

SCIENTIFIC, TECHNICAL AND OPERATIONAL ADVICE **NOTE - STOp 3/2009**

This STOp notice replaces STOp 2/01, please destroy
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THE ESTABLISHMENT, MANAGEMENT STRUCTURE, ROLES AND RESPONSIBILITIES OF A SHORELINE RESPONSE CENTRE DURING A MARITIME POLLUTION INCIDENT IN THE UNITED KINGDOM

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Note: This document should be read in conjunction with:

- The National Contingency Plan for Marine Pollution from Shipping and Offshore Installations (NCP).
- STOp 1/2009 – Guidance for Contingency Planning and Operation of the Technical Team Waste Management Sub-group within a NCP Shoreline Response Centre within England and Wales
- **STOp 2/2009** - The Environment Group and Maritime pollution response in the UK

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1. INTRODUCTION

The MCA has a responsibility to support local authorities in contingency planning, training and exercising in the area of oil and chemical spill response. This document is intended to provide updated guidance to local authorities and all organisations who will be represented and involved in a Shoreline Response Centre (SRC).

This document outlines the establishment, management structure, roles and responsibilities of a Shoreline Response Centre (SRC) to address the shoreline response to major maritime oil and chemical pollution incidents in the UK. It highlights the response procedures to be put in place following the guidance set out in the National Contingency Plan for Marine Pollution from Shipping and Offshore Installations (NCP) August 2006.

Maritime local authorities are responsible for producing and maintaining maritime oil and chemical pollution response plans. Those plans should contain provision for the setting up and operation of a SRC.

This document provides guidance for:

- The overall structure of a local authority controlled SRC, the team structures and accommodation requirements.
- The optimal membership and team member competencies of the SRC teams, according to the nature and magnitude of the incident.
- The practised and competent strategies for the SRC in general and the functional teams specifically.
- The implementation of a sound communications protocol between the SRC teams, between the SRC and the Marine Response Centre (MRC)/Salvage Control Unit (SCU) and with the Environment Group.
- SRC set up in each of the UK devolved administrations.

A sound proven response protocol for clean-up of the shoreline is clearly important, not least to ensure:

- That all aspects of the clean-up strategy are agreed to be technically reasonable
- All organisations expending resources will recover their reasonable costs
- The clean-up does not cause more environmental damage than adopting a leave alone strategy.
- Participating organisations are not compromised on issues of liability

The SRC strategy has been tried and tested in 3 major incidents:

- ROSE BAY
- BRAER
- SEA EMPRESS

and the working functional team principle is widely accepted as a successful tool for managing the response to marine pollution incidents impacting the shoreline.

2. BACKGROUND

The responsibilities of Central and Local Government in dealing with oil pollution at sea and on the coastline were defined in a previously issued Scientific, Technical and Operational Advice Note (STOp 1/93). Since the publication of STOp 1/93 the MCA has conducted a number of exercises, with Local Authorities, to test the effectiveness of a SRC in managing a large-scale shoreline clean-up operation. Some of these exercises have involved the establishment of a SRC to co-ordinate clean-up operations involving more than one Local Authority. In other instances Oil Company Response Teams have also participated in the SRC. More importantly the SEA EMPRESS incident (Milford Haven 1996) resulted in the most extensive and complex shoreline clean-up operation in the UK since the TORREY CANYON (1967).

This document makes reference to **local authorities** which will include a single-tier **UNITARY** authority or **METROPOLITAN DISTRICT**, and the two-tier **COUNTY** and **DISTRICT** structure as applicable to that geographical area.

3. CONDITIONS UNDER WHICH A SRC WOULD BE ESTABLISHED

The non statutory responsibility for clearing on-shore oil and chemical pollution rests with local authorities. If local authorities can cope with an incident using mainly their own resources, MCA scientific/technical advice will be made available free of charge and MCA staff will, if required, be deployed to local control centres as appropriate. If necessary, the MCA will also make available specialist equipment from their shoreline clean-up stockpile (with operatives if required) on a repayment basis. (See the NCP section 8 and Appendix J).

If a shipping casualty related spill is of a magnitude such that local authority resources, even supplemented as described above, are clearly insufficient to cope with the situation, then the MCA will, at the request of the local authority, consider whether the establishment of a SRC is necessary to co-ordinate and lead the on-shore response. This request should be directed to the MCA, who will agree to such a request if:

- the shoreline of one or more local authority is threatened and/or affected by significant pollution; *and/or*
- the local authority consider that a shoreline clean-up response is beyond the resources of the county/region ; and,
- that the MCA agree with this assessment.

When a SRC is established the MCA will bear the cost of resources it makes available from its own stockpiles together with other resources it decides are necessary, which local authorities cannot reasonably be expected to provide. Local authorities will continue to bear the cost of any resources they make available.

After a major incident, a claim for the reimbursement of clean-up costs will be made against the ship owner's insurance and, if the oil is from a tanker and the ship owner's liability is exceeded, against the International Oil Pollution Compensation Fund.

A SRC will not be set up to manage shoreline response for all maritime pollution incidents in the United Kingdom. In consideration of the financial implications to the Maritime and Coastguard Agency (MCA) upon the formation of a SRC, Local

Authorities should be aware of the circumstances under which a SRC would be established.

Although pollution quantity is not the only consideration in judging the seriousness of an incident it does help to categorise incidents broadly in the following terms:

Tier 1 (No requirement for SRC and likely not for EG)

Background pollution which in a minor way often affects some localities and which can be wholly dealt with by the relevant affected District/Unitary authority. In such circumstances it is likely that there would be no requirement to set up either an Environment Group or Shoreline Response Centre.

Tier 2 (Requirement for EG but not for SRC)

Small scale incidents, most likely arising from ship operational discharges and / or grounding of ship leading to minor pollution (but may nevertheless have potential for a more significant spillage). District authorities may require assistance from County authorities and where unitary authorities may need to seek mutual aid and assistance in order to initiate and maintain a response. This scale of incident will require the setting up of an Environment Group to provide environmental advice to incident response cells where set up. It is unlikely that pollution of a minor scale will require the setting up of a Shoreline Response Centre.

Both background pollution and small scale operational discharges (Tier 1 and 2) tend to be unattributable as to source; they are likely to appear without warning. In both cases it is for local authorities to initiate such clean-up action as they consider necessary. In these circumstances, the MCA Counter Pollution staff are available, free of charge, for scientific/technical advice on the efficiency of available clean-up techniques and their application in specific circumstances. The MCA will make available, on a repayment basis, items of specialist counter pollution equipment from their shoreline clean-up stockpiles.

Tier 3 (Requirement for an EG and SRC)

Major shipping oil pollution incident spill, which requires a co-ordinated response from both national and local authorities. Initial action will be taken by the MCA Counter Pollution staff in conjunction with HM Coastguard. These are most likely to require a SRC to be established if a significant amount of oil impacts a significant length of shoreline.

This category represents an incident of a similar scale to SEA EMPRESS in Pembrokeshire in February 1996. A Tier 3 incident will likely require the deployment of national resources including assistance from industry and Bonn Agreement member states.

3.2 Response to a Shipping Casualty Incident

In a shipping casualty incident¹ which causes or threatens pollution, initial action will be taken by the MCA Counter Pollution staff in conjunction with HMCG. Reports of a major pollution incident can come from a variety of sources, usually reported to

¹ The term shipping incident includes spills from offshore installations in as far as they relate to shoreline clean-up.

HMCG. They will then notify the duty Counter Pollution and Salvage Officer (CPSO) who will activate the NCP and the CPB as necessary.

If pollution threatens the coastline then the MCA will inform the appropriate local authority at the earliest possible opportunity and keep them advised of the action being taken. The MCA will also inform the appropriate Statutory Nature Conservation Agency, the Environmental Regulator and the Government Fisheries Department as set out in Table 3.1.

	Country			
	England	Scotland	Wales	Northern Ireland
Environmental Regulator	Environment Agency	Scottish Environment Protection Agency	Environment Agency Wales	Northern Ireland Environment Agency
Statutory Nature Conservation Body	Natural England	Scottish Natural Heritage	Countryside Council for Wales	Northern Ireland Environment Agency
Fisheries Department	Department of Environment, Food and Rural Affairs	Fisheries Research Services	Welsh Assembly Government Fisheries and Marine Branches	Department of Agriculture & Rural Affairs

Table 3.1 The Statutory Nature Conservation Agencies, the Environmental Regulators and the Government Fisheries Departments in the United Kingdom.

When the duty CPSO is notified of an incident, the CPSO decides if a regional or national response is warranted. When a threat of significant pollution justifies a regional or national response, the CPSO immediately informs the Head of Counter Pollution and Response (CPR) and for salvage - SOSREP of the incident. These individuals may decide to supplement the response or stand down a national response.

Figure 3.2 outlines the roles of each response cell in the event of activation of the NCP.

