

Appendix: Session reports

Introduction

This was the first discussion of the workshop. Many participants were not familiar with the IPIECA report series, and the discussion cleared everybody's mind about what kind of document was anticipated appeared to vary considerably.

The following key elements of its contents were highlighted:

- The oiled wildlife response (OWR) is best integrated into an overall oil spill response. This should be seriously considered by the party bearing responsibility for organizing (and pre-planning) the response, e.g. local authorities, industry. The OWR should not be limited to a “box” in the response organisation.
- A response should be considered as a tiered system, e.g. local, national or international. Critical considerations should be presented by the document
- The definition of an OWR should be broad, not restricted to rehabilitation. The document should respect that some countries might opt not to rehabilitate oiled animals; still they should be encouraged by the document to pre-plan for mass euthanasia (humane killing). It was emphasised that the three elements of a rationale (animal welfare, conservation, humanitarian) will show up in a different relative importance in different countries.
- A strong Chain of Command was found of eminent importance to a successful OWR.
- Need for regular exercise, train to work as a team, plan revision should be highlighted; also resourcing (identify equipment and personnel needs; where to find them)
- The document should be written in such a way that it could also serve as a guide how to organise an instant response
- An OWR should be based on a positive inclusion of all stakeholders (involve, not exclude)
- The generic structure of an emergency plan (three sections: policy, operational, appendices) should be followed for the OWR plan
- It appeared that there are large differences between countries exist regarding the way in which authorities have taken responsibilities for OWR, for example North America (US, Canada) v.s. Europe. The document should have a universal value: any authority or NGO should be able to use it. The document should provide options, and not be prescriptive.
- The guidelines should consider the fact that money will be the most important limiting factor in setting up the “ideal” response.
- In any incident the priorities must be Human Health & Safety, Vessel Salvage, Oil Spill Response – wildlife is part of this
- A response is a means by which it is possible to evaluate the impact of the incident and reduce the impact of the impact
- Response activities can be complex and in the emergency situation, where time can be of the essence, pre planning can reduce greatly the chaos and panic often associated in a non-planned response.
- A response plan enables: better values for money (cost containment), better public awareness, better preparedness, a co-ordinated, and consequently more efficient operation.

In an attempt to provide a structure for the Chapter “Introduction”, the following rationale was proposed:

1. Risk assessment: What is an oiled wildlife incident and how big is the chance that such a thing may happen? It should draw the reader into the document while questioning: could it happen in my own particular coastal situation?
2. Potential impact: What is the potential impact of an oiled wildlife incident in terms of e.g. casualties, conservation, habitat loss (perhaps temporal), public opinion, socioeconomic impact, etc.
3. Impact assessment: In order to be able to come to a reliable scientific evaluation on what the spill has caused in terms of animals killed, population effects, an impact assessment must be carried out. As early as possible in the response, data should be collected in order to monitor the developing effects (assessing damage), which are necessary to steer the response activities, and to post-spill evaluate the damage. Also there are possibilities to mitigate the effects of the incidents, which responsible party could consider.
4. Preplanning required: Impact assessment and response management is a complicated process, which requires a high degree of preplanning.
5. This report provides advice how to preplan. There are some items that should be reflected in the rationale:
 - Finance
 - Conservation responsibility
 - Public perception and expectation
 - Animal welfare
 - Inventory of sensitive areas
6. This report also provides advice how to respond, by giving different response options. In a box, a clear definition should be provided: what is a wildlife response?

RESOURCES AT RISK

This section is designed to enable the rehabilitators to identify what species or groups of animals might be at risk, where they are likely to be found and how they might best be dealt with.

To be able to determine the impact of a spill it is important to identify the resources that might be at risk.

To help make an initial assessment of what might be at risk and what animals might have to be dealt with, it is important to be pre-warned. Such data might be available in Coastal Sensitivity maps for breeding bird colonies, seal sites and coasts used by otters, while bird atlases can give data on distribution of birds at sea. Such data will give information on both a temporal scale (when animals are in the area) and spatial scale (where the animals might be found).

