RECOVERY

A GUIDANCE DOCUMENT FOR CUMBRIA

FIRST EDITION

1st December 2006

CONTENTS

Appendices

Further reading

Emergency Response and Recovery. H M Government
Recovery: An Emergency Management Guide. Home Office
Communicating Risk. UK Resilience website
Recovery Handbook. Health Protection Agency Radiation Protection Division
Guidance. Nuclear Emergencies Planning Liaison Group
City of York Flood Plans
Rochdale Metropolitan Borough Council Community Recovery Plan
Buncefield Multi Agency Recovery Plan
Assistance Centre Guidance. Association of Chief of Police Officers, et al
Work in Australia & New Zealand on Recovery.

This document is also available on www.cumbriaresilience.info

EXECUTIVE SUMMARY

1.   Unless it has been experienced it is difficult to appreciate what a massive job the recovery process can be, mainly for those local authorities 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.

2.   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. Experience proves that Recovery and Business Continuity teams need to operate alongside each other but not depend on the same personnel.

3.   At the heart of the recovery process are the many individuals, families and businesses that 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 needs 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.

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

5.   This guidance has been prepared from discussion, experience and exercising to assist in the recovery from any incident in Cumbria and it will be updated in the light of further exercises and experience (see Appendix H).

6.   *Readers of this guidance are asked to assist in further refining its content by submitting suggestions for improvement or aspects for inclusion. Any feedback should be sent to Cumbria County Council's Emergency Planning Unit. lindsay.cowen@cumbriaepu.gov.uk or emergency.planning@cumbriacc.gov.uk*

INTRODUCTION

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

7.   A multi agency recovery planning group has been meeting to debate and agree a structure to the recovery process based on the scenario of a Sellafield incident. This guidance is a product of this group's deliberations and also incorporates experiences within the County including Foot & Mouth Disease and major flooding.

EMERGENCY PHASE

8.   An early decision will need to be made whether the District Council or County Council lead in the recovery phase. A suggested recovery checklist is shown in Appendix A.

9.   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 (WG) 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 emergency services' 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.

HANDOVER

10.   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 B shows a suggested handover document based on pre-agreed criteria.

LOCATION

11.   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, if possible in the Emergency Control Centre (ECC) since communication links are already established 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 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.

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

13. 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.

14. The 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 WG is located in an ECC.

STRUCTURE

15. 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 and additional groups may even be required, depending upon the nature of the event. The suggested structure is shown in Appendix C and below. Detailed strategy guidance, membership, terms of reference and issues that may arise for all of these groups are shown in Appendix D. Guidance for Chairs of the various WGs is in Appendix E.

16. 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 (SCG).

PROCESSES

17. At an early stage, the Recovery SCG must, consider the relevant structure for the Working Group. As already mentioned, and depending on the effects of the incident, not all groups may be required. Indeed, extra ones may even be required. This guidance therefore shows a suggested structure in Appendix C.

18. The Recovery SCG has to demonstrate strong leadership in its management of the recovery phase. It is therefore important to maintain this strategic coordination role since there is potential for a splintering of the different groups, particularly since each group will have their own, very important, agendas. Regular meetings of the Recovery SCG must take place with the Chairs of each WG in attendance to report on progress. It is strongly recommended that regular action plans and progress reports

are formulated by each WG and presented to the Recovery SCG.

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

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

21. Agencies will also have statutory responsibilities within the recovery phase that will also need to be considered and addressed by the Recovery SCG.

COMMUNICATIONS

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

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

24. Elected Members are most important in this process since members of the public will approach their particular 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.

25. 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 for the panel, but also for those members of the public who have genuinely come to ascertain some facts since meetings 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 Recovery SCG and be clear

about the agreed multi-agency actions and messages.

26. There are other 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. Establishing neighbourhood forums/drop in points is the most effective method of allowing members of the public access to information and assistance on the whole range of problems that they will be having. These can be based in the communities that have been affected and/or where they have been relocated. 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 a range of 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. However, one of the most important functions will be just to provide someone to talk to. Staff should be available to allow individuals some time to talk through their experiences. There is a whole range or organisations able to assist in this regard as well as the local authorities, namely; British Red Cross; WRVS; Churches; Primary Care Trusts; Citizens Advice Bureaux; Community Law Centres; Crime Reduction Partnerships; youth workers; Mind; Age Concern and so on, many of which will be acting on a voluntary basis.

c. Workshops to address individual or collective issues, ideally held in community facilities, can also be helpful, with specialist agencies in attendance to deal with those subjects identified above.

d. Pre-prepared statements can be used to put across information and facts to the media and the public.

e. If communities have been relocated, action plans will need to be drawn up for the period that they have been relocated and also as reoccupation takes place. Those affected should be involved in the process of drawing up these action plans. Children and older people are particularly affected by relocation. Older people lose their support mechanisms such as their neighbours and young people lose access to their local friendship groups (see Appendix G).

f. It is important that spokespersons have the trust of the target audience. Using trusted members of the community and nationally respected individuals can assist in communicating in an effective manner.

