevant information on the local area (e.g. the type and extent of regional agricultural practices).
- The Agency will also liaise with Local Authorities to ensure any FEPA order is enforced.
- The Agency will liaise with the HPA-RPD regarding monitoring capacity and strategies.
- The Agency will liaise with the environment agencies to ensure that food production is taken into consideration when collecting and disposing of contaminated foodstuffs and other waste and assist and advise in the selection of remediation strategies.

Command and Control

- All decisions will be made through internal procedures as detailed in the Agency’s Incident Response Protocol following a full risk assessment.
- The Agency’s representative at the ECC will relay decisions to the Chair of the SCG and or the Chair of the Recovery Working Group.

PRIMARY CARE TRUST

HEALTH PROTECTION AGENCY

STATE VETERINARY SERVICE

DEFRA FISHERIES

UNITED UTILITIES

Responsibilities

United Utilities is the regulated Electricity Distribution Network Operator covering Cumbria being responsible for the safe, efficient distribution of electricity and the maintenance of the network necessary so to do. Also to isolate, make safe and restore this infrastructure as necessary.

United Utilities is the regulated Water Company covering Cumbria with responsibility for all aspects of public water supply from collection of raw water, through treatment and distribution to customers to eventual disposal via the sewerage network to waste water treatment plants which we also manage. Our water catchments and reservoirs make us a significant land owner in Cumbria with the consequent environmental management responsibilities.

In Recovery our role is

- To restore water, waste water and electricity services and assets as quickly as possible to pre-incident condition, taking account of health and safety of the public, our staff and contractors.
- To monitor drinking water quality and take appropriate remedial action where required.
- To respond to requests for emergency connections and disconnections (water, wastewater and electricity services).
- To monitor the performance of our services and condition of our assets and share this information where relevant with professional partners within the overall incident management structure.
- To keep our customers, regulators, customer representative bodies and other stakeholders informed of the effects of the incident on our services and our response to those effects.
- To provide assistance to Category 1 responders consistent with our statutory and regulatory obligations.

Given we own and operate waste disposal routes and processes and our water catchment management responsibilities, to support coordinated environmental clean up operations with appropriate resources and expertise as part of the incident management team.

COASTGUARD

AMBULANCE

FIRE AND RESCUE

POLICE

MOD

GOVERNMENT NEWS NETWORK

To liaise with central government, the GONW and regional partners about communications issues.

SITE OPERATOR

NUCLEAR DECOMMISSIONING AUTHORITY

GOVERNMENT TECHNICAL ADVISER (GTA)

GOVERNMENT LIAISON OFFICER (SGLR) AND TEAM

MEMBERS, EMERGENCIES AND RECOVERY

1. Senior local authority managers need to work with Cabinet and elected members.
2. Consider an early meeting (CE and Deputy and EP lead with Leader and portfolio holder) but speak by phone as soon as the emergency occurs.
3. Consider giving the Leader a temporary office in the Council “emergency centre” and involve them in Corporate Management Team meetings.
4. Consider holding a briefing for all Members within days; can be organised by Member Services. Consider having a top table of officers to give a briefing on the emergency and then on City Council business continuity issues. Consider holding these weekly for several weeks.
5. Set up a joint working group to look at recovery as soon as possible with a membership of Group leaders, senior members (5-6 elected members) and senior officers. Group leaders to disseminate information through their political groups. Meet regularly.
6. Overview and scrutiny committees to meet about a week after the event and continue to do so.
 - a. Corporate committee looks at business recovery.
 - b. Community committee looks at welfare and housing.
 - c. Infrastructure looks at infrastructure and flood defences.
 - d. Or whatever fits the local arrangements.
7. Use any member briefing methods to continue to update members, e.g. regular briefing paper, e-mail distribution, website.
8. Training for elected members in emergency planning and response procedures is available in Cumbria on an annual basis.