Although rehabilitation is largely a welfare issue, the plan should also identify which are of conservation importance, locally and nationally, and consideration should be given to treating these as priority species. Such an approach in the plan, the identification, and acceptance of, priority species will make it easier to identify those individuals that should be cleaned in the event of a high influx of animals with which the resources are unable to cope.

The attached matrix has been produced to develop a simplified scheme which can readily identify what species and group might be at risk, their likely location at the time of an incident, their behaviour and how they might best be treated.

The following scores are used:

Sea area	offshore, nearshore, shoreline, estuary
Seasonality	breeding, non breeding, year round
Grouping	gregarious, non-gregarious, semi-gregarious
Response options	rehabilitation, deter, pre-emptive capture, preventive measures, all measures

Groups	Sea Area	Seasonality	Grouping	Response Options	Ref
Albatrosses	off shore				
Auks	off & near	year round	greg	rehab	
Boobies					
Cetaceans					
Cormorants					
Crocodiles					
Divers/grebes	nearshore	nonbreeding	semi-greg	rehab	
Elephant seals					
Flamingos					
Fur Seals					
Gannets					
Gulls					
Manatees/Dugong	near- estuary	year round	semi-greg	prevent meas	
Marine Iguana					
Otters					
Pelicans					
Penguins	near/shore	year round	greg	all	
Petrels					
Polar Bear	nearshore	year round	non-greg	deter	
Sea lions					
Sea otters					
Seaduck	nearshore	nonbreeding	greg	deter, rehab	
Seals	shore/near	year round	greg	all	
Shore birds					
Terns					
Turtles					

Response activities

[Resources at risk]

Formatting

Each section of the wildlife response activities to be written in a consistent format to include brief overview of what each aspect entails and why it is important. Each section should also contain list of pre-planning considerations and strategic objectives.

Activities;

Two Assessments required;

1. Environmental impact assessment
2. Incident assessment – to determine whether to respond.

NB. Operational guidelines are required to minimize the impact of clean-up on wildlife (Mike short to write)

• Environmental Impact assessment

For the EIA, it is crucial that an estimate is provided of the total number of animals affected, the species, their age structure and their (possible) origin. Dead birds as well as live birds washing ashore need be recorded and examined, and an estimate has to be made of the number of losses at sea (unreported casualties). This will help determine the level of response required.

All stranded birds need be collected and recorded. To do that, birds have to be boxed/labelled at the site they were found and transported to central facilities for further treatment: post-mortems, or rehabilitation, or euthanasia. The label should provide information on the site and the date the animal was picked up (dead or alive)

• Incident assessment

The incident assessment would include the following;

- Wildlife impacted (info from EIA)
- Location of sensitive areas
- Time of year/season
- Resources available
- Discussion with incident response team (Does it exist?) on type of oil etc.
- Resources available
- Need for external support
- Consideration for triage/euthanasia

(The industry/ authorities will determine the tier relating to oil spilt but not the level of wildlife response required. There could be a situation where there is a small amount of oil but a large number of animals involved. The industry tiers do not necessarily link to wildlife.

We could offer triggers relating to levels of wildlife response. Based on a specific country's resources we could refer to the levels as;

- *Local*
- *National*
- *International*

The following could also be used;

Primary – will always happen; clean up on shoreline etc.

Secondary – deterrence; keeping animals from being oiled

Tertiary – Search and collection, rehabilitation)

- **Prevention/Deterrence**

Is it feasible in this incident?

If so, what? – Booming, pre-emptive capture, hazing etc.

Pre-planning considerations should include;

- Communication with overall response
- Identification of equipment, personnel and protocols

- **Collection of oiled wildlife**

Live and dead bird collection working in parallel. Both would need to include labelling/record-keeping, health & safety, waste management plan and communication with overall clean-up operation.