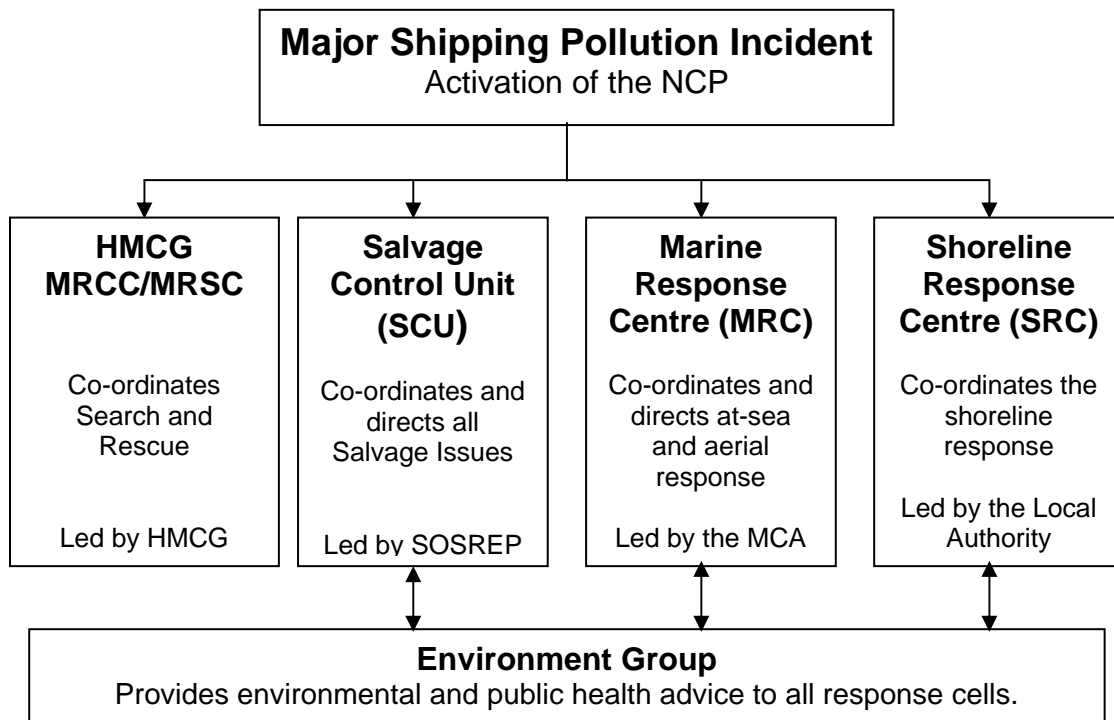


Figure 3.2 UK Government Command and Control procedure in response to a major incident

Note: The response cells activated will depend on the nature and scale of the incident. An Environment Group (EG) will always be set-up to provide environmental and public health advice to each response cell.

For an incident occurring within the harbour authority's jurisdiction, the harbour master is in control of the incident response from the outset.

4. THE ROLE OF THE SRC

The role of the SRC is to co-ordinate and lead the **on-shore response**. In order to achieve this it must:

- determine the extent of pollution along the affected coastline
- devise and agree an overall strategy for the clean-up response, assign priorities based on threat, impact and available resources
- propose, agree and initiate the shoreline clean-up response
- obtain and allocate resources required on an agreed priority basis
- agree working liaison with the environment group
- determine methods for disposal of oily wastes arising from the clean up operations
- monitor progress and effectiveness of the clean-up operation
- issue regular briefings to the press, elected representatives, Central Government Ministers and other interested parties

5. THE SRC TEAMS STRUCTURE

In order to carry out these tasks effectively it is essential that all participating organisations in the SRC act within groups defined by *their function* rather than separate parent organisations. The SRC must have clear arrangements for adopting

a strategy, deciding on the specific actions, establishing priorities between actions and authorising the contracts and expenditure to effect those decisions. Experience gained in UK incident response and major maritime exercises has demonstrated that the establishment of **functional groups**, with defined responsibilities is the most appropriate structure.

The size and competencies of the teams will be driven by the nature and scale of the incident.

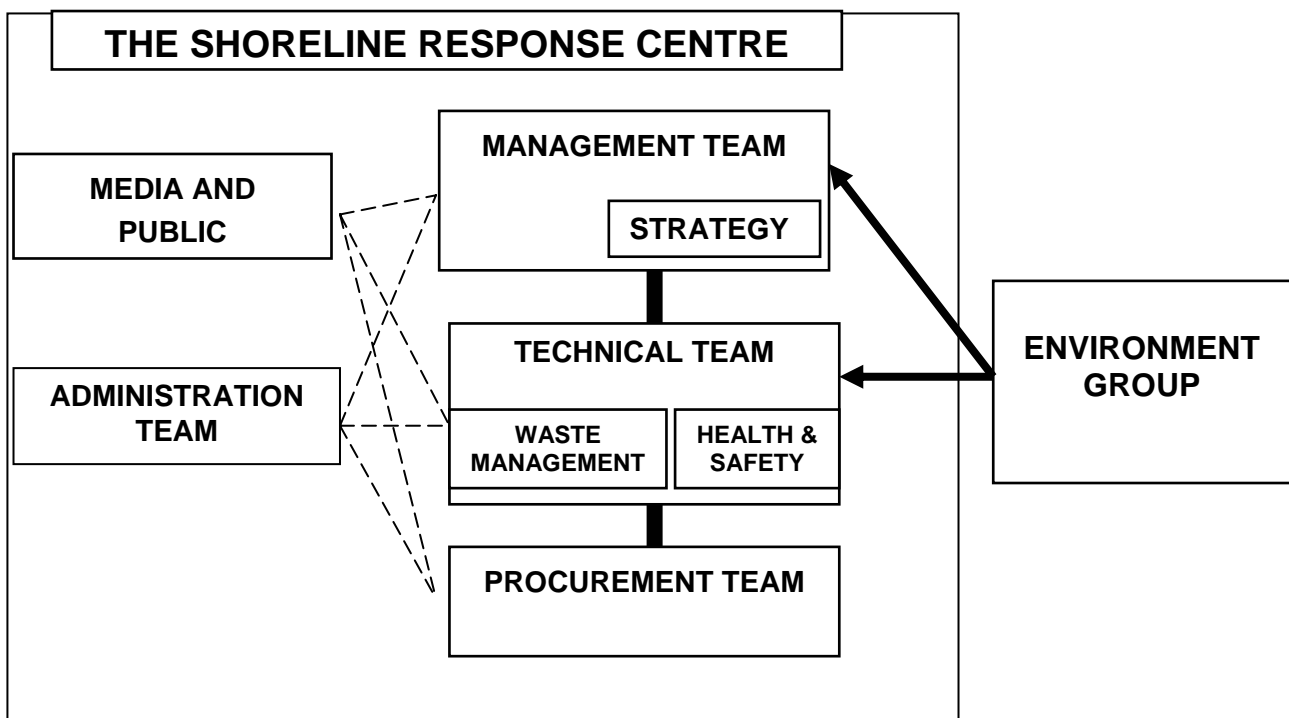
In summary the full SRC team structure comprises:

- ◆ The Management Team
 - ◆ Strategy sub-Group
- ◆ The Technical Team
 - ◆ The Waste Management Sub-Group
 - ◆ The Health and Safety Sub-Group
- ◆ The Procurement Team
- ◆ Media / Public Relations Team
- ◆ **Information** and Administration Team

Environmental advice is provided to the SRC by the Environment Groups through the Environmental Liaison Officer.

The outline team structure and lines of interaction are shown at fig.5.1

Fig 5.1 The Shoreline Response Centre – the Functional Teams



6 ROLE AND MEMBERSHIP OF THE SRC FUNCTIONAL TEAMS

6.1 The Management Team

Role:

- To manage the shoreline clean-up operation in its totality

Tasks:

- to assess the threat and impact of pollution to the shoreline.
- to determine the overall clean-up strategy such as deciding the order of priority for action in protecting sensitive areas and dealing with pollution at the various polluted sites. To assist with this task the Local Authority Contingency Plan should provide all necessary Beach Data. *The Management Team should produce an initial Strategy Statement as quickly as possible for dissemination to those within and outwith the SRC.*
- to monitor progress against the agreed strategy
- to consider and manage the general financial aspects of the operation
- to interact closely with Elected Representatives, Central Government, the public and the press and media
- to prepare regular situation reports, concerning the conduct of operations, for circulation to all interested parties (based on briefings supplied by the Technical Team and the EG) specifically - Elected Members and Ministers.

Management Team Membership

	ENGLAND	NORTHERN IRELAND	SCOTLAND	WALES
Chairman	Local Authority Chief Executive or his representative	NI EA Director of Environmental Protection or his representative	Local Authority Chief Executive or his representative	Local Authority Chief Executive or his representative
Emergency Planning Representatives (Local Authority and equivalent)	Emergency Planning Officer	Principal Scientific Officer (Water Quality Unit)	Emergency Planning Officer	Emergency Planning Officer
	Oil Pollution Officer	Emergency Pollution Officer	Oil Pollution Officer	Oil Pollution Officer
Environment Group Representative	Environment Liaison Officer	Environment Liaison Officer	Environment Liaison Officer	Environment Liaison Officer
MCA Representative	Environmental Scientist	Environmental Scientist	Environmental Scientist	Environmental Scientist
Representation from SRC Groups	The chairs of the various functional teams as required by the chair of the Management Team			
Representatives of other organisations which can help with strategic issues	Environment Agency	Department of Agriculture and Rural Development	Scottish Environment Protection Agency	Environment Agency Wales
Administration	Admin support staff (note/minute takers, messengers, etc.)			

Table 6.1 – Membership of the Management Team

NOTE: While the local authority will chair the team, the MCA will be available to assist the chair and can act as arbiter should a conflict of interest arise. Where two or more local authorities are involved the chair should normally be elected from one of those authorities. Some local authorities have proposed to adopt a rotating chair for the management team with named deputies and have developed a mutually acceptable protocol to that effect. Local authorities are encouraged to develop mutually agreeable protocols which should be identified in the respective local authority oil spill contingency plans.

