BritishRedCross

Business and corporate governance

Emergency Management Procedures

A framework of key principles for managing the response to spontaneous or planned operations at an Area or UK level

January 2017

Version 4

Owner	Colin Brown, Executive Director ILCR
Procedure Lead	Simon Lewis, Head of Crisis Response
Next Review	January 2018
Audience	Staff involved in all UK emergency response activities

1 Table of Contents

2 Introduction

This updated guidance is aimed at BRC personnel who perform a management function in response to a major incident, or similar operation, occurring within the UK or an international incident that has a significant impact on the UK. The guidance reflects learning and internal and external developments since the original guidance document was published in 2009. It is divided into four sections:

> **Section 1** provides an overview of the BRC command and control model and is intended for all personnel likely to undertake an emergency response strategic, tactical or operational management role.

> **Section 2** deals with the BRC major response plan and is intended, primarily, for members of the Senior Management Team and potential emergency response Strategic Managers.

> **Section 3** provides information on BRC arrangements for mutual aid and is intended, primarily, for Directors of Areas, emergency response Strategic Managers and Area emergency response leads.

The final section ‘Emergency Management Procedures: Detailed Guidance’, provides further detailed information on each of the sections and topics discussed.

3 Glossary of key terms

- **Active standby:** Standby involving travel to another area, where reasonable everyday activities are curtailed. (For example, waiting in an ambulance for deployment to the scene)

- **Command is defined as**: "The authority for an agency to direct the actions of its own resources (both personnel and equipment)

- **Control is defined as**: "The authority to direct strategic and tactical operations in order to complete an assigned function, including the ability to direct the activities of other agencies engaged in the completion of that function."

- **Home area:** Area in which a volunteer/staff member usually operates (In the context of this document, will often be the same as the supporting area)

- **Mutual aid:** The provision of additional capability and support to an emergency, when normal responding capacity is overwhelmed

- **Passive standby:** Standby where reasonable everyday activities are not curtailed

- **Planned operation is defined as:** A planned operation, sometimes referred to as a 'pre-planned' operation, is one in which the BRC has had the opportunity to develop strategies, tactics and contingency plans before it undertakes the response; this would include events such as the Great North Run, anti-human trafficking responses or refugee resettlement activities, etc.

- **Responding area(s):** Area(s) in which the emergency occurs and which therefore takes the 'lead' in providing a response to those affected

- **Spontaneous operation is defined as**: A spontaneous operation is one in which the BRC has not had prior warning or notification and so will not have had the opportunity to develop incident specific strategies, tactics and contingency plans. A spontaneous incident will require an initial response even though the information about the incident may be incomplete. This initial response should, where possible, include a provision for increasing the level of information to help to shape the subsequent response.

- **Supporting area(s):** Areas providing mutual aid to the lead area in response to the emergency

4 1. The British Red Cross command and control model

1.1 This section outlines the British Red Cross command and control model to be used in the response to a spontaneous or planned incident. This model is used by each major emergency planning organisations and is based on the following definitions:

i. **Command** is defined as: “The exercise of vested authority that is associated with a role or rank within an organisation, to give direction in order to achieve defined objectives” (*Cabinet Office (2013) Civil Protection Lexicon)*
ii. **Control** is defined as: “The application of authority, combined with the capability to manage resources, in order to achieve defined objectives.” (*Cabinet Office (2013) Civil Protection Lexicon)*
iii. **Command and control** is defined as: “The exercise of vested authority through means of communications and the management of available assets and capabilities, in order to achieve defined objectives.” (*Cabinet Office (2013) Civil Protection Lexicon)*
iv. **Spontaneous operation** is defined as: one in which the BRC has not had prior warning or notification and so will not have had the opportunity to develop incident specific strategies, tactics and contingency plans. A spontaneous incident will require an initial response even though the information about the incident may be incomplete. This initial response should, where possible, include a provision for increasing the level of information to help to shape the subsequent response.
v. **Planned operation** is defined as*:* one in which the BRC has had the opportunity to develop strategies, tactics and contingency plans before it undertakes the response; this would include events such as the Great North Run.

4.1 1.2 Formal command structures:

1.2.1 In certain situations, an operation may prompt the escalation of decision-making into a formal command structure. Depending on the needs of the situation, this structure may or may not include each of the strategic, tactical and operational (Gold, Silver and Bronze) elements. The strategic, tactical and operational structure is role, rather than grade specific. Managers of a grade senior to those nominated to undertake one of these three roles may not necessarily assume primacy solely on the basis of their grade or geographic responsibility. As an operation develops, it may be necessary to review the membership of the command structure to ensure that those performing the roles have achieved the appropriate level of competence.

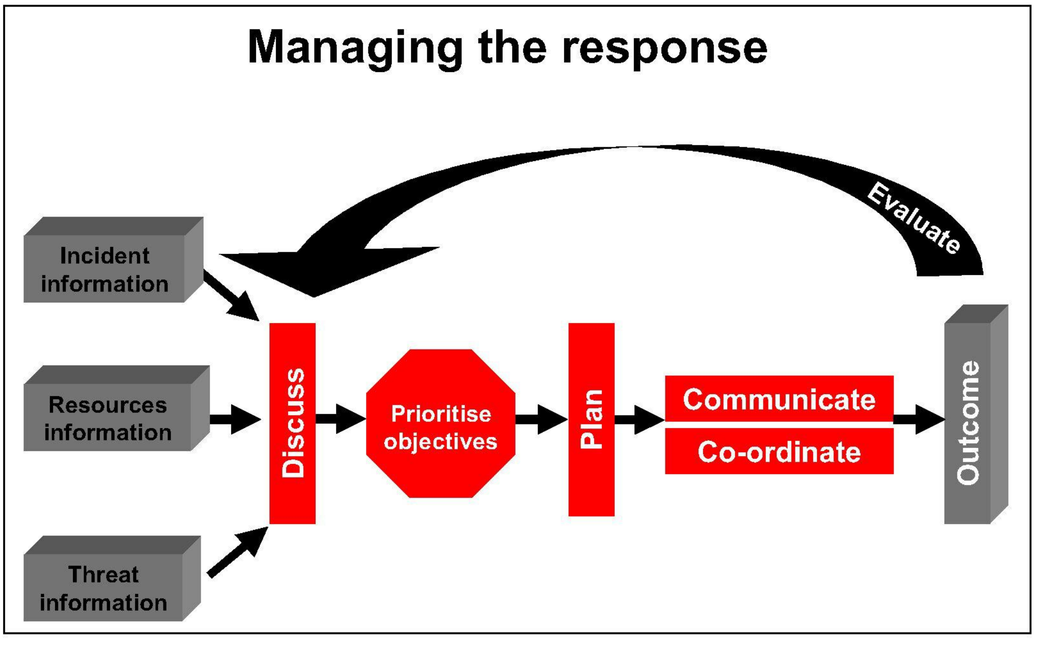
1.2.2 The BRC has identified the competencies required to undertake the role of BRC Strategic and Tactical Managers and has developed a training module to assist personnel to achieve these competencies. The role description and competencies of strategic and tactical managers can be found in the Emergency Management Procedures: Detailed Guidance

1.2.3 To avoid command confusion, 'arcing' across the levels of command must be avoided, for example, the Strategic Manager should not normally give a direction to an Operations Manager if that direction has not been agreed with the Tactical Manager.

1.2.4 One BRC Strategic Manager, only, will be deployed to an operation, at any one time. In an exceptional or major emergency the BRC major response plan will be invoked and the Strategic Co-ordinating Group will be formed to support the Strategic Manager. Further information on the BRC major response plan can be found in section 2. In certain circumstances, it may be desirable to deploy a Tactical Adviser to support the BRC Strategic Manager.

1.2.5 The key elements of the BRC command and control model are depicted, graphically at figure 1

Figure 1: command and control model:



4.2 1.3 Threat Assessment:

1.3.1 The BRC major incident threat assessment should deal with the analysis of potential or actual harm to people; the probability of it occurring; and the consequences or impact should it occur. The assessment will enable the BRC to analyse relevant potential or actual injury or damage, including: physical harm; psychological harm; economic harm; and harm to the community. It may also include 'organisational harm', i.e. the impact on the reputation of the BRC.

1.3.2 Whilst the strategic manager will need to be aware of the threat assessment that has been undertaken by relevant Category 1 and 2 Responders, they will need to undertake a BRC specific threat assessment that:

i. is based on information known at the time
ii. takes account of the nature of any threat anticipated and its proximity
iii. identifies to whom and under what circumstances the threat may occur
iv. describes any consequences or impacts
v. takes account of the impact of change in the developing situation.

4.3 1.4 Development of the strategic intention:

1.4.1 Once the first information is received and a threat assessment has been undertaken, the Strategic Manager must develop an initial strategy, and within it appropriate tactical options. In this context, a strategy can be defined as 'a plan of action designed to achieve a series of objectives or a particular goal'. The BRC strategy, its rationale and any amendments to it should be recorded in the incident log.

1.4.2 Where a formal command structure is in place, the BRC Strategic Manager should consult with the BRC Tactical Manager in the development of the BRC strategy. If the BRC major response plan has been invoked (see section 2), the BRC Strategic Co-ordinating Group will also be involved in the development of the strategy.

1.4.3 The main factors to be considered when developing a BRC emergency response strategy include:

i. establishing an agreed set of objectives relevant to the knowledge of the situation, arising from the threat assessment
ii. facilitating revisions to reflect amended threat assessments or relevant developments
iii. a list of clear and unambiguous objectives
iv. enable the Tactical Manager to make justifiable decisions and implement tactical options
v. recognising that each incident is unique and must have its own strategy, although previous, similar incidents may provide a list of objectives that can be referred to when developing the strategy
vi. avoiding the use of generic, non-specific objectives such as 'providing humanitarian assistance' unless it can be shown how humanitarian assistance can be provided specifically in relation to that particular operation
vii. using plain language as the use of terms that are not understood may lead to misinterpretation and cause confusion.

1.4.4 Whilst the detail of the BRC strategic intention will need to vary with the circumstances of each incident, it is probable that it will include the following three elements:

i. Responding to the human aspects of the incident
ii. Addressing the health and safety elements of the response

iii. Maximising the opportunity for positive external and internal communication of the BRC response, including generating media coverage.

4.4 1.5 De-briefing and operational learning:

1.5.1 Once the operation has been concluded, a full de-brief should be held to identify opportunities for operational learning. This is particularly important with larger or protracted operations where aspects of the command structure, tactics or the equipment used can be reviewed for future learning. All debriefs should follow the *BRC Debriefing in UK Operations September 2016* and related *Debriefing in UK Operations Quick Guide.*

1.5.2 Who should conduct a debrief. When emergency response teams are involved in any response please use this advice alongside the above guidance to determine who should lead on debriefing

- Hot debriefs: For volunteers should always be completed by team leaders and for team leaders, a member of the Area ER Management team or Duty Officer (ERO, SERO, EROM).

- Psychosocial debriefs: If it is determined during the planning of an operation or during hot debriefs that more specialised support is needed, Areas should contact UK CR team who will liaise with the psychosocial team to provide it. In large scale, protracted incidents, a decision should be made within the tactical group if a rota of psychosocial practitioners is needed and an on-going system of psychosocial debriefing is needed.

- Cold debriefs: Should be conducted by a staff member not directly involved in the incident but should in most cases be an Area staff member (ERO, SERO, EROM, AD). Outside support may be offered by UKCR team if necessary. For large-scale, protracted incidents that involve the UKCR team, organisational cold debrief(s) may be sought from Quality and Outcomes team, Project Management Office or some other appropriately resourced team within BRC.

1.5.3 Learning from debriefs should be documented and sent to the UK CR team using EPRT@redcross.org.uk. EROMs should notify the UK CR team in advance of National Emergency Response Group (NERG) meetings and discuss any operational leaning and needed changes to procedures, training, etc.

2. BRC major response plan

2.1 This section provides information on the BRC major response plan.

2.2 The BRC major response plan provides a framework for the response to an exceptional or major emergency. The plan is designed to enable the Society's senior management to respond to the consequences of the emergency, irrespective of its cause and to build on local emergency planning and response arrangements.

