Framework Document

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Foreword

Emotional and practical support to individuals and the community during and following a major emergency is clearly a vital service and, if appropriately provided, will enhance resilience and support recovery. There is evidence to support the concept that immediate and appropriate crisis support (in the form of psychological first aid) can effectively reduce the long-term need for clinical psychological treatment. It will also offer emotional sustenance to those most in need in the immediate aftermath and so has definite humanitarian rewards.

Lord Justice Clarke was very clear in the recommendations of his report following the inquiry into the Marchioness disaster. Recommendation 19 states 'Local authorities social services departments should identify individuals who can be jointly trained with [police] Family Liaison Officers to work with relatives following a disaster.' The Home Office Mass Fatalities Guidance states 'each local authority emergency planning team should prepare a specially trained, multi-agency Crisis Support Team'. This recommendation is supported by a range of statutory and non-statutory humanitarian assistance guidance documents.

We, the partners to CS-UK, believe that the needs of people affected by a major emergency should be the focus of any response, and that the social and psychological effects of such must be incorporated into every aspect of emergency planning. No single organisation has sufficient resources to readily cope with the human aspects of a major incident and therefore a multi-agency approach, drawing on a wide skills base and greater resources, is favourable, thus we support the CS-UK partnership approach.

Acknowledgements

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- Cardiff and Vale of Glamorgan Psychological Support Steering Group
- Centre for Crisis Psychology
- Crisis Support Team Essex
- Disaster Action
- Dudley Metropolitan Borough Council
- Gloucestershire County Council
- Rosie Murray Awareness Raising for Trauma (RMART)
- Worcestershire County Council
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SECTION ONE
FOUNDATIONS & LEADERSHIP

The needs of the people affected by a major emergency should be the focus of any emergency response. The effectiveness of that response is dependent upon the commitment and resources of the relevant agencies in accepting their responsibility in caring and supporting those affected people. This cannot be done without training and adequate resources, and also an acceptance of the need to incorporate social and psychological effects of major emergencies into every aspect of emergency planning, training and exercising.

Individuals caught up in a major emergency may need a range of support and care services. These may include families, survivors, witnesses and the personnel of agencies involved in the emergency response and recovery. The support available will range from the provision of immediate comfort and practical help through to longer term psychological support. Individuals may receive support from their family and friends and any formal response provided through this initiative is intended to compliment this social network.

This multi-agency document sets out the framework within which early intervention social, emotional and psychological support (herein referred to as crisis support) will be made available to those affected by a major emergency. It defines the roles, responsibilities and joint working arrangements for the provision of an effective, multi-agency, crisis support response in the aftermath of a major emergency.

1.1 Aim

To create a network of local multi-agency crisis support teams, operating within a nationally accredited framework complete with shared identity, services, competencies, training and accreditation.

1.2 Objectives

The Objectives of this framework are to:

1. Provide a voluntary system of accredited, trained individuals with diverse competencies and skills who are able to offer various types and levels of crisis support to those affected by a major emergency. This will be achieved via:
   - A recruitment & section process, including promotional materials;
   - Documentation of the range of services provided by the CS-UK and the role of the Crisis Support Officer (CSO);
   - An agreed competencies, training and validation strategy;
   - A detailed financial, legal and insurance commitment to CS-UK, for use when activated for a response.

2. Ensure a co-ordinated, consistent and integrated response by the multi-agency partners from the statutory and voluntary sector.
3. Establish and maintain links with academic and professional groups to access specialist services and keep up to date with local and national developments in crisis support work.

4. Establish a national seamless mutual aid system between local teams built upon common platform of training, competencies and policies.