Collection of lived oiled wildlife

This activity could take place at sea and on shore.

Pre-planning considerations should include;

Capture techniques
Containment – boxes, pet carriers etc.
Communication plan
Protocols

Collection of dead oiled wildlife

Pre-planning considerations should include;

- Collection and logging of wildlife
- Storage of corpses (Larger numbers may need freezing facilities)
- Processing dead birds means: identification, measuring, ageing and sexing corpses [protocol & training]
- [Material may be offered for scientific research and natural history collections]
- Consistency of processing of birds dying in rehab centres
- Disposal of processed wildlife
- Requirements of evidence collection

(For additional info on dead bird collection and processing see Kees' notes below)

- **Transportation and stabilisation**

Pre-planning considerations should include;

- Protocols
- Equipment
- Facilities (if necessary)
- Personnel
- Communication
- De-contamination/waste management plan (needs to link to overall clean-up operation)

- **Rehabilitation**

Pre-planning essentials should include;

- Personnel
- Facilities
- Equipment
- Protocols

Protocols should include

;

Facilities check list

Record-keeping

Intake/stabilisation

Care of oiled wildlife

Cleaning

Conditioning (need to define this)

Release criteria

- **Release activities**

Pre-planning should include;

- Marking
- Location (need to communicate with overall clean-up operation)
- Transportation
- Coordination of media (This may need its own separate reference)

- **Post-release monitoring**

Pre-planning considerations should include;

- Protocols
- Communication with conservation organisations/agencies (consider legal requirements)
- Possible involvement of institutions (eg. Universities)
- Personnel
- Telemetry

- **Record-keeping, evaluation and reporting**

Pre-planning considerations should include;

- Establishment of a centralised database where all data can come together on a regular basis
- Comprehensive record-keeping in all areas (specify what)
- Continuous evaluation essential – adjust operations accordingly.
- Post incident evaluation/lessons learnt

Additional notes by Kees

Dead birds

To examine the species composition and the age structure of the casualties, birds need to be identified and aged by specialist ornithologists. For many species, or for heavily oiled specimens, autopsies are required for ageing and sexing, while the careful documentation of ringed individuals *plus* the collection of the appropriate biometrics are required to be able to assess the probable areas of origin of stranded birds [protocol/training to be provided].

- Collected birds are received and logged at the post-mortem centre in the spill
- If numbers are very large, corpses are deep frozen individually in carefully labelled bags
- If numbers are small and facilities are adequate, birds are processed immediately
- Processing dead birds means: identification, measuring, ageing and sexing corpses [protocol & training]
- [Material may be offered for scientific research and natural history collections]
- Dead birds may be kept for later reference after processing (DNA, further studies), to evaluate the effect on rarer/endemic birds
- Birds dying in rehab centres are processed in a similar way, while autopsies may provide information on causes of death (specific for rehab centres)
- Processed birds need to be properly disposed

Assessment of birds lost at sea

To be able to assess total mortality rather than numbers washed ashore, an estimate may need to be made of the numbers of corpses lost at sea. To do that, it should be assessed how likely it is that oiled birds actually washed ashore through drift experiments [provide protocol]. This need is particularly true for offshore spill, while in certain nearshore spills where most birds are still alive when on the shore, the losses at sea may be considered insignificant.