6.1.1. The Strategy Sub Group

The objective of this sub-group is to provide the Management Team with an overview of short, medium and long term issues to be addressed as the response evolves. The groups work should aim to minimise operational 'firefighting' and maintain a clear overall perspective as well as highlighting otherwise unnoticed issues before they become a problem.

The group will identify the short, medium and longer term issues for each of the functional teams in the SRC to consider. They will draw up a matrix identifying significant and potentially significant issues for the SRC response strategy as a whole but especially the management team for consideration looking at time frames of say: the next 1-3 days, 3-10 days and beyond 10 days. This group will agree the matrix with the Management Team and report back on progress on the agreed issues. The group should comprise individuals with experience in dealing with major incidents and oil/chemical pollution in particular who are not directly involved operationally in the response and who can provide an objective assessment of the response from a strategic viewpoint.

6.2 The Technical Team

Role:

Reporting to the Management Team, the Technical Team is responsible for directing and implementing the operational response

Tasks:

- determining and agreeing all possible shoreline protection strategies with the Management Team and Environment Group.
- determining a reasonable clean-up strategy to be adopted to deal with pollution. close liaison with the Environment Group is essential.
- allocating resources on a priority basis as determined by the Management Team.
- informing the Management Team of any resource shortfalls.
- allocating contractors to specific tasks as agreed with the Management Team.
- transmitting decisions and work instructions to forward control centres.
- monitoring the progress of operations.
- informing or consulting affected landowners in accordance with the Management Team's policy.
- meet/liaise with all Beach Supervisors to assess progress of operations and produce a revised forward plan for the next day's operations.
- deploying staff to beaches to assess and report on beached and stranded oil (in conjunction with the Environment Group) and acting on reports received.
- identifying and deploying strategic area Beach Supervisors to promote consistency of operations and ensure that the Technical Teams instructions are being implemented properly.
- ensuring that operations are technically reasonable.
- ensuring that resources are being reasonably allocated.

- to ensure that health and safety risk assessments have been carried out and are implemented on a site by site basis.
- briefing the Management Team on the conduct of operations.

Technical Team Membership

	ENGLAND	NORTHERN IRELAND	SCOTLAND	WALES
Chairman	MCA Senior Scientist or his representative	MCA Senior Scientist or his representative	MCA Senior Scientist or his representative	MCA Senior Scientist or his representative
Local Authority Representation (EA in N.Ireland)	Technical and Engineering Services; Waste Management; Health and Safety; Forward Control Liaison Officers and Neighbouring Authority Liaison Team(s)			
MCA Representative	Environmental Scientist	Environmental Scientist	Environmental Scientist	Environmental Scientist
Environment Group Representation	A representative of the Environment Group to provide environmental advice where necessary.			
Environmental Regulator	Environment Agency	Environment Agency	Scottish Environment Protection Agency	Environment Agency
	The following disciplines should be represented : Waste Management; Health and Safety;			
Police	Police Liaison Officer - to assist in route planning, traffic control, road closures, etc, and links with police response outwith the SRC.			
HMCG	Sector Manager to provide local knowledge (e.g. access to beaches, tides etc)			
Administration	Admin staff from Local Authority to provide administrative support as note-takers, messengers, etc.			

Table 6.2 – Membership of the Technical Team

Sub Groups The SEA EMPRESS incident response in Pembrokeshire in 1996 identified the need for specialist sub-groups to address two key technical issues: Waste disposal, and Health and Safety. The most appropriate area of the SRC for the new sub-groups is with the Technical Team.

6.2.1. The Waste Management Sub Group

(STOp Note 1/2009 provides information on the operation of the waste management sub-group).

Role:

To manage and direct waste disposal issues in consultation with the regulator

Tasks:

- development of a waste disposal strategy
- advising on waste minimisation and segregation
- preparing a plan for temporary storage of collected oily waste
- provision of technical advice on the location and format of temporary storage and treatment areas and disposal options for the oily waste
- ensuring all waste regulations are followed by the technical team and fully understood by the forward control centres and Beach Supervisors
- ensuring oily waste is transported by registered carriers as set out in the Special Waste Regulations
- management of the final disposal options and identification of sites for oily waste

Note: the environmental regulator has a statutory role in approving sites for temporary storage and treatment, ensuring those disposal sites are appropriately licensed.

Membership

- The responsible Environmental regulator
- Local authorities' Waste Management Section

6.2.2. The Health and Safety Sub Group

Role:

To manage, direct and oversee the health and safety requirements of the shoreline clean-up operation.

Tasks:

- promptly develop an overall Health and Safety strategy
- ensure that proper health and safety procedures are in place for all shoreline clean-up operations
- ensure that formal H&S risk assessments are carried out before commencement of operations
- preparation of generic risk assessments for all routine clean-up procedures
- maintain the health and safety continuity of practice throughout the incident
- ensure that Beach Supervisors have sound understanding of H&S regulations and practice and carry out regular H&S briefings on site
- ensure formal records are maintained: accident record books, recording of dangerous practice, formal risk assessments etc

In the case of extensive, complex and protracted incidents it may prove prudent to engage experienced health and safety consultants to oversee and advise on SRC H&S protocol both in the SRC and at operational sites.

Membership

- Health & Safety professionals from the local authority and all other organisations involved in the clean up
- Oil Industry H&S staff
- MCA consultants

6.3 The Procurement Team

Role:

Reporting to the Technical Team, this team is responsible for the procurement and provision of all resources required to implement the shoreline clean-up response.

Tasks:

- procuring, marshalling and routing resources to where they are required by the technical team. (*NOTE: Where resources are to be paid for by MCA they can only be obtained with MCA prior agreement*).
- monitoring expenditure made on behalf of the local authority, and other resource providers. Resource providers are responsible for their own resources management and should have representative on the team.
- ensuring finance and contracts are available to implement the decisions of the Technical Team.
- collating invoices with expenditure support claims for compensation. (*Cost recovery will require that costs are allocated on a beach by beach basis i.e.: for each beach there will be a day by day listing of all resources allocated to that beach and the costs incurred*).
- providing the Management Team with an expenditure update/summary on request.
- monitoring the levels of deployed resources at the various locations. All resources deployed on the beach need to be monitored, procured and logged by the Procurement Team. No equipment should be procured directly by the Beach Supervisor without approval from the Procurement/Technical Team.
- recovering and/or redeploying resources as they become surplus to requirements at the individual operational sites.
- informing the Technical Team of any forecasted and actual resource shortfalls.

Procurement Team Membership

- Local authority: (Resource Procurement, Plant Hire Officers, Transport Officers and Finance Officers)
- MCA
- Environmental regulator
- Industry
- All other organisations providing significant resources

Members of this team must be aware of resources available to their parent organisation and how they can be contracted. Local authority will likely have listings of plant providers.

6.4 Media and Public Relations Team

Role:

This team will act as a focal point for media and public interest and will work closely with the Management Team and the MCA/ local authorities press and media response for the shoreline response operation.

Tasks:

- preparing press briefings from the SRC in consultation and agreement with the Management Team.
- maintaining sound links with media staff in other response cells.
- calling, arranging and managing press conferences.
- arranging press interviews in consultation with the Management Team.
- managing the press briefing room, likely to be established outwith the confines of the SRC and ensuring that regular press briefing notices are supplied to the briefing room.
- handing all press enquiries, which could involve a massive number of calls.
- contributing to text for incident web pages as and when established.

If a public helpline is established this will be organised by the Media Team but staffing should be provided from outside of that Team as those trained to deal with the media are not necessarily those best trained to deal with the public.

Note: Callers offering assistance, in particular equipment and products may generate significant message traffic. In this event the MCA may set up a dedicated line in the MEIR to handle those calls, in which case offers of assistance should be redirected from the SRC to the MEIR, where information will be collated, evaluated and made available to all response cells.

Membership

- Local authority media staff and press officers.
- The Maritime and Coastguard Agency press office.
- Oil industry press and media staff.
- Central Office of Information (COI).

6.5 Information and Administration Team

Role:

Responsible for preparing, collating and disseminating information on the progress of the incident response, and for providing administrative support to all functional teams.

Tasks:

- providing and maintaining communication links within the SRC.
- Dissemination of message traffic and information into, within and out of the SRC.
- log keeping of message traffic.
- circulating messages to correct team/group in the SRC, ensuring that messages get to the appropriate team/team leader.
- detailed minute taking during the Management and Technical Team discussions.
- filing messages, minutes and records for future reference and compensation claims.
- logging and updating of information boards and operational maps.
- providing catering to the SRC.
- providing security for the SRC.
- arranging appropriate IT support and resources for all functional teams

- set-up and maintain web pages for the shoreline clean-up element of the incident response.
- prepare electronic data for dissemination outside the SRC in agreement with the Management Team.

Membership

- local authority administrative staff.
- oil Industry staff.
- other participating organisations.
- MCA staff.

7. RESPONSE TO INCIDENTS INVOLVING MORE THAN ONE LOCAL AUTHORITY

Where only one authority is affected by a spill, then it will set up and manage in co-operation with MCA a single authority SRC. In many cases the county councils have produced a county wide plan which incorporates each of their district maritime authorities. Unitary authorities have produced their own plans or have collaborated with others to produce joint plans.

In the case of two or more authorities being impacted by a significant spill there will be only one formal SRC to manage the overarching response to the shoreline clean-up. A successful response will rely on a single management team fairly assessing priorities for action and fairly distributing resources according to those agreed priorities.

