

# Coastal Pollution Response Management of Volunteers Guidance Manual

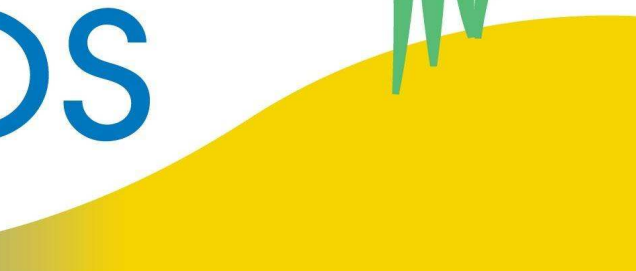

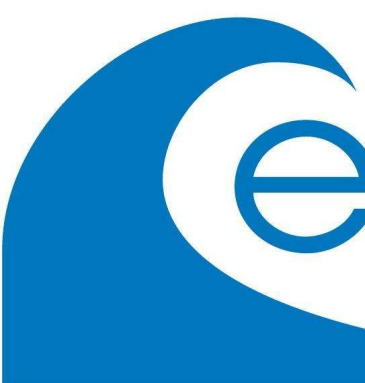
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# erocips

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## **FOREWORD**

**Commissioner Danuta Hubner**  
**Directorate General Regional Policy**

I am very pleased to have the opportunity to write a foreword in this important piece of work giving guidance on managing volunteers that has been produced by the Emergency Response to coastal Oil, Chemical and Inert Pollution from Shipping (EROCIPS) Project.

Our community has had to deal with a number of significant coastal pollution incidents in its history and the role of volunteers is a vital one. This manual is a major contribution to a consistent use of volunteers by all European Union member states when responding to such incidents. The content sets a standard for the management of volunteers in what can be an environment with a number of risks to their welfare, health and safety. Much of the advice contained within this manual is transferable to emergencies of any type in which volunteers are used to support our emergency response professionals.

Guidance such as this helps us build towards a single community with common standards of civil protection for our citizens. Fortunately coastal pollution incidents rarely threaten loss of human life directly; however, the environmental impact can be devastating on our coastal environment, its flora and fauna, and the communities and businesses that rely on this environment. That in turn can lead to devastating economic losses to marine based businesses and tourism.

The European Union has put in place legislation and preventative measures to lessen the risks posed by the transportation at sea of hazardous cargos. The EROCIPS Project and other related work taking place within the EU Civil Protection field continues to develop preventative and mitigating measures that lessen the impacts of such incidents when they occur.

Of course it is my hope that the good advice in this guidance manual is never needed.

Danuta Hubner  
Commissioner Regional Policy

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# 1. Introduction

EROCIPS – Emergency Response to coastal Oil, Chemical and Inert Pollution from Shipping

In April 1978 the European Council decided that the Community should make the prevention and combating of marine pollution, particularly from hydrocarbons, a major objective<sup>1</sup>. The EROCIPS Project is one strand of the work that has been undertaken to meet this objective.

## A. EROCIPS Project

The EROCIPS Project developed its objectives in recognition of the challenges faced by national, regional and local governments, and to their supporting organisations and agencies, from coastal pollution. With European Partners in France, Spain, Portugal and the United Kingdom (UK), the project aims to provide mechanisms for a timely and appropriate response to coastal oil, chemical and inert pollution.

The waters of the European Union (EU) have been the scene of a number of significant shipping accidents over the last thirty years. Each incident has demonstrated the strain that can be placed on national, regional and local government resources and management structures as responders attempt to limit the impact caused by pollution on the shoreline assets of a coastal area. Although damaging, each of these events has also provided those involved with experience of how to deal with an incident. A number of EU national, regional and local governments, together with their assisting organisations, are now well placed to build on their shoreline response experience.

The response to oil, chemical and inert pollution on coasts represents a considerable resource management challenge for regional and local governments and their supporting organisations (statutory agencies, academic institutions, non-governmental groups (NGOs), representative organisations, etc.). Pollutants pose a direct threat to coasts, but especially to conservation sites, recreational beaches, shellfish beds, and fish breeding areas, marinas / harbours and wildlife. The economic consequences of coastal pollution incidents can be equally damaging with the loss of tourism confidence and income from fisheries undermining the economy of the local area or region.

Contractors and volunteers may form a large percentage of the response staff and those managing them have a duty of care to them. The health, safety and well being of contractors and volunteers must form part of the Response Plan and duties of managers at all levels. This Management of Volunteers Guidance Manual (MVGM) intends to prepare those responsible for managing the response for this duty.

### i. History of European coastal pollution events

18 <sup>th</sup> March 1967	Torrey Canyon	Pollards Rock, Western Channel, England
16 <sup>th</sup> March 1978	Amoco Cadiz	Portsall Rocks, Brittany, France
8 <sup>th</sup> January 1979	Betelgeuse	Whiddy Island, Bantry Bay, Ireland
22 <sup>nd</sup> November 1986	Kowloon Bridge	Baltimore, County Cork, Ireland

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<sup>1</sup> COM(78)184 final – Marine Pollution arising from the carriage of oil (Amoco Cadiz).

5 <sup>th</sup> December 1987	Cason	Cape Finisterre, Galicia, Spain
14 <sup>th</sup> July 1989	Marao	Port de Sines, Portugal
19 <sup>th</sup> December 1989	Khark V	Off Canary Islands, Spain
29 <sup>th</sup> December 1989	Aragon	Off Madeira Island, Portugal
13 <sup>th</sup> December 1992	Aegean Sea	A Coruna, Galicia, Spain
5 <sup>th</sup> January 1993	Braer	Shetland Islands, Scotland
15 <sup>th</sup> February 1996	Sea Empress	Milford Haven, Wales
12 <sup>th</sup> December 1999	Erika	Gulf of Gascogne, France
19 <sup>th</sup> March 2001	Baltic Carrier	Danish Coast, Baltic Sea, Denmark
13 <sup>th</sup> November 2002	Prestige	Off Cape Finisterre, Galicia, Spain
29 <sup>th</sup> June 2003	Jambo	Loch Broom, Scotland
18 <sup>th</sup> January 2007	Napoli	Western Channel – Lyme Bay, England
11 <sup>th</sup> July 2007	Don Pedro	Ses Salines, Ibiza, Spain

The Amoco Cadiz, along with the Exxon Valdez and a number of other marine pollution incidents are listed in the worlds 100 greatest disasters<sup>2</sup>.

## **B. Aims and Objectives of the Management of Volunteers Guidance Manual (MVGM)**

### **i. Aims**

The successful management of volunteers used in response to coastal pollution incidents with all due care taken for their health, safety and welfare.

### **ii. Objectives**

To support an effective, efficient and common approach to the response and planning for coastal pollution incidents.

To support the development of a faster, more effective and efficient response to coastal pollution incidents with greater co-operation between local, regional partners and national partners.

That lessons identified in the response to incidents are recorded and developed to become lessons learned.



## **C. What are Volunteers?**

### **i. Definition**

A **volunteer** is an individual who, beyond the confines of paid employment and normal responsibilities, contributes time and service to assist in the accomplishment of a mission<sup>3</sup>.

<sup>2</sup> 100 Greatest Disasters – Limpsfield and London – ISBN 1 85028 309 5.

<sup>3</sup> American Red Cross Definition: IS244 – FEMA Training Course – Developing and Managing Volunteers – Independent Study, February 2006.

### **Interview: Barrie Evans – MCA Regional Ops Manager, SAR, Western Region, UK**

On 15<sup>th</sup> February 1996 Mr Evans was designated the Deputy County Oil Pollution Officer Dyfed County Council and took the lead in the on-shore response to the Sea Empress disaster.

“The crude 40s we were dealing with was still giving off very strong fumes as it came ashore and it was recognised that the clean-up was not going to be a place for well intentioned but untrained and unprotected volunteers. There were cases of people running into the sea on Pendine Beach to rescue birds and emerging covered in oil creating additional concerns for the responders. This reinforced our resolve that the clean-up must be carried out in a managed and professional way.

We did however recognise that there was a place for volunteer organisations in providing support to the operational responses. We used the Women’s Royal Voluntary Service (WRVS) and Women’s Institute (WI) to provide sustenance close to the beaches. RAYNET provided additional communications capabilities from beaches back to the Joint Response Centre (JRC). The Coastguard Rescue Services provided much needed 4x4 vehicle capability and their local knowledge was hugely valuable in undertaking coastal patrols and establishing access routes to beaches.

The wildlife volunteer organisations were set up back from the beaches in an industrial unit where controlled and appropriate cleaning of birds and seals could be undertaken. The birds were deposited in makeshift holding pens by the clean-up staff from where the volunteers collected them.

We also learned the lesson of expecting too much of the voluntary organisations over a sustained period of operations. Initially, first aid support was provided by the British Red Cross (BRC) and St John Ambulance Brigade (SJAB), but they were unable to sustain a presence over a long period as the volunteers had their own jobs and families to support. The various organisations involved in the clean-up had to make arrangements to provide First Aid cover from within their own resources.”<sup>4</sup>

This experience is not unusual and at many incidents to which volunteers spontaneously respond there are considerable problems. Good intentioned volunteers have been known to drive shoreline wildlife into the polluted waters by trying to rescue them. The animals flee the approaching volunteers into the water and then become coated by the pollutants in the water. In some cases the volunteers are unable to recognise particular types of birds or marine animals and mistake plumage or markings for pollutants on the creatures.

#### **ii. Types of volunteers**

Volunteers can be classified into four categories:

**Professional.** These are volunteers who are licensed or have a specialised skill. Professional volunteers include: medical service providers such as physicians, nurses,

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<sup>4</sup> Questionnaire response, follow up interview.

emergency medical technicians; mental health professionals; lawyers; building contractors and inspectors; computer technicians; clergy; accountants, etc. These people may volunteer individually or as a group.

**Affiliated.** These volunteers are attached to a recognised volunteer organisation that has trained them for disaster response and has a mechanism in place to address their use in an emergency.

**Unskilled.** These volunteers do not already have the skills that could be useful to emergency management programmes, but they do offer their time and can be trained.

**Spontaneous.** These are people who volunteer in the immediate aftermath of a disaster or an emergency. They may be skilled or unskilled and may be from the affected area or from outside the area. Channelling spontaneous volunteers, especially if they present in large numbers as they did in New York City following the attacks on the World Trade Centre, presents special management challenges.

Spontaneous unaffiliated volunteers, our neighbours and ordinary citizens, often arrive on-site at a disaster ready to help. Yet, because they are not associated with any part of the existing emergency management response system, their offers of help are often underutilised and even problematic to professional responders. The paradox is clear: peoples' willingness to volunteer versus the system's capacity to utilise them effectively.

## **D. Using Volunteers**

There are many challenges for managers involved in the use of volunteers to consider, some real and some perceived. For example:

- Training and supervision of volunteers takes a lot of management time
- Volunteers do not stay, so the time spent training them can be wasted
- Technically competent people do not normally volunteer
- Volunteers compete with paid staff
- Volunteers lower professional standards
- Volunteers become territorial and/or attempt to take over
- Insurance rates will increase
- Using volunteers interferes with the ability to negotiate for additional funding or new paid staff positions
- Volunteers cannot be relied upon
- Volunteers become a hindrance rather than a help

**NOTE:** Training and supervision is an actual challenge inherent with both volunteers and paid staff.

The use of volunteers from recognised and established volunteer groups is always preferable if volunteers are to be used. It is worth bearing in mind that many volunteer organisations are dependent upon a steady supply of both donated funding and volunteers. To achieve this they try to maintain a high public profile and publicise their response to incidents, they can therefore on occasions be keen to engage with the media outside of the agreed media strategy defined by the management team.

**Interview: Andrea McConnell, Team Leader – Pembrokeshire, Countryside Council for Wales<sup>5</sup>**

On 15<sup>th</sup> February 1996 Ms McConnell, during the response and considerable recovery phases of the Sea Empress disaster, was Staff Officer to the CCW's Environment Group Representative.

"It was disappointing to see disagreements between volunteer groups over the best way to clean birds and the rivalry that developed between some groups. This was occasionally reflected in their discussions with the local media and proved unhelpful when trying to establish and manage procedures to clean and protect as many birds as possible. Some of their media activity was focussed more at promoting their organisation than raising public awareness about the disaster and the response underway. The lesson learned was to designate a lead voluntary organisation for each task or responsibility and have others work with them to their methods."

The EROCIPS Partner countries have used volunteers in the past in the following ways:

France 1999	CEDRE	Individuals, Voluntary Organisations and Specialist Organisations were involved in the response to the Erika incident to carry out manual recovery on the shoreline and collect oiled birds. This was not part of the planned response, nor was it a legislated requirement.
France 2002	CEDRE	Voluntary Organisations and Specialist Organisations were used in the response to the Prestige incident to carry out manual recovery on the shoreline and collect oiled birds. This was part of the planned response based on the legislative directives put in place in France. Instruction 04/03/02 Measures against marine environmental pollution (POLMAR NOR: PRMX0205456C) and Instruction 02/04/01 Public Powers of intervention for major maritime accidents (NOR: PRMS0104777J).
England 2007	Dorset CC	Agricultural College Students requested by Dorset CC to assist in the collection of oil contaminated packets of biscuits from the beaches following the MSC Napoli incident. This was not a designated use within the council's coastal pollution plan and in the UK there is no legislative requirement to use volunteers although there are a number of established voluntary organisations that can provide supporting roles to coastal pollution incidents.
Spain	Intecmar	There is no legislative requirement for responders to maritime pollution incidents to use volunteers, and therefore there is no organised way in which they would be used. They have been used in the past but in a very unmanaged way at a very local level.

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<sup>5</sup> 03/08/07 Interview: Andrea McConnell, Team Leader – Pembrokeshire, Countryside Council for Wales.

## **i. Uses for volunteers**

The Industry Technical Advisory Committee for oil spill response<sup>6</sup> suggests the following tasks for volunteers:

*\* Indicates that persons may be exposed to some oil: specific hazard training required.*

### **Logistics.**

- a. Inventory Control
- b. Procurement
- c. Distribution of PPE
- d. Cleaning of PPE\*
- e. Construction of temporary support structures

### **Transportation**

- a. Carpools
- b. Trucking
- c. Vehicle cleaning\*
- d. Scheduling
- e. Dispatching

### **Food Preparation and Distribution**

- a. Cooking
- b. Serving
- c. Cleaning up
- d. Stocking

### **Wildlife Rehabilitation. This requires Specific training provided by wildlife experts**

- a. Beach patrol/wildlife notification
- b. Oiled wildlife retrieval and transport\*
- c. Bird cleaning\*
- d. Phone answering, dispatching, messaging

### **Medical**

- a. First Aid attendants\*
- b. Dispatching supplies
- c. Transporting sick or injured personnel

### **Shoreline Cleanup Support**

- a. Clean-up of non-oiled debris and materials in areas prior to oil impact
- b. Guides for shoreline cleanup assessment teams (SCAT)\*
- c. Crowd control, onlooker security\*

### **Personnel Services**

- a. Accommodation/lodging attendants
- b. Laundry service
- c. Message centre

### **Public Relations and Community Liaison**

- a. Escorting visitors
- b. Open homes for lodging of workers
- c. Volunteer co-ordination

## **ii. Risk assessment**

The use of volunteers must be risk assessed, as must the deployment of other resources, in the response to any coastal pollution incident. Managers must therefore be experienced at both the inclusion of risk assessment in their planning processes and dynamic risk assessment in their operational activities.

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<sup>6</sup> ITAC Technical Paper: Management of Volunteers in Spill Response.

## **E. Guidance and Assistance**

Managers undertaking such roles and responsibilities who are inexperienced in emergency management should seek guidance and assistance from the professional emergency managers involved in the response.

This manual will provide a considerable amount of guidance but it cannot replace, in full, the experience held by full time emergency managers. The manual includes a considerable reading list and references that the reader can use to further their knowledge and learning with regards to coastal pollution incidents and emergency management.

Such experience can also be accessed through the internet via such organisations as the European Union's Civil Protection Unit<sup>7</sup> and the International Association of Emergency Managers<sup>8</sup>. There are also a number of local professional organisations, societies and institutes that can provide information on local procedures and practises.