- Drift blocks or representative corpses need to be made available
- Floaters need to be put out at sea in a way that the stream of corpses is adequately mimicked
- Search effort needs to stay identical during the drift experiments
- Drift models need to be deployed on the results

Reporting and evaluation (during and after)

A centralised database has to be established where all data come together on a regular basis

When dead-bird processing need to be delayed, further progress with the evaluation of the spill has to wait until all the processing has been completed

- Calculate numbers of affected animals per species and age category
- Identify colonies/populations of origin as accurate as possible
- Report the information in an accessible format

Examine survival or population trends in potentially affected colonies (where monitoring data are available)

Impact assessment

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Live birds

- At the intake, birds need logged, identified and aged properly

(see bullet list rehab group)

- Birds dying during treatment need labelled and transported for post-mortems

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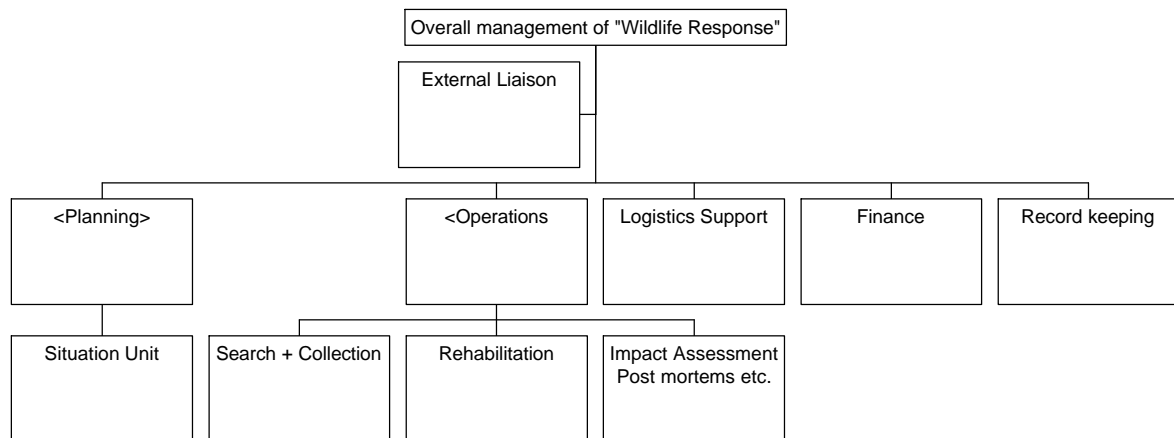
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Organisation of response

The group felt that a generic approach to the response structure, identifying functions rather than officers would be best. The functions identified were selected to match those that may be found in the organisation of the overall oil spill response, and thus readily recognised by other oil response planners. These are:

- Planning
- Operation – search, rehabilitation, rescue
- Logistics – contracts, links to finance
- Record keeping
- Finance
- Liaison – links with outside agencies and other parts of the overall spill response.

For the wildlife response the structure is:



Roles of Key Individuals in the Response

a. General Administrator

The General Administrator is the key person in the response plan. He has overall responsibility for the operation of the plan, has responsibility for convening daily meetings of key personnel in the response. In conjunction with his key personnel make all necessary decisions as to any changes in procedure, e.g. whether or not to escalate (or deescalate) to Tier 2 Or 3 etc.

The person should have:

- i. Detailed knowledge of the local plan
- ii. Ability to lead
- iii. Ability to delegate
- iv. Ability to communicate

The person with overall responsibility for the running of the wildlife response need not be a member of the actual response team, e.g. they could be part of the overall response team, with a wildlife remit.

b. External Liaison Officer (ELO)

The functions of the ELO include:

- i. Drawing on the various resources that can be made available to the wildlife response
- ii. Passes information to and from - authorities
others in the wider response
media
etc
- iii. Co-ordinates with other wildlife bodies/agencies

c. Key Team

The key team who work with the General Administrator should include officers with responsibility for:

- a. volunteers
- b. H & S
- c. Rehabilitation operation
- d. Search & collection
- e. Scientific co-ordinator
- f. Administration
- g. Liaison officer
- h. Contracts
- i. Finance

Note the same person may have more than one responsibility

d. Command Structure

There needs to be a clear command and control structure where everyone knows their responsibility and is familiar with their own line management

e. Wildlife Response Centre

This is the facility from which the wildlife response operates. Requirements for the facility include:

- Adequate connections to services
- Security
- Catering
- Good car parking

Ideally the WRC should hold all the facilities of the operation, the operations office, rehabilitation centre and the post-mortem rooms. This, however, is unlikely to be the case.