27. Much work can and needs to be undertaken in "peacetime". This must ensure that the public, in the broadest sense of the word, are informed not only about the emergency planning and recovery arrangements in place in their area but also about 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.

FUNDING

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

29. Experience has demonstrated that a series of support mechanisms can be established for businesses (see Appendix F). There are established and tested routes for funding bids.

30. It is difficult to appreciate how long the recovery process can last. When seeking funding to establish and maintain the support facilities and staffing mentioned in this guidance, experience strongly recommends that it is sought for a full year, initially, so that staff involved and the communities affected are secure with that support.

ASSISTANCE CENTRES

31. This new term brings together a range of activities currently described in plans and in incidents as Friends & Relatives Reception

Centres, aspects of temporary mortuaries, one stop shops etc. A multi agency planning team has been established, led by the Adult Social Care Directorate of Cumbria County Council, to combine these various activities into an Assistance Centre Plan based on the guidance issued by the Association of Chief Police Officers, et al.

32. The existing Temporary Mortuaries Plan for Cumbria is being replaced by a Mass Fatalities Plan, which is close to completion.

33. This Recovery Guidance will be updated once this further work is completed.

RECOVERY CHECKLIST

ACTION	BY WHOM	PROGRESS	DATE COMPLETED
Decide which local authority is leading the recovery phase			
Meet Police and other interested parties to discuss handover			
Agree criteria and date			
Establish coordination infrastructure			
Issue recovery guidance especially to chairs and members of groups			
Consider involving members of the affected communities			
Seek finance for community assistance in various forms			
Initiate Business recovery plan			
Promulgate widely the recovery measures that have been put in place and other recovery information to the public			
Ensure public information is issued on a regular basis			
Recovery SCG receive action plans from each working group			

RECOVERY PHASE HANDOVER CRITERIA

1. 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 emergency phase.

4. Strategic Coordination Group activities firmly established in pro-active role.

5. The Emergency Control Centre is functioning effectively and has the necessary:
    a. Resourcing.
    b. Communications.
    c. Media Co-ordination support.

6. Individual organisations are functioning effectively with adequate:

    a. Resourcing.
    b. Communications.
    c. Management of outstanding issues.

7. District or County Council is able to accept Chairmanship of the Recovery SCG.

HANDOVER CERTIFICATE

Upon this Status Certificate being signed by both the District/County Council and Cumbria Constabulary, the command and control for dealing with the aftermath of the incident ………………… is to be taken over by …………District/County Council.

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

1. There is no known further risk to life specific to this incident.

2. The circumstances dictate it more appropriate for the Command and Control to rest with ………District/County Council in that the phase is clearly now one of recovery.

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

4. Cumbria Fire and Rescue, together with Cumbria Ambulance Service, are now operating at a level, which does not necessitate a Strategic (Gold) Command to co-ordinate and facilitate their activity.

5. There are no known scenarios which may give rise for the requirement to reinstate Strategic (Gold) Command in the foreseeable future in relation to this incident.

6. …………..District/County Council is confident of taking over and has in place the strategy and action plans to continue, in a seamless manner, the actions previously managed by Strategic (Gold) Command.

7. ………….District/County Council is satisfied that it has the infrastructure and processes in place to take over co-ordination from the Police.

Signed: ....   District/County Council

Signed: .... Cumbria Constabulary

Date and time: ....