1.3 Scope & Limitations

CS-UK is designed, trained and validated to provide immediate and short term crisis support services, as documented under Section 3. Some important limitations are as follows:

- Organisational membership to CS-UK does not transfer any statutory duty or responsibility.
- CS-UK will provide a highly trained and validated resource to be utilised by the responder organisation, thereby supporting them in the execution of their responsibilities. CS-UK will require a reporting line and management by the statutory sector when deployed. CS-UK is not designed to be a self-managing entity, as this would be construed as delivering a statutory service when actually it is supporting the delivery of said service.
- CS-UK is not a counselling service, and its CSOs (regardless of professional background and qualification outside of the initiative) are not trained or qualified to provide professional clinical support. All CSOs will be trained in recognising the signs and symptoms of mental illness and trauma, and will signpost clients to appropriate support agencies.
- CS-UK does not deliver a day-to-day service; it is an emergency response resource which only comes into service upon activation by one of its partner organisations.

1.4 Legislative foundations of the Initiative

This document is intended to meet local responder obligations to provide care and psychological support following a major emergency in accordance with the requirements of the Civil Contingencies Act 2004. The document is also aims to meet recommendations 19 and 20 of Lord Justice Clarke’s Public Inquiry report into the Marchioness Disaster.

1.4.1 Civil Contingencies Act 2004

Under the Civil Contingencies Act 2004 organisations identified as Category 1 responders – which includes the Local Authorities, Primary Care Trusts and Police – have a statutory duty to assess risks and plan, train and exercise to prevent, reduce, control and/or mitigate the impact of major emergencies. More specifically to the human aspects of emergencies, the accompanying Statutory Guidance ‘Emergency Preparedness’ (revised in 2012) makes reference to the need for multi-agency working in providing welfare to people affected by a major emergency.
‘Category 1 responders should consider developing a specific multi-agency plan for offering social and psychological support to survivors, the bereaved and the wider community following an emergency. Such a plan for a multi-agency crisis support team would be likely to include local social services, health authorities, police family liaison officers and voluntary organisations’ Section 5.106.

The Cabinet Office publication ‘Emergency Response and Recovery’ 2013 has a chapter dedicated to ‘Meeting the needs of those affected by an emergency’.

1.4.2 Humanitarian Assistance in Emergencies (2005)

This non-statutory guidance published following the London Bombings of 2005 further reinforces the importance of a multi-agency approach to addressing the human aspects of major emergencies, most notably via the following quotations:

‘The death of a relative or friend, or serious personal injury will in almost every case change lives forever. We know that the sensitivity and effectiveness of support people get in the first hours and days after such a trauma have a profound effect on how and whether they eventually come to terms with what happened.’

Rt Hon Tessa Jowell MP
Secretary of State for Culture, Media and Sport
Minister for Humanitarian Assistance

‘Planning for humanitarian assistance needs to be approached in a multi-agency fashion. Unless agencies plan, train and exercise together, there will always be a risk of inconsistency, duplication of effort and confusion between those involved in offering humanitarian assistance in emergencies.’

Commander Jo Kaye
Association of Chief Police Officers

1.4.3 Lord Justice Clarke Marchioness Inquiry (1989)

In Lord Justice Clarke’s inquiry into the 1989 Marchioness disaster on the Thames, he made a series of non-statutory recommendations including:

‘Local authorities social services departments should identify individuals who can be jointly trained with Family Liaison Officers to work with relatives following a disaster’.

Recommendation 19

‘Local Authorities … should ensure plans are drawn up in conjunction with local police forces as to the treatment of relatives … in the aftermath of a disaster’

Recommendation 20

1.4.4 Allen Report (1991)

The Home Office publication ‘Disasters: Planning for a Caring Response’ (Allen Report 1991) identified the importance of ensuring that psychological and counselling support is available as a fundamental element in planning for disasters. Guidance to Primary Care Trusts (PCTs) ‘Planning for major incidents: the NHS Guidance’ similarly requires PCTs, Mental Health Services and Local Authority
Social Services to collaborate in the planning and provision of social, psychological and psychiatric support following a major emergency.