Successful rehabilitation facility requires good ventilation, power, waste and water facilities.

[NOTE: The collection and disposal of waste material is important as is the disposal of waste water – check legislation re this]

f. Operations

Part of the operations is a daily meeting of key staff held at the same time each day. Meeting will discuss

Daily 'sit-reps', including latest risk assessment of the spill

Plan next days operations based on 'sit rep'
Produce information for other parts of the spill response and the media

g. Tier Response

Understand what is meant by a Tier response, and how the movement to another tier will be implemented

Be aware of what other facilities/expertise are available locally, nationally and internationally, and how they can be mobilised

Consider bilateral arrangements with neighbouring countries to assist one another and be aware of what resources they have, and can offer.

NOTE The Tier structure of the wildlife response need not be the same as that of the wider oils spill response.

Human health and safety

Legislation

In any plan it is important to be fully aware of any local, national and international H & S legislation.

The H&S actions described in the wildlife response should in no way contradict those set out in other H&S plans. Wherever possible H&S policy should be the same throughout the operation.

Ensure that there is a mechanism in place to update the necessary legislation as and when it becomes operations.

Liability

Every plan should clearly identify who has the ultimate responsibility (and liability) for the operation of the plan. This responsibility may not rest within the response team.

Insurance Cover

Be clear who is responsible for ensuring that all people involved in the response have adequate insurance cover.

Some groups, e.g. welfare NGOs may have insurance cover for their own staff, check if volunteers operating with their staff have the same cover

Should people be moved from an existing post to take part in the wildlife response check whether or not they are still covered by their original employers liability, e.g. local authority workers.

NOTE: Insurance cover need not be at the wildlife response level, there might be a 'blanket' cover for the whole operation which might offer better protection.

Health and safety policy

A Health & Safety Policy should be included as part of the wider response plan. This should be site specific, the aim of the policy being to operate to the best safety practices.

The policy should clearly state that it is also the legal responsibility of all those working

The person who has responsibility for the health and safety operations should be identified and his role and responsibilities described in the document. The policy should set out details of what needs to be done and what is acceptable. These include:

1. Details of registration, induction and training of all staff including volunteers. This to include details of any medical (or physical) condition the person has that might affect their ability to do certain jobs in the response. All volunteers to sign a declaration to this effect and to confirm their understanding of their induction etc.
2. Detail medical facilities available, including local GP and hospital. It should also be policy to tell these medical facilities of the incident and make them aware of potential problems with, e.g. zoonoses, so that they can have the necessary antibiotics and other medicines available to deal with a casualty, e.g. 'seal finger'
3. With medical authority arrange for additional vaccinations to be made available to volunteers for their safe working, in particular anti-tetanus
4. Detail what equipment should be worn and carried on the beaches, helicopters, vehicles etc and ensure that all transport being used in the operation has the necessary insurance cover and licence for transporting people and that they operate to the agreed national guidelines – eg. Do the boat owners conform to the national maritime regulations etc
5. List of the minimum equipment that needs to be held on site to be made available immediately a response is initiated.
6. Ensure that volunteers and other staff are made aware of their own responsibilities to behave in a healthy and safe manner

7. The plan should also detail procedures for behaviour, e.g. how to work a beach, minimum numbers, time spent working, call off procedures etc
8. Details of how to handle animals. There should be presumption against volunteers handling marine mammals, including otters, their capture should be left to 'professionals'.

Risk Assessment

The identification of potential harm to an individual and how it might be mitigated against is based on a Risk Assessment of a particular situation. Such assessments need to be made for each part of the operation, e.g. search, collection, rehabilitation, post-mortems etc. and may need to be regularly reassessed depending on changing conditions etc. Subsequent actions should be based on the response to these assessments

Pre planning will identify many of the potential threats to health and what needs to be done in preparing the various risk assessments. Being aware of what is required of the assessment in advance will ensure that the subsequent the feasibility of response operations will begin as quickly as is safely possible.