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

....
 Cumbria Fire and Rescue   District/County Council

RECOVERY STRUCTURE

HEALTH ADVISORY TEAM

CLEAN UP/INFRASTRUCTURE

ECONOMIC IMPACT

COMMUNICATIONS

WELFARE

ALL WORKING GROUPS

RECOVERY STRATEGIC CO-ORDINATION GROUP

Comprising representatives from all agencies & Chairs of Working Groups
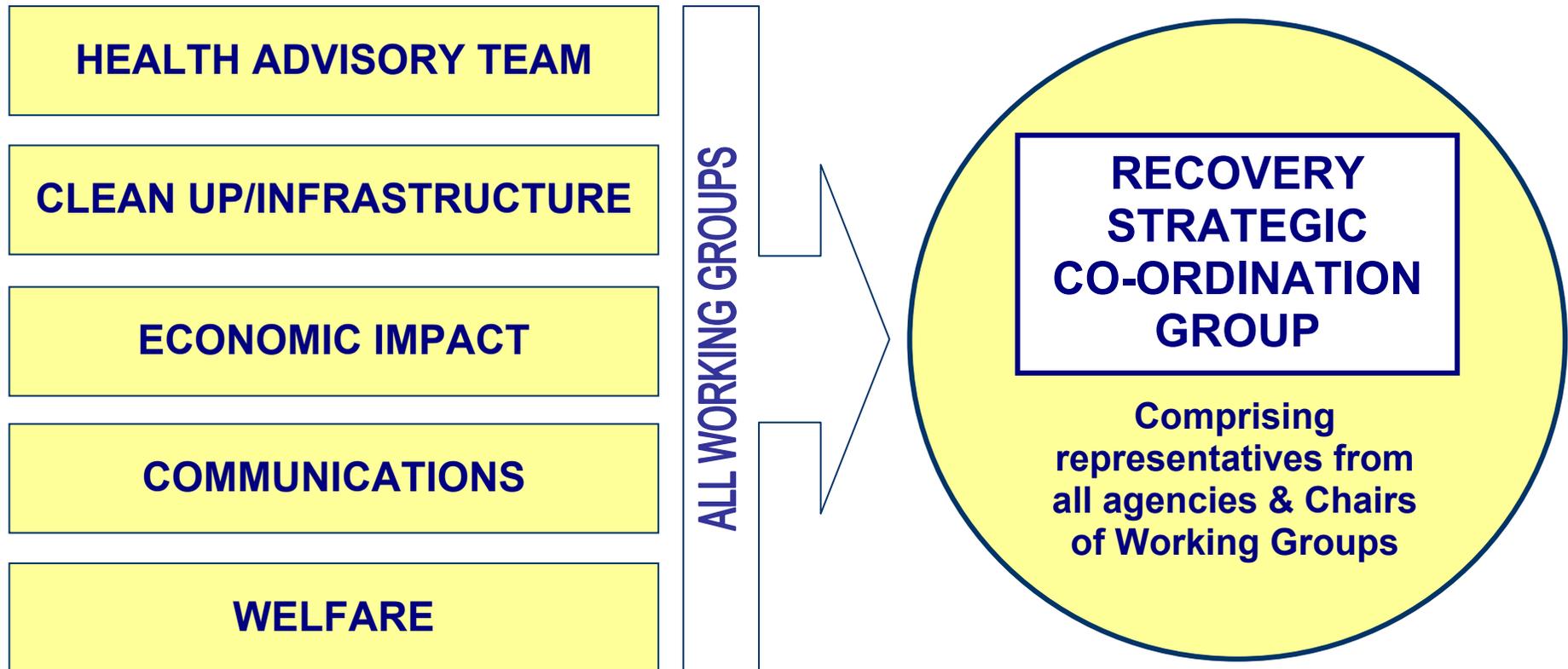
GROUP MEMBERSHIP, TERMS OF REFERENCE, GUIDANCE AND ISSUES

A. RECOVERY STRATEGIC COORDINATION GROUP (SCG)

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 Working Groups, decides the strategy and ensures implementation of strategy and the rebuilding of public confidence.

b) Terms of Reference

- To establish appropriate Working Groups as required by the incident.
- To produce an incident impact statement on the situation
- To coordinate the recommendations and actions of the Working Groups
- To establish other Working Groups as appropriate.
- To decide the overall Recovery Strategy, including clean up, health, welfare, economics and communications, etc.
- To monitor financial matters.
- To implement agreed Recovery Strategy and monitor its progress.
- To discuss/decide other issues.
- To agree "withdrawal" criteria and timescale.

c) Chair

Chaired by Local Authority Chief Executive or representative (with note taker). Chair maintains records of minutes of all SCG meetings and co-ordinates a master record of all Working Group meetings.

d) Membership

Senior representatives attend as relevant from:

- District Council/s
- County Council
- Environment Agency
- Primary Care Trust
- Health Protection Agency
- Department of Environment, Food & Rural Affairs
- State Veterinary Service
- Utility companies
- Coastguard
- Site operator (if relevant)
- Ambulance
- Fire