1.4.5 Dunblane: A Place of Learning 1999

Following the Dunblane major emergency in 1996, involving the murder of 16 children and their teacher in a primary school, a review of the response and the psychosocial reactions of the local community was conducted and published in 1999. A keynote finding was summarised in the below statement:

‘The weight of evidence supported the hypothesis that those who receive appropriate social and psychological support at an early stage following on from trauma make a quicker and more competent recovery, and that an outreach team, providing a focus for service provision for a limited time, can be a method of effective intervention’

Stirling Council, 1999

1.4.6 Police Family Liaison Officers

The development of the role of Police Family Liaison officers (FLOs) to deal with families of those missing, injured or killed in a disaster is important in addressing the needs of victims. The co-ordination between the FLOs and agencies that provide care and support should be incorporated into emergency plans. As has been observed in many public inquiries, the transfer of support services between relevant agencies after a major emergency is not always seamless which can be to the detriment of those involved, both victims and responders.

Whilst the numbers of trained FLOs continues to grow, there may not be enough to meet the needs of multiple families in a major emergency. Their involvement is mainly with the next of kin of those missing, injured or killed in a disaster and their main role is investigative. They facilitate care and support to families rather than deliver it. Whilst not being directly involved, the victims’ extended family, friends and the wider community can also be affected by a major emergency, and those needs should also be addressed. It is important to recognise that the involvement of FLOs in a major emergency can create a resource issue for the Police in meeting the various other demands of the incident and also maintaining a normal service for everyday duties.

1.5 Summary

Country wide, local authorities are taking on board the guidance and recommendations mentioned but there are no national protocols to follow.

No single organisation has sufficient resources to readily cope with the human aspects of a major emergency and therefore a multi-agency approach, drawing on a wide skills base and pooling of resources, is favourable. Recognising this and seeking support from nationally recognised good practice, a number of organisations came together to create CS-UK. CS-UK exists as a partnership between the public, private and voluntary sector, pulling together and sharing a broad range of skills, and providing a comprehensive, consistent, and validated standard of training to perform this critical role under extreme pressure.
SECTION TWO
THE HUMAN ASPECTS OF EMERGENCY MANAGEMENT

This document is intended to be a strategic framework document. However it will be utilised by a range of stakeholders, including potential volunteers who will have a limited knowledge [if any] about emergency management. This section has been written to provide a basic overview of the human aspects of emergency management, including who may be impacted, their needs and the facilities & services established to provide for these needs. Having read this overview the reader, regardless of professional background and prior knowledge, will understand the needs of those involved in a major emergency and be able to recognise the context and role of the CS-UK when reading Sections 3, 4 and 5.

If the reader is experienced in emergency management they may refer directly to Section 3.

2.1 People affected by a major emergency

The people that might be affected by a major emergency are likely to include:

- Those who have been injured (an injured survivor or walking wounded);
- Those directly caught up in the incident, but who are not physically hurt (a non-injured survivor);
- Families and friends of the injured, missing or deceased;
- Emergency responders – including the voluntary sector;
- Wider sections of the community whose lives are affected or disrupted.

A person affected can be one or more of these types e.g. a survivor can also be a witness, and a bereaved family member.

The deceased are, of course, recognised as people who have been affected; however CS-UK is designed to offer crisis support services to the living. The care and treatment of the deceased has been addressed as a key component of Emergency Mortuary planning.

2.1.1 Survivors

Those who have survived a major emergency, regardless of having suffered any injuries, may be suffering from shock, anxiety and grief. They may be frantic for information about their own relatives, friends and colleagues, information about the incident, number and location of other survivors, and what will happen to them next. They may need practical help in contacting family and friends, transport back home, finding temporary accommodation and financial advice and assistance. They may also need emotional and social support in the short term and [in some cases] psychological support in the longer term.

2.1.2 Evacuees

In many major emergencies a large number of people are evacuated from their homes and may be unable to return for a short period of time. This may be due to a
Police cordon, the area inaccessible/damaged (such as a flood) or the area is deemed dangerous (such as a toxic cloud). In such circumstances uninjured evacuees may be cared for at a local authority rest centre, before seeking alternative accommodation with family & friends or in temporary accommodation provided by the local authority. The main needs of such evacuees will be practical, such as food, shelter, and information.