BUSINESS RECOVERY ACTION PLAN

Key for actions: E = Essential I = Important D= Desirable

Business Support and Information:

Action	By Whom	By When	Status	Key
1. Assess business support needs:				
1.1 Contact businesses on Partner's databases to establish how they have been affected	Business Link and delivery partners. NWRDA and Chamber of Commerce RRC and CTB		(No. of businesses contacted)	
1.2. Attend open meetings to address any business community issues	Business Link & NWRDA			
1.3 Attend specific Business Group meetings to collect and action issues	Business Link & NWDA			

2. Identify and provide business support resources to meet needs:

2.1 Negotiate alternative premises for businesses requiring temporary accommodation	Chamber of Commerce			
2.2 Co-ordinate information about available premises from all sources	Chamber of Commerce			
2.3 Establish recovery fund for specialist business support: Existing Vired across New	Business Link			
2.4 Deploy advisors into affected areas to gather data and offer assistance	Business Link			
2.5 Provide specialist support to businesses in financial, general and incident recovery	Business Link			
2.6 Offer businesses access to Internet:	Business Link			

Action	By Whom	By When	Status	Key
2.7 Gather best practice in Nuclear Emergencies for businesses	Business Link and NWDA			
2.8 Produce recovery checklist to assist businesses	Business Link			
2.9 Distribute recovery checklist	Business Link			
2.10 Distribute Customs & Excise and Inland Revenue guides to businesses affected plus advisors.	Business Link			
2.11 Monitor feedback from businesses on support received from insurance and banks	Business Link			
2.12 a) Undertake business economic impact assessment b) Review the results of the business impact assessment c) Formulate a medium to long term business support action plan	NWDA/ Cumbria CC		(Business Survey)	
2.13 Carry out marketing campaign to counteract any negative image. To be co-ordinated with infrastructure recovery and Cumbria wide promotions.	CCC/CTB			
2.14 Establish fund for interim cash-flow support.	Business Link, NWDA & Chamber			
2.15 Build business confidence a) Arrange meeting with BNG and EA to discuss future issues. Agree advice for businesses. b) Communicate outcome of meeting and advice to businesses	Business Link & Chamber Comm's Group			

3. Communications

Action	By Whom	When	Status	Key
3.1 Establish one point of contact for businesses	Business Link			
3.2 Issue PR on Business Recovery	CCC			
3.3 Conduct interviews with	All			

media and issue press releases as appropriate in co-ordination with Cumbria County Council and NWDA				
3.4 Contact Banks and accountants with support available to businesses affected.	Business Link			
3.5 Nominate a media spokesperson for the BR SAG and co-ordinate messages and timing.	Business Recovery SAG			
3.6 Arrange distribution of a flyer to businesses and advisors to publicise the support available	Business Link			
3.7 Advise Cumbria Strategic Partnership & Cumbria Vision of activities and progress	Cumbria County Council			
3.8 Advise Local Strategic Partnership of activities and progress	Cumbria County Council			
3.9 Advertise Business Support Helpline and services available in all Cumbria newspapers	Business Link			
3.10 Radio Cumbria interview Business Link to promote the support available and work in progress.	Business Link			

4. Other Issues

4.1 Need to co-ordinate marketing campaign, accommodation availability and infrastructure repairs taken up.			
4.2 Council rate reduction in affected areas			
4.3 Postal deliveries			
4.4 Safety matters; services, electricity etc			

SELLAFIELD RECOVERY PLANNING GROUP

Alan Southward	Copeland Borough Council
Alan Wilton	Health Protection Agency LRS
Allan Haile	Cumbria County Council
Andy Mayall	Environment Agency
Andy Wooldridge	DTi
Angela Pate	DEFRA
David Humphreys	Cumbria County Council EPU
Jean Vickers	North Cumbria PCT
Jillian Spindura	Food Standards Agency
Joanne Brown	Health Protection Agency
John McVay	Cumbria Fire and Rescue Service
Julie Dawber	GONW RRT
June Kelly	BNGSL
Lindsay Cowen	Cumbria County Council EPU
Louise Robson	DTi
Mark Dixon	Nuclear Decommissioning Authority
Matt Furber	Government Decontamination Service
Mike Griffiths	DEFRA
Mike Head	Cumbria Constabulary
Nancy Lawton	Environment Agency
Niall Clarke	United Utilities
Nigel Ellis	GNN
Ray Carolin	MOD
Rebecca Wagstaffe	North Cumbria PCT
Robert Farmer	DEFRA
Sue Stevenson	Cumbria Strategic Partnership
Terry Kelly	UKAEA
Victoria Newington	Food Standards Agency