- Police
- Ministry of Defence
- Government Liaison Officer (Government Office North West)
- Other agencies involved in the recovery phase
- **Together with the Chairs of each Working Group.**

e) <u>Strategy</u>

- Decide and effect the overall strategy.
- Show strong leadership.
- Coordinate consistent messages.

f) <u>Method</u>

- Decide, coordinate and implement the recovery strategy, taking advice from the working groups.
- Decide the desired 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, especially the communities affected, are involved in the development of the strategy.
- Deal with other strategic issues that fall outside the scope of the working groups.

g) <u>Issues</u>

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

B. <u>COMMUNICATIONS GROUP</u>

a) <u>Role</u>

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

b) <u>Terms of Reference</u>

- To facilitate effective consultation with affected communities.
- To formulate 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 stakeholders.
- To have a representative on the SCG and on each of the other SAGs, if resources allow.
- To ensure consistency of message.

c) <u>**Chair**</u>

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

d) <u>**Membership**</u>

Representatives/press officers from:

- Cumbria County Council
- District Council/s
- Health
- Government News Network
- Police
- Other stakeholders e.g. Cumbria Tourist Board, site operator

e) <u>**Strategy**</u>

- 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) <u>**Method**</u>

- 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 any 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) <u>**Issues**</u>

Clear concise understandable information, methods of getting it into public arena, conflicting messages from different sources, best way to speak to public, keeping media on side with positive messages.

C. INFRASTRUCTURE / CLEAN UP GROUP

a) Role

- Uses expertise (and any monitoring data) to state the options for cleanup and repair or replacement and what the implications are.
- Liaises closely with stakeholders.

b) Terms of Reference

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

c) Chair

Chaired by District Council or Environment Agency – with note taker.

d) Membership

Representatives from:

- District Council
- Environment Agency
- County Council
- Other agencies as required, e.g. Health Protection Agency, Food Standards Agency, United Utilities, Department of Environment, Food & Rural Affairs, State Veterinary Service, Government Decontamination Service.

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 Recovery SCG.

f) Method

- Establish a co-ordination 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**

Infrastructure, natural environment, livestock, countermeasures, contamination, clean up, waste arisings, compensation, acceptable final state, resources.

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 Local and Regional Services
- District Council
- Other agencies as required, e.g. Acute Trusts, Food Standards Agency.

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 Advisory Team (HAT) to coordinate the activities prompted by the incident.
- Re-open 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.
- Support community based welfare initiatives.
- Ensure relevant monitoring is undertaken to reassure and/or treat.

g) Issues

Evacuation, monitoring resources, panic, widespread concerns, drinking water, food, health services overwhelmed, emotional and mental health impacts.

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

- Provide welfare to those affected
- Allocation of welfare tasks to individual agencies.
- Coordination of welfare assistance in order to avoid duplication of effort.
- Collation of data on affected persons.

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
- Primary Care Trust
- British Red Cross
- WRVS
- Churches Together
- Salvation Army
- Samaritans
- Government Office North West
- 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.
- Collect and collate necessary data to inform decision-making.

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 (assistance) centres with relevant agencies in attendance to administer assistance and advice.
- Provide signposting.
- Provide counselling/psychological support.
- Establish victim's database, collating from all relevant sources.

g)   Issues

Evacuated – medium and long term, fatalities and casualties, school closures, food shortages, health concerns, insurance, housing, education, benefits, grants, emotional support, liaison with building and other contractors.

F.   BUSINESS RECOVERY GROUP

a)   Role

Assesses the economic implications for the affected area and provide assistance.

b)   Terms of Reference

- To support affected businesses.
- 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 relevant business support agency or 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, National Farmers Union, Lake District Special Planning Board, 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 a business recovery group to coordinate the activities prompted by the incident.
- Utilise existing Business Recovery Plan.
- 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. Food Standards Agency, food restrictions and products.
- Also see Appendix F.

g) Issues

Businesses in affected zone, tourism, grants, rates, road and rail closures, farming (milk, sheep), reluctance to deliver and trade from outside, rise in unemployment, compensation, insurance, recruitment.

G. 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 stakeholders.
- To fully understand the remit of their role and educate the members of the group.
- 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 SCG 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.

Recovery Strategic Coordination Group Chair only

- To appoint a Recovery admin/coordinator to support the Recovery SCG.