2.1.3 Relatives

Many family and friends may travel to the scene of the incident if they believe their loved ones have been involved. They may go the scene of the incident, hospital or meeting point. They may be feeling shock, anxiety and grief and may need crisis support, together with accurate, consistent and honest information about the way the incident is being dealt with.

They may need emotional and social support in the short term and perhaps psychological support in the longer term, dependent upon the outcome of their enquiries.

2.1.4 Emergency Responders

Whilst dealing with traumatic events on a day-to-day basis, the sheer scale of a major emergency can be overwhelming. The individual employers have established occupational health arrangements to support staff during and after deployment.

2.1.5 Community

A community can be affected by a major emergency in practical and emotional terms. Practically, their lives may be directly affected by the response to the incident. For example, roads may be closed whilst an investigation, recovery and/or clean-up is underway. Its normal routine may be affected in that activities are cancelled, normal service delivery is slower or cancelled whilst people are dealing with the effects of the incident eg a community centre may be used as a rest centre or information centre in the aftermath of a major emergency and normal activities such as sports clubs may need to be cancelled. People will need to be kept informed of the impact that the major emergency will have, or is having, on their community.

Members of a community may feel emotionally affected by an emergency occurring in their area. Depending on the nature of the incident, they may feel victimised, or threatened which can cause intense feelings of shock, anxiety and grief. Members of the community may know survivors of the incident or bereaved relatives of those killed, or they may be spectators or witnesses of the incident itself.

2.2 Facilities & Support Services

In order to provide for the human aspects of emergency management a number of facilities will be established, providing the services appropriate to its intended use.
2.2.1 Survivor Reception Centre

A Survivor Reception Centre is a secure area to which physically uninjured survivors can be taken for immediate shelter, basic first aid, interview and documentation.

Survivors who are not physically injured may be interviewed to find out what they saw and heard which will help the Police find out what happened. Survivors may want to have a family member or a friend with them whilst they are being interviewed. They may not want to be interviewed straight away and would rather be at home.

Survivors may need to complete a Survivor/Evacuee form which will help eliminate them from any missing person enquiries and facilitate the Casualty Bureau process. They may also need to complete a witness statement as evidence to help establish the cause of the incident or help identify missing people.

For survivors, it will be an anxious time, especially for those who were separated from relatives or friends when the incident happened. They may need to complete a missing persons (MISPER) form which a Police Officer or volunteer may help them complete.

The Police, with the support of the local authority and voluntary agencies, will operate the Survivor Reception Centre. Its duration is likely to be very short term. CSOs may be required to provide support at this centre.

2.2.2 Rest Centre

A Rest Centre is a centre for the temporary accommodation of evacuees, with overnight facilities if required. These are set up and managed by the local authority.

This may be a place for displaced people to gather and wait until they can make their onward journey.

There may be some overlap between the role of a Rest Centre with a Survivor Reception Centre depending on the nature of the emergency and the needs of the people affected. CSOs may be required to provide support at this centre.

2.2.3 Family and Friends Reception Centre

A Family and Friends Reception Centre is a centre for the relatives and friends of those who have, or may have, been involved in an incident. It is a secure area where family and friends can gather to wait for information about their loved ones.

Ideally, it is close to the incident site, and be comfortable, well equipped and has the ability to provide accommodation for those that cannot or do not wish to return home.

It could be used for the ‘meeting and greeting’ of loved ones who have survived the incident although this needs to be dealt with sensitively, taking into consideration the needs and feelings of other family and friends awaiting news.
A Family and Friends Reception Centre could also provide a place where interviews can be conducted and information obtained, for example the completion of missing persons (MISPER) forms.

The Police manage the Family and Friends Reception Centre but local authority assistance will be required. CSOs will be required to provide support at this centre.