The decision on where to establish the SRC will likely be based on factors such as which local authority is worst affected and which available response centre have the required infrastructure for accommodation, communications and is best placed geographically to co-ordinate the response. Decisions about which site will be used will be made through consultation between the Chief Executive/Oil Pollution Officer of the respective local authorities with advice from MCA. To ensure sound and fair collective management of the response it is important that a clear and effective system of multi authority liaison is implemented.

Collective management between the affected authorities will be best achieved through the setting up of neighbouring authority liaison teams.

7.1 Neighbouring authority liaison teams

Role:

- **Represent their home authority at policy level on the SRC Management Team, determining the overall response priorities while seeking to ensure fair division of the available resources.**

Tasks:

- maintain liaison links with their home authority Control Centre, if set up.
- ensure that information concerning polluted sites within their authority is logged within the SRC.
- represent their home authority at the policy level in discussing the response priorities within their own area of responsibility.

- represent the home authority on the Technical and Procurement Teams in formulating response strategy and resource allocation for response to sites within their own area
- keep their home authority promptly informed of decisions made, proposed strategy and resources allocated by the SRC with respect to operations within their own area
- arrange reception and deployment of resources allocated to their area
- monitoring progress of clean-up operations and situation changes within their own area and informing the SRC of these events

Note:

- It is important that the neighbouring authority liaison team has the necessary delegated authority to take decisions concerning the clean-up Policy for the coastline of their own authority, within the SRC.
- Authorities should address the problems of formulating an agreed overall response strategy when more than one authority is involved, in discussion with their neighbouring authorities, when writing their oil spill response contingency plans.

8. INFORMATION FLOW WITHIN THE SRC

All message traffic into the SRC should be logged and distributed to the people and teams who need the information. Effective message distribution can be best achieved through the development of a coherent system of logging and message routing. The system should be under the direction of a member of the admin support group responsible for distribution of incoming messages to participants within the SRC. All SRC outgoing message traffic should also be logged.

All information concerning operational matters, should follow the route shown in Figure 8.1.

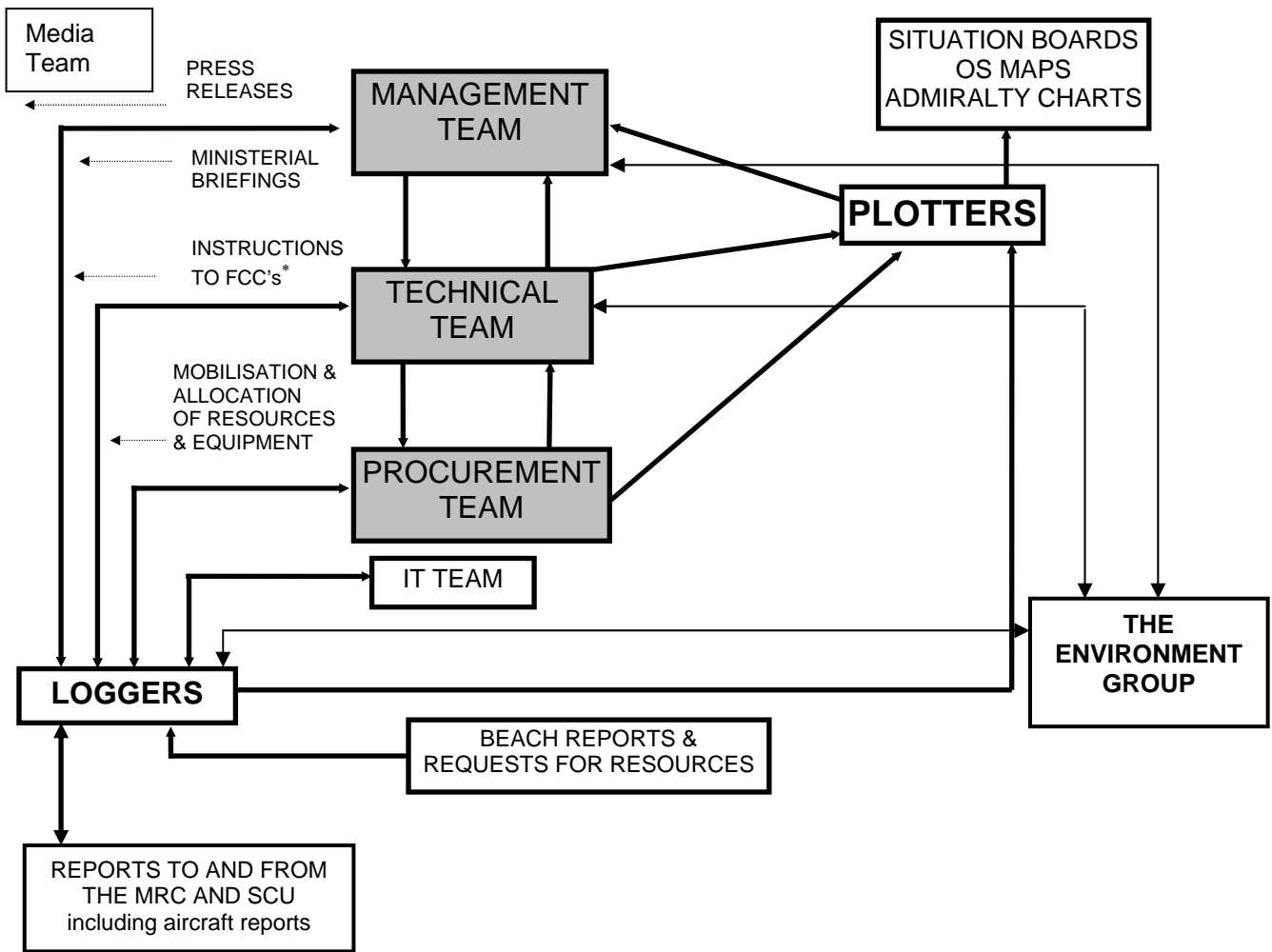


Figure 8.1 Flow of Information within the SRC

8.1 Information Flow To and From the SRC

** For unitary authorities there can be direct contact between the SRC and the beaches*

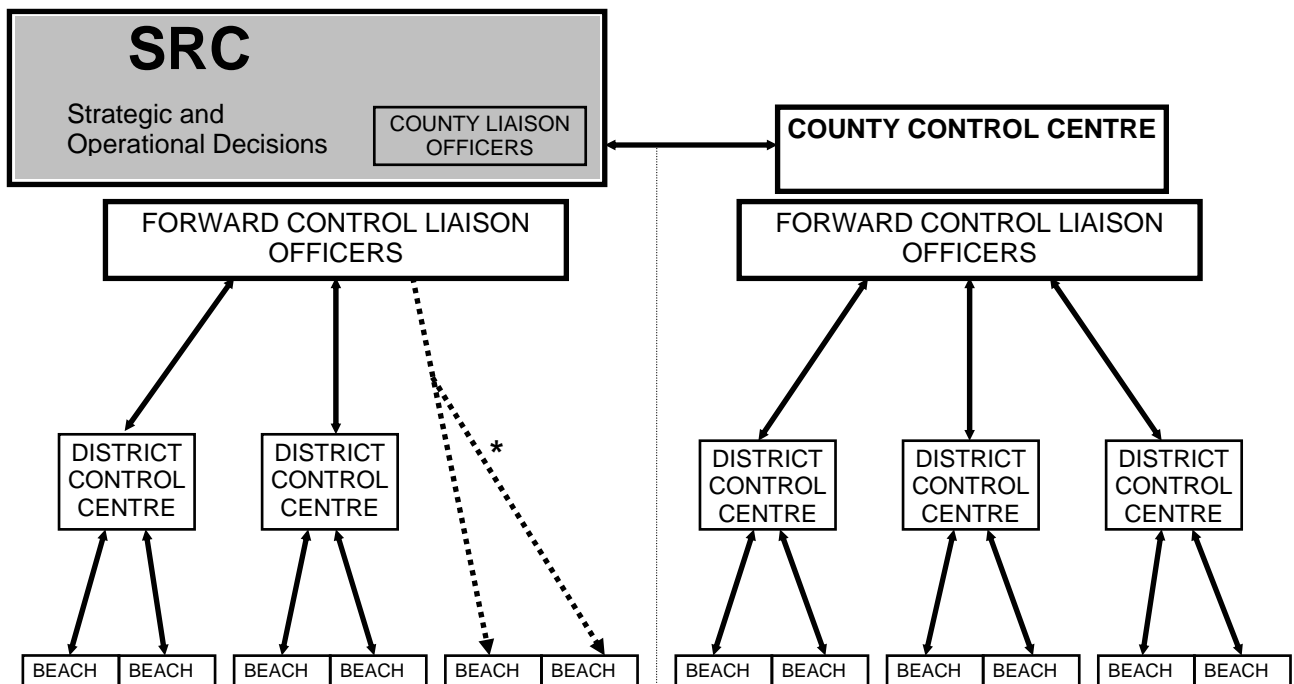


Figure 8.2 Information Flow to and from the SRC

8.1.1 Liaison between the SRC and Local Authority Forward Control Centres

Decisions made by the SRC's Management, Technical and Procurement Teams need to be relayed to Forward Control Centres (FCC) set up at the district maritime authorities and/or the affected beaches. FCC's at maritime district authorities are set up to:

- provide a single point of contact with the district authority via their representative in the SRC.
- implement the clean-up decisions and strategies made by the SRC in the districts concerned.
- deploy the district authorities resources as directed by the Technical and Procurement Teams.
- ensure that the health and safety and environmental protection requirements stipulated by the SRC are met.