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<sup>7</sup> <http://ec.europa.eu/environment/civil/index.htm>

<sup>8</sup> [www.iaem.com](http://www.iaem.com)

## NOTES



## 2. Activation

Emergency Managers and local voluntary agencies should work to educate the public about the most effective ways to volunteer following an emergency. Without proper guidance before an emergency, mass amounts of unaffiliated volunteers can hinder response and recovery efforts. The public should be strongly encouraged to affiliate with a voluntary agency or organisation prior to a disaster. Following an emergency, the media should help inform the public of agencies and organisations that they can affiliate with to help with the emergency response effort. The public should also be advised not to converge at the incident site. Specific locations and websites of voluntary agencies should be disseminated to the public to facilitate the affiliation of volunteers with volunteer agencies. – **US Department of Homeland Security Lessons Learned Information System**<sup>9</sup>.

Many of the responses to the survey carried out in collating the information for this manual indicated that volunteers are included in planning and training processes for many types of emergencies. However, their principle use is in well established roles and responsibilities where the risks are fully understood and addressed. Typical examples are emergency shelters, first aid facilities and Search and Rescue (SAR) where the volunteers come from organisations that have a designated role in plans and the tasks they are performing are core to their organisations establishment.

### **Interview: Natalie Beau Monvoisin, CEDRE<sup>10</sup>**

“In the framework of the response implemented after small, medium and major pollution incidents requiring an unskilled labour force, having recourse to volunteers can be useful and even indispensable. In France volunteers are managed by mayors, as defined through the post Prestige Polmar Directive, which places heavy responsibilities on the local authorities. As a result the Infrapolmar Plan (local Polmar land plan) will incorporate a planned use of volunteers. In addition the involvement of large numbers of additional personnel (such as volunteers) places high demands on logistics and presents major challenges to establish appropriate training and supervision.

Finally, we have to address the negative image that using volunteers can reflect towards the media and public. It has in certain cases already given the impression that the public services are unable to face the needs of the incident. Indeed, volunteers were shown complaining of lack of supervision, means and services that should have been coming from the public services.”

### **A. Volunteer Co-ordination Team (VCT)**

It is recommended that a **Volunteer Co-ordination Team (VCT)** is a defined component of the coastal pollution plan. It should be formed at the outset of any response as part of the response plan activation process.

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<sup>9</sup> [www.llis.gov](http://www.llis.gov)

<sup>10</sup> Follow up on questionnaire response from CEDRE [www.cedre.fr](http://www.cedre.fr)

It is recommended that the VCT is headed up by a designated **Volunteer Co-ordinator** whose responsibilities should include<sup>11</sup>:

- Working with planning, operations and logistics functions to identify suitable roles for volunteers.
- Directing individuals seeking employment to the organisations already working on the spill for the purpose of hire.
- Screening offers of volunteer services by groups, agencies, companies, and individuals.
- Determining the training requirements for each work group and work site.
- Using media and internet to post advice and directions for groups/persons volunteering.
- Determining logistical requirements (personal protective equipment (PPE), food, sanitation, equipment, transportation, etc.)
- Determining supervision requirements.
- Scheduling events and ensuring supervisors, volunteers, site safety plan, and logistics are in place for each site.
- Briefing supervisors on their responsibilities.
- Establishing a reporting channel from the field.
- Maintaining records of volunteers and assignments.
- Health and Safety

The VCT should sit within the management structure of the incident and on activation should immediately consider the following:

▪ **Establishing a Policy for utilising external help**

The VCT should, in consultation with the Logistics, Technical and Financial Teams, consider the roles that volunteers from external organisations, or those responding to a call for volunteers, can undertake as part of the response and recovery. They should formulate a strategy for utilising external help that can be shared with all partners in the response and recovery. Key components of the strategy should be to:

- **Define a time when it is safe to use volunteers**  
Once the strategy to use volunteers is established it is important to identify the time or conditions at which the response operation will be safe to deploy volunteers in the roles established within the Policy.
- **Identify the requirement for using volunteers**  
Identify in what capacity volunteers are required and how they can assist the overall response including as well as identifying any requests for specific skills and equipment.

▪ **Procedures for recording contact name, number, expertise**

The VCT will need to establish a registration process for volunteers being deployed. This is detailed further elsewhere in this manual. (See Section 3 B.)

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<sup>11</sup> ITAC Technical Paper: Management of Volunteers in Spill Response.

## ▪ Development of a training programme

The VCT will have to review the current situation and roles defined for volunteers to establish what training needs are required to allow the volunteers to be operationally deployed. Training needs will also encompass the requirement for competent trainers and the correct resources to deliver the training. This is detailed further elsewhere in this manual. (See Section 3 E.)

## B. Calling for Volunteers

### Decision making factors to be considered:

Past experience has shown us that when disasters occur many people want to help, especially when the disaster threatens the well being of birds and animals or our environment. However, self activation by volunteer groups can in itself compound the impact of the disaster. Large numbers of uncalled volunteers arriving at incidents can take up resources required by the professional responders. For example, if 60 dedicated environmental protectionists turn up and book local hotel rooms that is 60 that cannot be used by specialist contractors called in by the responders.

**Braer Incident:** “The Wildlife Response Co-ordinating Committee (WRC) received many offers of assistance from people worldwide. From the outset it was agreed that people should be discouraged from travelling to Shetland except where they had expertise. Nevertheless, some came to Shetland, whether on their own initiative or as representatives of organisations, and arrived at the WRC unannounced. Some were incorporated into field efforts and provided valuable help, but others had to be turned away, and not always in harmonious circumstances.”<sup>12</sup>

There are four accepted approaches to dealing with coastal pollution incidents involving oil or chemicals:

- Mechanical containment and recovery (*Clean-up*)
- Dispersant application
- In situ burning
- Natural cleaning (no response)<sup>13</sup>

Of course there are also inert pollution incidents that require a fifth approach:

- Recovery and collection

All five can utilise volunteers if they are required to increase the capabilities of the responders by providing additional trained responders, unskilled labour or support operations. Primarily volunteers are used in the containment and clean-up when mechanical containment and recovery is the only option, but volunteers have been used from local communities to undertake monitoring when natural cleaning is the chosen response.

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<sup>12</sup> The environmental impact of the wreck of the Braer.

<sup>13</sup> Oil Spill Contingency Planning in the 21<sup>st</sup> Century.

Coastal pollution response has become a much specialised industry with a number of significant mechanical aids to allow for a rapid and effective clean-up after an incident. This machinery cannot be used by untrained responders and therefore the requirement for volunteers to assist has diminished considerably. A point to note though is that “the use of mechanical equipment can clean beaches quickly, but substantial quantities of beach material can also be removed leading to disposal problems and potential erosion. Slower manual techniques are often better”<sup>14</sup>.

All coastal countries should ensure that local government authorities with responsibility for their coast lines have contingency plans in place to deal with coastal pollution incidents. The Coastal Pollution Contingency Plan (CPCP) should include in it the roles that volunteers can undertake in supporting the plan’s activation. Where a plan defines the use of volunteers they should be included in training and exercising that is undertaken in preparation for the plan’s use.

A number of volunteer organisations such as the World Wildlife Fund (WWF) and International Fund for Animal Welfare (IFAW) have trained members who can respond to coastal pollution events to capture, clean and care for animals and birds impacted by the incident. There are also volunteer organisations that can be used to support the responders operations by providing on site first aid / medical assistance and catering.

The use of volunteers in any capacity is only anticipated to be required for Tier II (Moderate) or Tier III (Large) oil or chemical spill incidents.

#### **Activation process:**

**If volunteers are required then approaches should be made directly to appropriate organisations. To limit the self activation of individuals and groups a Volunteer Line, with a 24 hour telephone number, should be established as soon as possible into the VCT. The VCT management team should work closely with the Press and Public Relations Team to ensure the right messages and requests reach the public.**

**Volunteers from establish organisations should be directed to co-ordinate a response from their organisations and not to volunteer individually. Whenever possible, individuals that volunteer who are not part of a volunteer organisation should be directed to an organisation that may be used.**

In many cases the local population offers all the additional assistance required, but in long running recovery operations the availability of locals begins to fall away after 10–14 days as they need to address the pressures upon them from family or work commitments.

The Volunteer Line will help those managing the recovery to build up a contact list of volunteers who can be called upon as the local assistance diminishes. A Volunteer Registration Form is included in Section 7 of this Manual.

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<sup>14</sup> Response to Marine Oil Spills.

#### **i. Information exchange with volunteers being called**

The request to organisations providing volunteers must be clear, concise and timely. The requirement, the location and timings must be clearly understood by the provider. The suggested form of a request should contain detailed information for each of the following:

- Number of volunteers required
- Point of contact
- Rendezvous point
- Agreed time of arrival
- Agreed method of arrival
- Accommodation for initial period of attendance
- Self sufficiency requirements
- Role to be undertaken
- Reimbursements agreed
- Insurance and liability

#### **Interview: Celeste Sauls, North Texas Volunteer Centre<sup>15</sup>**

“Organisations asked to respond to New Orleans after the arrival of Hurricane Katrina took it upon themselves to augment the requested assistance with additional personnel that they thought it best to bring. This over burdened the planned accommodation and catering arrangements made to receive the requested volunteers.”

#### **C. Preparations for Arrival of Volunteers**

To receive arriving volunteers a **Volunteer Reception Centre (VRC)** needs to be established. (See Section 3 A.)

It must be ensured that the VRC is ready and staffed to receive the requested assistance. The appointment of a VRC Manager should be carried out as soon as the decision to use, or call for, volunteers is made.

A schedule of working times with appropriate rest periods needs to be established to best utilise the teams being established.

**NOTE:** After Action Reviews (AAR) from many responses to emergency events<sup>16</sup> have highlighted that the risk to responders of injury is heightened when required to work outside of daylight hours. Flood and arc lights cannot replace natural light as the best working environment.

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<sup>15</sup> Questionnaire response follow up interview.

<sup>16</sup> 911-WTC, Lockerbie, Marchioness, Paddington Rail Crash, Madrid Bombings.

### **Before the volunteers arrive:**

- **Prepare paid staff.**

There are often concerns raised by employed staff that volunteers displace paid work that they should undertake and their use is detrimental to the full time staff. This should be addressed immediately when the decision is taken to use volunteers.

Full time paid staff need to be briefed as to their responsibilities in working with the volunteers, especially if they are to have a managerial or supervisory role.

- **Assign managers and supervisors.**

Appoint the managers and supervisors in advance of the arrival of volunteers so that they can undertake their own preparations for the arrival and be there to meet them. This will also allow them to plan shift systems and any buddy systems\* that may be put in place.

*\*The **buddy system** is a system in which two people, buddies, operate as a single unit so that they are able to monitor and help each other. Improved safety is the main benefit of the system in adventurous or dangerous activities where the buddies are often equals. When this system is used as part of training or the induction of newcomers to an organisation, the less experienced buddy learns more quickly from close and frequent contact with the experienced buddy than when operating alone. - Wikipedia*

- **Set up the arrival presentation and briefing.**

All persons, not just volunteers, arriving to assist in the response to the incident must receive a briefing and familiarisation with the incident, its hazards and geography. (See Section 3 C.)

- **Prepare administrative requirements (handbook or manual, ID tags, etc.).**

The VCR should be prepared and equipped to receive the arriving volunteers. (See Section 3 A.)

### **i. Accommodation**

Providing accommodation for large numbers of responders to incidents can be a major challenge to emergency managers. The location and timing of the incident is of course a key factor. A coastal pollution incident outside of the holiday season may mean that a large amount of holiday accommodation is available. During the peak holiday season there may be none. The proximity of the incident to urban areas will also determine the availability of accommodation.

The process of arranging accommodation will create records that must be maintained for post event audit and reference. They are likely to include:

- Agreed hire charges
- Agreed room rentals
- Outstanding room bills
- Additional incurred costs

**NOTE:** The contracting of accommodation, if required, must be done at the earliest possible time in the incident as the media will also be booking rooms for their broadcast teams.

**Interview: Inspector G. Jackson<sup>17</sup>**

“When we tried to secure hotel accommodation for our team, within 5 hours of the bringing down of PA103, we found that hotels close to Lockerbie were already booked by the world’s media. We ended up booking in to a hotel some distance away in Carlisle.”

**Considerations:**

- **Proximity to work areas**

Accommodating volunteers too close to the incident can mean that the impact of the event upon them is greater as there is no escape from it or the media. However, accommodation too far from the incident can lead to isolation of the volunteers and have a detrimental impact upon their moral.

- **Wear and tear**

The choice of accommodation must take into account the use it will be put to as volunteers returning from clean-up operations will place considerable wear and tear on accommodation not designed for “industrial” use. For this reason military barracks, emergency service training centres or educational accommodation blocks should be considered before commercial accommodation such as hotels. The compensation claims to make good after use are likely to be considerable in hotels that need to recover for a return to normal business.



<sup>17</sup> Manager, Metropolitan Police Service Victim Recovery and Identification Team.

- **Rest periods**

Accommodation must support rest periods, and if it is not possible for volunteers to return to their accommodation during rest periods then such facilities need to be provided close to the work areas. Maximum consideration must be given to the provision of a good standard of sanitation (showers / baths) and catering at the accommodation facilities, and of course undisturbed sleep / quiet periods. There should also be provision for social activities and entertainment for rest and relaxation.

- **Communications**

The availability of communications at the accommodation facility must be considered so as to allow volunteers to be in contact with their families and organisations, as well as the management of the incident.

- **Daily transportation**

The provision of regular and routine transportation from accommodation to work sites is an important part of ensuring that the management of volunteers is as efficient as possible. Providing transportation can also remove the problems of self dependency and parking at work sites. There are considerable advantages to off site park and ride schemes when managing the transportation of all responders to incident scenes or work sites. One clear advantage is the capability to check access authority away from the site and manage the entry of the staff to work areas in a controlled manner.

- **Media intrusion**

The media will have an interest in every aspect of the incident and will try to gain access to all responders to gain information to support news broadcasts. The locations of accommodation facilities should not be provided to the media. It may be necessary to provide some form of security at accommodation facilities if the media become too intrusive or forceful in their efforts to interview those involved in the response.

## ii. **Catering**

**On site provision** is vital for maintaining the commitment of workers, both voluntary and contracted, to the tasks they are required to perform. The location of on site work can be remote, and in bad weather, so warm sustenance will benefit morale and well being. The military are particularly good at providing a high quality and quantity of sustenance at remote locations, and there are volunteer groups that can also undertake such provision. Another potential source for on site catering are TV or Film catering companies that are usually very experienced at providing remote set catering.

**Off site provision** is normally undertaken at marshalling or rendezvous points, or at accommodation areas. Such provision can therefore be quite proficient as it can utilise catering facilities at schools, police stations, etc. The down side of having such facilities is



that workers have to come off task and be transported to the feeding station, and this can take time out of the working day. This is sometimes overcome by the workers being fed before going on task and taking snack packs with them for the day.

**Self sufficiency** may be the option for less organised work such as beach patrols and observations by volunteers. Many walking groups, for example, can be utilised to patrol and observe the activity of the pollutants coming ashore. Such groups will of course be used to packing a bag with their day's supplies and setting off to complete their tasks.

**NOTE:** Where the incident being dealt with involves the use of any chemicals or the pollutants carry a health risk the cleanliness of catering and feeding areas must be strictly monitored and enforced.

It is also worth bearing in mind that the caterers may have no idea of the hazardous work being undertaken by the responders and may need to be advised about suitable foods and hygiene requirements.

**Author: Arthur Rabjohn<sup>18</sup>**

“Responders at the Pan Am 103 site at Lockerbie undertaking body recovery were unimpressed to be given corned beef sandwiches. The next day the caterers turned up with cheese sandwiches because they were unaware that those working on site were now working their way through balls of Edam in the cargo of the aircraft.”

The administration of catering provision will create a large amount of paperwork that will need to be collated, filed and stored for post event reference and auditing. These will include:

- Supply orders
- Accounts of meals, snacks and other refreshments provided
- Staffing costs
- Subcontracted costs such as waste disposal, sanitation
- Facility leases

### **iii. On site safety**

Clean-up operations from coastal pollution incidents must be considered hazardous environments. Whether it is oil or chemicals being washed ashore, or containers, wreckage and cargo, there is a risk to those undertaking the clean-up. The following must be put in place:

#### **a) Safety and Health<sup>19</sup> Regime**

Across the EU there is a basic principle in law of a duty of care placed upon a supervisor or manager for the staff they are responsible for<sup>20</sup>. In many member states this Directive

<sup>18</sup> Experience of author.

<sup>19</sup> Commonly reversed as Health and Safety in the UK.

<sup>20</sup> <http://osha.europa.eu/legislation/directives/>

is reinforced by specific legislation commonly referred to as 'Safety and Health' regulations.

When establishing a response to a coastal pollution incident it is important to immediately involve a trained Safety and Health expert in the planning team to address the duty of care to the responders.