2.3 The activation of the major response plan and the Strategic Co-ordinating Group supplement the strategic, tactical and operational management structure, they do not replace it. The BRC major response plan provides the 'critical switch' that facilitates the change of pace and priorities required to move the BRC from its normal operating procedures to a faster-time, major incident response mode. This could include:

i. more specific response-focus for support departments
ii. re-prioritisation of current work plans
iii. re-prioritisation of IT activities, e.g. postponement of routing maintenance and provision of 24/7 support
iv. re-allocation of personnel, where appropriate to support the response.

2.4 For the purposes of the BRC major response plan, an exceptional or major emergency is defined as one that is likely to meet all of the following three criteria:

i. have an impact on a number of Divisions and/or Areas, and
ii. have wide-ranging implications for the BRC, and
iii. extend for more than three days.

2.5 It may also be appropriate to regard an incident as an exceptional or major emergency, whether or not the criteria at paragraph 2.3 have been met, if:

i. COBR, or equivalents within the Devolved Administrations, has been activated as part of the response to the incident
ii. existing or emerging BRC issues (UK or international) indicate it would be appropriate to regard the incident as an exceptional or major emergency.

2.6 The decision to implement the BRC major response plan will be made by the appropriate Divisional Director, in liaison with the CEO, or his nominee, i.e.:

i. Director of Crisis Response/Independent Living/ Head of Crisis Response their nominee, for a large-scale UK based major incident
ii. Director International, or their nominee, for a large-scale international disaster response
iii. The relevant Director, or their nominee, for a large-scale internal BRC incident.

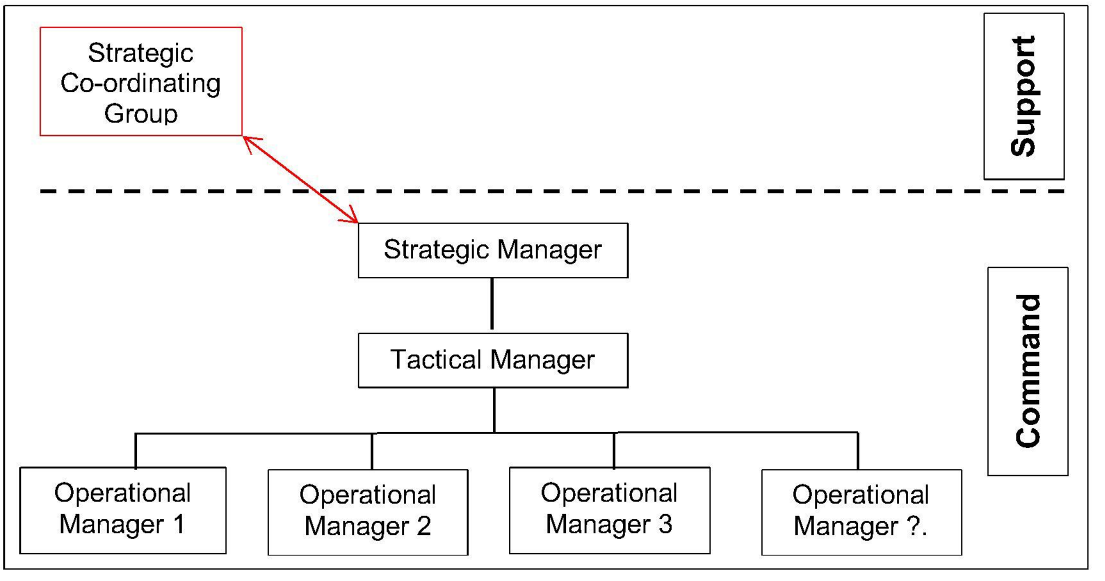
2.7 Members of the BRC Executive Leadership Team (ELT) should seek to adopt the following guidance when involved in the response to an exceptional or major emergency:

i. where the nature or scale of the incident indicates that it may be desirable for an ELT level manager to undertake the Strategic Manager role, the appointed member of ELT should have achieved competence in this role. ' Full detail can be found in the Emergency Response Procedures Part 2 Detailed Guidance.
ii. relevant members of ELT should become members of the BRC Strategic Co-ordinating Group (SCG)
iii. when visiting or supporting a response Area as part of a profile raising or BRC personnel support activity, members of ELT will want to recognise that a separate operational response structure will have been developed and that care will need to be taken to avoid action that could create command confusion.

2.8 Members of the Crisis Response Team at UK Office (CR) could undertake a range of activities in support of the BRC major response plan, including:
i. provision of support to the Strategic and Tactical Managers, avoiding involvement in both operational level decision-making and contact with local external response partners
ii. forming a tactical coordination group when an incident covers multiple areas or there is a cross-service response. This group will liaise with the Area/Service tactical managers following SCG meetings.
iii. provision of technical advice to the BRC Strategic Co-ordination Group (SCG), probably by the Head of CR
iv. co-ordination of large-scale mutual aid
v. deployment of a UK CR staff member as the Tactical Adviser to the Strategic Manager
vi. secretariat to the SCG
vii. provide loggist support to the SCG

2.9 The SCG has a key role to play in supporting the Strategic and Tactical Managers and facilitating a BRC-wide, integrated approach to the incident. It should not undertake an operational role nor deal with operational-level issues. The structure, membership, roles and responsibilities of the SCG must be consistent with and complementary to those of the Strategic and Tactical Managers. As stated in paragraph 2.3, the Strategic Co-ordinating Group is intended to supplement the strategic, tactical and operational management structure, not to replace it. The SCG should have access to the resources required to undertake its role but should not allow itself to become distracted by dealing with information or issues that are not key to its activities. It is better to activate the SCG on a precautionary basis and then stand it down than to be forced to activate it belatedly, under the pressure of events. A possible BRC response management structure is shown at figure 2.

Figure 2: simplified, possible BRC response management structure:



2.10 Guidance on the SCG and its action points can be found in the Emergency Management Procedures: Detailed Guidance

2.11 The BRC major response plan and the SCG, should be implemented at least once every two years, either through a real incident or an exercise.

6 3. Mutual aid

3.1 This section provides an overview of the BRC approach to the provision of mutual aid.

3.2 How and where mutual aid deployment is managed will depend on the scale of the incident(s) that are being responded to.

3.3 For ease, the area(s)/locations where incident(s) are taking place are called the “responding area(s)” and the area(s)/locations that provide support of personnel and/or equipment are called the “supporting area(s)

3.4 Mutual aid should be deployed only when requested by the responding area. Other areas may wish to anticipate a request for support and organise their own resources to the point of being placed on standby but they must not deploy without the authority of the responding area or the Strategic Co-ordinating Group, when such a group has been formed.
In a large scale event (multiple areas, cross directorates) then the UK CR team will coordinate mutual aid.

3.5 Supporting area(s) should evaluate their available resources, including consideration of business continuity arrangements.

3.6 Where possible, the responding area should provide a role description and person specification for that role.

3.7 Personnel deployed under a mutual aid agreement must operate within the protocols and procedures of the responding area. This is particularly important when providing direct support to an external partner or undertaking emergency response driving. It is the responsibility of the responding area to ensure that mutual aid personnel receive an appropriate briefing on these local protocols.

3.8 The UK CR team maintains a database of relevant equipment held by IL/ER Areas. The database is reviewed, annually.

3.9 Mutual aid deployments should be reported to the UK CR team through the reporting arrangements agreed for the specific response.

6.1 3.1 Management of mutual aid requests

3.10.1 When an area that is responding to an emergency has established that it will require personnel and/or equipment from beyond the Area, it will need to identify, in detail, its full mutual aid requirements. This information will be captured on Form **MA/AR/01** and sent to supporting areas and copied to the UK CRTeam.

3.10.2 Where the mutual aid request is for personnel, it must identify exactly which roles need to be filled, how many people are required to fill them and for how long that requested team of personnel will be required, e.g. at this stage, we need x volunteers to staff rest centres and y volunteers to provide support to the ambulance service for z days.

3.10.3 The mutual aid request must not be in the form of an unspecified request for volunteers to provide a particular response role with no details of numbers required or duration of the deployment.

3.10.4 Where the mutual aid request is for equipment, exact details must be provided, e.g. in the case of a request for ambulances, it is not helpful to request x ambulances, the requesting area should refer to the ambulance descriptions in the mutual aid database to identify the type of ambulance(s) required and for how long those ambulances will need to be deployed in the requesting area.

3.10.5 Mutual aid requests for personnel and/or equipment may be dealt with:

i. At area level
ii. On a UK-wide basis.
iii. Between Services at an Area or on a UK-wide basis

3.10.5i Where an area responding to an incident considers that its mutual aid request for personnel and/or equipment cannot be met locally, the requesting area should inform UK CR Duty Officer. The UK CR Duty Officer will liaise with the relevant Director for the responding Area or their nominee, e.g. Emergency Response Operations Manager or Area Duty Officer, to agree how best to manage the provision of the mutual aid. Where the Director of the Area or their nominee and the UK CR Duty Officer agree that the mutual aid can be met in full directly between one Area and the responding Area, the responding area may arrange for the appropriate mutual aid management structure to be set-up, in accordance with their response plan or request assistance from the UK CR team. However, if the CR Duty Officer and the responding Area agree that the mutual aid request cannot be met in full between two Areas, the UK CR Duty Officer will undertake the UK-wide mutual aid co-ordination role.

3.4.10.5ii Where it is agreed that UK CR Duty Officer will co-ordinate the provision of the mutual aid request, the UK CR team will liaise with the eight CR Directors of Areas or their nominees to establish which areas are able to provide the requested personnel and/or equipment. The UK CR Duty Officer will collate the Area responses to this mutual aid request and where the mutual aid offered exceeds that requested, the UK CR Duty Officer will determine which offers of aid will be accepted and advise the Area leads. The UK CR Duty Officer will then update the requesting area.

3.10.6 The management of the mutual aid arrangements at 3.10.5 is easier when the responding Area:

i. deploys a mutual aid manager to work with the BRC strategic or tactical manager to establish the exact nature, scale and duration of the mutual aid requirements.

Dependent on the scale of the response, this could be a dedicated post or could be undertaken by an existing response manager, preferably not the strategic nor tactical manager

ii. provides explicit information about the mutual aid requirements, as described in 3.10.2 and 3.10.3 and completes form MA/AR/01

iii. collates mutual aid requests so that the responding area's mutual aid 'shopping list' is presented in a structured way, not as a series of separate requests for help. It is helpful if the mutual aid manager can agree a specific time of day to share the mutual aid requests

iv. refers to the mutual aid request in its routine situation reports.

6.2 3.2 Mutual aid in pre-planned responses

3.11.1 Areas should utilise the opportunity provided by large-scale, pre-planned events to enable personnel to develop their skills within different environments and experience the requirement of mutual aid arrangements.

6.2.1 3.12 Deployment of mutual aid Strategic, Tactical and Operational Managers

3.12.1 In a protracted response the responding area's managers may experience significant pressure in meeting the requirements of the response and recovery phases of the incident and the normal range of the area's daily activities. It is essential that these demands are recognised at an early stage and consideration is given to the deployment of mutual aid to provide the numbers of managers required. The responding area should discuss this with the UK CR team, preferably through the UK CR Duty Officer.

6.2.2 3.13 Psycho-social Support Team

3.13.1 The BRC operates a Psycho-social Support Team (PST) that forms part of a Foreign and Commonwealth Office Rapid Deployment Team, deployed to support UK citizens affected by an incident abroad. Any requests for their deployment to a UK-based incident should be made to the UK CR team.

6.2.3 3.14 International Delegates

3.14.1 The BRC has a number of international delegates who may be able to provide specific support to a UK-based incident. Any requests for the deployment of International delegates should be made to the UK CR team.

.

6.2.4 3.15 Local partnerships

3.15.1 Areas are encouraged to utilise existing partnership arrangements to access equipment that could support the response activity. These partnership arrangements may be local or part of a UK-wide agreement, such as the agreement with Tesco.

6.2.5 3.16 Cost recovery for mutual aid

3.16.1 The responding and supporting areas should maintain a record of volunteer and staff hours involved in the response or standby, together with any expenses incurred, so that the information is available to support any possible claim for reimbursement. A designated product code should be used to assist in monitoring the expenditure.