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:

Action	By Whom	By When	Status	Key
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 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	**<u>Business Link</u>**			
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 meetings with significant affected businesses 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	By 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 media and issue press releases as appropriate in co-ordination with Cumbria County Council and NWDA	All			
3.4 Contact Banks and accountants with support available to businesses affected.	Business Link			
3.5 Nominate a media spokesperson for the BR Wking Gp and co-ordinate messages and timing.	Business Recovery Wking Gp			
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			

SUPPORTING YOUNG PEOPLE

1. **STRATEGY**

- To provide information, advice and support to young people in affected areas on any issue or concerns they may have had.

2. **METHODS**

- Offer opportunities for other agencies providing support services to young people to co-work to deliver services or forward information on their services for dissemination to young people.

- Consider co-delivery by District, County, Connexions and YMCA staff as well as other local organisations. Outreach work by a range of organisations can also support the provision, mobile or otherwise.

- Consider using a mobile unit if other facilities are not immediately available to deliver sessions for young people in the affected areas and/or where they have been relocated.

- Have a clear and shared plan of action with clear commitments / roles, expectations timescales and outcomes for all parties involved in the plan of action.

- Establish from the outset an agreed partnership protocol (including goals etc) with something about what each agency would like to bring to the partnership, with agreed review timetables.

- Agencies should consider consistency of workers for young people to develop relationships as a factor when allocating staffing resources for this type of incident response type project.

- Consider the full age range of young people when planning service provision. Identify partners who can work with younger age group and incorporate within the response provision of services for 8 - 13 year olds (and probably younger).

- Consider a lead co-ordinator, to set tasks, objectives, outcomes for working to plan of action.

- Have a clear exit strategy that forms part of the plan of action to ensure that input doesn't 'drift' or alternatively that the withdrawal of service doesn't leave gaps in provision unaddressed (i.e. need to flag up issues with appropriate agencies as part of exit strategy).

- The action plan agreed by all agencies should include preplanning meetings with all workers connected to delivering provision, in order to

seek shared ownership of the project and to identify collectively the type of sessions that could be delivered. Agree the best use of time and space and provide clearer structures for staff to work in.

- During planning sessions secure interagency agreement on approaches to developing ground rules for using the provision by young people and challenging behaviour.

- Agree content of planned sessions – contingency plans – assign workers to lead sessions.

- Have dedicated session times, including later evening sessions for the older age group.

- Utilise opportunities for informal group work, etc

- Work collaboratively with other youth organisations doing detached/ Outreach work in the area to maximise services available to young people.

- Identify what young people felt they needed to assist them in the longer term of rebuilding / reparation process.

- Support partner agencies to continue ongoing work with young people.

3. **CARLISLE FLOODS**

   a) **Issues Raised by Young People who Accessed the Mobile Provision:**

   - Loss of Community Centres - nothing to do but hang around the streets.

   - Schools closed.

   - Difficulties of attending a different school.

   - Adjusting to a different timetable.

   - Losing coursework.

   - Avoid changing the timings of mobile provision as it becomes a steady time for those in a state of flux.

   - Information on proposed new facilities that may be provided after the emergency (what they would like to see and how they could get involved).

   - School/education system. Attendance, positive and negatives of schools system.

- Youth Club and other social event updates (keeping informed of what is happening for young people in the local area such as cinema trips etc).

- Sexual Health and relationships (some condom distribution and discussion around sexual health /relationships).

- Community Centre updates.

b) **Feedback from Young People regarding the Mobile Provision:**

- "Good to have it there after school hours as it gave us something to do and stops us doing stuff we shouldn't be doing."

- "The bus is good we do lots of work in it, keeps us out of trouble".

- "Its great condition and people are really, nice good support and make you feel good".

- "I think its brilliant, everything you need".

- "This is a really great idea, to create a number where you can get advice on anything that concerns you".

c) **Feedback from Staff who worked on the Mobile Provision:**

- Quick response to identified need.

- Commitment to work together established by agencies from an early stage.

- Young people have used the mobile unit as a meeting point to see their friends and have built relationships with workers on the mobile.

- Useful in being a temporary stopgap /info point before more permanent provision came on line.

- Could go into areas where it was needed / could be used.

- It enabled youth workers to re-engage or engage with young people from the area, where the previous base had been lost due to the emergency. The unit gave a focal point for this to happen as well as a base for continuation of outreach work in the area by Community Heath Workers and local Youth Worker. Without this it would have been difficult to have continued contact with young people in the area.

- The Unit provided a base for partnership working in the area.

- Central point for touching base with outreach workers.

- Using the mobile unit ensured some continuity of service and seemed to help maintain interest of young people in projects.

- The timing of the unit in the afternoon/ early evening provided an opportunity to engage with the younger age group after dinner and school time.

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