This management requirement is another reason why the use of volunteers in many emergency response incidents is now not the favoured option. However, if a company is contracted to provide the clean-up process, as with BTC in the Sea Empress incident, that company takes the lead responsibility for those employs. Any company contracted to undertake such work will have been required to demonstrate robust Safety and Health practices in the contracting process.



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Likewise if volunteers being used are from an established volunteer organisation then they should have a Safety and Health regime in place.

#### **b) Reporting accidents / near misses**

An important part of the Safety and Health regime that must be made clear to volunteers and staff in the briefings given is the reporting of accidents and near misses. A reporting procedure must be established within the regime that allows management to regularly review accidents and near misses to take preventative or mitigating actions to prevent reoccurrence. (See Section 7 D.)

Of course such reports must initiate further risk assessments by the responsible manager.

#### **c) Health monitoring**

Part of the Safety and Health regime put in place must include long term health monitoring where there is a risk that responders have through contact or inhalation of pollutants been put at risk of long term health issues. This must be done in partnership with the local health authorities and community medicine programmes. By June 2007 there were already news items about long term health concerns of responders to the MSC Napoli ship wreck in January 2007.

The provision of First Aid and Medical facilities will create a number of records that must be collated, filed and stored for post event audit and reference. They will include such things as:

- Accident / Near Miss Log
- Medical Incident Records (MIRs)
- Agreed reimbursements
- Contracted costs

#### iv. Equipment

##### a) Personal Protective Equipment

The requirements for PPE should be established with the Safety Team and a procedure agreed for its delivery to users and disposal after use.

**Definition of the term “personal protective equipment”:** personal protective equipment shall mean all equipment designed to be worn or held by the worker to protect them against one or more hazards likely to endanger their safety and health at work, and any addition or accessory designed to meet this objective. A number of items are excluded from the definition, such as equipment used by emergency and rescue services, self-defence or deterrent equipment<sup>21</sup>.

**Employers' obligations:** Personal protective equipment must comply with the relevant Community provisions on design and manufacture with respect to safety and health (see Directive 89/686/EEC) and with the conditions set out in the directive. The employer must provide the appropriate equipment free of charge and ensure that it is in good working order and hygienic condition.

##### **All personal protective equipment must:**

- be appropriate for the risks involved, without itself leading to any increased risk
- correspond to existing conditions at the workplace
- take account of ergonomic requirements and the worker's state of health
- fit the wearer correctly after any necessary adjustment

##### **Duties of the employer:**

- The employer shall first inform the worker of the risks against which the wearing of the personal protective equipment protects them
- The employer shall arrange for training and shall, if appropriate, organise demonstrations in the use of the personal protective equipment being issued
- Inform workers that personal protective equipment may be used only for the purposes specified, except in specific and exceptional circumstances
- Inform workers that it must be used in accordance with instructions

**NOTE:** Such instructions must be clear and understandable to the workers and where appropriate written instructions should be given to volunteers in their briefing pack. Volunteers should sign for all PPE issued confirming that they have received and understood all of the information detailed above.

ITAC recommends the following as a minimum PPE requirement:

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<sup>21</sup> <http://osha.europa.eu/data/legislation/4> – Council Directive 89/656/EEC.

## **Recommended Minimum PPE (contact with oil expected)**

- Impermeable jacket and trousers (oil skin suit, two piece rain suit)
- Lightweight synthetic chemical resistant coverall (e.g. Tyvek®)
- Safety boots that may be cleaned and reused. (If these are not available, disposable hazardous material proof overboots may be used over shoes)
- Impermeable gloves (nitrile, neoprene or other chemical resistant gloves)
- Eye protection (goggles)
- Head protection (hard hat)
- Sun protection (suncream, hat, sunglasses)

### **• Training in use**

Where PPE is issued, training in its use, cleaning, maintenance and disposal must be provided by suitably qualified trainers. It is important to remember that contaminated or damaged PPE can in itself be a risk and that its use must be properly managed. Additionally the disposal of contaminated or damaged PPE must be managed to ensure that it does not create additional hazards by spreading contamination or its use in error by another worker.

### **• Self provision**

This can be a problem as the quality and validity of the equipment cannot be assured unless it is brand new and still packaged. For example face masks can look similar but have very different filter qualities. Likewise protective headgear worn by volunteers may have a history that involves considerable wear and tear to their integrity that is not visible.

**NOTE:** If PPE is required for volunteers it is recommended that new, quality controlled, equipment is issued.

### **v. Decontamination of volunteers**

The work undertaken by volunteers may well require that decontamination of their work clothes, equipment and person is required. If so the process of decontamination, substances used and risks associated must be recorded. This information must be given to the volunteers prior to decontamination and it is advisable that they sign a receipt stating that they have understood the information given.

### **• Health monitoring**

Health monitoring should only be undertaken by qualified practitioners in partnership with the local health authorities or community medicine programme.



**On arrival** the registration process should record any health or medical conditions the volunteers have and any medications they are on. This may give rise to concerns sufficient to limit their operational capabilities.

**Short term** there may be a requirement for daily health checks for cuts, abrasions or indications of skin damage from pollutants or cleaning materials. A brief interview / form asking about breathing difficulties, shortness of breath, headaches, etc. may be appropriate to check the workers' well being.

**Long term** the local health authority or community medicine programme may require toxicology tests from medical samples such as urine or blood. Once volunteers have left the incident this can only be achieved through their home health providers and therefore long term monitoring may have to be passed to another authority, possibly in another country. To do this an appropriate procedure must be established for the exchange of confidential information and the transference of the duty of care.

- **Disposal of personal items**

**Compensation** for loss or damage to personal effects of volunteers. There should be an agreed policy outlined to the volunteers at their arrival briefing. It is not unreasonable for volunteers to expect compensation for damage or loss of personal clothing worn underneath protective clothing that may be provided. However it is unreasonable for them to expect to be compensated for damage to watches, jewellery, personal electronic items such as phones, etc. that they take with them into work areas.

**Reimbursement.** An appropriate policy on reimbursement for expenses such as washing, medicines, dietary requirements, etc. should be in place at the outset before taking on the volunteers.

**NOTE:** A process for recording all compensation and reimbursement must be included in the financial management of the incident as it may be recoverable from other sources after the event. This is a key responsibility of the Finance Team within the management structure.

**vi. Clean-up equipment**

**Volunteers should not be utilised to work machinery or equipment without the appropriate training.**



**Deploying Booms**

- **Training in use**

The use of clean-up equipment by volunteers should only be permitted when there are no other means of establishing a specialist work force to undertake the tasks required. Cleaning up coastal pollution incidents has become a specialist activity with a number of mechanical aids and the use of specialist equipment.

Training volunteers in the use of such equipment must take place before they are assigned to tasks assisting in its deployment or use. This can be time consuming and delay the recovery. Providers of such equipment will have trained staff and possibly trained auxiliary volunteers affiliated to their company who they can deploy with the equipment.

Booms, skimmers, pumps, mixers, back hoes, diggers, etc. all require trained users and volunteers must be prevented from using or deploying such equipment without prior training and familiarisation.

#### **vii. Clean-up materials**

**Volunteers should not be utilised to work with clean-up materials without the appropriate training.**

- **Safety advice**

Most detergents, dispersants, solvents and other chemicals that may be used in clean-up processes carry some form of hazard warning with regards to their use. This advice must be strictly adhered to and persons working with, or in close proximity to, such materials must be advised of the risks.

Where necessary, appropriate training, by qualified trainers, in the use of such materials may be required.

#### **D. Protocol**

The senior management of a response to a coastal pollution incident should conduct a risk assessment and ensure that a written protocol for the use of volunteers is in place that clearly defines the roles and responsibilities that are envisaged for volunteers to undertake. This must be enforced and strictly adhered to by managers, supervisors and team leaders as it will form a key part of any subsequent compensation claims or litigation.

#### **Interview: John Hayes, Dorset County Council<sup>22</sup>**

MSC Napoli – “Risks must be adequately assessed and eliminated / minimised to acceptable levels before using volunteers. If this is achieved volunteers working under the umbrella of the responding organisation, in this case Dorset County Council through its Ranger Service, is acceptable. Risk assessments must be reviewed properly, volunteer PPE provided, supervision and training provided, and lines of communications in place. For this incident we brought in students from the local agricultural college and all of the above was achievable. We did, however, find it impossible to manage volunteers turning up ad hoc looking to assist. Numbers can rapidly become unmanageable and it is impossible to provide training, supervision, PPE, information and communications required.”

<sup>22</sup> Questionnaire response – Dorset County Council, MSC Napoli response.

## **i. Liabilities**

The response to coastal pollution incidents involves a large number of risks that must be assessed and managed. A key factor in the assessment is the defining of the liabilities of each and every organisation with regard to the staff they deploy. This consideration must be given to all deployments of volunteers and the liabilities understood by those responsible for them.

The duty of care and other responsibilities of organisations responding to such incidents must be clearly understood by all involved. This can be particularly complex when sub-contractors are involved or voluntary organisations are working with public authorities.

Public authorities must be aware of the expectation that liabilities will be covered by them when volunteers are called for. If appropriate measures and controls are not in place they must be put in place prior to the deployment of volunteers.

Risk assessment must be recorded and kept as evidence of the manager's consideration of risks and actions taken to address it.

## **ii. Insurance**

One of the major risk mitigation strategies is insurance and all organisations carry some form of insurance for their day to day working practices. However, it must not be assumed that the insurance held covers the exceptional work being undertaken in coastal pollution response. As soon as an organisation knows that it is going to be involved in a coastal pollution response incident it should check the validity of any insurance that it holds. The validity must be checked for the use of non-employed workers such as volunteers.

**NOTE:** The management structures Finance and Administration section should include an insurance advisor.

## **CHECK LIST**

### **CALLING FOR VOLUNTEERS**

- 1. Do we need volunteers?**
- 2. Identify the gaps/shortfalls in the emergency response and contracted services being provided that volunteers can fill**
- 3. Identify whether volunteers are capable of filling the gaps / shortfalls and the skills that are required**
- 4. How do we call them?**
- 5. Checklist to call for volunteers**
  - Number of volunteers required
  - Point of contact
  - Rendezvous point
  - Agreed time of arrival
  - Agreed method of arrival
  - Accommodation for initial period of attendance
  - Self sufficiency requirements
  - Role to be undertaken
  - Reimbursements agreed
  - Insurance and liability
- 6. Set up a Public Telephone Number for volunteers to call into the VCT**
- 7. Put in place Volunteer Reception Centre plan**
- 8. Set up registration process with identification passes**
- 9. Safety and Health Regime**
  - Health monitoring partnership with local health authorities and community medicine programmes
  - Personnel Protective Equipment – issue, training, management of use
  - Compensation and Reimbursement Policy
- 10. Identify and prepare training**
- 11. Prepare briefing and familiarisation**
- 12. Ensure protocol document for use of volunteers in place**
- 13. Ensure liabilities understood**
- 14. Ensure insurance in place**



## NOTES

### 3. Volunteers Arrive on Scene

#### Interview: Francisco Renteria, Mexicana Airlines<sup>23</sup>

“We have a duty to our clients to respond to their needs in the event of accidents. We hope to achieve a high level of response by having in place a trained team of volunteer staff to undertake the often difficult and emotional responsibilities of supporting our passengers, crew and their families. This is not uncommon in the airline industry due to the hard lessons we have learned from past accidents. Other industries such as the railways and shipping could learn from the airlines.”

#### A. Volunteer Reception Centre

Be prepared to establish a **Volunteer Reception Centre (VRC)** where large numbers of volunteers can be efficiently processed and referred to organisations that use their services. A volunteer organisation locally may be well placed to assist in the administration of this facility.

Initially it may be appropriate to establish the VRC in close proximity to the incident as the initial volunteers will be local. As such it may be important to utilise the VRC as a choke point for initial response actions in an effort to control spontaneous activities by good intentioned locals in an unco-ordinated way. In such circumstances the VRC can act as a “bridgehead” for the deployment of volunteers in the early stages to the affected coastal areas.

The use of the internet should also be considered as the registration of volunteers could be established via a virtual VRC process through a web portal<sup>24</sup>. This can allow self registration by volunteers from beyond the incident. In establishing this process the VRC can reduce staffing requirements and capture large amounts of information for collation and consideration before calling volunteers forward.

For multi-national events this may be something that can be established and facilitated with the assistance of the European Union’s Monitoring and Information Centre (MIC) based at the EU Civil Protection Department within the Environment Directorate in Brussels. The MIC is experienced in facilitating the response of skilled volunteers from one country to another within the EU<sup>25</sup>.

#### Set up a Volunteer Reception Centre “Go Kit”

- Designate an entity (for example, a local volunteer group or a team of experienced volunteer resource managers) to manage VRC activities. In this way, training in the procedures can be undertaken as preparation for the establishment of the VRC in the event of plan activation.

<sup>23</sup> Questionnaire Response – Francisco Renteria, Mexicana Airlines.

<sup>24</sup> Project consultation – Keith Grimmett, Dorset County Council Emergency Planning.

<sup>25</sup> Gloucestershire Flooding 2007 – Italian Hovercraft Search and Rescue (SAR) Team.

- Identify potential sites for the VRC and develop contingency plans in the event that pre-identified sites are unavailable.

Some considerations in selecting a site include:

- The provision of adequate space for all VRC functions, availability of parking, accessibility and proximity to the affected area.
- The determination of which organisation is responsible for obtaining the site and paying incurred costs (such as rent, maintenance, damages and utilities) following a disaster.

A VRC “Go Kit” should include processes, tools and forms that support the following functions:

- Registration / orientation
  - Interviews
  - Data entry and co-ordination
  - Volunteer identification (issued on behalf of receiving agency, if appropriate)
- Safety training
  - Job training (this may be done at the VRC, or by the end-user organisation)
- Phone bank
- Facilities management (supply area, break areas, waiting room)
- Logistics/supplies
- Public information
- Runners and message takers
- Forms and key documents for the VRC such as:
  - Volunteer instructions
  - Disaster volunteer registration form with release of liability
  - Safety orientation checklist
  - Disaster volunteer referral
  - Role descriptions
  - Work site sign-in/sign-out record
  - VRC volunteer sign-in/sign-out
  - Co-ordinating agency employee sign-in/sign-out
  - Expenses incurred by co-ordinating agency

The paperwork created by the VRC will need to be maintained and filed for post event evaluation, referencing and storage. Such paperwork will include the above as well as:

- Facility management records
- Agreed reimbursements
- Transportation contract expenditure records
- Additional incurred costs
- Training records

## B. Registration

Volunteers attending will need to be registered and issued passes to allow access to the site and work areas. This may mean that various levels of access have to be determined and appropriate passes issued. (See Section 7 A.)

If a standardise form is created within the planned response then volunteer organisations identified within the plan can of course complete and maintain these registration forms for their members prior to them being needed.

Any organisation that may have to manage an emergency response by large numbers of people from a variety of organisations should consider investing in an identity card creator that allows on site passes to be created. Alternatively arrangements for the use of one already held by a local company or organisation can be put in place.

Many Non Government Organisations (NGOs) that manage volunteers for international disaster response such as RedR and Mango strongly recommend that face to face interviews with volunteers are vital to fully understand their commitment and capabilities<sup>26</sup>. Whilst time consuming, this can be an important filter in identifying the appropriate volunteers for supervisory or specialist roles.

Additionally such a process may allow for the identification of media personnel that may attempt to use subterfuge to gain access to closed areas. It may be that this is only possible for the longer term establishment of volunteer teams to assist with the incident.

## C. Orientation – Briefing / Induction

Good communication is crucial to the organisation and management of events or incidents. Effective briefing and debriefing will act as quality assurance for operational effectiveness and should be performed by suitably trained personnel. It must be borne in mind that disclosure implications may arise in both criminal and civil proceedings in respect of briefings and debriefings. – **UK ACPO Manual “Guidance on Keeping the Peace”<sup>27</sup>**.

Time spent in preparation of the process to welcome and brief volunteers is a good investment for a well managed response. This process should also be considered for contracted staff arrivals.

The management team must establish a comprehensive briefing pack for team leaders and supervisors that can be delivered to volunteers and contracted staff as they arrive. A suggested format of information to be included in the briefing is:

- Type of incident
- Location of incident
- Anticipated spread of incident

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<sup>26</sup> Emergency Capacity Building Project, National Staff Development Accreditation and Certification Report.