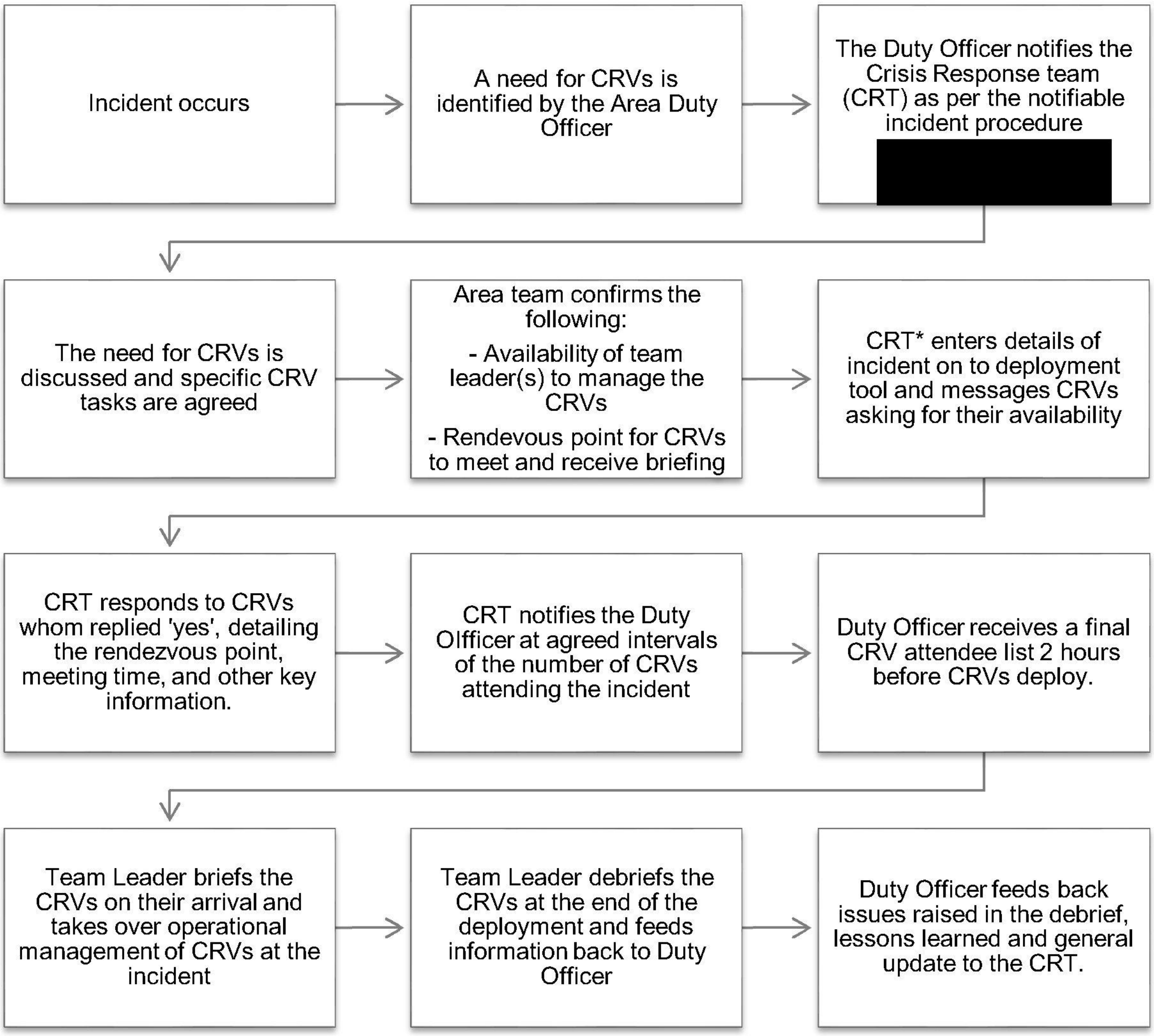
3.16.2 As the costs involved in the provision of BRC mutual aid are likely to be relatively small, the supporting area should provide details of any recoverable costs to the host area for inclusion in its submission to the commissioning organisation. When the costs have been reimbursed, the responding area should arrange for the appropriate amount to be transferred to the supporting area.

3.16.3 Where the scale of the BRC mutual aid is much larger areas may be able to apply to the Disaster Fund to recover eligible costs.

3.16.4 Further information on cost recovery can be found in the Emergency Management Procedures: Detailed Guidance

7 Community Reserve Volunteers (CRVs)

- CRVs are designed to be called upon during large scale emergencies, supporting our existing personnel by carrying out important manual tasks (e.g. sorting emergency supplies). This means our regular volunteers can focus on supporting people in crisis and undertaking the tasks that they are trained and equipped to do.
- CRVs are recruited and deployed by the Crisis Response Team. Once deployed to an incident, a dedicated ER Team Leader is responsible for the operational management of the CRV for the duration of the deployment.
- Before a request for CRVs is made, clear tasks should be identified for CRVs and a dedicated team leader should be available to supervise and manage the CRVs at the incident for the duration of their deployment.
- The requesting Area are responsible for undertaking dynamic risk assessments for any tasks that CRVs will be performing.
- The following deployment procedure should be followed when requesting CRVs:



**Crisis Response Officer, CRV lead if during office hours. On call team member if out of hours.*

The following documents can be found on the Community Reserve Volunteer RedRoom page:

Home>Teams Directory>Independent Living & Crisis Response>Community Reserve Volunteers>Community Reserve Volunteers

- CRV reference guide
- Deployment procedure
- Expenses procedure
- Team Leader briefing

8 Restoring Family Links (IFT) in an Emergency- Managing Surge

4.1.1 In the immediate period after an emergency in the UK and overseas there is a need for people to contact relatives in the affected area. There is a great deal of concern about these loved ones as telecom systems and mobile networks are often down and become unavailable.

4.1.2 Alongside the priority of search, rescue and other lifesaving efforts in the first few days following the disaster, the main efforts to restore family links (RFL) are providing an opportunity to get communications out, rather than in to the affected area (although there may be times where this is the case). This will depend on when the International Committee of the Red Cross (ICRC) or the affected National Society are able to set up their communications or support networks.

4.1.3 It is during this period that Area offices in the UK may face a surge in the amount of enquiries from the public requesting information about their loved ones. This surge of enquiries, alongside other critical casework may mean that Areas have to reprioritise workload and enlist the help of IFT volunteers to respond to this surge outside their usual roles.

4.1.4 These responses have been categorised as;

a. Phase 1: Immediate needs before a tracing response is possible
b. Phase 2: Immediate needs when a tracing response may be possible

Further information on managing surge can be sought through the IFT team at UKO

<u>Out of hours number of IFT:</u> [redacted]

9 Part 2 Emergency Management Procedures: Detailed Guidance

10 Roles and responsibilities of BRC Strategic, Tactical and Operational Managers and Tactical Adviser

4.2 The Strategic Manager

5.1.1 The BRC Strategic Manager is responsible for determining the strategy and the tactical parameters to be followed by the BRC Tactical and Operational Managers. They are responsible for ensuring that any tactics deployed meet the objectives of the strategy.

The BRC Strategic Manager will:

> be appointed on the basis that they have achieved, or a working towards achievement of, competence in the role, as identified in the Skills for Justice National Occupational Standards (NOS) for strategic level response managers, not just on the basis of their normal management position. Where the appointed strategic manager is not from the host Area, a host Area manager could support them in their relationship with local partners
> have overall responsibility and accountability for the BRC operation
> be a member of the BRC Strategic Coordinating Group, when activated
> set, review, update and record the strategy or contribute to this through membership of the BRC Strategic Co-ordinating Group
> maintain objectivity and not become involved in making tactical or operational level decisions or undertaking tactical or operational level tasks
> identify the level of support needed to deliver and maintain the BRC response.

4.3 The Tactical Manager

5.2.1 The BRC Tactical Manager commands and co-ordinates the overall tactical response in compliance with the strategy.

The BRC Tactical Manager will:

> be appointed on the basis that they have achieved competence, or a working towards achievement of competence, in the role, as identified in the Skills for Justice National Occupational Standards (NOS) for tactical level response managers
> develop and co-ordinate the tactical plan in order to achieve the strategy set by the BRC Strategic manager
> be suitably located to maintain effective tactical management of the operation
> record decisions in the management log, to provide a clear audit trail
> provide the pivotal link in the management chain between the Operational and Strategic Managers

> arrange for adequate briefing and debriefing of BRC personnel using UK CR briefing procedures.

4.4 The Operations Manager

5.3.1 The BRC Operational Manager is responsible for the command of a group of resources carrying out functional or territorial responsibilities related to the tactical plan.

The BRC Operational Manager will:

> be responsible for the implementation of the relevant part of the BRC Tactical Manager's plan by the use of appropriate tactics within their geographical or functional area of responsibility

> be aware of and understand the BRC Tactical Manager's plan and their own role within that plan

> arrange for adequate briefing of personnel using UK CR briefing procedures to establish they are aware of their roles and responsibilities within the tactical plan.

> update the Tactical Manager on any changes including any variation in agreed tactics within their geographical or functional area of responsibility

> be suitably located to maintain effective operational command of their geographic or functional area of responsibility

> be available to support team managers, but provide them with sufficient flexibility for them to undertake their role in accordance with the strategy and the tactical plan

> record operational decisions in a management log.

4.5 The Tactical Adviser

5.4.1 In certain circumstances, consideration should be given to deploying a Tactical Adviser to support the Strategic Manager. A Tactical Advisor can provide expert advice on the suitability and impact of available tactical options that may help to inform the Manager's decision-making process. Any advice given by the tactical adviser should be recorded in the management log.

5.4.2 A tactical advisor is there to advise and not make command decisions. The responsibility and accountability for making decisions based on the advice given by the tactical advisor will always remain with the supported Strategic Manager.

5.4.3 The Tactical Coordination Group

In large scale responses (multiple areas, protracted responses, cross services) the UK CR team may establish a Tactical Coordination Group. This may act as a sitrep group – updating and looking at future BRC response requirements or it may take on the coordination of mutual aid, liaison with other departments (such as Corporate Partners for managing Gifts in Kind) and act as a conduit for updating the SCG on wider response activity.

CC AG1 Responds to emergencies at the Strategic (Gold) level
Skills for Justice NOS

Summary

This unit is about managing an emergency response at the strategic level. It includes establishing and reviewing the policy and strategy necessary for a co-ordinated response and ensuring that the strategy is communicated to responders at tactical and operational level.

Target Group

The unit is for those who provide leadership in an emergency response at the strategic (gold) level. In this context, gold is the level (above silver level and bronze level) at which policy and the overall response framework are established and managed (*Ref: Lexicon of Multi-Agency Emergency Management Terms*).