Additionally, FCC's set up directly at the beach-head are set up to:

- implement the directions of the Technical Team.
- control the operations on the beach in question as directed by the Technical Team.
- regularly pass situation reports (compiled by the Beach Supervisor) back to the SRC.
- undertake site management.
- receive and manage equipment deployed to specific sites.
- log the resources it receives and utilises.
- ensure that the health and safety, welfare and environmental protection requirements stipulated by the SRC are met.
- log any waste produced and removed from the site in question.

Beach-head FCC's are usually controlled by the Beach Supervisor allocated to the beach by the Procurement Team in the SRC.

8.1.2. Forward Control Liaison Officers

It is essential that the operational decisions made by the Technical Team are relayed to any FCC's that have been set up. This role is fulfilled by a Forward Control Liaison Officer, (provided either by the local authority or MCA) who provides a direct link between the SRC and the FCC, and works within both the Technical and Procurement Teams. This enables directions to be given directly to the FCC's about clean-up techniques, environmental issues, public health issues, equipment/manpower issues and health and safety. Additionally it is essential that the FCC's are able to communicate directly with with one identified point within the SRC, to report any difficulties, problems, morning and evening reports or any manpower/ equipment shortfall/oversupply.

The local knowledge provided by these officers, about individual sites and locally held resources, will speed-up the tasks of agreeing appropriate response measures and providing the correct level of additional resources to affected sites.

Additionally the liaison officers provided by other bodies, such as the environmental regulator, the police, the fire brigade etc. should also fulfil the role of Forward Control Liaison Officers with their own organisations.

Role of Forward Control Liaison Officers

Working within the Technical and Procurement teams they will be responsible for maintaining liaison links between the SRC and the local FCC's of the affected authority.

Tasks:

- providing information to the Technical Team concerning individual locations, in particular information which would affect the formulation of clean-up strategy.
- collaborating with the Technical Team, to agree the strategy for dealing with pollution at the affected sites and the level of resources to be allocated to the various locations.
- collaborating with the Procurement Team in procuring, marshaling and dispatching resources to the affected sites.
- informing authorities of the agreed strategy and the resources allocated to the various affected sites.
- arranging reception of these resources at forward areas in collaboration with the Procurement Team.
- monitoring progress of operations at forward control centres.

8.1.2. SRC Liaison with other Response Centres (The MRC, SCU)

The SRC should establish a sound liaison protocol with the other control centres, especially the MRC and SCU. Without this vital link there will be delays in obtaining a "global picture" of the incident and possible subsequent delay in the SRC's response. Liaison officers provide this link, usually personnel from HMCG provided by the MCA. The role of these liaison officers is to provide:

- an efficient and effective two way communications link between the SRC and the MRC/SCU.
- timely, prioritised and focussed information between each of the individual response centres.
- a focal point for information to be passed between the three centres.
- a focal point for questions/enquiry's to be passed between the three centres.

9. THE ENVIRONMENT GROUP (EG)

The concept of an ENVIRONMENT GROUP, (EG), providing environmental advice to all units with a role in responding to a maritime pollution incident was recommended by Lord Donaldson in his 'Review of Salvage and Intervention and their Command and Control' (The Stationary Office, Cm 4193, March 1999). This recommendation was accepted by Government and incorporated in the National Contingency Plan (NCP) January 2000.

[STOp Note 2/2009 sets out in detail the setting up, roles and responsibilities and working of the Environment Group.]

Role

The role of the EG is derived from the Terms of Reference detailed in the NCP Appendix K, paragraphs K. 2 - 4.

- To provide environmental advice and guidance to all response centres involved in response to an oil and or chemical marine pollution incident and subsequent clean up operations. To minimise the impact of the incident on the environment in the widest sense, taking account of risks to public health, the natural environmental and potential impacts arising from any response operations, whether salvage or clean up operations at sea and on the shoreline.
- To monitor, assess and document the public health, environmental and wildlife impact of a maritime pollution incident with respect to oil and/or chemicals and the impact of all measures implemented in response to the incident.
- To facilitate welfare, rehabilitation or humane disposal of wildlife casualties by recognised animal welfare organisations.

Scope

The scope of EG functions will be directly proportional to the scale and location of the incident, its geographical location, extent, severity, oil and or chemicals involved, potential hazard to human health and the environmental sensitivities. The scale of incident and response and their constituent phases are likely to evolve over time. The functions of the EG will need to be graduated to meet changing requirements, escalating or diminishing in the input to each phase over time.

The definition of environment includes public health, the natural environment, water quality, wildlife, cultural, landscape, habitats and socio - economic factors linked to human health, e.g. through food chains.

Tasks:

- To provide environmental advice to the SOSREP (SCU), the MRC, the SRC and the Command and Control Centre for incident response in ports and harbours.
- To liaise with and obtain environmental information from all response units established the deal with the pollution. To proactively manage information on all environmental issues between the cells.
- In order to minimise the impact of an oil and or chemical pollution incident on human health and the environment, the EG has a role in determining optimal environmental end points, beyond which the response will not provide environmental benefit, or may actually be a disbenefit. The scope of this task includes identification of how 'clean' the environment needs to be to enable ecological recovery. This process is undertaken using Net Environmental Benefit Analysis

Note: The EG in the context of Civil Contingencies.

The recently revised Cabinet Office Emergency Response & Recovery guidance describes the relationship between the EG and the Science and Technical Advice Cell. The relevant section (4.4.41) is as follows:

“In accordance with the National Contingency Plan for Marine Pollution from Shipping and Offshore Installations, an Environment Group is usually established quite quickly for maritime emergencies. This will provide environmental and public health advice to all response cells. Where a maritime incident poses a significant threat to public health on land (e.g. chemical fumes blowing in to a coastal town), the SCG may also feel the need to establish a Science and Technical Advice Cell (STAC). To avoid

duplication or conflicting advice, the STAC should either be integrated with the Environment Group, or close liaison should be established between the two.”

10. EXERCISING THE FUNCTIONING OF A SRC

Once the layout of the SRC has been agreed and local authority staff, likely to operate within the SRC, are fully aware of their roles, it is recommended that local authorities should exercise staff in aspects such as message logging and distribution, plotting, annotating situation summary boards etc prior to a full exercise to test the operational effectiveness of the SRC.

Lessons learnt from previous incident response (actual and exercises) worthy of consideration are:

- Senior officers will be taken away from their usual work for long periods. This should be considered before staff are nominated and replacements to cover their normal work are identified.
- Under resourcing of support staff. Additional Administration staff were required in the last three national MCA exercises. Contingency plans should identify a pool of administrators that could be called on to fulfil the administration roles in an SRC. Where shortfalls are identified during the response the Management Team must tackle this as a priority.
- Inadequate communications system, working areas and display equipment (maps, white boards). This can be overcome with the use of static and freestanding white boards and the use of small committee rooms for team meetings. A telephone exchange is essential.
- Detailed records of **every** aspect of the SRC are vital. Arrangements for a running log should be made and the responsible operator identified
- Financial controls need to be established immediately on day one.

APPENDIX A - DESIGN AND LAYOUT OF THE SRC

The SRC should be large enough to accommodate the number of teams and persons likely to be present during the incident. In addition it should be equipped with sufficient telephone lines to enjoy effective liaison with outside bodies. Fax and email facilities are essential (two at least – one for incoming faxes and one for outgoing faxes – that are monitored continuously to distribute incoming messages and check on paper levels).

It is preferable that the Management Team and the supporting functional teams are situated within one room. However, it is useful if there are one or two private rooms available to provide a quiet area for group discussion.

A large-scale map of the coastal area and situation boards should be mounted on the wall, preferably near the Management Team, and continuously updated to provide a focal point for briefing members of the SRC on events along the coastline. There should be a separate status board for each polluted coastal location. An accurate record of all status boards should be made on a day by day basis as changes are made and the boards updated.

The group (loggers and plotters) charged with the responsibility of keeping the large scale map and the situation boards correctly annotated and continuously updated should be aware that the object of creating this briefing area is to present an up to date summary of the progress and response action taken.

A well prepared set of situation summary boards and a properly annotated map will greatly assist:

- the Media/Public Relations Team in preparing press briefing notes;
- the Management Team in preparing periodic situation reports;
- briefing Ministers/Elected Representatives; and
- briefing incoming relief staff.

Care should be taken in where to situate the maps and how best to present the data on the situation boards when planning the layout of the SRC. For each coastal location a typical status board should have a layout similar to the following:

COASTAL DATA AND CLEAN-UP RECOMMENDATIONS

SITE:	AMOUNT: Tonnes of oil
PRIORITY: As assigned by the Management Team	
TREATMENT:	EQUIPMENT/PERSONNEL:
	Personnel 10
	Skimmers 2
	JCBs 3
	Fast Tanks 4
	Etc

Table A.1 Example of Status Board for each Coastal Location

In addition to the main briefing area a second large-scale map and situation boards should be available to the Technical Team to assist them in their operational planning.

An Admiralty Chart of the area, to plot oil movements, and a weather board is also useful.

The press briefing room should be situated outside the SRC in order to provide a focal point for informing the press whilst minimising the impact on SRC activities.

The fax communications centre should be located in a separate room with operators allocated by the SRC Manager.

TV and video facilities can be extremely useful for playing back video tapes from the aircraft/helicopters and beach clean-up operations, as well as watching local and national coverage of the incident.