<sup>27</sup> [http://www.acpo.police.uk/asp/policies/Data/keeping\\_the\\_peace.pdf](http://www.acpo.police.uk/asp/policies/Data/keeping_the_peace.pdf)

- Hazards
- Access procedures and routes
- Safety and Health regime
  - Reporting procedure for accidents and near misses
- Dress, PPE and compensation
- Decontamination
- Training to be completed
- Management structure
  - Co-ordination
  - Rest areas
  - Feeding arrangements
  - First aid
- Communications
- Media message

**NOTE:** A suggested Briefing Template is included in Section 7 C.

**NOTE:** Briefings should be daily at commencement of work periods to reinforce instructions and update responders.

Briefings should:

- be concise and timely
- include all relevant information
- include the strategy and the tactical plan
- include health and safety information
- include specific tasks and responsibilities
- include advice on legal implications
- be recorded.

In the UK the IIRMAC briefing model is often used to plan briefings as it has proved successful in assisting the communications process:

- **I**nformation
- **I**ntention
- **R**isk assessment
- **M**ethod
- **A**dministration
- **C**ommunication

**Before the volunteer(s) arrive(s):**

- Prepare paid staff by explaining to them the envisaged role for volunteers and demonstrate that they are not displacing paid work that permanent staff could expect to undertake.
- Assign managers, supervisors and team leaders and ensure they understand their responsibilities and positions within the chain of command.
- Set up the briefing facility and draft the briefing content. (Template available in Section 7 C.)

- Collect necessary items to be given to the volunteers such as ID badges or passes, briefing packs, maps, etc.

#### **On arrival:**

- Welcome the volunteers in a hospitable way with refreshments if possible to reinforce the importance of their joining your teams.
- Introduce the volunteers to the staff, team leaders, supervisors and managers involved in the response. Whilst many may not be able to break off from management roles to attend a briefing it is important to ensure that the volunteers understand the command structure and know of the key people and their responsibilities. Whenever possible it is worth obtaining photos of key managers or local dignitaries that the volunteers may come in contact with.
- Deliver briefing.
- If time allows give volunteers a familiarisation tour of the incident.

#### **Materials you could give volunteers:**

- Mission statement
- Summary of goals and/or long-range plan
- Organisational chart
- Policy and procedures (including emergency procedures)
- Confidentiality policy
- Map of incident

#### **What you should tell volunteers about the response:**

- Mission and goals
- The role of volunteers in the response plan
- Background and history

#### **i. Roles and responsibilities**

All volunteers should also receive an orientation to the specific role or responsibility they are undertaking. Orientation should include:

- Specific job responsibilities.
- Who the volunteer's immediate supervisor is and his or her expectations in terms of schedule, reporting back and/or record keeping.
- Other team members' roles.
- Orientation to the job is best accomplished by one-on-one briefing, or briefings to small numbers of volunteers who are undertaking the same roles or responsibilities.

## ii. Personal safety

This cannot be over-emphasised and the Safety and Health regime must be reinforced at all briefings and on a daily basis.

The picture below raises a number of personnel safety issues that do not appear to be being addressed:

- No face masks to protect the workers from inhalation risks are apparent
- No eye protection is worn to protect from splash hazards
- There are considerable trip hazards that do not appear to be being addressed in the random way in which hoses are being used



## D. Familiarisation

Before deploying the volunteers that may have already been trained or who are adjudged to have the appropriate skills and technical knowledge for the tasks they are undertaking, it is worth managers supervising a familiarisation for the volunteers to their roles, responsibilities and equipment. This can act as a last chance to identify a volunteer that may have been inappropriately allocated a task, or whose previous experience and training has lapsed.

This is particularly important where the volunteer is working with equipment, as there can be numerous models of the same equipment item and if the volunteer is unfamiliar with that model an accident could occur.

## **E. Training**

### **i. PPE and other equipment as required**

If volunteers, or staff, are required to use equipment or a process they are unfamiliar with then they need to be trained prior to deployment on tasks. When contractors are used this process is part of their day to day working processes and it alleviates this burden from the incident management

If PPE is issued it must be made clear to the volunteers that items not disposed of at the end of each session such as helmets, boots, overalls and gloves must be returned upon their completion of work at the incident so that it can be correctly disposed off. They must be discouraged, if not prevented, from taking such items home with them.

Records created in the process of issuing PPE and other equipment must be retained. They are likely to be:

- Issuing records
- Return records
- Lost / damaged / disposed of records
- Training records

### **ii. Handling techniques**

One of the regular uses of volunteers is to assist wildlife organisations in decontaminating recovered sea birds or animals. To undertake this process volunteers need to be trained in appropriate handling techniques for such birds and animals. The WWF<sup>28</sup> run a number of training courses for their own volunteers and can be called upon to assist in such operations.

### **Site selection is very important!**

For example, the following is the guidance proposed by one such organisation, the World Wildlife Fund (WWF), for the establishment of wildlife rescue facilities:

A site must be selected that is close to the spill area and also close to a major road, if possible (supplies must be trucked in and contaminated water must be trucked out). In addition, the site must provide the following definable areas:

1. Triage – Sheltered area where at least 4 examining tables can be set up to stabilise wildlife.
2. Intensive Care Area – A quiet out-of-the-way area for very ill wildlife where veterinarians may work.
3. Bird Washing – Sheltered area where teams of washers can set up as many stations as necessary to wash birds quickly and efficiently.

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<sup>28</sup> [www.panda.org/about\\_wwf/what\\_we\\_do/marine/problems](http://www.panda.org/about_wwf/what_we_do/marine/problems)



4. Rehabilitation Area – Outside area, weather permitting, to set up pens and swim pools to accommodate different species and appropriate needs. Swim pools are necessary to promote water proofing. If weather doesn't permit, sheltered areas are necessary (warehouse).
5. Supply Area – Sheltered area for donated and bought supplies that will be used for the rehabilitation.
6. Office Area – Space for office accommodation for daily briefings with key people, volunteer sign-up, orientations and hazardous materials training (HAZ-MAT) for new volunteers.
7. Rest Area and First Aid Station – Volunteers will need to retreat to quiet places to eat, rest and receive first aid if necessary.

This demonstrates why it is important if wildlife is involved to get experts involved as soon as possible and allow them to use their trained volunteers rather than attempt to undertake such an operation with the good will and intentions of volunteers that may spontaneously respond to wildlife in distress.

## **F. Command Chains**

The key to successful command chains is the span of control within them. Research and experience shows that management of more than seven areas of activity should be avoided. When you add unfamiliar environments and members to the teams being managed even seven can be unmanageable. If you then add the stresses that emergency response can bring, the task of managing seven areas of activity is a highly pressured one.

It is recommended that, depending on the nature and stresses related to managing the tasks, managers in an emergency response manage a maximum of 4 to 5 areas of activity. To achieve this in emergency response incidents where large numbers of volunteers are used it will be necessary to adopt the management structures within the responding volunteers.

If they are individual volunteers, then it will be necessary to identify which of them has management experience that can be utilised. However, it must be remembered that being a manager in their day-to-day job does not necessarily make them a good manager in an emergency situation. It is worth establishing whether any of the volunteers have command experience from military or emergency service background careers. For example, in managing a team of volunteers in the response to an emergency a retired police sergeant may be better suited than a shift manager from a local factory.



## **CHECK LIST**

### **VOLUNTEERS ARRIVE**

- 1. Volunteer Reception Centre is established, equipped, staffed and ready to receive them**
- 2. Registration process is in place**
- 3. Briefing is ready and supporting materials are in place**
- 4. Finance and Logistics Teams have been consulted on processes and procedures for use of volunteers**
- 5. Accommodation is ready**
- 6. Catering is ready**
- 7. First Aid / Medical cover is in place**
- 8. PPE is ready for distribution**
- 9. Training programme for all training requirements is ready**
- 10. Incident / Site Familiarisation is arranged**
- 11. Command Structure is in place and management briefed on volunteer arrival and the agreed protocols for their use**

## NOTES

## **4. Management Responsibilities**

### **A. Welfare**

All managers and supervisors have a duty of care to those they are responsible for. This duty is not negated by the extraordinary circumstances of working during an emergency response. If anything the circumstances mean that a greater duty of care is expected due to the exceptional circumstances.

Managers involved in emergency management responses would benefit from developing their understanding of the signs and symptoms of stress and the impact of trauma on persons involved in responding to events. This is particularly important if teams are being established for long term or repeated use in emergency response operations. One such programme worth reviewing is the UK Royal Marines TRIM Programme<sup>29</sup>.

The welfare of those being managed will depend on a number of factors being addressed by their managers.

#### **i. Rest and recovery**

Undisturbed sleep, or rest, is vital to the well being of any person and is particularly important for those working in stressful situations. Medical and physiological studies have proved that undisturbed sleep is the most important factor required for the human body to recover from exertion, injury or excessive work periods.

Managers must address reasonable complaints about disturbance or discomfort expediently so as to maintain the well being of those that they are managing. If the media is becoming too intrusive this may mean posting security to accommodation areas.

Social activity is part of the rest and recovery process and where possible the provision of social or sporting activities should be considered. In particularly stressful environments it is worth considering a limitation on the access to alcohol.



<sup>29</sup> <http://www.marchonstress.com/what-is-trim.aspx>

## ii. Motivation

The following are some of the common complaints of volunteers that a manager should consider addressing to keep the volunteers motivated:

I'm always told what to do but never asked to participate in planning the work.

Salaried staff get or take the credit for my good ideas and work.

No one says, "Thank you."

I always seem to get the "grunt work".

I never get feedback on my work.

Salaried staff are always given the benefit of the doubt in any dispute.

Can't I have a title other than "Volunteer?"

I am never assigned sufficient work or storage space for my work.

One common theme is an "us versus them" mentality between volunteers and staff. Knowing that this potential exists enables you to address this issue actively by:

**Treating volunteers with respect.** Remember that people volunteer for a number of reasons, but none of them involve being treated poorly. Recognise all that volunteers can offer, and treat them with the respect they deserve.

**Conducting teambuilding activities with volunteers and staff.** All organisations work better when their personnel work together. Conducting simple activities and discussions enables both parties to air differences and emphasise the importance of working toward a common goal. They will benefit both the staff and volunteers—and improve the overall emergency management function.

**Reducing the perceived threat to staff members** by educating them about the benefits that volunteers provide to them as well as to the agency. If managed well, volunteers will make the jobs of the regular staff easier by allowing them to focus on the parts of their jobs that only they can do.

## iii. Hygiene

The ability to bathe or shower and remove the grime of a days work is a key factor in separation from task for many people and leads to more productive rest periods. Managers should ensure that the wash facilities provided are maintained in a clean and hygienic condition. An inspection regime should be put in place with the providers of the facilities or those responsible for their up keep. In coastal pollution incidents the use of such facilities is likely to be far in excess of normal daily use.

#### iv. Sustenance

The provision of catering has been covered earlier in this manual at Section 2 C ii.

However, it is worth reiterating at this stage that access to additional food and drinks of choice is good for moral and allows volunteers to boost their substance intake beyond that provided by the caterers. It is worth having additional nutritional items such as fruit, high energy foods, etc. made available at rest areas or accommodation blocks.

#### v. Safety and Health

This has already been given considerable coverage in this manual but its importance cannot be understated.

If we look at the picture to the right do we think management of the Exxon Valdez disaster would meet today's duty of care standards?

- No vapour protection
- No eye protection
- Helmet on backwards

Managers must correct the misuse of PPE or address shortfalls in the appropriate levels of care that become known to them. Repeated infringements by workers may have to result in their services being terminated.

In their day to day management responsibilities managers must constantly review and assess the known risks.

The response operations on site can to be really physically demanding, even for healthy personnel. The operations managers will have to impose compulsory breaks during which medical observations may need to be carried out (heart rate, temperature, weight loss linked to dehydration, etc.).



### B. Medical

#### i. On site medical cover

**Author: Arthur Rabjohn<sup>30</sup>**

Lockerbie: "Whilst there were numerous doctors available to pronounce life extinct there were no facilities set up to provide first aid assistance to those working on the wreckage should they become injured during their work."

<sup>30</sup> Personnel experience of author.

The provision of on site medical cover may well be a role that volunteers from one of the many established First Aid providers can perform to minimise the draw on local professional emergency medical services.

Many SAR organisations have both a First Aid capability and an off road ambulance capability that can be utilised to provide first response on site medical emergency cover and link to the local health systems emergency medical provision. They carry out exactly this role for public events, mass gatherings or risk sites on a regular basis.

## **ii. Monitoring accidents and injuries**

Managers must review all reported accidents and near misses to put in place preventative or mitigating actions to try and stop or limit further occurrences. The establishment of such a regime is raised in Section 2 C iii. b) and a template for such reports is included in Section 7 D.

Having reviewed the Accident / Near Misses Reports the manager must record their actions and sign that they have been completed.

## **C. Media**

**Braer Incident:** “The Wildlife Response Co-ordination Committee (WRC) had underestimated the scale of media interest. The sheer number of film and radio crews and journalists reflected in a constant barrage of requests for interviews. There were also continual calls from media world-wide. This distracted key personnel from their duties. In addition, journalists persistently tried to get inside the WRC and particularly wanted to see and film live birds in the building; this posed problems for animal welfare and security. .... There was less of a problem on beaches. Volunteers were advised to co-operate with the press provided there was no interference with their work, but that they should restrict comments to simply describing what they were doing at the time.”<sup>31</sup>

This is not an unusual situation for responders to incidents in this day and age. The Media have huge resources that they can use to react to and reach the scenes of newsworthy events. Environmental impact events are very newsworthy and will draw the attention of media from around the world.

**Managers of volunteers responding to such incidents must establish what the media policy is and who is responsible for its co-ordination in the command structure.** The advice given above stands well for any incident, but **requests for interviews or statements should be referred to the central media liaison point** within the response command structure.

**Volunteers should be advised to direct any members of the media to their manager and avoid engaging with the media even by saying no comment.**

Managers of volunteers should be aware that the more determined members of the press may attempt to gain access to the incident by taking on the role of a volunteer responder.

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<sup>31</sup> The environmental impact of the wreck of the Braer.



## **D. Resource Development**

### **i. Identification of volunteers to be given further training for future events**

During the operation it may be apparent that particular volunteers could be further developed through training and involvement with established volunteer organisations. A moment spent developing the identification of suitable volunteers can be a good investment for the future as it both acknowledges your recognition to them and potentially develops a valuable resource for the future.

Managers will need to identify the appropriate training or organisations that they can follow up with after the event.

# **CHECK LIST**

## **MANAGEMENT CHECKLIST**

- 1. Are potential hazards identified?**
- 2. Is there a safe working environment?**
  - Written Safety and Health programme is in place
  - Safety and Health risk assessment has been completed
  - Safety and Health training has been given where required
  - First aid stations and health monitoring are in place
  - Supervision from trained personnel is in place
  - Methods to be used to decontaminate persons are understood and risks known
- 3. Are decontamination procedures defined?**
- 4. Working in teams**
  - Communications network is understood by all involved
  - Comprehensive reporting procedure for accidents, incidents and near misses is in place
  - Comprehensive logging in/out procedure recording access and work hours has been established
- 5. Personnel Protective Equipment issued?**
  - Training and / or instructions has been given
  - Issue has been recorded and instructions understood
  - PPE stockpiles are in place
  - Users understand whether PPE is one use or repeated use equipment
  - Procedures for packaging, labelling and discard of contaminated PPE or other items are in place
- 6. Welfare**
  - Regular meals and refreshments are arranged and scheduled
  - Cleaning and toilet facilities are appropriate and maintained
  - Accommodation is appropriate
  - Shift working has been defined
  - Working time is appropriate
- 7. Contamination reduction area is defined, marked and understood by all**
- 8. Media Policy is understood and has been explained to all involved**
- 9. Clean-up area is defined, marked and understood by all**
- 10. Waste disposal plan is in place with specialist contractors**
- 11. Insurance is in place and appropriate cover for liabilities is confirmed.**
- 12. Duty of care, are you meeting yours?**

## NOTES

## 5. Volunteer Dispersal

The departure of volunteers, and all staff in fact, must be a managed process if the event is to be successfully concluded.

### A. Debriefing

For large scale events it can prove beneficial to designate a member of the Management Team with appropriate training or experience as the Debriefing Manager in order to manage the debriefing process throughout the lifespan of the operation. If a Debriefing Manager is appointed then that role should be their sole task as they should not be involved in the operational response or management.

**NOTE:** Debriefing in this context is not Psychological Debriefing which is a consideration of the Health Team monitoring the health aspects of the response.