Linked Units

- CC AA1 Work in co-operation with other organisations
- CC AA2 Share information with other organisations
- CC AF2. Warn, inform and advise the community in the event of emergencies
- CC AH1 Provide on-going support to meet the needs of individuals affected by emergencies
- CC AH2 Manage community recovery from emergencies
- ML D1 Lead meetings
- CC1 Set, monitor and review strategies for policing operations (Police)
- EFSM1 Provide strategic advice and support to resolve operational incidents (Fire Service)

Skills and Attitudes

Listed below are the main generic skills and attitudes which need to be applied. These are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Skills

- analysis
- communication
- conceptualising
- decision making
- leadership
- liaison
- negotiation
- networking
- partnership working
- planning
- prioritising
- problem solving
- strategic thinking
- stress management
- team building

Attitudes

- assertive
- collaborative
- community minded
- constructive
- flexible
- innovative

- open minded
- pro-active
- realistic

Performance Criteria

To meet the standard, you

- obtain and analyse the available relevant information to inform decision making
- make effective decisions based on the best available information
- agree the policy and strategic framework within which the tactical (silver) level will work and ensure effective two way communication with the tactical level
- work effectively in co-operation with partner organisations at a strategic level
- confirm strategic decisions agreed with responders and how these will be implemented
- take action to review the strategy, updating or varying the strategy in response to changing situations or information
- obtain and provide technical and professional advice from suitable sources to inform decision making where required
- ensure the strategy reflects any relevant policy, legal framework or protocols
- ensure the strategy takes account of the impact on individuals, communities and the environment
- engage effectively in the political decision making process
- review the scale of required resources and ensure their availability
- ensure that all relevant organisations have sufficient, accurate information with a suitable degree of urgency to enable effective co-ordination of response
- ensure the development and implementation of an effective communications strategy
- address medium and long-term priorities to facilitate the recovery of affected communities
- ensure provision of continued support for individuals affected by emergencies
- ensure effective delegation to the tactical level
- evaluate the effectiveness of the strategy and use this information to inform future practice
- fully record your decisions, actions, options and rationale in accordance with current information, policy and legislation

Knowledge and understanding

To meet the standard, you need to know and understand

- current, relevant legislation, policies, procedures, codes of practice and guidelines in relation to emergency response
- the principles of Integrated Emergency Management (IEM)
- the principles of effective response and recovery
- the principles of command, control and co-ordination
- the roles and responsibilities of partner organisations involved in response and recovery
- how partner organisations are organised; their broad structures, methods of communication and decision making processes
- the culture, priorities and constraints of partner organisations
- relevant emergency plans and arrangements including pre-determined procedures for involvement of other organisations
- how to engage effectively in the political decision making process
- how to establish the policy and strategic framework within which the tactical (silver) level will work
- how to review the effectiveness of the strategy and update or vary the strategy in response to changing situations or information
- factors relevant to setting and reviewing the strategy including assessments of risk, community impact and the longer term recovery process
- the availability of relevant resources
- the financial arrangements which need to be in place for responding to emergencies
- sources of technical and professional advice
- how to develop and implement an effective communications strategy
- how the media may be used provide information to communities
- how to collect and analyse relevant information at strategic level
- the potential strategic implications of emergencies e.g. long-term recovery or wide-area issues
- the potential impact of emergencies on the environment
- how to assess the short and long term human impact of the emergency and identify the most vulnerable groups
- how to ensure provision of continued support for individuals affected by emergencies
- the purpose of recording information and the types of records that must be kept.

CC AG2 Respond to emergencies at the tactical (silver) level

Summary

This unit is about responding to an emergency at the tactical level, ensuring that actions are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency. It includes formulating, implementing and reviewing tactics which inform the operational response, and identifying where situations may warrant a strategic level of management.

Target Group

The unit is for those who are involved in responding to an emergency at the tactical (silver) level. This would typically include senior personnel from organisations committed to an area of operations. In this context, silver is the level (below gold level and above bronze level) at which overall the response to an Emergency is managed (*Ref: Lexicon of Multi-Agency Emergency Management Terms*).

Linked Units

CC AA1	Work in co-operation with other organisations
CC AA2	Share information with other organisations
CC AF2.	Warn, inform and advise the community in the event of emergencies
SfJ CC2	Formulate, monitor and review tactics to achieve strategic objectives for policing operations (Police)
EFSM2	Lead, Monitor and Support people to resolve operational incidents (Fire Service)

Skills and Attitudes

Listed below are the main generic skills and attitudes which need to be applied. These are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Skills

- communication
- decision making
- leadership
- liaison
- negotiation
- organising
- planning
- prioritising
- problem solving

Attitudes

- collaborative
- community minded
- constructive
- determined
- flexible
- realistic

Performance Criteria

To meet the standard, you

1. obtain sufficient information to determine the current status of the response
2. formulate a tactical plan which takes account of all available information, including any pre-determined emergency plans, and anticipated risks
3. implement tactics in a timely manner, confirming roles, responsibilities, tasks, and communication channels
4. conduct on-going risk assessment and management in response to the dynamic nature of emergencies
5. review tactics with relevant others including key personnel involved in command, control and co-ordination
6. ensure actions to implement tactics are carried out, taking into account the impact on individuals, communities and the environment
7. determine priorities for allocating available resources
8. anticipate likely future resource needs, taking account of the possible escalation of emergencies
9. work in co-operation and communicate effectively with other responders
10. liaise with relevant organisations to address the longer-term priorities of restoring essential services and helping to facilitate the recovery of affected communities
11. obtain and provide technical and professional advice from suitable sources to inform decision making where required
12. provide accurate and timely information to inform and protect communities, working with the media where relevant
13. monitor and maintain the health, safety and welfare of individuals during the response
14. review actions taken at operational (bronze) level
15. identify where circumstances warrant a strategic (gold) level of management and engage with the strategic level as required
16. ensure that any individuals under your area of authority are fully briefed using UK CR briefing procedures and de-briefed using the UK Operations debriefing guidance on RedRoom and additional procedures in this document.
17. evaluate the effectiveness of tactics and use this information to inform future practice
18. fully record your decisions, actions, options and rationale in accordance with current information, policy and legislation.

Knowledge and understanding

To meet the standard, you need to know and understand

1. current, relevant legislation, policies, procedures, codes of practice and guidelines in relation to emergency response
2. current, relevant legislation and organisational requirements in relation to health, safety and welfare
3. relevant emergency plans and arrangements
4. the principles of Integrated Emergency Management (IEM)
5. the principles of command, control and co-ordination
6. how to identify the strategic aim of a response
7. the range of tactical options and how they should be communicated
8. how to formulate an action plan which takes account of all available information
9. how to monitor and review the implementation of the tactical options
10. the relevant others that should be involved in reviewing the tactical options
11. circumstances where expertise or co-ordination are required beyond the tactical (silver) level
12. the type of resources which may be required and how they can be obtained
13. the roles and responsibilities of partner organisations involved in response and recovery at local and national level
14. the culture, priorities and constraints of partner organisations
15. how partner organisations are organised; their broad structures, methods of communication and decision making processes
16. how to communicate with individuals affected by emergencies in a manner which promotes understanding
17. the potential impact of emergencies on the environment
18. how to assess the short and long term human impact of the emergency and identify the most vulnerable groups'
19. the information needs of the various organisations involved in the response
20. how to conduct briefings (UK CR guidance) and de-briefings (UK Operations guidance and UKCR additional guidance)
21. how to evaluate the effectiveness of tactics
22. the purpose of recording information and the types of records that must be kept.

A summary of the main factors to be considered when developing a BRC emergency response strategy

The strategy should:

- establish an agreed set of objectives relevant to the knowledge of the situation, arising from the threat assessment
- be dynamic and capable of revision in the light of amended threat assessments
- include a list of clear and unambiguous objectives
- enable the Tactical Manager to make justifiable decisions and implement tactical options
- recognise that each incident is unique and must have its own strategy. However, previous, similar incidents may provide a list of objectives that can be referred to when developing the strategy
- avoid the use of generic, non-specific objectives such as ‘providing humanitarian assistance’ unless it can be shown how humanitarian assistance can be provided specifically in relation to that particular operation
- use plain language as the use of terms that are not understood may lead to misinterpretation and cause confusion.

• all personnel/resouces co-located and from host Area • no Strategic, Tactical, Operational management structure	1	• face-to-face communication between deployed personnel • electronic communication between team leader and BRC co-ordination centre	**No mutual aid**
• multiple sites • all personnel at individual site co-located • all personnel from responding Area • one or more of Strategic, Tactical, Operational Managers	2	• face-to-face communication between co-located personnel • *operational channel* between team leaders and the Operational Manager • *command channel* between Operational Manager and Tactical/Strategic Manager or BRC co-ordinating centre	**No mutual aid**
• 1 or 2 plus personnel not in visual contact	3	• 1 or 2 plus operational channel between team leader and team members	**No mutual aid**
• multiple sites • all personnel at individual site co-located • one or more of Strategic, Tactical, Operational Managers • mutual aid provided by neighbouring Areas	4	• face-to-face communication between co-located personnel • *operational channel* between team leaders and the Operational Manager • *command channel* between Operational Manager and Tactical/Strategic Manager or BRC co-ordinating centre • additional communication channel between providing Area and mutual aid team leaders	**Neighbouring mutual aid**
• 4 plus some personnel not in visual contact	5	• 4 plus operational channel between team leader and team members	**Neighbouring mutual aid**
• multiple sites • some personnel not in visual contact • one or more of Strategic, Tactical, Operational Managers • mutual aid provided through UK Office	6	• face-to-face communication between co-located personnel • *operational channel* between team leaders and the Operational Manager • operational channel between team leader and team members not in visual contact • *command channel* between Operational Manager and Tactical/Strategic Manager or BRC co-ordinating centre • additional communication channel between providing Area and mutual aid team leaders • radio/telephone/email communication between central mutual aid co-ordinator and local mutual aid 'brokers'	**Wide-scale mutual aid**

6. Major incident initial contact procedure

6.1 The Crisis Response Department at UK Office has produced a major incident initial contact system to meet the needs of Areas and UK Office. A flow chart is attached below, comprising the following major stages:

I. Area personnel inform the UK Crisis Response Duty Officer at UK Office, Director of Area with Area teams - follow process in Area plans
II. The UK CR Duty Officer informs UK Office Communications Division personnel and UK Office Senior personnel, as appropriate
III. Area personnel provide updates to the UK CR Duty Officer as appropriate.

6.1.2 For the purposes of this contact procedure the term 'notifiable incident' should be taken to mean:

- When an incident is declared a major incident by an LRF (or equivalent) partner
- When co-responding with external partners to a significant event (not a declared major incident) that is resource intensive
- When a "business as usual" response e.g. 2 volunteers in an emergency response vehicle attending a call out from the Fire and Rescue service escalates beyond the capacity of that response i.e. additional resources are required
- A surge in health/social care issues (e.g. Pandemic Influenza or increased hospital admissions) warrants the provision of additional BRC resources
- When a serious incident happens at an Event First Aid event that we are attending
- When a surge in arrivals of vulnerable migrants to the UK (e.g. asylum seekers or resettled refugees) requires additional support and resources from the BRC.
- An overseas incident that increases the volume of International Family Tracing requests
- When a response is likely to generate significant media interest
- When a response is likely to significantly impact BRC profile or business continuity arrangements.

6.1.3 This initial contact procedure is dependent on the following elements:

- Area emergency planning arrangements are in place, with the Area role included in the plans of local Category 1 Responders
- the Area Emergency Plan includes current call-out arrangements for emergency response volunteers

- the UK Crisis Response Team at UK Office maintains a record of major incident contact details for Area and UK Office personnel

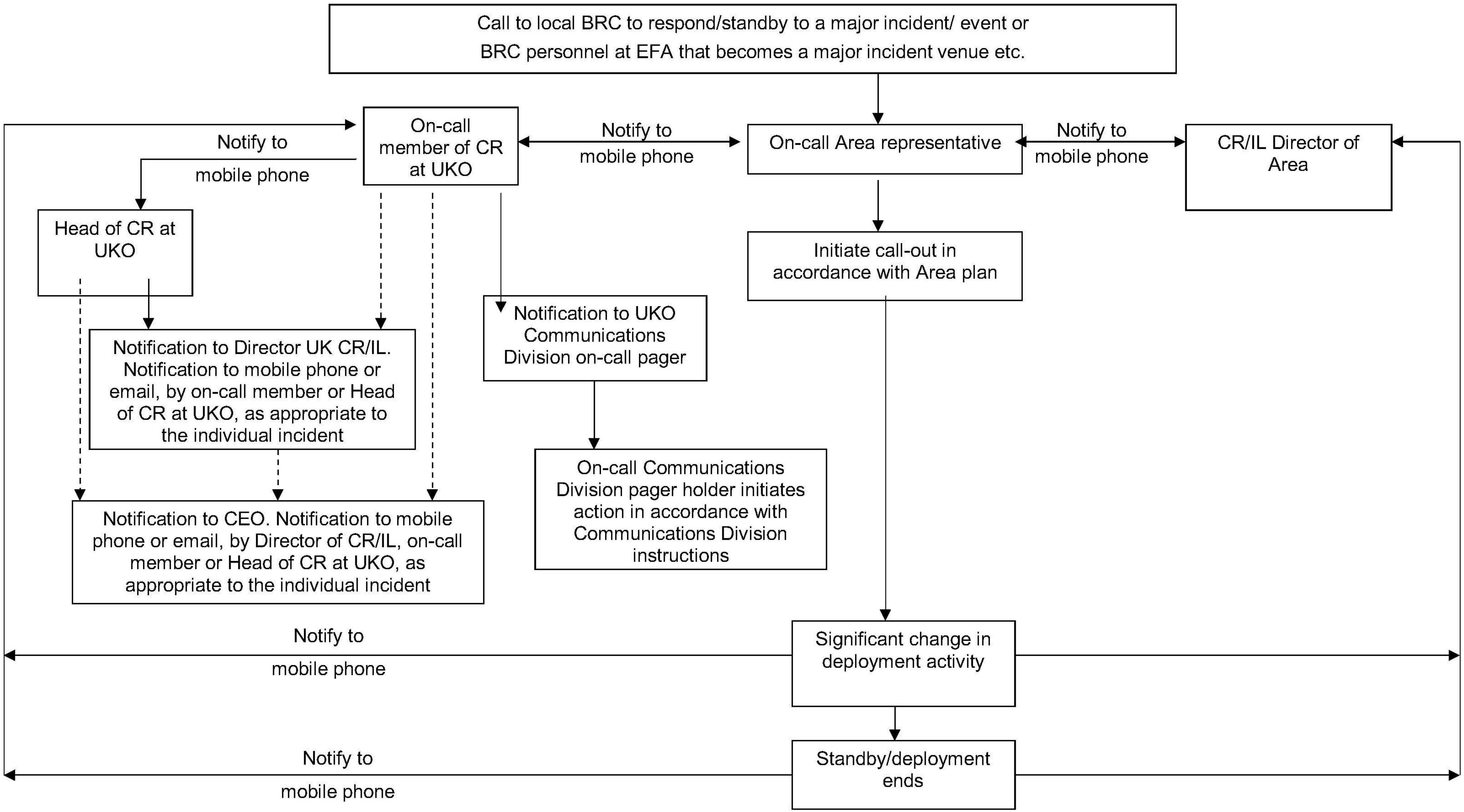
- Area emergency response managers are confident that in the event of an Area call-out, they can achieve their ‘notification’ responsibilities to UK Office resources and senior managers with a single telephone call; the notification system being appropriate for all major incidents and at all times (24/7)