It is vitally important that security arrangements are made to prevent unauthorised access to the SRC.

APPENDIX B - COMMONLY USED ACRONYMS

CCW	Countryside Council for Wales
COI	Central Office of Information
CHAG	Chemical Hazards Advisory Group
CLC	Civil Liability Convention
CPSO	Counter Pollution & Salvage Officer
DARD	Department of Agriculture and Rural Development
DEFRA	Department of Environment, Food and Rural Affairs
DMO	Director of Maritime Operations (MCA)
DOE NI	Department of the Environment for Northern Ireland
EA	Environment Agency
EAW	Environment Agency Wales
EG	Environment Group
ELO	Environment Liaison Officer
FCC	Forward Control Centre
FCO	Foreign and Commonwealth Office
FEPA	Food and Environment Protection Act (1985)
FRS	Fisheries Research Services
HMCG	Her Majesty's Coastguard
HSE	Health and Safety Executive
ITOPF	International Tanker Owners Pollution Federation
JNCC	Joint Nature Conservation Committee
MCA	Maritime and Coastguard Agency
MEIR	Marine Emergencies Information Room
MRC	Marine Response Centre
MRCC	Maritime Rescue Co-ordination Centre
MRSC	Maritime Rescue Sub Centre
NCP	National Contingency Plan
NE	Natural England
NHS	National Health Service
NIEA	Northern Ireland Environment Agency
OPOL	Offshore Pollution Liability Association Ltd
OPRC	Oil Pollution Preparedness, Response and Co-operation Convention 1990
OS	Ordnance Survey
P&I Club	Protection and Indemnity Club
PPE	Personal Protective Equipment
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SAR	Search and Rescue
SCAT	Shoreline Clean-up Assessment Team
SCU	Salvage Control Unit
SEEEC	Sea Empress Environmental Evaluation Committee
SEPA	Scottish Environment Protection Agency
SERAD	Scottish Executive Rural Affairs Department
SFI	Sea Fisheries Inspectorate
SNH	Scottish Natural Heritage
SOSREP	Secretary of State's Representative
SRC	Shoreline Response Centre
SSSI	Site of Special Specific Interest
STOp	Scientific, Technical and Operational Guidance Notices
TEZ	Temporary Exclusion Zone

UKOOA	United Kingdom Offshore Operators' Association
UKPIA	United Kingdom Petroleum Industry Association
UNCLOS	United Nations Convention on the Law of the Sea
WRA	Water Resources Act

APPENDIX C - CHECK LIST FOR THE CHIEF EXECUTIVE/LEAD DIRECTOR

1. Ascertain all available details of the incident and if a Shoreline Response Centre is being established.
2. Agree with the Local Authority Oil Pollution Officer a venue and time for the first Management Team Meeting.
3. Consider the membership of the Management Team:
 - ◆ Yourself or a nominated Lead Director
 - ◆ Maritime and Coastguard Agency representative
 - ◆ Local Authority Oil Pollution Officer
 - ◆ Chair of Technical Team
 - ◆ Chair of Environment Team
 - ◆ Media and Public Relations Officer
 - ◆ Environmental Regulator representative
 - ◆ International Tanker Owners Pollution Federation representative
 - ◆ Neighbouring Local Authorities' representatives

and arrange to inform them of the venue and time of the first Management Team Meeting.

4. Liaison with the Local Authority Media Officer and discuss the content of an initial Press Release.
5. Liaison with the Director of Finance to prepare a report on the Authority's financial reserves.
6. Liaison with the Maritime and Coastguard Agency at a senior level.
7. Liaison with the Tourist Board.
8. Liaison with Local Authority Elected Members.

AGENDA FOR THE FIRST SRC MANAGEMENT TEAM MEETING

1. Introduction by Chief Executive or nominated Lead Director.
2. Situation Report covering the nature of the incident, type and extent of the pollution and likely, or existing, impact points by the Local Authority Oil Pollution Officer.
3. Maritime Operations to combat the pollution and report on the extent of at-sea pollution by the Maritime and Coastguard Agency representative.
4. Strategy for the clean-up together with priorities for action to minimise the impact on the economy and the environment.
5. Requirements for the clean-up operation in terms of manpower, plant, equipment and materials with a view to identifying internal and external resources.

6. Financial implications of the pollution clean-up on Local Authority finances and establish a financial management system to aid speedy recovery of expenditure.
7. Likely media demands, establish an adequately staffed Media Centre and agree attendance, a time and venue for the first Press Conference.
8. Agreement and establishment of links with Government Departments, Councillors, and other stakeholders regarding progress reports relating to the pollution clean-up.
9. Procedure for regular situation up-dates from the Local Authority Oil Pollution Officer.
10. Times and dates for future meetings. This may be up to twice daily in the early stages of a major incident.

APPENDIX D - CHECK LIST FOR THE LOCAL AUTHORITY OIL POLLUTION OFFICER

The following Check List is to be used for a Tier 3 spill which necessitates the setting up of a Shoreline Response Centre. Not all actions below will be required immediately but the Check List is a reminder for consideration and action as necessary.

1. Ascertain all available details of the incident and seek confirmation, if necessary.
2. Brief the Emergency Planning Duty Officer (EPDO) on who is required at the SRC and the time of the first Technical Team meeting so the EPDO can make the calls on your behalf.
3. Arrange for the keyholder to open the SRC.
4. Arrange for the SRC box to be delivered, if it is not already at that location. A contents list for the SRC box is included in Appendix N
5. Contact the Chief Executive or nominated Lead Director, provide a briefing on the situation and agree a time and venue for the first Management Team Meeting ensuring that it does not clash with the first Technical Team Meeting. A Check List for the Chief Executive/Lead Director is included at Appendix C
6. Arrange for Beach Surveys to be carried out as soon as is practicable.
7. Notify the Administrative Manager for the SRC. A Check List for the Administrative Manager is included at Appendix E.
8. Notify the Health and Safety Adviser for the SRC. A Check List for the Health and Safety Adviser is included at Appendix F.
9. Notify the Marine Response Centre Liaison Officer and tell him where to report. A Check List for the Marine Response Centre Liaison Officer is included at Appendix G.
10. Identify and notify the Chairperson of the Technical Team. A Check List for the Chairperson of the Technical Team is included at Appendix L.
11. Notify the Chairperson of the Environment Group
12. Notify the Local Authority Chairperson of the Waste Management Team. A Check List for the Chairperson of the Waste Management Team is included at Appendix K.
13. Notify the Procurement Officer to obtain manpower, materials and plant. A Check List for the Procurement Officer is included at Appendix J.
14. Liaise with the Director of Finance to obtain a financial code for expenditure.
15. Liaise with the Director of Finance for a Finance Manager and Team to attend the SRC. A Check List for the Finance Manager is included at Appendix H.
16. Liaise with the Media Officer for the Authority.

17. Notify the Marine Response Centre Liaison Officer to establish the communication links with Marine Team of the MCA.
18. Notify Beach Managers and Beach Supervisors.
19. Set up Forward Incident Centres with adequate communications links.
20. In formulating instructions for the implementation of clean-up strategy in the Technical Team record all the options considered and the reasons for selecting the final recommendations.
21. Nominate a deputy to cover for your own absence from the SRC.
22. Arrange to delegate your own normal duties to another officer.

APPENDIX E - CHECKLIST FOR THE ADMINISTRATIVE MANAGER

The Administrative Manager holds a key position within the Shoreline Response Centre and is responsible for a number of activities including information flow within the SRC and the maintenance of detailed and accurate records. The following Check List is to be used for Tier 3 spills which necessitate the setting up of a Shoreline Response Centre. The Check List is a reminder for consideration and action as necessary.

1. Familiarise yourself with the Control and Co-ordination of Operations within a Shoreline Response Centre.
2. Call out administrative support staff ensuring there are sufficient telephonists, messengers, minute clerks, logger/plotters and general staff to staff the SRC including for extended hours and weekends. This should, in particular, include support staff to the various Teams and specialist individuals within the SRC.
3. Arrange a rota of staff.
4. Nominate a deputy to cover for your own absence from the SRC.
5. Arrange for the installation of a suitable telephone exchange and additional telephone lines as necessary.
6. Arrange for security within the SRC and produce a list of participants.
7. Arrange for the installation of at least two fax machines and a photocopying machine.
8. Arrange for the installation of Personal Computers and printers with appropriate software.
9. Arrange refreshments and feeding for SRC staff.
10. Ensure that sanitary and hygiene arrangements are adequately supplied and kept clean.
11. Arrange for a First Aid Box to be available in the SRC.
12. Liaise with all functional Teams and specialist individuals within the SRC regarding the setting up of appropriate documentation, systems and procedures for financial control and recording.
13. Ensure that all incident logs, beach report forms, minutes of meetings, messages, etc. are collected and collated for future reference.
14. Ensure that the SRC is kept clean and orderly.
15. Arrange to delegate your own normal duties to another officer.

APPENDIX F - CHECK LIST FOR THE HEALTH AND SAFETY ADVISER

The Health and Safety Adviser will advise on all aspects of health, safety and welfare relating to any oil pollution incident. It is imperative that a Safety File is created at the beginning of the incident and that copies of all Health, Safety and Welfare related information is placed on the file for retention by the Administrative Manager. Not all the items listed will be required immediately but the Check List is a reminder for consideration and action as necessary.