### 2.2.4 Humanitarian Assistance Centre (HAC)

This is a place designed to provide longer-term support to provide a wide range of services to those people that have been affected by a disaster. It should not be confused with a Survivor Reception Centre or Family and Friends Reception Centre, which will essentially be used in the immediate aftermath of an incident.

The purpose of the HAC will be to act as a focal point for humanitarian assistance to all those affected in anyway by the major emergency.

It will provide a secure place where the families and friends of loved ones who may still be missing, or need to be identified can go to obtain information. It can also act as a one-stop shop where issues and needs can be identified and dealt with so will include faith and non-denominational support areas, Dept of Work & Pensions to deal with financial issues, Housing Officers for accommodation matters and other agencies as appropriate. There will be accommodation for refreshments, resting, childcare facilities and discreet areas for interviews, or support. CSOs are likely to be required to provide support at this centre; this support may be needed over days or weeks.

### 2.2.5 Police Casualty Bureau

Establishing the identity and whereabouts of people thought to be involved in a major emergency will be a critical issue. In an incident involving either a large number of casualties or enquiries from the public, the police may open up a Casualty Bureau. This is to provide a central contact and information point for gathering and distributing information about individuals who have been, or are believed to have been, involved in a major emergency. The key functions are:

- To obtain relevant information regarding people involved or potentially involved;
- To assess and process that information;
- To provide accurate information to relatives and friends, the investigating and identification officers and HM Coroner.

Personnel trained to deal with calls from concerned friends and relatives would staff the Bureau. A telephone number for enquiries may be released via the media. For the purpose of the Bureau, a casualty will be any person who is directly involved in, or affected by the major emergency including survivors, evacuees and the deceased. The priority for the Police is to find and identify those who may be missing.
2.2.6 **Emergency Mortuary**

Dependent upon the number of fatalities an Emergency Mortuary Facility may be established. This is a purpose designed national resource which arrives on a fleet of Heavy Goods Vehicles, and is purpose built on a dedicated site, complete with forensic equipment, personnel and consumables. The body is in the care of the Coroner until it is released to the family.

As part of the grieving process, next of kin have the right to choose whether or not to see a deceased relative. They may want to consider what the body will look like. Police or medical personnel will inform them of the extent of injuries to help them decide. The family can also ask for a photograph that will have been taken of their relative.

Viewing the body can be important in the grieving process and the bereaved should never be prevented from viewing, even where the Coroner or Coroner’s Officers may have reservations because there has been disfigurement by trauma, dismemberment, decomposition or mutilation. Any such viewing is at the risk of the viewer, and assistance can be given by the CSO, Family Liaison Officers and Coroner’s Officers. Viewing should be permitted as soon as the bereaved wish to see the body. The choice of viewing should be available to families. People may wish to say goodbye or remember someone as they were. Viewing the body for grieving purposes should only take place after the body has been formally identified.

It must be noted that CSOs will not be expected to view the deceased, but rather support the family before and after they go into the viewing room.

2.2.7 **Role of Police Family Liaison Officers**

Police Family Liaison Officers are Police officers that have been trained in family liaison skills. They are assigned to families whose relative has been killed, missing or injured in an incident such as a road traffic accident, manslaughter, murder or major incident and where there is an ongoing investigation. Their role includes:

- Gathering information in a sensitive manner to assist the investigation;
- Providing the family with a communication channel to the officer in charge of the investigation and the investigation team;
- Provide to the family timely information and practical support concerning the investigation and associated procedures;
- Provide the family with help and advice when dealing with other organisations such as local authorities and the Coroner’s Office;
- Ensuring that the family is given information about supporting agencies that are available.