- the contact procedure provides timely access to:
  - a single point of contact which offers timely, relevant, technical advice and support
  - personnel skilled to anticipate needs and problems and share good practice
  - a facility to co-ordinate support from across the Society
  - appropriate internal and external communication responses

- the initial contact procedure does not replace the need for existing post-incident notifications and/or reports

- precise instructions cannot be provided to meet each incident; much must be left to the initiative and experience of the personnel involved.

1.1 6.2 Major incident/event initial contact model



11.2 6.3 Emergency Response Notification Procedure

This summary provides detail on how and when to notify the national emergency planning and response team of an incident.

When an Area responds to an incident that meets any of the criteria below, UK CR team should be notified by calling the 24/7 on-call number [redacted]

This notification procedure applies across all services and should be followed where normal service delivery escalates above and beyond our business as usual work. The following list provides a non-exhaustive range of notification criteria:

> When an incident is declared a major incident by an LRF (or equivalent) partner

> When co-responding with external partners to a significant event (not a declared major incident) that is resource intensive

> When a “business as usual” response e.g. 2 volunteers in an emergency response vehicle attending a call out from the Fire and Rescue service escalates beyond the capacity of that response i.e. additional resources are required

> A surge in health/social care issues (e.g. Pandemic Influenza or increased hospital admissions) warrants the provision of additional BRC resources

> When a serious incident happens at an Event First Aid event that we are attending

> When a surge in arrivals of vulnerable migrants to the UK (e.g. asylum seekers or resettled refugees) requires additional support and resources from the BRC.

> An overseas incident that increases the volume of International Family Tracing requests

> When a response is likely to generate significant media interest

> When a response is likely to significantly impact BRC profile or business continuity arrangements.

> When a response requires the deployment of Community Reserve Volunteers

If managers are in any doubt, advise UK CR Duty Officer.

12 6.4 Guidance on the British Red Cross Strategic Co-ordinating Group (SCG)

6.4.1 Purpose:

> identify the BRC strategic goal(s) for that response
> confirm the appointment of and empower the Strategic Manager
> agree the communications strategy
> facilitate access to additional finance
> approve requests to other National Societies for resources to support the response
> identify additional response opportunities (consistent with the strategic goal(s) and BRC capacity and capability)
> encourage the development of recovery phase activities.

6.4.2 Membership could include:

> Chief Executive Officer, or their nominee
> Director IL/CR, or their nominee
> Director International, or their nominee (where appropriate)
> Director Finance, or their nominee
> Director Fundraising, or their nominee
> Director Human Resources and Education Services, or their nominee
> Director Communications, or their nominee
> Relevant UK Director(s), or their nominee
> Head of CR, or their nominee
> Strategic Manager
> A very small number of additional personnel whose presence is considered, by the SCG, to be key to the operation.

6.4.3 Responsibilities:

> identification of a deputy to cover their absence
> provision of current and relevant information on their functional area of responsibility
> decision-making on the use of resources within their area of functional responsibility.

6.4.4 Frequency of SCG meetings:

> should be appropriate to the response and determined by the SCG
> first meeting - as soon as possible after the decision to invoke the UK O Response Plan
> early stage of the response - at least daily meetings, preferably at the same time each day, where possible in the morning, to facilitate the completion of consequent actions
> subsequently (timescale to be determined by the SCG) - reduced frequency (to be agreed by SCG)
> all meetings should be focussed and brief.

6.4.5 Administration of the SGC should include:

- appointment of a chair for the specific response, probably the CEO or their nominee
- provision of video and/or telephone conference facilities to support involvement of SCG members who are not based at the SCG venue
- provision of a member of CR as the note-taker; loggist and action notes should be circulated on the day of the meeting, as soon as possible after the completion of the meeting.

6.4.6 Development of the response strategy:

- identify the strategic aim and objectives for the response
- where a formal command structure is in place, the BRC Strategic Manager should consult with the Tactical Manager in the development of the BRC strategy
- if the UK Office Response Plan has been invoked, the BRC Strategic Co-ordinating Group will also be involved in the development of the strategy.
- the strategy can be defined as ‘a plan of action designed to achieve a series of objectives or a particular goal’
- an initial strategy should start to be developed once the first information is received and developed once a threat assessment has been undertaken
- the BRC strategy, its rationale and any amendments to it should be recorded in the management log.

6.4.7 Development of the communication strategy:

- recognition that BRC involvement in the response to exceptional or major emergencies may attract national media interest and on occasion, international media interest
- SCG should develop suitable internal and external communication strategies to enable relevant BRC personnel and external partners to be made aware of the agreed BRC strategy
- determine the extent to which it is appropriate to disseminate the aim and objectives (there may be occasions when some elements could be viewed as business sensitive)
- decide whether the Strategic Manager will talk directly with the media or whether it is more appropriate for another individual to present the information, allowing the Strategic Manager to focus on the response
- identify the internal and external communication mechanisms to be used in their dissemination
- establish a two-way flow of information between those involved in managing the response and other BRC personnel
- methods of internal communication should be reviewed, regularly and feedback invited from audiences, where practical and appropriate.

6.5 Possible action points for the Strategic Co-ordinating Group:

6.5.1 Operational issues:

- Does the SCG need to be expanded to include additional members?
- Does the SCG need to issue instructions/guidance to guarantee that staffing of the response is seen as a priority activity, for the duration of the operation?
- Does the BRC need to approach other voluntary sector organisations that may not be part of the response, to secure their support and resources?
- Does the SCG need to appoint personnel to co-ordinate mutual aid?
- Does the BRC need to employ/second additional project officers to assist in the management of specific elements of the response, e.g. support line or survivor network?
- What review mechanism and report format should be followed?

6.5.2 Communication issues:

- Who should be the lead external communication contact person?
- How will we inform our personnel of the BRC involvement in the operation?
- What information can be communicated to the media?
- To what extent, if any, is our scope for external communication limited by involvement with Government Departments or other organisations?
- Are additional communication resources required?

6.5.3. Human Resource issues:

- Does HR & ES need to appoint a lead person to deal with the HR issues?
- Are there implications for the Volunteering Department at UK Office and Area Senior P&L staff?
- What system should be created to provide early notification to HR of activities that may have HR implications?
- Where personnel work additional hours, will they be compensated and if so, how?
- Is there a need to create new role descriptions?
- Does the BRC need to employ additional personnel to meet the requirements of the response? If yes, who will deal with funding, contracts etc.?
- What personnel support facilities will be made available?
- Will the BRC need to recruit, urgently, additional volunteers? If yes, what process should be adopted?

6.5.4 Finance and funding issues:

- Should the BRC set up an appeal fund?
- Does the BRC need to make additional funding available to support the operation?
- Should a finance co-ordinator be appointed to support the operational personnel and oversee the financial issues connected with the operation?
- Does a response specific, non-standard audit trail need to be introduced?

6.5.5 Facilities issues:

- Does the BRC need to activate the business continuity plan?
- Does additional accommodation/equipment need to be made available?

13 Mutual Aid Framework for UK Emergency Response activities

13.17.1 Overview of mutual aid

"Mutual aid to support the operations was provided from throughout the UK, confirming that one of the organisation's strengths is the skills and resources that, although spread far and wide, can be called upon to assist in essential emergency response activities wherever they are taking place."[1]
Lois Austin. Southern England floods – UK emergency response July/August 2007 – Red Cross Learning Review

Another organisation with well-established mutual aid arrangements is the British Red Cross. The summer floods were the first instance where each of its 21 UK regional offices was involved in providing or receiving mutual aid. Their mutual aid arrangements proved particularly effective because all area emergency response managers were already aware of the capability that they could draw on from other parts of the country."[2] ***Sir Michael Pitt . Learning lessons from the 2007 floods***

13.27.2 General

7.2 1 It is recognised that in some instances, emergencies may place significant demands on an area, such that the areas capacity to respond alone may be overwhelmed, resulting in a need to call upon other areas to provide mutual aid in support

7.2.2 This document provides a framework for mutual aid working within the British Red Cross, when responding to emergencies within the UK

7.2.3 The framework may be applied to mutual aid working either;

I. **Within a single area**, where applicable (i.e. across boroughs, counties, local authority boundaries)

II. **Across-area boundaries** (i.e. multiple area mutual aid - from area to area),

a. *or*

III. **Across Services (within or between Areas)**

7.2.4 The spirit of mutual aid should embrace the sharing of good practice and resources to ensure that the organisation provides the best possible response to help people in crisis

13.37.3 Definitions

7.3.1 For the purposes of this document, the following definitions apply:

<u>Mutual aid:</u>	The provision of additional capability and support to an emergency, when normal responding capacity is overwhelmed

[1] Executive Summary (pp5)
[2] Chapter 11 'Response Frameworks' para 11.21 (pp179) in Section 4 "Being rescued and cares for in an emergency"

Responding area(s):	Area(s) in which the emergency occurs and which therefore takes the 'lead' in providing a response to those affected
Supporting area(s):	Areas providing mutual aid to the lead area in response to the emergency
Home area:	Area in which a volunteer/staff member usually operates (In the context of this document, will often be the same as the supporting area)
Active standby:	Standby involving travel to another area, where reasonable everyday activities are curtailed. (For example, waiting in an ambulance for deployment to the scene)
Passive standby:	Standby where reasonable everyday activities are not curtailed

13.4 7.4 Types of mutual aid

7.4.1 Mutual aid may be provided as ***capability***:

> **Physical** (e.g. vehicles and equipment)

> **People** (volunteers or staff)

7.4.2 Alternatively, mutual aid may take the form of:

> **Support and/or advice** such as expert knowledge on specific situations, the provision of strategic and/or tactical managers

> **Office space** allocated to staff for a short-term period should they be unable to access, or travel to, their usual base location

> Support to continue a **prioritised service** within Business Continuity Plans

13.5

13.6 7.5 Preparing for mutual aid

Wherever practical and possible, consideration of preparation for mutual aid should be incorporated into all emergency response exercise programmes

7.5.1 Preparation will generally fall within the following categories;

> Sharing resources (equipment & people)

> Sharing knowledge

> Training and exercising

> Briefings and debriefings

7.5.2 Examples of preparation may include;

- Providing opportunities for supporting areas to attend training and exercise sessions within another area (see BRC Exercise Calendar for further information) or
- Sending volunteers/staff to support the running of a large public event (see EFA mutual aid procedures/cross Area working for more information)

13.77.6 Preparation (pre-deployment)

7.6.1 All volunteers should be fully briefed before activation/deployment, by the responding area(s) – see UK CR briefing guidance.