Debriefs should:

- be carried out in chronological order if possible
- be structured and prepared whenever possible
- make use of open questions to encourage participation
- identify and promote good practice
- be timely if appropriate “hot” debriefs can be a suitable forum for ensuring that all the participants’ experience has been gathered

There are various methods of “debriefing” for those that have been involved in the operational response to emergency events. The most basic is a “Hot Wash” at the conclusion of each work session so that information and lessons identified can be collated for implementation in the next work session or after the event. This can also be used as a quick debrief prior to the departure of the volunteers but is not recommended as the final debrief should be more detailed.

**Hot Wash:** Normally an informal discussion between supervisors, team leaders and team members to examine the lessons learned in the session for improvement and evaluation, providing a critical review of actions and tasks undertaken.

In events involving large numbers of people or teams a cascade debriefing process is sometimes used to try and gain as much information as possible. The problem with this process is that it is dependent upon the reporting chain and can lead to dilution of critical lessons identified.

**Cascade Debriefing:** This is when each Team Leader (TL) debriefs their own team and the TLs are then debriefed by their Supervisor. Supervisors are then debriefed by their Manager who then contributes to the Post Incident Report (PIR) collation.

Debrief Questionnaires are sometimes used to collect information but they are not very effective as many people cannot write the detail or emphasis that they can get across in

discussion. Questionnaires are often seen as a final chore before departure and rushed or ignored. The structuring of questionnaires also has to be carefully managed to ensure that the required information is collected. However, questionnaires can provide some anonymity to responders or can be used to identify key experiences to be developed by post questionnaire interviews.

**Questionnaires:** A series of “open” questions completed by a person that are intended to collect information about their experience, observations and comments on their participation in the event.

One way to gain significant amounts of information is to put in place a series of Structured Debriefings that include all involved at all levels within the command structure being able to voice and record their experiences, concerns, lessons identified, etc. The process does discourage group problem solving or decision making which is best conducted subsequently using the information from the debrief.

**Structured Debriefing:** A disciplined but flexible technique for learning through reflection by sharing experiences, gathering information and developing ideas for the future<sup>32</sup>. A facilitated process of debriefing groups of people involved in a common experience by giving them a series of focused questions.

There are three main reasons that debriefing skills are important to both individuals and their organisations.

1. Organisations are under increasing pressure to improve performance in the delivery of their services. For some, their survival depends on it. Many initiatives have been launched to improve effectiveness (the “what”) and efficiency (the “how”) aimed at achieving “best value”. People are being recognised as an organisation's most valuable resource because of the value they can add.

2. As individuals, we, that's us all, often fail to learn from experiences, mistakes are repeated, good practice is missed or not even established. People “switch off”, and fail to share valuable information and ideas which are then lost. All staff including managers and leaders have much to contribute from their experiences. The challenge is how and when to tap that experience and to progress.

3. There is no established methodology to draw the learning and ideas from experience. That has been a stumbling block to both individuals and organisations. “Debriefing” is recognised as the way forward but in practice it is difficult and results are inconsistent. Acknowledging debriefing as a 'skill' is at the centre of things.

John Arney<sup>33</sup>

<sup>32</sup> [http://www.structured-debriefing.co.uk/2structured\\_debriefing.htm](http://www.structured-debriefing.co.uk/2structured_debriefing.htm)

<sup>33</sup> Director, Centre for Structured Debriefing – consultation on section.

## **B. Record keeping**

The administrative processes of managing volunteers are important for a number of reasons that all generally address the post event liabilities, accounting and reporting requirements.

### **i. Paperwork all done**

Across all areas of the management of an incident there will be a number of processes involving paperwork that will need to be collated, filed and a registry created to complete a full incident record. Each section of the management structure will be required to finalise their records and submit them for filing in the incident registry.

With regards to the volunteers the following paperwork will need to be finalised by those responsible for the relevant areas of activity:

#### **Volunteer Reception Centre Records**

- Volunteer registration
- Facility management records
- Agreed reimbursements
- Transportation contract costs
- Additional incurred costs
- Training records

#### **Equipment Records**

- Issuing records
- Return records
- Lost / damaged / disposed of records
- Training records

#### **Catering Accounts**

- Supply orders
- Accounts of meals, snacks and other refreshments provided
- Staffing costs
- Subcontracted costs such as waste disposal, sanitation
- Facility leases

#### **Accommodation Accounts**

- Agreed hire charges
- Agreed room rentals
- Outstanding room bills
- Additional incurred costs

#### **Health / First Aid cover**

- Accident / Near Miss Log
- Medical Incident Records (MIRs)
- Agreed reimbursements
- Contracted costs

Debriefing Reports  
Management Reports

- Timesheets
- Briefing records

## **ii. Litigation**

In today's world all managers must at all times give due consideration to the possibility of subsequent litigation from their actions, inactions or accidents during the incident or events they are managing. Therefore it is recommended that the paperwork, files and registry mentioned above are kept for a minimum of five years after the completion of the response and recovery activities.

- Firstly, the lead authority for the response will undoubtedly be attempting to recover the costs of the response and recovery from those responsible for the pollution caused.
- Secondly, the supporting organisations will be requesting their costs from the lead authority.
- Thirdly, individuals who have suffered injury or loss as a result of the incident may take legal action for compensation.
- Fourthly, there may be legal action taken as a result of mismanagement, negligence or criminal responsibility that will require the records of the incident to be used as evidence.

**NOTE:** Managers dealing with emergencies should always keep written records of all key activities and decisions they are involved in.

## **C. Clean-up**

Far too often after major events or incidents responders leave upon the conclusion of their contribution and leave behind additional mess to be cleaned up. Prior to their departure volunteers should be utilised where appropriate to ensure that facilities or areas they have used or been accommodated in are as clean and tidy as they can be for the return to normal use.

## **D. Equipment Returns**

The return of equipment is always a challenging issue upon the completion of operations involving large scale response to pollution incidents. Much of the equipment issued may be written off as it will have become unusable for other purposes or contaminated. As such it must therefore be accounted for and its disposal recorded. For example many volunteers may wish to take gloves or helmets home as 'trophies' of their work. This should not be allowed as those items could carry contamination or be damaged and inappropriately used in future.

## **E. Recognition of Work Done**

The work of volunteers should be recognised whenever possible and prior to their departure from the incident it is worth giving thought to how such recognition should be given. In the MSC Napoli incident the volunteers from the Agricultural College that were utilised by the Dorset County Council Ranger Service were all given certificates of appreciation. Such civic citations are a good way to allow the volunteers to demonstrate their commitment to others who have supported their attendance. See Section 6 A with regards to following up recognition.

Always take time to thank volunteers that have worked for you either individually or as a group during or after the debriefing.

It is worth bearing in mind that your organisation or many of the others involved will have such recognition systems in place but that the volunteers do not have such an allegiance that will undertake this process.

Remember you made need them or others like them in the future.





## **CHECK LIST**

### **VOLUNTEERS LEAVING CHECKLIST**

- 1. Debriefings are in place and appropriate to collect experiences and information**
- 2. Equipment has been collected and accounted for**
- 3. All paperwork is in order and is being filed appropriately**
- 4. Accommodation, Rest Areas, etc. have all been cleaned up as much as possible**
- 5. Recognition has been given and volunteers have been thanked**

## NOTES

## 6. After Action Reviews

Management doesn't end because the volunteers have departed. The success of future responses and the long lasting impact of the incident can be determined by the post event actions taken by managers.

### A. Follow Up Departing Recognition

It is important that where recognition has been given to volunteers on their departure that this is followed up to bring it to the attention of their organisations, employers or civic leaders.

Organisations that provide volunteers often use such recognition to persuade others to join them and thus build capacity that you may require in the future.

In the case of employers it may be that they have allowed them leave or time off to undertake the work they have been doing for you. By acknowledging their good work you could provide the company with a good public relations opportunity that will encourage them to allow volunteers to attend future incidents. It may also persuade an employer to consider compensating a volunteer for lost leave or earnings.

Raising the recognition of volunteers with civic leaders can encourage volunteerism in the community. This recognition may well encourage others to undertake such activities within their communities.

#### **Interview: Bob Haycock, Welsh Countryside Council<sup>34</sup>**

On 15<sup>th</sup> February 1996 Mr Haycock was designated the Conservation Co-ordinator – Birds and worked through the response and considerable recovery phases of the Sea Empress disaster.

“Following the Sea Empress clean-up a number of birds that had been cleaned were released having been ringed to indicate their capture and release at that incident. 2 years later one of our ringed Common Scoters turned up in Russia. We were able to send out this news to the organisations and volunteers that had helped recover and clean birds. It generated a lot of interest and reinforced the good work done by so many people. It was timely as it countered a number of negative media items that had circulated since the event about the outcome of such efforts.”

### B. Lessons Identified

Where lessons have been identified at debriefings and in post incident reports or after action reviews they must be acted upon to turn them into lessons learned. The collection of such information was covered previously in Section 5 A in this manual.

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<sup>34</sup> 03/08/07 Interview: Bob Haycock, Senior Reserves Manager – Pembrokeshire, Welsh Countryside Council.

### **C. Turning Lessons Identified into Lessons Learned**

The best way to ensure Lessons Identified are turned into Lessons Learned is to create a Lessons Matrix from all the post event reports. The sources of such information will be:

- Debriefing Reports
- After Action Reviews (AARs)
- Post Incident Reports (PIRs)
- Management Reports
- Accident / Near Miss Log
- Collated Media Reports
- Feedback Surveys from participants

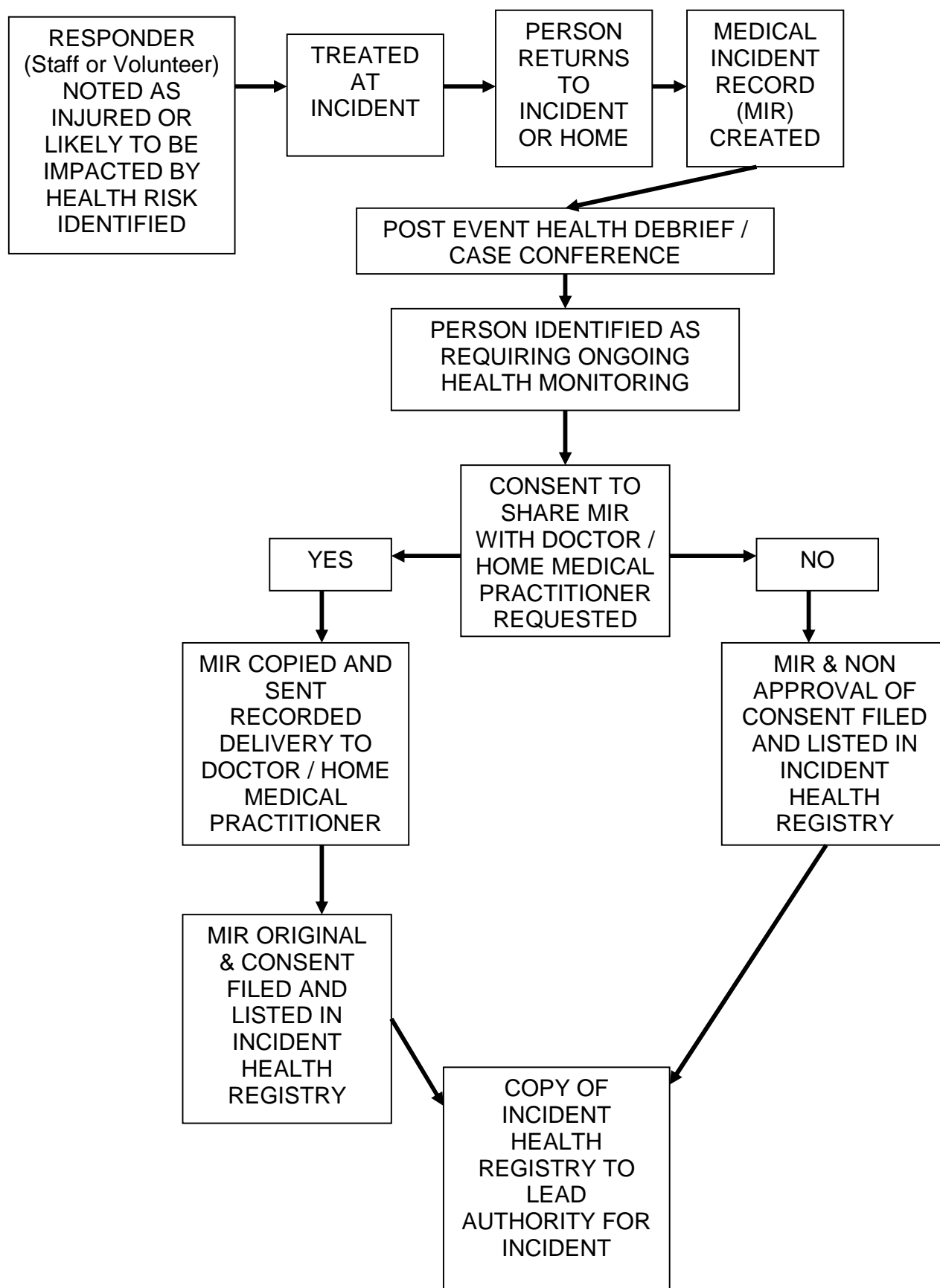
All identified lessons should be listed in the matrix with a recommendation for action to be taken to implement changes to plans, protocols, procedures or training that the identified lessons have highlighted as required. Each lesson should be assigned an owner who is responsible to see through the recommended actions. A suggested Lessons Matrix is included in Section 7 E.

### **D. Health Monitoring if Required**

A specific Health Debrief and Case Conference should be held where health risks have been identified and injuries have occurred. Monitoring Records and the Accident / Near Miss Log should all be assessed to establish whether any post event health monitoring is required.

If it is identified that any person or persons are required to be monitored they should immediately be informed. Depending on local legal restrictions on the sharing of data their consent is likely to be required to pass their Incident Medical Record to their home medical practitioner / doctor.

The health professionals involved will then transfer a copy of the Incident Medical Record to that person's doctor / home medical practitioner. The original will be filed by the lead health agency involved in the response to the incident with all other relevant health records. A register of such documentation should be provided to the lead authority in the response as a reference in the incident files. The following flow chart illustrates the recommended procedure:



## NOTES

## **7. Document Templates**

The following pages contain templates you may choose to use to assist in the management of volunteers that are requested to respond to coastal pollution incidents:

- A. Volunteer Registration**
- B. Certificate of Voluntary Service**
- C. Briefing Template**
- D. Accident / Near Miss Reporting**
- E. Lessons Matrix**
- F. Suggested Volunteer Handout**
- G. Message Form – Example**
- H. Incident Log – Example**

## A. Volunteer Registration

DATE / TIME OF REGISTRATION	METHOD OF REGISTRATION (circle below)	RESULT (circle below)
1.	Volunteer Helpline	Awaits call back
2.	Requested Attendance at VRC	Assigned to team
	Non-requested attendance at VRC	Assistance declined
FAMILY NAME	FIRST NAMES	NAME TO BE USED
<b>CONTACT DETAILS</b>		
Address:		Telephones
		Home:
		Work:
		Cell:
Email Address:		
<b>SKILLS &amp; TRAINING</b>		
Organisation Membership		Verified YES / NO (Circle appropriately)
Training		Verified YES / NO (Circle appropriately)
Profession		Verified YES / NO (Circle appropriately)
<b>HEALTH &amp; WELFARE</b>		
Disability	NONE / Details:	
Medical Conditions	NONE / Details:	
Doctor (Only to be completed at VRC if they are to be used)	Name: Address:	Telephone:
Allergies	NONE / Details:	
Dietary Requirements	NONE / Details:	

**NOTES:**

Please Turn Over



<b>Medical Information</b>	<b>Blood Group</b>	(Circle appropriately) <b>A+ A- B+ B- AB+ AB- O+ O-</b>
	<b>Vaccinations</b>	<b>Tetanus</b> YES / NO / UNSURE <b>Polio</b> YES / NO / UNSURE <b>Hepatitis A</b> YES / NO / UNSURE <b>Hepatitis B</b> YES / NO / UNSURE <b>Rabies</b> YES / NO / UNSURE
<b>Point of Contact in an Emergency</b>	<b>Name</b>	
	<b>Relationship</b>	
	<b>Address</b>	
	<b>Telephone</b>	
<b>Recorded By:</b>		<b>Date / Time</b>

**Additional notes should be recorded below or on a new page, signed, dated and timed by person making them.**

## B. Certificate of Voluntary Service

The following is an adaptation of a Certificate of Voluntary Service suggested by CEDRE to sign up volunteer organisations:

Certificate of Voluntary Service adapted from the Operations Aide Memoir / Manual for the Creation of a Temporary Rescue Centre for the care of oil-covered birds. Created by the League of Bird Protection in the Team of the Marees Noires Observatory, 2003.