The key role of a FLO is as an investigator, and whilst they will [because of human nature as much as policy] signpost to appropriate support, they are not there to provide humanitarian or crisis support. Indeed Lord Justice Clarke recognised this as a potential conflict of interest in that FLOs were being asked to conduct an investigative process whilst getting involved in human aspects. Thus the creation of the CS-UK includes within its mandate the ability to work alongside FLOs to provide a crisis support function.
SECTION THREE
SERVICES, ROLES & RESPONSIBILITIES

Building upon the information provided in Section Two, this section documents the support services offered by the CS-UK. These are the types of crisis support services that CS-UK exists to provide through its trained and exercised CSOs, or may be able to arrange through signposting and connections with respective partners. A core value of the CS-UK is flexibility, and this is embodied within the training programme. This list is designed to be indicative; other roles, in keeping with the concept of the team, may be considered.

3.1 Immediate Practical Support

Responding to major emergencies will inevitably invoke a series of formal plans and procedures which may be unfamiliar to those people affected. Sometimes, the agencies involved in invoking those procedures are also unfamiliar with them and there is the potential to focus on those plans and procedures whilst not taking into account the sensitivities and needs of those involved. Many of the legal procedures involved in investigating a major emergency, specifically those relating to the recovery and identification of the deceased, can be perceived as insensitive to the families and legal jargon can confuse and alienate them further.

CSOs can offer practical support by acting as an advocate to those people affected, explaining the plans and procedures involved; informing them of their choices and rights from an objective and impartial perspective and inform them when things are likely to happen.

Practical support can also involve arranging access to telephones, arranging refreshments, providing information; arranging transport/accommodation, registration in rest centres and practical problem solving.

3.2 Emotional Support

In the immediate aftermath of a major emergency, the people affected are likely to experience a range of emotions, which can be both unfamiliar and overwhelming. CSOs can help people to manage their emotions; explain that the emotions they are feeling are a normal reaction to a stressful situation. In some circumstances, depending on the people involved and the nature of the emergency, it might be appropriate to establish longer-term emotional support systems such as arranging/signposting toward counselling, self-help groups or professional support.

Emotional support may simply be listening to people, their experiences of the emergency and their feelings away from the eyes and the ears of the public, the media and other people.

Depending on the nature of the incident, there may be people whose trauma support needs exceed the capacity for existing support agencies to respond. These people may self-refer to their GPs or other relevant organisations. The CSOs may be able to assist in the referral of people to the appropriate services. Any longer term support would have to be carefully managed by the NHS and/or Mental Health Trust.
CS-UK is not a counselling service. CSOs must not carry out counselling, regardless of their training outside of the initiative.

3.3 Telephone Support and/or Incident Helpline

During and following a major emergency, there may be a need to establish a telephone support service where callers can seek advice or discuss their reactions to the incident and any difficulties they may have. Callers may also seek a range of simple practical information and advice connected with the incident. If necessary, they can be referred to other sources of support at a local and national level.

The CSOs may be able to assist with, and help facilitate a telephone support or incident helpline.

3.4 Support to families alongside Police Family Liaison Officers

The involvement of Police Family Liaison Officers (FLO) will depend on the nature and extent of the emergency. The roles of the FLO include the following:

- Gathering information in a sensitive manner to assist the investigation;
- Providing the family with a communication channel to the officer in charge of the investigation and the investigation team;
- Provide to the family timely information and practical support concerning the investigation and associated procedures;
- Provide the family with help and advice when dealing with other organisations such as local authorities and the Coroners Office;
- Ensuring that the family is given information about supporting agencies that are available.

The Police Family Liaison Co-ordinator, in consultation with the Senior Investigation Officer (SIO) and Senior Identification Manager (SIM) will define and develop a strategy, taking into consideration the needs of the family; if appropriate involving the activation of the CS-UK. The aim is to achieve a partnership approach with the family and those who may be acting on their behalf.

The family may require support and assistance with a variety of issues, such as trauma of the bereavement, funeral arrangements, financial or legal advice, health or social services. CSOs can work with FLOs to assist in providing these services and co-ordinate the referral of families to more longer-term support services with already existing agencies.