7.6.2 Mutual aid resources should not be deployed until specifically requested/agreed by the responding area(s). Supporting areas may decide to proactively organise their own resources to the point of being placed on standby, or gathered at a rendezvous point within their locality. **However, mobilisation in response to the emergency must not occur without express request/permission of the responding area(s)**

7.6.3 Self-activation by a supporting area must not take place in any circumstances

13.87.7 During deployment

7.7.1 When responding to the emergency, supporting area teams should **operate within the responding area(s) protocols and procedures** in support of the local external partners

7.7.2 Those deployed from supporting areas may have additional needs that need to be factored into the response. For example:

- Lack of familiarity with the local geographical area
- Journey time to the response location (etc)

7.7.3 The responding area(s) may need to make specific arrangements to address such needs as appropriate. For example:

- Organising accommodation or access to welfare facilities
- Pairing up local team members with those from supporting areas

**** If the requirement for mutual aid is across multiple Areas, the UK CR Duty Officer will undertake the acquisition of supporting resources, accommodation and welfare arrangements.**

7.7 4 Volunteers/staff should be given the opportunity to express any operational issues or concerns through the agreed line management structure

13.97.8 Follow-up (post-deployment)

7.8.1 The responding area(s) should ensure supporting areas are stood-down as appropriate, in a timely manner

7.8.2 The responding area(s) is responsible for ensuring that volunteers/staff are adequately debriefed as soon as possible and preferably prior to their return to their home area

7.8.3 It is recognised that in some instances a formal operational debrief may take place several days or weeks after the emergency occurs. However, as a minimum requirement, volunteers/staff should be provided with the opportunity to attend a 'hot debrief' before leaving the lead area and the operational activity (See BRC Structured Operational Debriefing Process)

7.8.4 It may not be possible for all volunteers/staff to actually attend formal operational debriefs, therefore a mechanism is built in to the BRC Structured Operational Debriefing process to cover this

7.8.5 Systems should be in place to ensure consideration is given to:

> Ensuring sufficient time and administrative support is provided to post incident write-up and on-going needs

> Prioritising and managing (backed up) workloads for those volunteers/staff returning to normal duties

> Allowances of TOIL for staff who have been involved in responding

> Possible re-scheduling of annual leave for staff who have been involved in responding

13.10 7.9 Care & support

9.9.1 The Red Cross has a duty of care to its volunteers and staff. Processes for line management and support in the context of mutual aid should be agreed and the Red Cross Health and Safety (H&S) Policy should be adhered to at all times. Remind staff and volunteers that they can access support via the Health Assured on [redacted] There is also a section on Red Room about additional psychosocial support, including CALMER debriefing procedures September 2016 and additional support from the Psychosocial team if needed.

14 8. Invoking mutual aid

8.1 Mutual aid should make best use of resources/skills, and is usually invoked when an area cannot support the task on its own, either because;

> The need **overwhelms the local capability**

> There is a need for **specialised support capability OR**

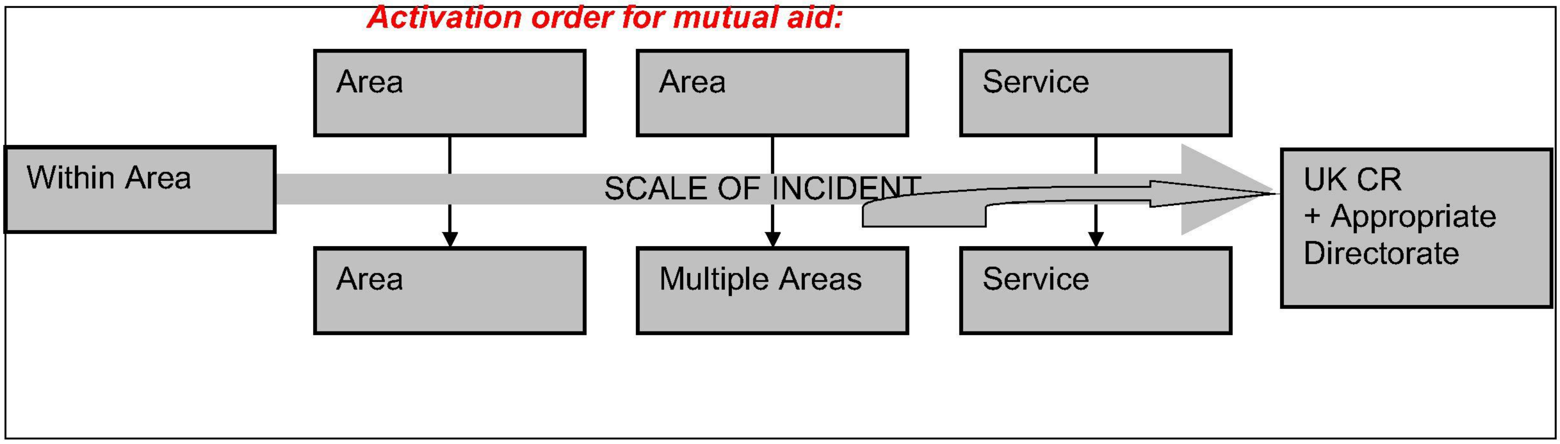
> The location of the incident makes **mutual aid logistically viable**

8.1.2 The level and type of support requested by the responding area(s) will vary according to the nature of the emergency; particularly the scale, significance and media interest

8.1.3 A response may also involve the support, tactical advice or mutual aid coordination by the Crisis Response Team at UK Office. This critical switch will be made against detail provided within sitreps (when in use) or threat assessments

8.1.4 Planning the response should take account of potential escalation of the incident and the required Red Cross response. If there is an assessed potential need, supporting Areas should be placed on standby (this counts as mutual aid).

8.1.5 Under normal circumstances, mutual aid plans should be activated in ascending order, as indicated in the diagram below

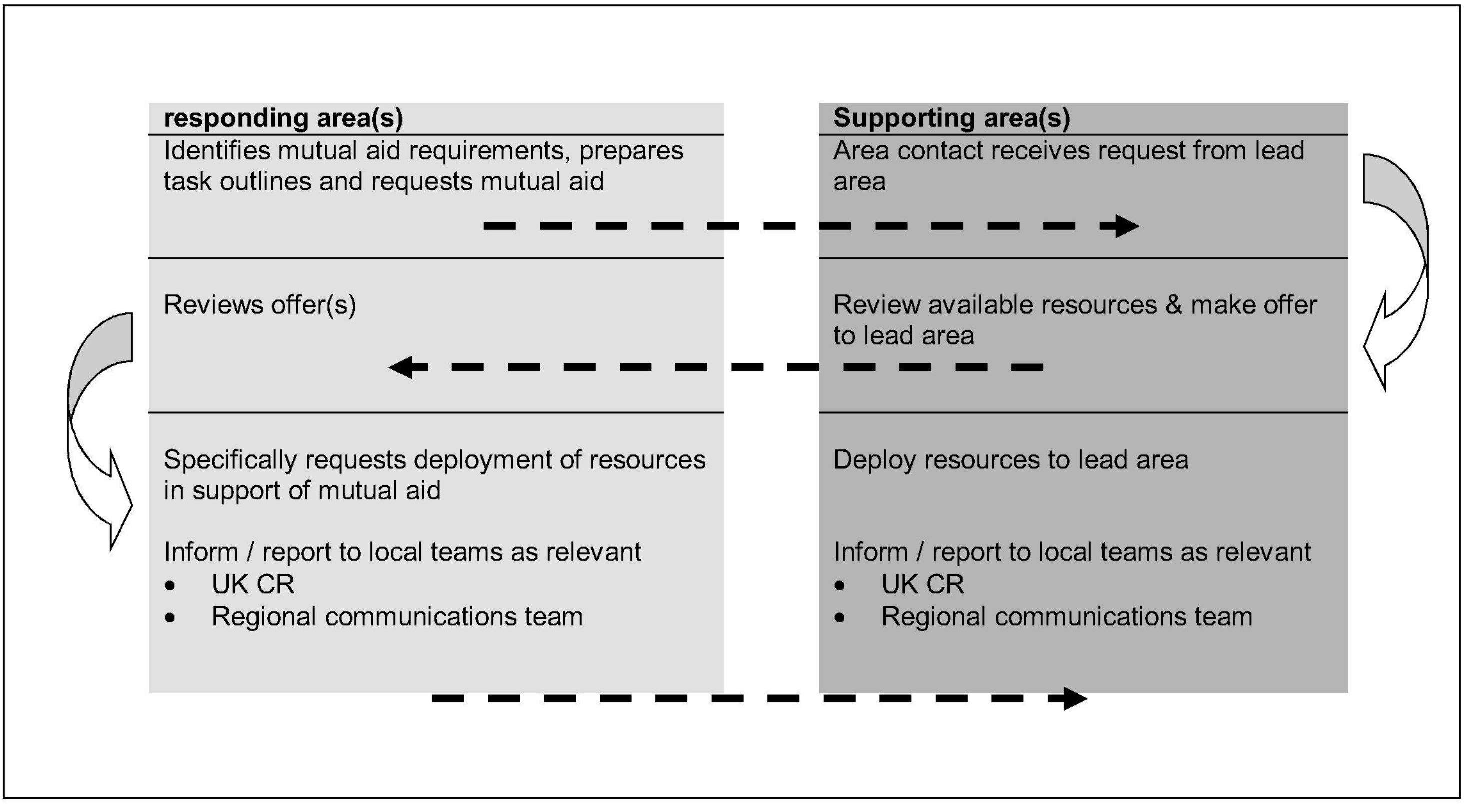


8.1.6 Areas must complete **FORM MA/AR/01**when requesting mutual aid. This should be sent to the area that they are requesting mutual aid from, with a copy sent to EPRTeam@redcross.org.uk. Please then follow normal internal emergency response protocols for informing relevant parties and ensuring they are kept informed with progress. This includes (for example) UK CR team and communications department.

8.1.7 Areas must ensure their relevant teams are aware of the detailed processes to be followed at a local level should there be a requirement to invoke mutual aid procedure

14.1 8.2 Cross-area mutual aid

The following diagram highlights a basic example of cross-area mutual aid



8.2.1 In some instances the responding area(s) may require support from UKO CR team in order to assist with coordination of wider mutual aid resources. This will be agreed via conversations between the UK CR Duty Officer, Directors of Areas or their designee and Directors of other Services (or their designees) when needed.

Requests for mutual aid should be made from the IL/CR Director of Area (or delegated manager) of the responding area(s), to the IL/CR Director (or delegated manager) of the supporting area. Areas must complete **FORM MA/AR/01when requesting mutual aid**. This should be sent to the area that they are requesting mutual aid from, with a copy sent to EPRTeam@redcross.org.uk.

8.2.2 The minimum information that should be communicated when requesting mutual aid

> General overview of the incident/emergency and the Red Cross role within it

> The type of assistance required

> Any specialist capability required

> Number of volunteers

> Anticipated duration of response

> Local hazards, access issues, risk assessments, reporting or rendezvous point

> Review period

> Any other factors to be taken into account

8.2.3 Where the request is for volunteers/staff, ideally a clear job or role brief should be made available by the lead area to ensure supporting areas provide appropriately skilled teams

8.2.4 The Director of the supporting Area should evaluate their available resources (taking into account business continuity arrangements), and make an offer to the lead area

8.2.5 Each area should record details of their own contribution to the response effort and follow their usual, local reporting protocols for their element. This includes BRM input, and a quick card for providing mutual aid assistance is on the ER BRM share point page

8.2.6 The on-call CR staff member at UK office should also be informed as per national protocols. Depending on the nature of the emergency, the lead area my call upon the UKO CR team to support the coordination of wider mutual aid on its behalf.