1. Obtain a copy of the Data Sheet for the material spilled and consider the effects of weathering and emulsification on the material before it comes ashore in consultation with the Maritime and Coastguard Agency.
2. Ascertain the protective clothing requirements for handling the polluting material and for other tasks, such as spraying dispersant.
3. Obtain Data Sheets on other materials likely to be used during the incident, such as dispersants and degreasers, and advise on their handling and application.
4. Advise on the effects of the prevailing weather conditions on the workforce and obtain a copy of the weather forecast available within the SRC.
5. Arrange for appropriate risk assessments to be carried out before the commencement of operations on each site and ensure that those carrying out such risk assessments are appropriately experienced and competent to do so.
6. Check and record the level of training and competence of appointed Beach Supervisors.
7. Advise on the hygiene, sanitary and welfare arrangements for the workforce.
8. Set up an accident reporting procedure and maintain records of all incidents or sickness.
9. Advise on the safety implications of working from boats or adjacent to deep water.
10. Advise on the safety implications of crossing unmanned railway crossings and ensure that procedures are agreed with the railway companies, disseminated and complied with.
11. Advise on the implications of working on beaches with difficult accesses and the need for safety lines, etc.
12. Advise on the safety implications of working with cranes for access to difficult beaches.
13. Advise on the safety implications of working on beaches with difficult access and egress which are prone to fast incoming tides.
14. Advise on the safety implications of working with specialist oil pollution clean-up equipment.

15. Advise on the safety implications of working on beaches with large boulder fields and slippery rock platforms.
16. Advise on the problems associated with de-stabilised sand on beaches due to the digging of pits and buried oil and the possible need for cordoning.
17. Advise on the safety of the public in terms of proximity to beach clean-up operations and exposure to contaminated beaches which have not yet been cleaned and the need for cordons and signing.
18. Advise on the safety implications of clean-up operations on beaches adjacent to Ministry of Defence establishments which may contain unexploded munitions.
19. Advise on the safety implications of clean-up operations on beaches adjacent to existing or former industrial sites which may contain chemical contamination.
20. Ensure that there is adequate First Aid cover in terms of qualified personnel and First Aid kits.
21. Arrange to delegate your own normal duties to another officer.

APPENDIX G - CHECK LIST FOR THE MARINE RESPONSE CENTRE LIAISON OFFICER

The Marine Response Centre Liaison Officer (MRCLO) is a Local Authority appointed person who will provide the essential communication link between the Marine Team and the Shoreline Response Centre. The MRCLO will maintain a watching brief within the Marine Team and give regular briefings to the constituent teams within the SRC and at Technical Team meetings on issues relating to at-sea and aerial operations which might have an implication for on-shore clean-up. The person best suited for such a position will ideally have some marine experience and be capable of delivering concise and accurate reports on the at-sea and aerial surveys and operations.

1. When alerted ascertain all available details relating to the incident from the Authority Oil Pollution Officer and the location of the Marine Team.
2. Familiarise yourself with the Control and Co-ordination of Operations within the Shoreline Response Centre.
3. Report to the Marine Response Centre and make yourself known to the senior Maritime and Coastguard Agency representative.
4. Establish communications with the Shoreline Response Centre and confirm your attendance to the Local Authority Oil Pollution Officer.
5. Establish communications with the Chairs of the Technical Team and Environment Team and make yourself known to them.
6. Liaise with the Administrative Manager regarding the recording and distribution of relevant information.
7. Arrange, in conjunction with the Local Authority Oil Pollution Officer, for a replacement to cover for your absence from the Marine Team.
8. Arrange to delegate your own normal duties to another officer.

APPENDIX H - CHECK LIST FOR THE FINANCE MANAGER

The Finance Manager is responsible for managing the financial system within the Shoreline Response Centre to ensure that it complies with the Local Authority Standing Orders and that detailed and accurate records are maintained of all expenditure. The Finance Manager will work closely with the Administrative Manager and the Procurement Officer to ensure that all expenditure is authorised and cross-referenced with Technical Team Minutes and Beach Reports. The attention of the Finance Manager is drawn to the International Oil Pollution Compensation Fund (IOPC) Claims Manual. A copy should be held in the Shoreline Response Centre Box. The following Check List is a reminder of the issues which may need to be considered.

1. Familiarise yourself with the Control and Co-ordination of Operations within a Shoreline Response Centre.
2. Familiarise yourself with the contents of the International Oil Pollution Compensation Fund Claims Manual. A copy should be included in the SRC box.
3. Call out staff to support a Finance Team, ensuring there is sufficient staff available for extended hours and weekend working.
4. Arrange a rota of staff.
5. Nominate a deputy to cover for your own absence from the SRC.
6. Arrange for the installation of a suitable financial control computer and software.
7. Liaise with the functional Teams within the SRC regarding the setting up of appropriate documentation, systems and procedures for financial control and recording.
8. Liaise with the Administrative Manager regarding the setting up of appropriate documentation, systems and procedures for identifying the authority for expenditure at various locations.
9. Monitor the expenditure system to ensure it operates within existing Standing Orders.
10. Liaise closely with the Director of Finance on a regular basis regarding expenditure.
11. Liaise with Finance Officers from neighbouring local authorities, if appropriate, regarding financial records and control.
12. Arrange to delegate your own normal duties to another officer.

APPENDIX I - CHECK LIST FOR THE MEDIA OFFICER

The Media Officer holds a key position within the Management Team and the Shoreline Response Centre in general and will advise on all media issues and endeavour to present a positive image of the Local Authority and Shoreline Response Centre in their response to the incident. The following Check List is intended as a reminder to the Media Officer of the issues which may need to be considered in the initial stages of the incident to assist in the rapid response to heavy and sustained media demands.

1. Consider the location of a suitable Media Centre close to, but at a suitable distance from, the Shoreline Response Centre.
2. Consider the location of a Media Briefing/Press Conference facility.
3. Arrange to call out suitably qualified and experienced staff to support the operation of a Media Centre.
4. Call out of additional support staff to support the operation of a Media Centre.
5. Arrange for staff to open and set up the Media Centre and Media Briefing/Press Conference facilities.
6. Arrange for suitable maps to be made available for the presentation of information.
7. Arrange to attend the first SRC Meeting at a time and location notified to you by the Emergency Planning Duty Officer.
8. Arrange to attend the first Management Team Meeting at a time and location notified to you by the Emergency Planning Duty Officer. You will also attend, or be represented at, all subsequent Management Team Meetings.
9. Nominate a deputy to cover for your own absence from the Media Centre.
10. Mobilise additional support, as necessary.
11. Make contact with the Maritime and Coastguard Agency Media Team and co-ordinate the media response from the Shoreline Response Centre and Marine Team.
12. Notify key operational staff such as, two Shift Managers (to run the Media centre 24 hours a day and ensure continuity of information), a Resources Manager (to address the logistics and support services requirements of such an operation), an Information Manager and assistant (to facilitate the flow of accurate and timely information from the Marine Team and the Shoreline Response Centre to the Media Centre).
13. Arrange to gather all available factual information relevant to the incident.
14. Make recommendations to the Chief Executive/Nominated Lead Director for Spokespersons on behalf of the Local Authority.
15. Formulate issues for discussion and advice during the first Management Team Meeting, including the need to co-ordinate statements to the media.

16. Formulate the content of the first Press Release. A sample of a Holding Statement is included following this Check List. The final content may need to be agreed in liaison with the Maritime and Coastguard Agency and Police Media Officers.
17. Arrange additional facilities to accommodate the needs of the media.
18. Arrange the release of Media Centre telephone numbers to accredited media organisations and individuals.
19. Arrange for all Shoreline Response Centre staff, Beach Managers/Beach Supervisors and the workforce to be briefed on how to deal with media enquiries and the need to refer all enquiries to the Media Centre.
20. Make arrangements for further consultation and information to the public through the Wales Tourist Board, Chambers of Commerce, Local Tourist Information Offices, Yacht Clubs, etc.

EXAMPLE OF A HOLDING STATEMENT

A report has been received from the Maritime and Coastguard Agency of a
(Grounding, collision, sinking, capsized)
involving: (name of ship or ships, type e.g.. ferry, tanker, bulk carrier, etc., tonnage,
bound for)
at: (give location of incident, if known).
The incident occurred at (give time).
The last reported situation was (give information on last known situation, if
confirmed).
The Local Authority is (what is the local authority doing e.g. setting up an SRC,
carrying out beach patrols, etc.).
A media briefing will take place at (give time and location).

APPENDIX J - CHECK LIST FOR THE PROCUREMENT OFFICER

The Procurement Officer is a Local Authority appointed person and is responsible for the co-ordination of all procurement of manpower, plant, equipment and materials used during the on-shore clean-up and the keeping of detailed and accurate records. The Procurement Officer will Chair the Procurement Team which may also include the MCA, oil industry and main contractor, if appropriate. This team will be responsible for advising the Technical Team on all procurement issues, including the identification of specialist plant, equipment and materials. The Procurement Officer will work closely with the Administrative Manager and the Finance Manager to ensure that all ordering and expenditure is authorised and cross-referenced with Technical Team Minutes and Beach reports. The following Check List is a reminder of the issues which may need to be considered.