In response to the ... *(Name of event)* ..... the crisis management team has assistance rendered by ..... *(The association, voluntary group)* ..... in the completion of .... *(Specify – Rescue Centre, Work Site)*.....

Mr, Mrs, Ms.....

Residing at: .....

was employed

From..... To.....

and contributed to different operations ..... *(Specify: Saving and care of Birds, cleaning/clean-up operations)* has taken notice and understands the hygiene, safety and security measures in force ..... *(Specify where the work was allotted: In the Maintenance Centre, at the workshop, etc).*

Signed at .....hrs on *(Date)*.....

The Representative of .....*(The association, voluntary group)* .....

Volunteer .....

### C. Briefing Template

The following template is intended to assist in preparations for briefings that should be given to teams prior to deployment.

<b>DATE / TIME OF BRIEFING:</b>	
<b>AUDIENCE:</b>	
<b>LOCATION OF BRIEFING:</b>	
<b>BRIEFER(S):</b>	
<b>INCIDENT DESCRIPTION:</b>	
<b>LOCATION OF INCIDENT / WORK TODAY:</b>	(Maps available)
<b>ANTICIPATED SPREAD OF INCIDENT:</b>	(Weather / Tides, etc.)
<b>HAZARDS:</b>	(Weather, Chemicals, Trips and Falls, Sharps, etc.)
<b>ACCESS PROCEDURES AND ROUTES:</b>	(Maps available, Examples of passes)
<b>SAFETY &amp; HEALTH REGIME:</b>	(PPE, Reporting Regime)
<b>TRAINING REQUIREMENTS:</b>	
<b>MANAGEMENT STRUCTURE:</b> Organisation and geography of Rest Areas, First Aid, etc.	(Diagram available) (Maps available)
<b>COMMUNICATIONS:</b>	(Radio Channels, etc.)
<b>MEDIA STRATEGY:</b>	
<b>AFTER DAY ONE</b>	
<b>ANY WELFARE ISSUES?</b>	(ASK)
<b>NEW TEAM MEMBERS?</b>	(INTRODUCTIONS)
<b>MESSAGES OF THE DAY?</b>	(ANYONE'S BIRTHDAY, etc..)
<b>ADDRESS SHORTFALLS IN PREVIOUS WORK EXPECTATIONS IF NECESSARY</b>	
<b>COMMEND PREVIOUS WORK IF APPROPRIATE</b>	
<b>☺ ENTHUSE THEM IF YOU CAN ☺</b>	

\*\*\*FILE AFTER USE\*\*\*

## D. Accident / Near Miss Reporting

### ACCIDENT / NEAR MISS LOG

All accidents, injuries or near occurrences of accidents or injuries must be reported using the following form:

DATE / TIME	LOCATION	PERSON(S) INVOLVED (If more than 2 persons record detail below in NOTES)
		1.
		2.
INJURIES SUSTAINED		
TREATMENT RECEIVED		
DAMAGE CAUSED		
REPORTABLE ACCIDENT?	TRAFFIC ACCIDENT – POLICE NOTIFIED (YES / NO) REPORTABLE WORKPLACE INJURY – AUTHORITY INFORMED (YES / NO) INSURED ACCIDENT / INJURY – INSURERS NOTIFIED (YES / NO) OTHER:	
CAUSE		
ACTION RECOMMENDED TO PREVENT FURTHER OCCURRENCE	<b>A</b>	
REPORTED BY:	Name: Position: Signed:	DATE / TIME:
ACTIONS AT <b>A</b> ABOVE COMPLETED	Name: Position: Signed:	DATE / TIME:
NOTES		

Additional Notes should be made over the page, signed, dated and timed by the person making them.

## E. Lessons Matrix

### POST INCIDENT LESSONS MATRIX

<b>Lesson Identified</b>	<b>Actions Required</b>	<b>Owner</b>	<b>Completed</b>
<b>Date Noted, Source Document, Location, LESSON</b>	<b>Details of actions to be taken to implement identified lesson and turn it into a Lesson Learned</b>	<b>Name, Position</b>	<b>Date, Signed, Name,</b>
<b>EXAMPLE</b> 21/07/07, PIR, EMU File Don Pedro Incident  <b>Stored snack packs out of date</b>	<b>EXAMPLE</b> Routine schedule to check and replenish snack packs held in Emergency store to be put in place	<b>EXAMPLE</b> Jose Assideo EMU A/EPO	<b>EXAMPLE</b> 28/07/07 JASsideo Jose Assideo

## **F. Suggested Volunteer Handout**

The following is a suggested handout for use that is taken from the Northern Ireland Department of Environment Shoreline Response System.

### **Volunteer Handout**

The following is a volunteer briefing handout/document that has been prepared as a guide for volunteers working under the authority of the Shoreline Response System.

Important information that must be given to all persons who wish to be assessed as volunteers is the likely physical requirements of the duties, safety aspects and possible dangers involved, in their responsibilities and obligations as a volunteer.

If you as a volunteer are considering attending oil spill shoreline response then please note the following and complete a volunteer registration form.

#### **Safety**

Human safety must be first above all other concerns including shoreline cleanup and wildlife.

Response Management and supervisory personnel will seek to eliminate or minimize hazards from the work site.

#### **Age, Medical Issues and Requirements**

The volunteer must be 16 years or over and in good health.

Volunteers must be in good health with no substantive medical conditions. If you are pregnant, taking certain types of medication, allergic to animal dander or detergents, or you have a kidney, liver or lung disorder, it is recommended that you consider consulting a doctor before acting as a volunteer.

A current tetanus vaccination is strongly recommended.

If your immune system has been compromised, or if you are taking steroids or you have recently received anticancer treatment, or you are HIV positive, or you are pregnant, or you have allergies to birds, then you may be at an increased risk of contracting certain diseases from wildlife. In these circumstances, and if reasonable, you should not volunteer for this project.

Persons with existing medical conditions or taking medication(s) should consider obtaining an opinion from their physician in the matter of whether or not it would be safe for them to be present as a volunteer at an oil spill response site.

If you are pregnant or there is a chance that you may be pregnant you should not volunteer for this project.

It is important for you to be aware of the following hazards that you may encounter during training for oiled wildlife response or during oil spill exercises or during an actual oil spill response:

- Exposure to sun, wind and rain.
- Hypothermia – becoming too cold.
- Hyperthermia – becoming too hot.
- Exhaustion – becoming too tired.
- Injury from birds while handling them.
- Injury while walking on oily or uneven surfaces, such as rocks at beaches.
- Possible drowning while wading into the water to execute cleanup or capture birds or operating from boats.
- Possible exposure to noxious chemicals, which can affect the skin by contact, or the bodies functions if swallowed or inhaled.
- Tetanus - Current tetanus vaccination status is highly recommended. Please consult your physician to make sure that you have received a tetanus booster within the last ten years.
- Exposure to bacteria, fungi, viruses, parasites and animal dander, all of which can be transmitted from animals to humans.
- Exposure to potentially harmful fumes such as those arising from spilled hydrocarbons
- Domestic hazards associated with the food preparation, slippery floors and detergents
- Possible injury while operating or being around motor vehicles and/or heavy machinery.

### **Work Conditions and Obligations**

- Volunteers are expected to comply with all safety regulations and wear appropriate safety equipment and follow the instructions of supervisors and the site safety officer during training, induction and when in the oil spill response site.
- Information on each person's volunteer registration form should be accurate and up to date. This applies to personal information about: emergency contact details, current medications, allergies and special health considerations.
- Volunteers should take steps to ensure that the supervisor or safety officer is aware of, or is made aware of, any signs of illness and any injuries (whether while training or while present at the oil spill response site).
- We ask that you be able to complete a minimum number of shifts within a seven day period.
- Smoking will not be permitted anywhere in the spill response area.
- It may be necessary to bring several layers of warm clothes, and bring a change of clothes in case.
- Bring initially rain gear (rain coat, waterproof trousers, rain hat, rubber boots) – other protective gear will be provided by operations personnel during induction.
- Do not bring children to the site, please arrange your own child care facilities.
- Do not bring pets of any type to the site.
- Do not bring items that may pose a significant sparking hazard, such as mobile phone, lighters, matches and cigarettes, camera flashes, pagers, etc.

- Bring sufficient food and water initially for yourself for the first few hours, after this time food and drink will be provided for you.
- Bring rags or old towels that you may wish to donate (these items will not be returned).

### **Media Issues**

The Media Co-ordinator is responsible for supplying information requested by media.

Volunteers receiving requests from the media should ensure that the information is provided by the appropriate Response Co-ordinator.

Photographs may be taken using still cameras provided that the permission of the supervisor responsible for the area has been obtained, e.g. no camera flash if it is likely to either cause an ignition hazard or scare wildlife.

Photographs may not be used for any publication or public presentation without the written permission of the relevant agency manager.

### **Security of possessions**

You are responsible for the safety of your personal possessions.

We suggest that you do not bring valuable possessions to the spill site.



## G. Message Form – Example

MESSAGE FORM

Date (dd / mm / yy): ..... Log ref. No.

### Outgoing

Message to:

Originated by:

### Incoming

Message to:

Recorded by:

MESSAGE CONTENT Time (24 hour clock)

.....  
.....  
.....  
.....  
.....  
.....

ACTION TAKEN Time (24 hour clock)

.....  
.....  
.....  
.....  
.....  
.....

## H. Incident Log – Example

**LOG** Incident: ..... Date: ..... Page: .....

[illegible]

Reviewed by:

Date :

Time :

## APPENDIX I - Reference List

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ISBN: 0-7480-0900-0
13. Oil Spill Contingency Planning in the 21<sup>st</sup> Century – Elise Decola – Cutter Information Corp  
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15. Interview Celeste Sauls, questionnaires follow up.
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17. Manager Metropolitan Police Service Victim Recovery and Identification Team.
18. Personnel experience of author
19. Text reference
20. <http://osha.europa.eu/legislation/directives/>
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## ii. Legislation

International	<p>International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 relating thereto (MARPOL 73/78)  <a href="http://www.imo.org/Conventions/contents.asp?doc_id=678&amp;topic_id=258">http://www.imo.org/Conventions/contents.asp?doc_id=678&amp;topic_id=258</a></p> <p>International Convention on Oil Pollution Preparedness, Response and Co-operation, 1990, (the OPRC Convention)  <a href="http://www.imo.org/Conventions/contents.asp?topic_id=258&amp;doc_id=682">http://www.imo.org/Conventions/contents.asp?topic_id=258&amp;doc_id=682</a></p> <p>International Protocol on Preparedness, Response and Co-operation for Pollution Incidents by Hazardous and Noxious Substances (the HNS Protocol)  <a href="http://www.imo.org/Conventions/mainframe.asp?topic_id=258&amp;doc_id=683">http://www.imo.org/Conventions/mainframe.asp?topic_id=258&amp;doc_id=683</a></p> <p>United Nations Convention on the Law of the Sea 1982  <a href="http://www.un.org/Depts/los/convention_agreements/convention_overview_convention.htm">http://www.un.org/Depts/los/convention_agreements/convention_overview_convention.htm</a></p>
European	<p>Directive 2000/60/EC of the European Parliament and of the Council of 23 October 2000 establishing a framework for Community action in the field of water policy</p> <p>Directive 89/391/EEC Measures to encourage improvements in the safety and health of workers at work  <a href="http://osha.europa.eu/legislation/directives/A">http://osha.europa.eu/legislation/directives/A</a></p> <p><b>Anglo-French Joint Maritime Contingency Plan (Mancheplan)</b>        Under the Bonn Agreement, the English Channel is a zone of joint responsibility between France and the UK. The Mancheplan covers counter pollution and SAR operations. It sets out the division of responsibility between the two parties. For incidents likely to affect both parties simultaneously, it outlines command and control procedures, channels of communication, and the resources available to each party.        Mancheplan designates the territorial waters of the Channel Islands as a special zone of responsibility. It contains procedures for the provision of assistance, as required, to the Channel Island Authorities.</p>

### **The Norway–United Kingdom Joint Contingency Plan (Norbrit Agreement)**

Norway and the UK have developed the Norbrit Agreement for joint counter pollution operations in the zone extending 50 miles either side of the median line separating the UK and Norwegian continental shelf.

Like Mancheplan, the Norbrit Agreement sets out command and control procedures for pollution incidents likely to affect both parties, channels of communication and resources available. However, it does not cover SAR activities.

Oil Pollution Response Convention OPRC 1990

Bonn Agreement

Helsinki Convention

Barcelona Convention

Copenhagen Agreement

Lisbon Agreement

EU Framework for co-operation in the Field of Marine Pollution

Community Mechanism to Facilitate Reinforced Co-operation in Civil Protection Assistance intervention

France

#### **Instruction du 02/04/01 (*Erika*)**

(General principles for Polmar Plans & Shipwrecks Prevention, planning, response plans for incidents at sea)

#### **Instruction particulière du 04/03/02**

(Plan contents Polmar, implication of the services, including DOM-TOM)

#### **Instruction du 15/07/02**

(Application of TOM to shoreline communities in addition to the Polmar instruction)

#### **Instruction 11/01/06 (Adaptation Prestige & ORSEC)**

(Centralised and decentralised public services)

**Instruction 04/03/02** Measures against marine environmental pollution (POLMAR NOR: PRMX0205456C)

**Instruction 02/04/01** Public Powers of intervention for major maritime accidents  
(NOR: PRMS0104777J)

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### **The Anglo/Isle of Man Operating Agreement**

The UK/Isle of Man covers counter pollution and SAR operations and was agreed in May 2002.

### **iii. Further reading**

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**v. Centre of Documentation Research and Experimentation on accidental water pollution (CEDRE) Library**

**These catalogue entries have been retained in French to assist access should you wish to request them from CEDRE.**

**N°inventaire :** 4245

**Titre :** *Los héroes del 13-N. Dos meses después del hundimiento del "Prestige", la Galicia civil ha escrito la mayor página épica de su historia batallando contra el fuel.*

**Sous-titre :** N°spécial : Enero del 2003 de la Voz de Galicia

**Nature du document :** DOSSIER DE PRESSE

**Editeur :** La Voz de Galicia, 2003, 80 p.

**Descripteurs :** PRESTIGE / BENEVOLE / POLLUTION ACCIDENTELLE / POLLUTION MARINE / POLLUTION PETROLIERE / NETTOYAGE / LITTORAL / LUTTE ANTIPOLLUTION / ESPAGNE / GALICE / LUTTE A TERRE / LUTTE EN MER / FRANCE / HISTORIQUE

**N°inventaire :** 4416

**Auteurs :** LPO

**Titre :** *Centre de sauvegarde LPO/UFCS Ile Grande - Bilan 2003*

**Nature du document :** RAPPORT ANNUEL

**Editeur :** Ligue pour la Protection des Oiseaux, 2004, 42 p. + Annexes

**Descripteurs :** OISEAU / CENTRE DE SOINS / POLLUTION PETROLIERE / BILAN / CARTE / ECHOUAGE / STATISTIQUE / ESPECE / POLLUTION MARINE / DEVENIR / CAUSE / DEPENSE / BENEVOLE / FRANCE / BRETAGNE / FONCTIONNEMENT / HYDROCARBURE

**N°inventaire :** 4393

**Auteurs :** FREIRE P., RAMIREZ A., GAVIN P.R., RAMIREZ C.

**Titre :** *Conversaciones con los voluntarios del Prestige*

**Nature du document :** MONOGRAPHIE

**Editeur :** RG Editores, 2003, 300 p.

**Descripteurs :** PRESTIGE / ACCIDENT MARITIME / ESPAGNE / POLLUTION MARINE / POLLUTION ACCIDENTELLE / POLLUTION PETROLIERE / IMPACT DE LA POLLUTION / POPULATION / HOMME / BENEVOLE / MAREE NOIRE

**N°inventaire :** 4165

**Auteurs :** AAIR LICHENS

**Titre :** *Emanations atmosphériques côtières consécutives à la libération d'hydrocarbures dans le milieu marin : affaire Erika. Etudes lichéniques - Deuxième phase et Synthèse. Rapport A1-3 définitif. Septembre 2000*

**Sous-titre :** Pour la DDASS Loire-Atlantique

**Nature du document :** RAPPORT

**Editeur :** Aair Lichens, 2000, 46 p. + Annexes

**Descripteurs :** POLLUTION ATMOSPHERIQUE / MILIEU MARIN / HYDROCARBURE / LICHEN / ERIKA / BIOINDICATEUR / POLLUTION PETROLIERE / HYDROCARBURE AROMATIQUE POLYCYCLIQUE / PRELEVEMENT / PROTOCOLE / ETUDE D'IMPACT / POLLUANT / FRANCE / EVALUATION / BIOACCUMULATION / MAREE NOIRE / PERSISTENCE / ZONE COTIERE / ZONE URBAINE / HOMME / BENEVOLE / ECHANTILLONNAGE / PROPRIETE CHIMIQUE