All staff must be made aware of the risks involved in the work they are doing. Any changes in the risk factors should be made known to the appropriate individuals at their daily briefing meeting.

First Aid and Accident Reporting

It is not practical to train first aiders during an incident. Such individuals should be identified when they register and use made of their expertise when developing work teams.

In all buildings, vehicles etc., ensure that there is at least the minimum first aid equipment available and accessible to meet the H & S legal requirements.

All accidents (and 'near misses') must be notified in writing to the H & S officer. All such incidents be discussed at the daily meeting of key staff and where necessary changes made in procedure to mitigate against the possibility of them reoccurring.

Stress

The operation of a wildlife response is stressful, but most people do not recognise or believe that they are stressed. Many people who volunteer to help can find parts of the operation very unpleasant and stressful. (They often have difficulty in accepting, for example, that animals might need to be killed.). Some work long hours and eventually get tired and again stressed.

All people, especially those in authority, should be aware of signs of stress among the staff and appropriate action taken to alleviate it. This might involve taking them aside and talking to them, moving them to another job or telling them to stop work (often the most difficult option)

One approach is to decide on the number of days that volunteers (and others) work before they must take a break.

Political and Administrative Planning

The discussions focused on the headings of Appendix 1 (Contents of a contingency plan). This resulted in the following first draft contents:

- Strategy
 1. Risk assessment (tanker traffic, bad weather)
 2. Predominant species at risk
 3. Response policy (objective, e.g. Impact assessment, rehabilitation)
 4. Scope (where does plan link in to?)
 5. Who's involved (legal obligation or accepted obligation – need stakeholder assessment: be as inclusive as possible; NB: involve customs department!)
 6. Roles and responsibilities (incl. Who is responsible for the plan?)
 7. Control (might be body outside wildlife response, e.g. unified command)
 8. Exercised and drill/ revision of plans (once or twice a year)
 9. Funding
 10. Record keeping

Case studies:

 - Trasurer (Appollo lead to Treasure - Estelle)
 - Canada (gulls: rehab in US, no rehab in Canada: Exercises makes plan better (example Tony)

- Operations
 1. Notification protocol
 2. Spill assessment (see organisation chapter)
 3. Decision guides (assessment checklist, checklist), triage, when to stop search/collection)
 4. Sample agenda for first emergency meeting (i.e. results from first assessment are available, should be discussed by coordinating group, they are guided how to set in motion the further operation)
 5. Guidance (incl. Checklists) for officers to set their own operational unit into motion
 6. Health and safety (requirements and responsibilities, instructions, etc.)
 7. waste management

- Data
 1. telephone lists
 2. Checklists for logistics, accommodation, facilities, personnel, capture, veterinary, feeding, hardware (hoses, buckets), health and safety release, transport food, equipment, veterinary kits
 3. Customs checklists (transports across borders)
 4. (basic) facility requirements (waste management)
 5. contact list suppliers
 6. contact list authorities
 7. contact list of parties involved in the plan
 8. Maps
 9. Location of permanent facilities (rehab, labs in universities), capacities
 10. protocols (triage, cleaning, care, post mortem, search&collection, management volunteers, health and safety briefing, etc.