14.28.3 UKO Crisis Response Team

Examples of how the UK CR team can support mutual aid working:

> Provide support and advice related to the specific response e.g. provision of trained Strategic or Tactical managers

> Act as a conduit (single point of contact) for others within the organisational structure who require updates on the response to the emergency

> Support the coordination of mutual aid from other Areas

> Negotiation with organisations, internal and external partners and donors on a national basis (e.g., suppliers, major supermarkets, other voluntary agencies)

> Activate mutual aid from other Services, International LOGS team, PST, Federation

> Deployment of Community Reserve Volunteers

14.3 8.4. Involving International teams and departments

8.4.1 In some instances, the International Logistics (LOGS) department may be able to provide mutual aid for UK emergencies, for example through the provision of logistical support falling within the following distinct categories:

> **Emergency supplies** (sourcing supplies, stocks of specific items)

> **Emergency transport/vehicles** (e.g. Unimog 4x4 vehicles)

> **Emergency Response Unit** (Logistics ERU, Mass Sanitation Module ERU)

> **Delegates**

8.4.2 The availability of resources from International Logistics will depend upon their current deployment status. Lead-time for sourcing and delivery of supplies should be allowed for, depending upon the time of day and geographical location of the incident (this is generally within 24 hrs for initial attendance and 3 days for further supplies)

8.4.3 Mutual aid requests for the resources outlined above must be made by areas through the Crisis Response Team at UK office via the on-call duty contact

14.4 8.5 Psycho-Social Support Team (PST)

8.5.1 Should the emergency require involvement/deployment of PST members to support the response, areas should contact UK Crisis Response team to discuss this, and, if appropriate deploy a team.

15 9. Resource Management

BRCS staff and volunteers have proven their capability in terms of providing efficient and valuable emotional and practical support services as well as demonstrating an ability to think swiftly in times of emergency as to how best to use existing resources to address unmet humanitarian needs

Lois Austin, *Southern England floods – UK emergency response July/August 2007 – BRCS Learning Review*

11.1.1 The best use of resources will always be a balance between an Area or service retaining adequate capability to provide an immediate response/service to a local emergency/commitments whilst offering as much capability as possible to support another areas' mutual aid requests

11.1.2 Judgements about resource availability will rely upon dynamic risk analysis, knowledge of own area and standing commitments, intuition and the information flow between other BRCS areas and stakeholders, including Category 1 responders

11.1.3 Within the planning process, areas should proactively schedule resources for a number of days ahead and make up rotas accordingly. It is, by far, easier to stand-down resources at a later date (especially over weekend periods) than to repeatedly ask for resource commitment on a daily basis

16 10. Multiple incidents

10.1 In the event of multiple incidents with multiple commanders, the coordination/support to those incidents and areas will be provided by a designated team at the national level. The tasks performed by this team would be command support and would allow a Strategic Manager to request & direct the mutual aid of resources appropriately when there is pressure from every Area for them

10.2 Areas providing mutual aid would need to provide:

> What capability has been *deployed* to the response

> What capability has been *allocated* for the response (or allocated elsewhere)

> What remaining capability *is available* as potential mutual aid

(see national mutual aid database)

> If appropriate, this detail will be recorded during situational reporting

17 11. Exit strategies

11.1 As early as possible within the response cycle, all parties involved should plan exit strategies appropriate to the response effort. Regular monitoring and review of those strategies as the response develops should ensure they are still valid and appropriate at any point in time

11.2 The exit strategy should be a mutual decision by both the responding area(s) and supporting area(s) and should take into account, at a minimum, the following elements:

- Standing-down of supporting areas
- Communicating exit strategies (internally & externally – who, how, when, where, why)
- Handover (to whom, when, how, by whom?)
- Re-commissioning of equipment and/or top-up of supplies used
- Follow-up activities (reporting, de-briefing, documentation and audit trail)

18 12. Communications technology

12.1 A scenario requiring the provision of mutual aid relies upon all parties being able to communicate effectively. In order to effect this, communication mechanisms will need to be agreed and communicated with EFA/AS for the provision of these many of these assets. This can be facilitated by the UK CR Duty officer if needed.

12.2 The co-ordination and administration required in a cross area mutual aid scenario will be large and may consist of some or all of the following component parts:

- Deployment of a national communications vehicle
- Issue of radio systems to mutual aid participants
- Confirmation of local voice procedure protocols
- Provision of electrical charging facilities
- Mechanisms for communicating with other agencies

13. Media/PR activities

13.1 Communicating with both external and internal audiences is a vital part of any emergency response operation. The organisation's response to any emergency presents an opportunity to tell the Red Cross story in a way that positions it effectively within our corporate strategy

13.2 It is important that volunteers and staff engage with the communications process and that Red Cross communications professionals support them adequately by equipping them with the tools, skills and resources to tell the story of the emergency effectively, without jeopardising any aspect of the response itself

13.3 In invoking mutual aid all parts of the organisation will need to adopt a clear, coordinated approach to communications across all teams involved in the response.

A communications strategy and tactical plan should be part of the response planning.

19 14. Record keeping

14.1 Information on the response should be recorded in line with normal reporting mechanisms by both lead and supporting areas

14.2 Logs of all activity must be kept for legislative purposes

14.3 Loggists should be deployed to record why decisions were made (and why other options were discarded), keep an action to do/completed log.

14.4 If the scale of the response effort deems appropriate, a team may be appointed to collate information on the overall response. It may be prudent to appoint this team away from the responding area(s) (i.e. by mutual aid from another Area or UKO) to allow the area to concentrate on operational activities

14.5 All response activity must be entered onto the BRM system within 2 working days. In a large scale response, it may be necessary to allocate this task to another member of staff within an area (e.g. an administrator)

19.1 14.1 Recording of hours

16.2.1 To fully quantify the cost of a response it is important to calculate a value for the number of hours spent responding to an incident, in addition to the more obvious costs of expenses

16.2.2 Volunteer and staff hours may have a different value attached to them. Therefore, the recording of hours should be undertaken, for both volunteers *and* staff responding to the emergency

16.2.3 Volunteer and staff hours spent on active standby should be recorded as hours of deployment

16.2.4 Where possible passive standby hours should also be recorded

20 15. Financial information

15.1.1 When requesting or providing mutual aid, the responding area(s) will be responsible for meeting any associated costs (i.e. volunteer travel costs, purchase of equipment/other resources & materials etc.)

15.1.2 The responding Area(s) can ask the UK CR team for access to disaster fund monies that can meet the direct costs of a response. A project code will be issued and can be used to charge all response costs against.

15.1.3 The responding Area(s) must ensure that all staff and volunteers are given the project code to claim their expenses against

20.1 15.2 Recording of costs

15.2.1 All direct and indirect costs related to providing an immediate direct response the responding Area(s) or the supporting Area(s) providing mutual aid, should be recorded and monitored

15.2.2 Should volunteers choose not to make expense claims as part of their contribution to the response effort, details of the values involved should still be recorded, as this will enable the full contribution of the Red Cross to be quantified

21 16. Cost recovery in emergency response and recovery

It may be possible to recover some, if not all costs after a response by

- Recharging costs to Cat 1 or Cat 2 partners
- Discussing the inclusion of BRC costs in any claims that Local Authorities may make against the Bellwin Scheme

21.1 16.1 Introduction

16.1.1 This process has been produced to facilitate the adoption of a consistent approach to the recovery, from external partners, of costs incurred in the UK-based response, or recovery phases of a major incident. It provides guidance on the following cost recovery elements:

- Section 2: Recognition that BRC does not seek to recover costs involved in the planning phase nor does it normally seek to recover management or administrative costs
- Section 3: Endorsement for the recovery of non-management/administrative costs incurred in the delivery of a response, including recovery activities
- Section 4: Arrangements for cost recovery in protracted responses or where there is a request to deliver an on-going or specialist service – particularly in relation to pre-planned incidents (such as anti-human trafficking incidents) or other partnerships (e.g., distribution network operators or other utility companies).
- Section 5: Arrangements for cost recovery in mutual aid deployments

- Section 6: Use of written agreements
- Section 7: Access to the Disaster Fund

21.2 16.2 Absorption of costs incurred in emergency planning and in the support of the response/recovery phase

16.2.1 The Red Cross is an emergency response organisation committed to providing a time limited emergency response support service. For this reason, the BRC does not seek to recover costs incurred in the on-going planning and preparation for emergency response nor in the management and support of an individual, time-limited response. The BRC would not seek to recover costs for:

i. staff time, including any form of management fee
ii. attendance and support to local/regional resilience forum meetings and their Devolved Administration equivalents
iii. vehicle maintenance, insurance, tax etc.
iv. on-call and call out facilities
v. provision of supplies in anticipation of their deployment during a response

16.2.2 The BRC does not operate a retainer arrangement, i.e. an advance payment to the BRC to guarantee its attendance at a response. However, this does not prevent the use of an advance reimbursement of costs option, as described at paragraph 3.2, or the acceptance of a contribution which could be done in advance from a Category 1 or 2 responder towards the cost of training and/or equipping BRC personnel for their role in a response or recovery activity. Several costing models exist such as for planned anti-human trafficking incidents and working with distribution network operators and can be accessed through the UK CR team.

21.3 16.3 Recovery of non-management/administrative costs incurred in the delivery of a response

16.3.1 The BRC does seek to recover costs, not referred to in paragraph 18.2.1 that are incurred in the delivery of a specific response/recovery. These may include:

i. volunteers and staff expenses, both travel and subsistence
ii. vehicle fuel used in the specific response
iii. consumables, e.g. first aid equipment, hygiene packs, refreshments.

16.3.2 Most Areas may seek to recover these costs on a response-by-response basis. However, at least one Area has sought to secure an advance payment from some of its local authorities, by agreeing a non-returnable sum that is likely to meet the predicted response costs for the following year. Whilst this method of payment reduces administrative time and costs for both the partner organisation and the BRC it is essential that the nature of the arrangement is made clear and that there is no suggestion that the advance payment constitutes a retainer.

21.4 16.4 Protracted responses and recovery activities

16.4.1 During the course of a protracted response (normally a response in excess of 3 days), a response where a specific and dedicated service is required, or in the recovery phase, the BRC should seek to recover costs additional to those referred to at paragraph 18.3.1. This is particularly relevant to the recovery phase activities as they are very likely to be longer-term and involve the deployment of dedicated personnel. These may include:

i. employment of additional members of staff, e.g. a recovery co-ordinator, support line manager or support network co-ordinator
ii. hire of premises, e.g. a refugee reception centre
iii. hire/purchase of additional equipment.

16.4.2 The BRC should always secure the prior agreement of the commissioning organisation for the expenditure and recovery of such costs before undertaking the activity. The proposed budget should include provision for a management fee to meet the additional staff costs associated with the management of the additional personnel. An example of this type of arrangement was the Tsunami Support Network, where the objectives and budget were agreed with the Department of Culture, Media and Sport, the Lead Government Department, before the Network staff were recruited; the agreed budget meet the full cost of the additional staff and a percentage management fee.

16.4.3 Where the response activity follows a normal pattern but the response duration or scale is likely to lead to a higher than normal request for reimbursement, it would be prudent to provide the commissioning organisation with an indication of the higher level of costs.

21.5 16.5 Mutual aid and cost recover

16.5.1 As the amounts involved in the provision of BRC mutual aid by neighbouring Areas is likely to be relatively small, the supporting Area should provide details of any recoverable costs to the responding Area for inclusion in its submission to the commissioning organisation. When the costs have been reimbursed, the responding Area or Service should arrange for the appropriate amount to be transferred to the supporting Area.

16.5.2 Where the scale of the BRC mutual aid is larger, warranting co-ordination by the Crisis Response Team at UK Office, the Strategic Co-ordinating Group, or where it is not activated, the Crisis Response team, will consider the use of the Disaster Fund to meet the costs referred to in paragraph 3.1, for each of the responding Areas.

21.6 16.6 Written agreements

16.6.1 Areas are encouraged to develop written agreements with relevant external partners. The Voluntary Sector Engagement Guidance Note (below), was produced by the Voluntary Sector Civil Protection Forum, in liaison with the Civil Contingencies

Secretariat to assist statutory and voluntary organisations develop such written agreements.

21.7 16.7 Disaster Fund

16.7.1 The British Red Cross Disaster Fund has been established to give the BRC the flexibility to prepare for and respond rapidly to the most pressing emergency needs, whether in the UK or overseas. As part of the UK-based response to a major incident, an application may be made to the Disaster Fund for the following activities:

i. a contribution to resource and equip Areas and UK Office for exceptional costs of a sustained emergency response, (beyond those which might reasonably be covered within core costs).
ii. A contribution to multi-agency contingency plan for large-scale arrivals in the UK
iii. contingency funding for additional psychological support for BRCS personnel involved in major incidents in the UK or overseas
iv. to provide aid to those displaced, or at risk of being displaced, as a result of a disaster
v. a contribution to initiate an emergency appeal on behalf of national, devolved or local government.