**N°inventaire :** 4331

**Auteurs :** Sociedad Espanola de Ornitologia

**Titre :** *Especial Prestige*

**Nature du document :** REVUE

**Editeur :** Sociedad Espanola de Ornitologia, 2003, 50 p.

**Descripteurs :** PRESTIGE / ESPAGNE / GALICE / POLLUTION PETROLIERE / POLLUTION MARINE / POLLUTION ACCIDENTELLE / ACCIDENT MARITIME / MAREE NOIRE / IMPACT FAUNE / OISEAU / STATISTIQUE / BILAN / EVALUATION / IMPACT DE LA POLLUTION / BENEVOLE / HYDROCARBURE

**N°inventaire :** 4166

**Auteurs :** Cellule Inter régionale d'Epidémiologie Ouest, Institut de veille sanitaire, DDASS de Loire-Atlantique (Santé-Environnement), DDASS de la Vendée, DDASS du Morbihan, DDASS du Finistère

**Titre :** *Etude épidémiologique des troubles de santé survenus à court terme chez les personnes ayant participé au nettoyage des sites pollués par le fioul de l'Erika*

**Nature du document :** RAPPORT 2000, 35 p.

**Descripteurs :** RISQUE SANITAIRE / SANTE / HOMME / NETTOYAGE / SITE POLLUE / LITTORAL / HYDROCARBURE / ERIKA / BENEVOLE / MAREE NOIRE / EXPOSITION / EVALUATION / PREVENTION / RECOMMANDATION / POPULATION

**N°inventaire :** 4331

**Auteurs :** Sociedad Espanola de Ornitologia

**Titre :** *Especial Prestige*

**Nature du document :** REVUE

**Editeur :** Sociedad Espanola de Ornitologia, 2003, 50 p.

**Descripteurs :** PRESTIGE / ESPAGNE / GALICE / POLLUTION PETROLIERE / POLLUTION MARINE / POLLUTION ACCIDENTELLE / ACCIDENT MARITIME / MAREE NOIRE / IMPACT FAUNE / OISEAU / STATISTIQUE / BILAN / EVALUATION / IMPACT DE LA POLLUTION / BENEVOLE / HYDROCARBURE

**N°inventaire :** 4166

**Auteurs :** Cellule Inter régionale d'Epidémiologie Ouest, Institut de veille sanitaire, DDASS de Loire-Atlantique (Santé-Environnement), DDASS de la Vendée, DDASS du Morbihan, DDASS du Finistère

**Titre :** *Etude épidémiologique des troubles de santé survenus à court terme chez les personnes ayant participé au nettoyage des sites pollués par le fioul de l'Erika*

**Nature du document :** RAPPORT

2000, 35 p.

**Descripteurs :** RISQUE SANITAIRE / SANTE / HOMME / NETTOYAGE / SITE POLLUE / LITTORAL / HYDROCARBURE / ERIKA / BENEVOLE / MAREE NOIRE / EXPOSITION / EVALUATION / PREVENTION / RECOMMANDATION / POPULATION

**N°inventaire :** 4338

**Auteurs :** TRIPOGNEY C.

**Titre :** *Impacts des marées noires sur la santé humaine*

**Sous-titre :** Thèse de doctorat en médecine, diplôme d'état, soutenue le 26 septembre 2003

**Nature du document :** THESE

**Editeur :** UBO-Faculté des lettres et sciences sociales, 2003, 118 p.

**Descripteurs :** IMPACT DE LA POLLUTION / SANTE / HOMME / SANTE PUBLIQUE / MAREE NOIRE / TOXICITE / TOXICOLOGIE / PRODUIT PETROLIER / HYDROCARBURE AROMATIQUE POLYCYCLIQUE / HYDROCARBURE / RISQUE SANITAIRE / BENEVOLE / NETTOYAGE / PETROLE / LITTORAL / CONSOMMATION / PRODUIT DE LA MER / RECOMMANDATION

**N°inventaire :** 4473

**Auteurs :** Conseil économique et social régional d'Aquitaine

**Titre :** *La pollution du Prestige en Aquitaine un an après. Juin 2004*

**Sous-titre :** Rapport adopté en bureau le 14 juin 2004

**Nature du document :** RAPPORT

**Editeur :** Conseil Economique et Social Régional d'Aquitaine, 2004, 83 p.

**Descripteurs :** POLLUTION ACCIDENTELLE / POLLUTION MARINE / POLLUTION PETROLIERE / PRESTIGE / FRANCE / AQUITAINE / BILAN / RETOUR D'EXPERIENCE / GESTION DE CRISE / LUTTE ANTIPOLLUTION / PLAN POLMAR / CONSEQUENCE / IMPACT DE LA POLLUTION / IMPACT ECONOMIQUE / IMPACT ECOLOGIQUE / LITTORAL / MAREE NOIRE / COUT / TOXICITE / HYDROCARBURE / RISQUE SANITAIRE / PREVENTION DES RISQUES / BENEVOLE / NETTOYAGE / ENSEIGNEMENT / INDEMNISATION / EVALUATION

**N°inventaire :** 4432

**Auteurs :** BRANELLEC K.

**Titre :** *Les élus et la responsabilité de la commune en matière de lutte contre la pollution marine accidentelle par les hydrocarbures*

**Nature du document :** BROCHURE

**Editeur :** Vigipol, 2002, 25 p.

**Descripteurs :** POLLUTION MARINE / POLLUTION ACCIDENTELLE / POLLUTION PETROLIERE / ELU / MAIRE / COMMUNE / LITTORAL / RESPONSABILITE / DOMMAGE / LUTTE ANTIPOLLUTION / JURIDICTION / REPARATION / ASSURANCE / VICTIME / FRANCE / REGLEMENTATION / PLAN POLMAR / BENEVOLE

**Ouvrage**

**N°inventaire :** 4029

**Auteurs :** WYBO J.-L., COLARDELLE C., GUINET V., DENIS-REMIS C.

**Titre :** *Méthodologie de retour d'expérience. Application à la gestion de la pollution de l'Erika : le cas de la Turballe, fils conducteurs des différentes actions*

**Sous-titre :** Document provisoire / Réunion miroir du 4 octobre 2001

**Nature du document :** RAPPORT

**Editeur :** Ecole des Mines de Paris, Pôle Cindyniques, 2001, 113 p.

**Descripteurs :** METHODOLOGIE / RETOUR D'EXPERIENCE / GESTION / POLLUTION PETROLIERE / POLLUTION MARINE / ERIKA / LA TURBALLE / GESTION DE CRISE / COMMUNICATION / GESTION DES BENEVOLES / DEPOLLUTION / ASSISTANCE / EXPERTISE

**N°inventaire :** 4305

**Auteurs :** LPO

**Titre :** *Bilan d'intervention. Pollution maritime du Tricolor en Nord Pas de Calais, Décembre 2002 - janvier 2003*

**Nature du document :** RAPPORT

**Editeur :** Ligue pour la Protection des Oiseaux, 2003, 40 p.

**Descripteurs :** BILAN / IMPACT FAUNE / INTERVENTION D'URGENCE / COLLECTE / SOIN / GESTION DE CRISE / GESTION DES BENEVOLES / PROPOSITION / REHABILITATION

**N°inventaire :** 4254

**Auteurs :** LATIL O.

**Titre :** *Gestion des bénévoles dans le cadre du plan POLMAR - Juin 2002*

**Nature du document :** RAPPORT DE STAGE

**Editeur :** Direction Départementale d'Incendie et de Secours des Bouches du Rhône, 2002, 61 p.

**Descripteurs :** GESTION DES BENEVOLES / PLAN POLMAR / ERIKA / BOUCHES DU RHONE / PLAN D'INTERVENTION / PLAN POLMAR-TERRE / LUTTE A TERRE / RETOUR D'EXPERIENCE / POLLUTION MARINE / ORGANISATION / CHANTIER DE NETTOYAGE / POLLUTION PETROLIERE



## APPENDIX II – Glossary

AAR	After Action Review
ARCC	Aeronautical Rescue Co-ordination Centre
BRC	British Red Cross
BTA	British Tugowners Association
BTO	British Trust for Ornithology
CAST	Coastguard Agreement on Salvage and Towing
CC	County Council
CCU	Civil Contingencies Unit
CCW	Countryside Council for Wales
CDMA	Conselleria de Medio Ambiente
CDPAM	Conselleria de Pesca e Asuntos Maritimos
CEDRE	Centre of Documentation Research and Experimentation on accidental water pollution
CEFAS	Centre for Environment, Fisheries and Aquaculture Science
CETMAR	Centro Tecnológico del Mar, Fundacion
CIA	Chemical Industry Association
CIIMAR	Centro Interdisciplinar de Investigacao Marinha e Ambiental
CPR	Counter Pollution and Response Branch
CPSO	Counter Pollution and Salvage Officer, MCA
DARD (NI)	Department of Agriculture and Rural Development (Northern Ireland)
DBERR	Department for Business, Enterprise and Regulatory Reform (UK)
DCLG	Department for Communities and Local Government
Defra	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
DG	Directorate General
DGD	Dangerous Goods Division of DfT
DOE (NI)	Department of the Environment (Northern Ireland)
DoT	Department of Transport (UK)
EA	Environment Agency (UK)
ECA	Emergency Controlling Authority
EG	Environment Group
EHS	Environment and Heritage Service
ELO	Environment Liaison Officer
EM	Emergency Management
EMI	Emergency Management Institute
EMSA	European Maritime Safety Agency
EMU	Emergency Management Unit
EN	English Nature
EP	Emergency Planning
EPC Regs.	Offshore Installation (Emergency Pollution Control) Regulations
EPC	Emergency Planning College
EPT	Emergency Planning Team
EPU	Emergency Planning Unit
ETV	Emergency Towing Vessel
EU	European Union
FCO	Foreign and Commonwealth Office
FEPA	Food and Environment Protection Act 1985
FPSO	Floating Production Storage and Offloading

FRS	Fisheries Research Services
FSA	Food Standards Agency
FSAS	Food Standards Agency Scotland
GDS	Government Decontamination Service
GNN	Government News Network
GO	Government Office
HMCG	Her Majesty's Coastguard
HMSO	Her Majesties Stationary Office
HNSRT	Hazardous and Noxious Substance Response Team
HPA	Health Protection Agency
HPS	Health Protection Scotland
HSE	Safety and Health Executive
IAEM	International Association of Emergency Managers
IFAW	International Fund for Animal Welfare
IMO	International Maritime Organisation
INTECMAR	Instituto Tecnoloxico para o Control do Medio Marino de Galicia
IOPC	Fund International Oil Pollution Compensation Fund
IPIECA	International Petroleum Industry Environment Conservation Association
ISO	International Standards Organisation
ITOPF	International Tanker Owners Pollution Federation Ltd
JNCC	Joint Nature Conservation Committee
JRC	Joint Response Centre
LLIS	Lessons Learned Information Sharing
LOU	Letter of Undertaking
LRF	Local Resilience Forum
MACC	Military Aid to the Civil Community
MAIB	Marine Accident Investigation Branch
MAPRT	Media and Public Relations Team
MCA	Maritime and Coastguard Agency
MCEU	Marine Consents and Environment Unit of DEFRA
MCMP	Management Committee on Marine Pollution
MCO	Marine Casualty Officer (MCA)
MED	Marine Environment Division of DEFRA
MEIR	Marine Emergencies Information Room
MFA	Marine Fisheries Agency
MFD	Marine and Fisheries Directorate of DEFRA
MIC	Monitoring and Information Centre
MIRG	Maritime Incident Response Group
MOD	Ministry of Defence
MOU	Memorandum of Understanding
MRC	Marine Response Centre
MV	Merchant Vessel
NGO	Non Government Organisation
NHS	National Health Service
NOTAM	Notice to Airmen
OCU	Operations Control Unit
OIM	Offshore Installation Manager
OPOL	Offshore Pollution Liability Association Limited
OPRC	Convention Oil Pollution Preparedness, Response and Co-operation Convention 1990

OREI	Offshore Renewable Energy Installations
P&I Club	Protection and Indemnity Club
PIR	Post Incident Report
PPE	Personal Protective Equipment
RCC	Rescue Co-ordination Centre
RSPB	Royal Society for the Protection of Birds
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SA	Salvation Army
SAC	Special Area of Conservation
SAR	Search and Rescue
SASA	Scottish Agricultural Science Agency
SCAT	Shoreline Clean-up Assessment Team
SCG	Strategic Co-ordinating Group
SCOPIIC	Special Compensation P&I Club Clause
SCR	Special Casualty Representative
SCU	Salvage Control Unit
SEEEC	Sea Empress Environmental Evaluation Committee
SEERAD	Scottish Executive, Environment and Rural Affairs Department
SEPA	Scottish Environment Protection Agency
SERS	Ship Emergency Response Service
SFPA	Scottish Fisheries Protection Agency
SNH	Scottish Natural Heritage
SOSREP	Secretary of State's Representative for Salvage and Intervention
SP	Shipping Policy (Division of DBERR)
SPA	Special Protection Area
SRC	Shoreline Response Centre
SSPCA	Scottish Society for the Prevention of Cruelty to Animals
SSSIs	Sites of Special Scientific Interest
STOp	Notes Scientific, Technical and Operational Guidance Notes
STOPIA	Small Tanker Owners Indemnification Agreement
TDA	Temporary Danger Area
TEZ	Temporary Exclusion Zone
TL	Team Leader
UK Spill	United Kingdom Spill Association
UKCS	United Kingdom Continental Shelf
UKHO	United Kingdom Hydrographical Office
UKOOA	United Kingdom Offshore Operators' Association
UNCLOS	United Nations Convention on the Law of the Sea 1982
USPCA	Ulster Society for the Prevention of Cruelty to Animals
VCT	Volunteer Co-ordination Team
VO	Voluntary Organisation
VRC	Volunteer Reception Centre
WRC	Wildlife Response Co-ordinating Committee
WWF	World Wildlife Fund for Nature

## APPENDIX III – Consulted Organisations / Agencies

AU	Australia	GI	Gibraltar	NL	Netherlands
BE	Belgium	GR	Greece	NZ	New Zealand
BG	Bulgaria	IE	Republic of	PL	Poland
CI	Channel Islands		Ireland	PT	Portugal
CRB	Caribbean	IM	Isle of Man	RO	Romania
CY	Cyprus	IT	Italy	SC	Scotland
DE	Germany	Intl	International	SE	Sweden
DK	Denmark	LC	Saint Lucia	SG	Singapore
EE	Estonia	LT	Lithuania	SI	Slovenia
EN	England	LV	Latvia	UK	United Kingdom
ES	Spain	MC	Monaco	US	United States of
EU	European Union	MT	Malta		America
FI	Finland	MX	Mexico	UN	United Nations
FR	France	NI	Northern Ireland	WA	Wales

AU	Emergency Management Australia	<a href="http://www.ema.gov.au/">http://www.ema.gov.au/</a>
BE	Directorate Environmental Issues of Public Federal Service and Public Health	<a href="http://www.health.fgov.be">www.health.fgov.be</a>
BE	Marine Rescue Co-ordination Centre	<a href="http://www.mrcc.be">www.mrcc.be</a>
BE	Management Unit of North Sea	<a href="http://www.mumm.ac.be">www.mumm.ac.be</a>
BG	National Civil Protection Service	<a href="http://www.cp.government.bg">www.cp.government.bg</a>
CI	Guernsey Emergency Planning Unit	<a href="http://www.gov.gg">www.gov.gg</a>
CI	Jersey Emergency Planning Unit	<a href="http://www.gov.je">www.gov.je</a>
CRB	Caribbean Disaster Emergency Response Agency	<a href="http://www.cdera.org">www.cdera.org</a>
CY	Department of Fisheries and Marine Research	<a href="http://www.moa.gov.cy/">http://www.moa.gov.cy/</a>
CY	Ministry of Interior	<a href="http://www.moi.gov.cy">www.moi.gov.cy</a>
DE	Federal Office for Civil Protection	<a href="http://www.bbk.bund.de">www.bbk.bund.de</a>
DE	Maritime Emergency Response Centre	<a href="http://www.kuestenwache.wsd-nord.de/">http://www.kuestenwache.wsd-nord.de/</a>
DE	Central Command for Maritime Emergencies	<a href="http://www.kuestenwache.wsd-nord.de/">http://www.kuestenwache.wsd-nord.de/</a>
DK	Danish Emergency Management Agency (DEMA)	<a href="http://www.brs.dk">www.brs.dk</a>
DK	Danish Environment Department	<a href="http://www.sok.dk">www.sok.dk</a>
DK	Marine Assistance Services	<a href="http://www.sok.dk">www.sok.dk</a>
EE	Maritime Rescue Co-ordination Service	<a href="http://www.pv.ee">www.pv.ee</a>
EN	Bath & North East Somerset Emergency	