1. Familiarise yourself with the Control and Co-ordination of Operations within an Shoreline Response Centre
2. Familiarise yourself with the contents of the International Oil Pollution Compensation Fund Claims Manual. A copy should be included in the SRC box.
3. Liaise with the Finance Manager regarding the setting up of appropriate documentation, systems and procedures for financial control and recording.
4. Liaise with the Administrative Manager regarding the setting up of appropriate documentation, systems and procedures for identifying the authority for expenditure on various locations in terms of minutes of meetings, official orders, etc.
5. Obtain current details of available Local Authority manpower, vehicles and plant.
6. Obtain current details of approved vehicle and plant hirers.
7. Obtain current details of available contract manpower.
8. Arrange, in conjunction with the Maritime and Coastguard Agency, a suitable location for the reception of Government Stockpile equipment and other specialist oil pollution clean-up equipment.
9. Arrange, in conjunction with the Local Authority Oil Pollution Officer, to set up an appropriate stores facility managed by an experienced storeperson, complete with relevant documentation and systems.
10. Make arrangements for the feeding of the operatives on various beaches. The Authority Catering Organisation may be able to assist.
11. Make arrangements for pre-booking accommodation at a local hotel for SRC staff. Liaise with the Local Authority Oil Pollution Officer on requirements. The local Tourist Information Office will be able to provide advice.
12. The oil clean-up response will necessitate the hire of a great deal of vehicles, plant and equipment. Efforts should be made to standardise rates for similar equipment, including standing time, fuel costs, insurance, etc.

13. Road vacuum tankers are a very useful means for handling and transporting liquid oil. Ensure that hired vehicles have rear opening tanks to aid cleaning.
14. Nominate a deputy to cover for your own absence from the SRC.
15. Arrange to delegate your own normal duties to another officer.

APPENDIX K - CHECK LIST FOR THE CHAIRPERSON OF THE WASTE MANAGEMENT TEAM

The Chairperson of the Waste Management Team will be a Local Authority Officer. The Waste Management Team is responsible for advising the Technical Team on waste management issues and for monitoring the quantities of waste being generated. One of the key members of the Waste Management Team will be the Environmental Regulator who will be able to advise on waste management in terms of environmental impact and statutory guidance. The Management Team will decide on the appropriate destinations or disposal routes. The following Check List is a reminder of the issues which will need to be considered.

1. Arrange to attend the first Shoreline Response Centre meeting.
2. Familiarise yourself with the Control and Co-ordination of Operations in a Shoreline Response Centre.
3. Familiarise yourself with the available waste management options.
4. Familiarise yourself with the contents of the Beach Data and Clean-up Guidelines. A copy should be available in the Shoreline Response Centre box.
5. Liaise with the Administrative Manager for administrative support for your team.
6. Obtain details of the beaches affected, or likely to be affected, by the spill.
7. Obtain details of the polluting material from the Health and Safety Adviser.
8. Arrange a meeting of the Waste Management Team to discuss temporary holding areas and appropriate waste management options for submission to the Technical Team. Record as much detail as possible.
9. Liaise with the Environmental Regulator, Administrative Manager, the Finance Manager and the Procurement Team regarding the setting up of appropriate documentation, systems and procedures for monitoring the quantities of waste being generated at various locations and their final destinations.
10. In formulating advice on waste management issues record all the options considered and the reasons for selecting the final recommendations.
11. Nominate a deputy to cover for your own absence from the SRC.
12. Arrange to delegate your own normal duties to another officer.

APPENDIX L - CHECK LIST FOR THE CHAIRPERSON OF THE TECHNICAL TEAM

The Technical Team may likely be chaired by a Maritime and Coastguard Agency technical adviser who can give impartial advice on clean-up techniques. The Technical Team is responsible for advising on all the technical aspects of the clean-up operation. The Technical team co-ordinates and records all decisions pertaining to the on-shore clean-up. The Technical Team also performs the 'operational' role within the Shoreline Response Centre by allocating resources, transmitting instructions to the workforce via the Beach Managers/Beach Supervisors, and monitoring the progress of operations on a day-by-day basis.

1. Arrange to attend the first Shoreline Response Centre meeting.
2. Familiarise yourself with the Control and Co-ordination of Operations within a Shoreline Response Centre.
3. Familiarise yourself with the Beach Data and Clean-up Guidelines.
4. Liaise with the Administrative Manager for administrative support for your team.
5. Arrange a meeting of the Technical Team to discuss the technical aspects of the clean-up operation and to agree a structure and communication links to manage the Beach Managers/Beach Supervisors and workforce.
6. Liaise with the Administrative Manager regarding the setting up of appropriate documentation, systems and procedures for monitoring and managing operations.
7. Set up liaison links with the Procurement Officer, Health and Safety Adviser, the Environment Team and Waste Management Team.
8. In formulating advice on clean-up methods agree a system and structure for meetings to determine tactics on a site by site basis. Record all the options considered and the reasons for selecting the final recommendation.
9. Nominate a deputy to cover for your own absence from the SRC.
10. Arrange to delegate your own normal duties to another officer.

APPENDIX M - CHECK LIST FOR A BEACH MANAGER AND BEACH SUPERVISOR

The Beach Manager and Beach Supervisor is the communication link between the Shoreline Response Centre and the workforce and is, therefore, a vital link in the supervisory and management chain. Beach Managers oversee a number of beaches whilst Beach Supervisors manage work gangs on a specific beach. Appointed Beach Managers/Beach Supervisors should be appropriately trained, though it is possible to become a Beach Manager/Beach Supervisor through experience gained during a spill clean-up operation. The following Check List is a reminder for consideration and action as necessary.

1. Be prepared to attend SRC briefings, as required.
2. Ascertain your communication links to the SRC, including essential telephone numbers, mobile phone links and radio links.
3. Obtain a copy of the Data Sheet for the material spilled, including the effects of weathering and emulsification on the material before it comes ashore.
4. Ascertain protective clothing requirements.
5. Ascertain the level of knowledge and experience within your work team.
6. Liaise with the SRC regarding the setting up of appropriate documentation, systems and procedures for monitoring and managing operations.
7. Be responsible for implementing the clean-up strategy agreed in the SRC.
8. Always have Health and Safety issues as a priority for consideration and be responsible for the management and well-being of the operatives under your control and report and record all accidents and instances of ill health.
9. Carry out and record Site Safety Assessments at every new location and on every new operation to ascertain the hazards and brief the workforce accordingly.
10. Consider health, safety and welfare requirements in terms of shelter, toilets and washing/decontamination facilities.
11. Ensure there is adequate first aid cover in terms of qualified personnel and first aid kits in liaison with the SRC.
12. Consider the need for supplementary feeding arrangements such as hot drinks in cold weather and cold drinks in hot weather.
13. Consider the effects of the prevailing weather conditions (i.e. rough seas, heavy rain, high winds, and hot sun) on the workforce and their ability to work.
14. Consider the safety implications of working from boats or adjacent to deep water.
15. Consider the safety requirements for crossing unmanned railway crossings.

16. Consider the safety implications of working on beaches with difficult accesses and the need for safety lines, etc.
17. Consider the safety implications of working with unfamiliar and specialist oil pollution machinery.
18. Consider the safety implications of working on beaches with large boulder fields and rock platforms and the need for safe access routes.
19. Consider the safety requirements of working from heights with cranes.
20. Consider the safety implications of working on Ministry of Defence foreshores which may contain unexploded munitions.
21. Consider the safety implications of working near former industrial sites which may be contaminated.
22. Consider the problems associated with de-stabilised sand on beaches which have been excavated.
23. Consider the safety of the public in terms of proximity to beach clean-up operations, exposure to contaminated beaches, the safety implications of rescuing oiled birds, and the provision of appropriate advice and warning signs.
24. Record the personal details and work hours of your work team members on a daily basis.
25. Record the use of vehicles and hired plant on a daily basis and whether it was with, or without, driver/operator.
26. Record protective clothing replacement on a daily basis.
27. Record the use of consumables on a daily basis.
28. Identify and request additional resources as necessary.
29. Report numbers of live but contaminated wildlife to the SRC for collection by the RSPCA.
30. Report numbers of dead wildlife to the SRC for collection by the Countryside Council for Wales.
31. Be aware of environmental considerations during the clean-up operation and ensure that any environmental instructions are strictly adhered to.
32. Arrange to segregate and record the quantities and types of waste collected and their disposal routes on a daily basis.

APPENDIX N - EXAMPLE CONTENTS LIST OF SHORELINE RESPONSE CENTRE BOX (Not intended to be exhaustive)

Description	Quantity
SHORELINE RESPONSE CENTRE (Sign)	2
RED DIRECTIONAL ARROWS	3
MANAGEMENT TEAM (Table Sign)	1
TECHNICAL TEAM (Table Sign)	1
ENVIRONMENT TEAM (Table Sign)	1
PROCUREMENT TEAM (Table Sign)	1
SUPPORT TEAM (Table Sign)	1
LOGGING AND PLOTTING (Sign)	1
TABARDS FOR INDIVIDUAL LEAD OFFICERS	12
ROLL OF MASKING TAPE	1
ROLL OF SELLOTAPE	1
INCIDENT LOG SHEETS	100
MESSAGE PADS	10
STATIONERY	
RULERS	2
WIRE TRAYS	3
SCISSORS	1
JAR OF CHALK	1
CONCAWE OIL CLEAN-UP GUIDELINES BOOK	1
MCA OIL SPILL CLEAN-UP TECHNICAL MANUAL	1
SET OF LAMINATED BEACH SURVEY REPORT FORMS	1
SET OF BEACH DATA AND CLEAN-UP GUIDELINES	3
IOPC FUND CLAIMS MANUAL	1
COPY OF MCA STOP NOTICES:	
SET OF LANDRANGER MAPS 1:50,000 FOR AREA	3
SET OF SEA CHARTS	1

Enquiries regarding this and other MCA STOP notices should be directed to:

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