16.7.2 Applications for Disaster Fund payments should be made to the Head of Crisis Response in the first instance. A copy of the application form is attached below.

Annex 1

CABINET OFFICE

21.7.1.1.1.1.1.1

21.7.1.1.1.1.1.2

21.7.1.1.1.1.1.3

21.7.1.1.1.1.1.4

21.7.1.1.1.1.1.5 **Voluntary Sector Engagement Guidance Note**

The purpose of this guidance note is to provide some helpful suggestions for Category 1 responders and their voluntary sector partners to consider when entering into collaborative arrangements. This should be read in conjunction with the statutory guidance *Emergency Preparedness* that accompanies the Civil Contingencies Act 2004: http://www.ukresilience.info

Background

The voluntary sector has an important role to play in supporting the statutory services in response to many emergencies. Experience shows that active engagement of the voluntary sector in emergency preparedness work such as planning, training, and exercising, will enable them to be more effective in the event of an emergency.

Planning for and responding to emergencies is primarily delivered at the local level. Therefore, the engagement of the voluntary sector in civil protection is most effectively managed at the local level, supplemented by a national policy framework.

The Civil Contingencies Act 2004 establishes a statutory framework for civil protection at the local level, setting out a clear set of roles and responsibilities for local responders.

The Act's supporting Regulations (Contingency Planning 2005) requires that Category 1 responders "have regard" to the activities of certain voluntary organisations in the course of carrying out their emergency and business continuity planning duties. More detail can be found in Chapter 14 of *Emergency Preparedness*: http://www.ukresilience.info

This has created a "climate of expectation" that Category 1 responders will make the most of the resources and expertise that the voluntary sector can offer, putting this relationship on a more robust and long-term footing.

Recognition of Collaborative Arrangements

By establishing the most appropriate organisational framework, the voluntary sector can be properly factored into the planning process. Sound co-operation through the Local Resilience Forum (LRF) processes and directly with individual Category 1 responders should be based on an agreed framework that can lead to an effective structure. This structure needs to suit local circumstances, be understood by all concerned and have clearly identified points of contact. Arrangements must be kept up to date by regular formal and informal contact.

Effective engagement of the voluntary sector at a local level will also facilitate a more effective engagement and response in the event of regional, national and international emergencies.

In order to ensure that arrangements are fully understood and recognised by all the organisations involved in partnerships between the Category 1 responders and voluntary organisations, it may be worth considering how to organise these arrangements in a way that best suits the nature of the partnership. This could be done in a number of ways:

- Service level agreements
- Memorandum of understanding
- Establishing protocols
- Formally reflecting arrangements within actual plans.

21.7.1.1.1.1.1.5.1 Issues for consideration

There are a number of elements that partnerships may wish to consider for inclusion in supporting documentation in order to ensure that the expectations of each organisation are understood fully and met effectively. The following elements and issues for consideration are suggested but please note that this list is not exhaustive:

ELEMENT	ISSUES FOR CONSIDERATION
Existing arrangements	• What existing arrangements has the voluntary organisation entered into? • What priority will the new partnership be given? • Will the other arrangements have any impact on the level of support the voluntary organisation is able to provide i.e. if there are duplicate demands? • Are existing arrangements formal e.g. MOU, contract? • Is the contribution of the organisation included in existing local plans?
Personnel	• What is the personnel capacity of the voluntary organisation i.e. numbers, skills? • Is the estimate of the emergency response realistic? • Would the capacity be impacted by time of day, day of week, nature of emergency? • Is the organisation able to call on a mutual aid facility?
Services and activities	• What types of services and/or activities does the organisation provide? • Do these services and/or activities respond to a likely need in an emergency? • Do these services and/or activities complement or supplement similar services and/or activities provided by another organisation? • Is there flexibility in the organisation's emergency response capability?
Payment of Costs	• Will the Category 1 responder be expected to meet or contribute to costs incurred by the voluntary organisation during: i. The planning phase e.g. volunteers' involvement in training and exercising. ii. The response phase e.g. if the emergency is protracted. iii. The recovery stage e.g. aftercare – Humanitarian Assistance Centre.
Insurance	• Does the voluntary organisation provide insurance for its volunteers on a daily basis? Does it provide insurance for its volunteers in an emergency response; if so is the cover appropriate/adequate? • Does the Category 1 responder's insurance cover include volunteers undertaking tasks on its behalf?
Training and Exercising	• What training programmes does the voluntary organisation have in place? • What additional joint-training would the voluntary organisation and/or Category 1 responders want to undertake? • Could voluntary organisations contribute to the delivery of training? • To what extent would the voluntary organisation be involved in exercise programmes i.e. planning, operation, review and evaluation?

	• Will there be assistance with funding for the costs of training and inclusion in exercises? • Is there any opportunity for internal/external accreditation of standards in training?
Provision of Equipment/Resources	• What equipment/resources does the voluntary organisation have? • What additional equipment will the Category 1 responder provide? • Who is responsible for replacing equipment damaged during an exercise or live event? • Does the equipment/resource comply with legislation and regulations? • Is the equipment/resource compatible with that used by other organisations part of a response?
Notification Procedures	• Does the plan include robust notification procedures agreed by the voluntary organisation? • Are other LRF partners aware of these arrangements?
Command and Control Issues	• Who is responsible for tasking of individual volunteers? • Does the organisation have a capability to support its personnel during and after the response?
Role in Lessons Learned Process	• What mechanisms will be put in place to involve the voluntary organisation in de-briefs/lessons learned process?

Current Good Practice

Partnership working is critical to the effectiveness of local arrangements for emergency planning and response. Although there are likely to be a number of examples of good practice in collaborative working it seems sensible, when reflecting on good practice, to focus on the Emergency Planning Beacon Authorities, selected in 2007. Beacon authorities will display evidence of a culture of partnership: authorities will collaborate effectively with other local partners – preparations will be taken forward in partnership and be built on a sense of common purpose.

The Emergency Planning Beacon Authorities are:

- East Riding of Yorkshire (joint with Kingston Upon Hull and North Lincolnshire)
- Essex County Council
- Gloucestershire County Council (joint with Cheltenham, Forest of Dean, Gloucester City, Cotswold, Stroud and Tewkesbury)
- Hartlepool Borough Council (joint with Stockton-On-Tees, Redcar and Cleveland, Middlesborough, Cleveland Police and Cleveland Fire)
- Hertfordshire County Council
- Nottinghamshire County Council (joint with Newark and Sherwood)
- Rotherham Metropolitan Borough Council.

21.7.2

21.8 18.8 Application for BRCS Disaster Fund: UK

Ref No. ____________ OPS/Director: ____________ Date of Request: ____________

Amount Requested: ______________________

Funds to be transferred to (complete restricted fund coding required): ______________________

Areas of operation/activities: ______________________

Duration of operation: ______________________

Please tick one of the following to indicate the area of work of the proposed programme:

☐ Disaster response

☐ Disaster preparedness

Background summary (10 lines) of the operation / activity for which you intend to use Disaster Funds Please provide an overview of planned activities and expected results in relation to identified beneficiary need. Please include evidence that alternative sources of funding have been sought or that the timing is such that immediate deployment of resource is required.
Justification (5 lines) for BRCS supporting this initiative in relation to our UK Service Strategy
Breakdown of budget composition Please provide details of the means by which the figure requested has been calculated.
Monitoring arrangements Please provide details of how the project will be monitored including headline deliverables against which you will report.

Director of Operations for the Area agrees to complete a report as to how funds have been spent to Head of Crisis Response by: Please insert date. Reports should be provided either as soon as the money has been spent or as six monthly progress reports, whichever comes first.
Comments from UK Head of Crisis Response
Comments from Director of Area

Head of International Finance (to ensure sufficient funds in Disaster Fund and to process all allocations to relevant restricted fund) ____________________

Authorised by Head of Crisis Response (DR applications up to £25k) ____________________

<u>Authorised by Director of CR/IL (DR applications over 25k and up to 50k)</u> ____________________

<u>Disaster Preparedness applications and DR applications over £50k only:</u>

Chair of Disaster Fund Committee ____________________

21.8.1

22

23

24

25

26

27

28 19. Tesco Agreement Process

28.1 19.1 Background

19.1.1 The British Red Cross and Tesco have a partnership to provide holistic support to British Red Cross emergency response activities at a local, national and international level. The partnership will facilitate an effective and timely response to support individuals affected by emergencies in the UK and across the world. The information below provides information on the arrangements for securing support for UK-based incidents.

28.2 19.2. Tesco support to UK-based incidents

19.2.1 Tesco has agreed to support the BRC response to a UK-based incident with the provision of goods such as food, water, and hygiene items, where the incident meets the criteria identified in the '*emergency response notification procedure'.* It should only be used to supply items for spontaneous emergencies and not pre-planned operations.

19.2.2 This partnership agreement covers support for an incident defined in the 'major incident notification'; it must not be used to request goods for British Red Cross daily service provision. Nothing in this agreement prevents Areas from maintaining existing supply arrangements with other providers.

19.2.3 When assessing its response, Tesco will consider:

(i) the scale and level of need of the incident, as reported by the BRC
(ii) their current stock levels and distribution requirements
(iii) the level of demand set by their customers and staff

28.3 19.3. Application procedure

19.3.1 **Items up to £500**: Area personnel may contact a Tesco Store Manager with a request for goods up to the value of £500. The Store Manager will consider the factors at 19.2.3, above and tell the BRC the Tesco response, immediately.

19.3.2 **Items over £500**: Area personnel may contact a Tesco Store Manager with a request for goods over the value of £500. The Store Manager will seek guidance from their Head Office. Where the Store Manager states that the request has been referred to the Tesco Head Office, the Area BRC manager should also contact the on-call UK Crisis Response Duty Officer as identified in the *'Major incident initial contact procedure'*, at Appendix 'A'. The UK CR Duty Officer will liaise with Fundraising Division personnel to facilitate the request.

28.4 19.4. Unused goods

19.4.1 Unused non-perishable Tesco donated goods should be stored for use in future responses; unused perishable goods may be utilised for daily service provision. There is no requirement to return unused goods to Tesco.

28.5 19.5. Post-incident reports

19.5.1 The Tesco reporting template *(below)* should include the following information:

- Type of goods requested
- Cost of goods
- Type of response
- Number of people supported in the response.

28.6 19.6. Liaison with local authorities

19.6.1 BRC will co-ordinate and deliver all requests for Tesco goods requested as part of the response to a UK-based incident. Tesco Store Managers have been instructed to refer any such enquiries from local authority personnel to the local Red Cross.

19.6.2 UK Office will advise relevant UK/national level organisations of this arrangement. Area managers should notify their local authority partners of the arrangement and provide them with information of any goods donated as part of a specific response.

28.7 19.6 Tesco Emergency Response Agreement:

28.8 Reporting Template

This notification form should be filled out every time an Area accesses the Tesco agreement. Once complete, it should be returned to EPRteam@redcross.org.uk and CorporatePartnership@redcross.org.uk within one month of the incident.

This information will be supplied to Tesco twice yearly.

Name of person completing form:		**Email address and contact details:**	
Date that agreement was activated:		**Time that agreement was activated:**	
BRC Area:		**Tesco Store:**	
Overall number of people supported in the BRC's response:		**Value of items received:**	
Incident Type	Fire	Flooding	Terrorist incident
	Severe weather	Transport accident	Crime related
	Power outage	Airport accident	Unexploded ordnance

	Gas leak	Other (please specify):	
Tesco Items accessed: *(highlight all that apply)*	Food and drink	Hygiene items	Clothing
	Baby items	Blankets	

Revision Record				
Date of revision	**Changes made**	**Reason for changes**	**Policy Lead**	**Effective from**
17/10/2017	Inclusion of Community Reserve Volunteers section, including CRV deployment procedure.	To bring the document up to date with this new volunteering role	Simon Lewis	October 2017