	Management Unit	<a href="http://www.bathnes.gov.uk">www.bathnes.gov.uk</a>
EN	Cornwall County Council Emergency Planning Unit	<a href="http://www.cornwall.gov.uk">www.cornwall.gov.uk</a>
EN	Devon County Council Emergency Planning Unit	<a href="http://www.devon.gov.uk">www.devon.gov.uk</a>
EN	Dorset County Council Emergency Planning Unit	<a href="http://www.dorsetcc.gov.uk">www.dorsetcc.gov.uk</a>
EN	Devon Wildlife Trust	<a href="http://www.devonwildlifetrust.org">www.devonwildlifetrust.org</a>
EN	East Sussex County Council Emergency Planning Unit	<a href="http://www.eastsussex.gov.uk">www.eastsussex.gov.uk</a>
EN	Essex County Council Emergency Planning Unit	<a href="http://www.essexcc.gov.uk">www.essexcc.gov.uk</a>
EN	Hampshire County Council Emergency Planning Unit	<a href="http://www.hampshire.gov.uk">www.hampshire.gov.uk</a>
EN	Kent County Council Emergency Planning Unit	<a href="http://www.kent.gov.uk">www.kent.gov.uk</a>
EN	Lancashire County Council Emergency Planning Unit	<a href="http://www.lancashire.gov.uk">www.lancashire.gov.uk</a>
EN	Lincolnshire County Council Emergency Planning Unit	<a href="http://www.lincolnshire.gov.uk/section.asp?catId=2341">http://www.lincolnshire.gov.uk/section.asp?catId=2341</a>
EN	Institute of Ecology and Environmental Management (IEEM)	<a href="http://www.ieem.org">www.ieem.org</a>
EN	Natural England	<a href="http://www.naturalengland.org.uk">www.naturalengland.org.uk</a>
EN	North Somerset Council Emergency Management Unit	<a href="http://www.n-somerset.gov.uk">www.n-somerset.gov.uk</a>
EN	Somerset County Council Civil Contingencies Unit	<a href="http://www.somerset.gov.uk/">http://www.somerset.gov.uk/</a>
EN	Suffolk County Council Emergency Planning Unit	<a href="http://www.suffolk.gov.uk">www.suffolk.gov.uk</a>
EN	West Sussex County Council Emergency Planning Unit	<a href="http://www.westsussex.gov.uk">www.westsussex.gov.uk</a>
ES	Instituto Maritimo Espanol	<a href="http://www.ime.es">www.ime.es</a>
EU	European Maritime Safety Agency (EMSA)	<a href="http://www.emsa.europa.eu/end173.html">www.emsa.europa.eu/end173.html</a>
EU	DG Environment Civil Protection	<a href="http://ec.europa.eu/environment/civil/index.htm">http://ec.europa.eu/environment/civil/index.htm</a>
EU	SPREEX	<a href="http://www.spreex.net">www.spreex.net</a>
FI	Maritime Rescue Co-ordination Centre	<a href="http://www.raja.fi">www.raja.fi</a>
FR	Centre for Documentation Research and Experience	<a href="http://www.cedre.fr">www.cedre.fr</a>
FR	Conseil Regional de Bretagne	<a href="http://www.region-bretagne.fr">www.region-bretagne.fr</a>
FR	Conseil Regional des Pays de la Loire	<a href="http://www.paysdelaloire.fr">www.paysdelaloire.fr</a>
FR	Conseil Regional de Poitou Charentes	<a href="http://www.cr-poitou-charentes.fr">www.cr-poitou-charentes.fr</a>
FR	Spill Notification Point	<a href="http://www.itopf.com/country_profiles/profiles/france.pdf">http://www.itopf.com/country_profiles/profiles/france.pdf</a>
FR	Maritime Prefect – English Channel & North Sea	

GI	Spill Notification Point	
GR	General Secretariat for Civil Protection	<a href="http://www.civilprotection.gr">www.civilprotection.gr</a>
GR	Rescue Co-ordination Centre	<a href="http://www.yen.gr">www.yen.gr</a>
GR	Marine Environment Protection Division	<a href="http://www.yen.gr">www.yen.gr</a>
IE	Bord Iascaigh Mhara (Irish Sea Fisheries Board)	<a href="http://www.bim.ie">www.bim.ie</a>
IE	Irish Marine Federation	
IE	Irish Whales and Dolphin Group	<a href="http://www.shannondolphins.ie">www.shannondolphins.ie</a>
IM	Isle of Man Coastguard	<a href="http://www.gov.im/harbours/coastguard.xml">www.gov.im/harbours/coastguard.xml</a>
Intl	International Tanker Owners Pollution Federation (ITOPF)	<a href="http://www.itopf.com">www.itopf.com</a>
Intl	International Association of Emergency Managers (IAEM)	<a href="http://www.iaem.com">www.iaem.com</a>
Intl	International Maritime Organisation	<a href="http://www.imo.org">www.imo.org</a>
Intl	International Petroleum Industry Environment Conservation Association (IPIECA)	<a href="http://www.ipieca.org">www.ipieca.org</a>
Intl	Oil Spill Response and East Asia Response Ltd	<a href="http://www.osrlearl.com">www.osrlearl.com</a>
Intl	OSPAR Commission	<a href="http://www.ospar.org">www.ospar.org</a>
Intl	World Wildlife Fund	<a href="http://www.wwf.org.uk/core/index.asp">www.wwf.org.uk/core/index.asp</a>
IT	Civil Protection Authority	<a href="http://www.protezionecivile.it">www.protezionecivile.it</a>
IT	Ministry of Environment	<a href="http://www.miniambiente.it">www.miniambiente.it</a>
LC	St Lucia National Emergency Management Agency	
LT	Maritime Safety Administration	<a href="http://www.msa.lt">www.msa.lt</a>
LT	Maritime Search and Rescue Co-ordination Centre	<a href="http://www.takas.lt">www.takas.lt</a>
LV	Latvian Coastguard Service	<a href="http://www.mrcc.lv">www.mrcc.lv</a>
MC	Bureau Civil Security	<a href="http://www.pompiers.gouv.mc/">http://www.pompiers.gouv.mc/</a>
MT	Civil Protection Department	<a href="http://www.mjha.gov.mt">www.mjha.gov.mt</a>
MX	Mexicana Airlines	<a href="http://www.mexicana.com.mx">www.mexicana.com.mx</a>
NI	Anglo North Irish Fish Producers Organisation	<a href="http://www.anifpo.com">www.anifpo.com</a>
NI	Belfast Harbour Commissioners	<a href="http://www.belfast-harbour.co.uk/">http://www.belfast-harbour.co.uk/</a>
NI	Carrickfergus Borough Council	<a href="http://www.carrickfergus.gov.uk">www.carrickfergus.gov.uk</a>
NI	Coleraine Borough Council	<a href="http://www.colerainebc.gov.uk/">http://www.colerainebc.gov.uk/</a>
NI	Causeway Coast Marine Heritage	

NI	Causeway Coast & Glens Heritage Trust	<a href="http://www.ccght.org">www.ccght.org</a>
NI	Central Emergency Planning Unit	<a href="http://cepu.nics.gov.uk/index.htm/">http://cepu.nics.gov.uk/index.htm/</a>
NI	CoastSOS	
NI	Conservation Volunteers Northern Ireland	<a href="http://www.cvni.org/">http://www.cvni.org/</a>
NI	Department for Regional Development (DRD)	<a href="http://www.drdni.gov.uk">www.drdni.gov.uk</a>
NI	Department of the Environment (DOE)	<a href="http://www.doeni.gov.uk">www.doeni.gov.uk</a>
NI	Derry City Council	<a href="http://www.derrycity.gov.uk">www.derrycity.gov.uk</a>
NI	Down District Council	<a href="http://www.downdc.gov.uk">www.downdc.gov.uk</a>
NI	Larne Borough Council	<a href="http://www.larne.gov.uk">www.larne.gov.uk</a>
NI	Limavady Borough Council	<a href="http://www.limavady.gov.uk">www.limavady.gov.uk</a>
NI	Londonderry Port & Harbour Commissioners	<a href="http://www.londonderryport.com">www.londonderryport.com</a>
NI	Moyle District Council	<a href="http://www.moyle-council.org/">http://www.moyle-council.org/</a>
NI	Newry & Mourne District Council	<a href="http://www.newryandmourne.gov.uk">www.newryandmourne.gov.uk</a>
NI	Newtownabbey Borough Council	<a href="http://www.newtownabbey.gov.uk">www.newtownabbey.gov.uk</a>
NI	Seasearch Northern Ireland	
NI	Ulster Society for Prevention of Cruelty to Animals	<a href="http://www.uspca.co.uk">www.uspca.co.uk</a>
NI	Ulster Wildlife Trust	<a href="http://www.ulsterwildlifetrust.org">www.ulsterwildlifetrust.org</a>
NL	Netherlands Coastguard (Kustwacht)	<a href="http://www.kustwacht.nl">www.kustwacht.nl</a>
NZ	National Rural Fire Authority	<a href="http://www.fire.org.nz">www.fire.org.nz</a>
PL	Maritime Rescue Co-ordination Centre	<a href="http://www.sar.gov.pl">www.sar.gov.pl</a>
PL	Ministry for Interior and Administration	<a href="http://www.mswia.gov.pl">www.mswia.gov.pl</a>
PL	Ministry of Infrastructure	<a href="http://www.msp.gov.pl">www.msp.gov.pl</a>
PT	Centro Interdisciplinar de Investigacao Marinha e Ambiental (CIIMAR)	<a href="http://www.ciimar.up.pt">www.ciimar.up.pt</a>
PT	HIDROMOD	<a href="http://www.hidromod.pt">www.hidromod.pt</a>
PT	INTECMAR	<a href="http://www.intecmar.org">www.intecmar.org</a>
PT	Centro Tecnológico del Mar (CETMAR)	<a href="http://www.cetmar.org">www.cetmar.org</a>
PT	Portuguese Naval Authority	<a href="http://www.imarpor.pt">www.imarpor.pt</a>
PT	Civil Protection – National Authority	
PT	Civil Protection – Comando Nacional de Operações de Socorro (CNOS)	
PT	Dir.Geral da Autoridade Marítima	
PT	QUERCUS – Environmental NGO	
PT	CCDR Alentejo	
PT	CCDR Algarve	
PT	CCDR Lisboa e Vale do Tejo	
PT	CCDR Centro	
PT	CCDR Norte	
PT	Instituto do Ambiente	
PT	Instituto da Conservação da Naturaza	
PT	C. Int. Luta Contra Poluição Atlântico Nordeste	

PT	Instituto Hidrográfico	
PT	Instituto Portuário e dos Transportes Marítimos	
PT	APDL – Administração Portos do Douro e Leixões, S.A	
PT	APA – Administração do Porto de Aveiro, S.A.	
PT	APL – Administração do Porto de Lisboa, S.A.	
PT	APSS – Administração Portos Setúbal e Sesimbra, S.A.	
PT	APS – Administração do Porto de Sines, S.A.	
PT	IPTM – Norte	
PT	IPTM – Centro	
PT	IPTM – Sul	
RO	Ministry for Interior and Administration	<a href="http://www.mai.gov.ro">www.mai.gov.ro</a>
RO	Romanian Naval Authority	<a href="http://www.rna.ro">www.rna.ro</a>
SC	Scottish Environmental Protection Agency (SEPA)	<a href="http://www.sepa.org.uk">www.sepa.org.uk</a>
SC	Scottish Executive Environment & Rural Affairs Department (SEERAD)	<a href="http://www.scotland.gov.uk/topics/agriculture">www.scotland.gov.uk/topics/agriculture</a>
SC	Scottish Natural Heritage	<a href="http://www.snh.gov.uk">www.snh.gov.uk</a>
SC	Scottish Society for the Protection of Animals	<a href="http://www.scottishspca.org">www.scottishspca.org</a>
SE	Swedish Coastguard	<a href="http://www.kustbevakningen.se">www.kustbevakningen.se</a>
SE	Swedish Rescue Services	<a href="http://www.srv.se">www.srv.se</a>
SG	Singapore Civil Defence Force	<a href="http://www.scdf.gov.sg">www.scdf.gov.sg</a>
SI	Ministry of Transport	<a href="http://www.mzp.gov.si">www.mzp.gov.si</a>
UK	Centre for Environmental Fisheries and Aquaculture Science (CEFAS)	<a href="http://www.cefass.co.uk">www.cefass.co.uk</a>
UK	Civil Contingencies Secretariat (CCS)	<a href="http://www.ukresilience.info">www.ukresilience.info</a>
UK	Department of Constitutional Affairs (DCA)	<a href="http://www.dca.gov.uk">www.dca.gov.uk</a>
UK	Department of Environment, Food and Rural Affairs (DEFRA)	<a href="http://www.defra.gov.uk">www.defra.gov.uk</a>
UK	Department for Communities and Local Government (DCLG)	<a href="http://www.dclg.gov.uk">www.dclg.gov.uk</a>
UK	Department of Trade and Industry (DTI)	<a href="http://www.dti.gov.uk">www.dti.gov.uk</a>
UK	Emergency Planning College (EPC)	<a href="http://www.epcollege.gov.uk">www.epcollege.gov.uk</a>
UK	Environment Agency	<a href="http://www.environment-agency.gov.uk">www.environment-agency.gov.uk</a>
UK	Friends of the Earth	<a href="http://www.foe.co.uk">www.foe.co.uk</a>
UK	Food Standards Agency (FSA)	<a href="http://www.food.gov.uk">www.food.gov.uk</a>
UK	Health Protection Agency (HPA)	<a href="http://www.hpa.org.uk">www.hpa.org.uk</a>
UK	Health & Safety Executive (HSE)	<a href="http://www.hse.gov.uk">www.hse.gov.uk</a>



UK	Local Authority Coastal Pollution contacts from MCA Database (168)	
UK	Marine Accident Investigation Branch	<a href="http://www.maib.gov.uk">www.maib.gov.uk</a>
UK	Marine Fisheries Agency (MFA)	<a href="http://www.mfa.gov.uk">www.mfa.gov.uk</a>
UK	Maritime Coastguard Agency	<a href="http://www.mcga.gov.uk">www.mcga.gov.uk</a>
UK	Maritime Conservation Society	<a href="http://www.mcsuk.org">www.mcsuk.org</a>
UK	Royal Society for the Protection of Animals	<a href="http://www.rspca.org.uk">www.rspca.org.uk</a>
UK	Royal Society for the Protection of Birds	<a href="http://www.rspb.org.uk">www.rspb.org.uk</a>
UK	Sefton Emergency Co-ordination Centre	<a href="http://www.sefton.gov.uk">www.sefton.gov.uk</a>
UK	National Trust	<a href="http://www.nationaltrust.org.uk">www.nationaltrust.org.uk</a>
UK	UK Spill Ltd	<a href="http://www.ukspill.org">www.ukspill.org</a>
UN	World Food Programme	<a href="http://www.wfp.org">www.wfp.org</a>
US	Alaska Emergency Management Agency	<a href="http://www.ak-prepared.com">www.ak-prepared.com</a>
US	Disasters and Disability Consultancy	
US	Federal Emergency Management Agency	
	Emergency Management Institute	<a href="http://www.training.fema.gov">www.training.fema.gov</a>
US	Johnson County EM&HS Volunteer Academy	<a href="http://www.jocogov.org">www.jocogov.org</a>
US	Volunteer Centre North Texas	<a href="http://www.volunteernorthtexas.org">www.volunteernorthtexas.org</a>
WA	Countryside Council for Wales	<a href="http://www.ccw.gov.uk">www.ccw.gov.uk</a>
WA	Pembrokeshire County Council	<a href="http://www.pembrokeshire.gov.uk">www.pembrokeshire.gov.uk</a>

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## NOTES

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# Protecting our coasts for future generations

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ESPAÑA ESPACIO ATLÁNTICO  
FRANCE ESPACE ATLANTIQUE  
IRELAND ATLANTIC AREA  
PORTUGAL ESPAÇO ATLÂNTICO  
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