The following considerations were mentioned in the discussions:

- Details of cross border capabilities and support available;
- Details of all national and international legislation that exists for dealing with wildlife – their collection, care and rehabilitation. This should include a detailed list of all the appropriate government departments and individuals responsible for operating the legislation.
- In addition to the national/international concerns, be aware of any local/national obligations e.g. what agreements exist locally to deal with wildlife that has been oiled – has a co-ordinating organisation already been identified?
- The type of plan should be clearly identified, be it local, national, international and what groups of animals are embraced within the plan;
- Identify local authority departments, relevant NGOs who might be involved in a wildlife response, including special groups that might be set up solely to deal with a response e.g. a wildlife response centre.
- Understand what facilities are available locally and what can effectively be mobilised at international, national and local levels, i.e. who has what?, how do we mobilise it? How can it be rapidly transported to the operations site
- To achieve this it is important to have agreements in place with the local Customs & Excise to ensure the rapid movement of such equipment across borders.
- Detail who is responsible for activating the response plan.
- When drawing up a plan, it is important to ensure that whenever possible, all the relevant stakeholders take part in any discussions and will hopefully endorse the response plan
- what sources of funds are available immediately (emergency) and long-term (sustainable). Here the role of Insurance funds should be mentioned which details the types of incidents for which compensation might be considered for reimbursement to responders.
- A media policy – who speaks for the response and what facts are dispersed, what facilities are to be offered to the media etc
- Identification of key functions, roles and responsibilities of the response and the principal officers to fill these posts/functions. This should include names, contact details and when available, e.g. 24-hour call, office hours only etc.
- Should people be moved from existing posts to fill specific roles in the response activity be fully aware of what their commitment is to the response and their existing job.
- Know the statutory agencies, including those responsible for waste/pollution management, and the appropriate officers.
- Know which NGOs, if any, have statutory responsibilities and other key NGOs within the scope of the plan
- Describe the tiered response and clearly identify
 - what triggers of the tier shift (whether up or down)
 - what needs to be done when such a change is agreed
- Have clear Command and Control structure in place, identifying who is in overall charge of the implementation of the plan - this need not be a member of the wildlife response group.
- Have a sample agenda drawn up for the first meeting of those operating the response activity- based partially on the initial risk assessment.
- Ensure that in the data directory of the Plan are details of all the documentation required for a effective response, e./g. equipment lists, welfare organisation, other rehab facilities, data sheets, equipment suppliers etc.

Training and exercises/drills

The parallel discussion session defined training and exercises and drills as follows:

Training: Invest in personal skills

Exercises/drills: Testing the plan

1. Training

Training could take place before a spill (pre-spill training) or during a spill (on site training, e.g. training of volunteers).

Different officers and parties in the response plan should be trained as follows:

Oil spill managers

- Understanding of all aspects of an oiled wildlife response (OWR)
- Understand that success of OWR depends on decisions of overall response
- Understand that OWR should be integrated part of overall response

It was realised during the discussions that these aspects of training would also be achieved through exercises in which oil spill managers have to deal with an oiled wildlife scenario

Identified OWR managers

Training could be provided on subject like:

- Environmental impact assessment
- Incident assessment
- Integrated operation (information generation, communication)
- Media training
- Management of volunteers
- Health and safety training (inc: how to deal with toxic oil?)
- Animal care
- Field operations (prevention and deterrence, search and collections)
- Monitoring and counting

NB: It was realised during the discussions that OWR managers are normally selected based on the relevant skills they already have. Rather than listing the subjects as training that should be provided, one should present the types of skills based on which one should select suitable officers. It was realised that refreshers are needed, but these could be provided through exercises/drills

Identified wildlife responders/groups

Wildlife responders should be made familiar with:

- Protocols/procedures (especially if a variety of responders or response groups will be involved in the Plan. They may have to adopt and start working with one common protocol.
- Safety aspects
- How to work in circumstances of an incident

2. Exercises

It is advisable that oiled wildlife incidents are integrated into regular exercises of port authorities, industry, national authorities

The Response Plan should be exercised in different scenarios, e.g. Spill of heavy crude v.s. spill of diesel oil

Normally after officers in the response have been selected, the need to exercise falls in place

Training needs of all parties involved in the Plan should be considered

IPIECA has published a Guidelines on exercises. This document should be used (and/or referred to) when drafting a section on Exercises.