3.5 Mass Fatalities

Dependent upon the number [and condition] of fatalities, an Emergency Mortuary facility may be established. This is a purpose designed national resource which arrives on a fleet of articulated trucks, and is purpose built on a dedicated site, complete with forensic equipment, personnel and consumables. The Emergency Mortuary Contingency Plan is a multi-agency plan detailing the roles and responsibilities of the agencies involved should an Emergency Mortuary be set up.
As referred to in that Plan, for some there will be great importance to see the body as soon as possible after death. It is important to support people during this time. The FLO will take the lead in providing information about the body as to the condition it is in and what they can expect. People must have an informed choice about seeing the body or not. CSOs may be called upon to assist in supporting the bereaved who may visit the body, in partnership with FLOs.

3.6 Location of Service Provision

CSOs will provide practical and emotional support at a range of locations, which may include:

- Emergency Mortuary Body Viewing area;
- Family and Friends Reception Centre;
- Hospital;
- Hotel;
- Humanitarian Assistance Centre;
- Local Authority offices;
- People’s homes;
- Rest Centre;
- Survivor Reception Centre;
- Telephone helpline centres;
- Transport Hubs e.g. train stations.

CSOs are not expected to work at the scene of an Incident, due to inner cordon restrictions and health and safety; however they will have a secure Identity Card granting access through the Outer Cordon to get to some of the facilities listed above.

3.7 Managing Messages of Condolence and Gifts

After a major emergency, well-wishers may want to send gifts to those people affected or offer messages of condolence. This needs to be carefully managed to ensure well-wishers needs are met (the sending of the message/gift may be part of their grief process) yet not imposed upon the recipient but rather offered to them to choose the time of receiving. CS-UK may be able to assist, both via their 1-2-1 relationship with the individual or via stewarding and support at set locations.

3.8 Facilitating Self-Help Groups

If longer-term emotional support is considered necessary, depending on those people affected and the nature of the incident, it might be appropriate to establish self-help groups for people. CS-UK may be able to assist the local authorities or in establishing and facilitating such groups.
SECTION FOUR
ROLES, RESPONSIBILITIES, RECRUITMENT & SELECTION

4.1 CSO Roles & Responsibilities

CSOs are accredited, trained individuals with diverse competencies and skills who are able to offer various levels and types of crisis support to those affected by a major emergency. Under the direction of the Team Leaders who will be part of a management team, they will deliver appropriate practical and emotional support to those affected.

Responsibilities

- To agree to take part in a call out cascade system and participate in the event of an activation;
- Ability to travel when deployed to support people affected by a major emergency;
- To have the written support of their line manager in agreeing to the release from work;
- Commitment to the CS-UK training programme, consisting of no more than 6 days training per year;
- To ensure that their contact details are kept up to date on the Crisis Support Officers database;
- To offer, as requested by the Team Leader, a range of crisis support services within the framework established for the emergency and within the competencies to which they are trained;
- Assess the needs of people they are supporting, in conjunction with other relevant agencies;
- To maintain a log sheet of all activities undertaken. This should include notes of all contacts made;
- Once deployed, commit to supporting people affected and helping to meet their needs, whilst balancing their own welfare and practical needs.

4.2 Team Leaders Roles & Responsibilities

The aim of the Team Leader is to support CSO during deployment and attend any on-site management team to contribute to decision making.

Responsibilities

- Same responsibilities as the CSOs;
- Manage and lead a team of CSOs to deliver crisis support services;
- To provide advice and guidance to CSOs and be a link into the multi-agency management structure;
- To ensure the duty of care to CSOs with regards to shift allocation, breaks and general site management;
• By the nature of the scheme, CSOs may need to talk through their feelings and experiences, particularly after a difficult time and may not be able to do this with family and friends. Team Leaders will give them reasonable time to talk about their worries and/or feelings when signing on and off, or if they are contacted on an ad hoc basis. However, if the Team Leaders considers that the CSO requires more support than they are unable to deliver, they will refer to Section 7;

4.3 Recruitment

CS-UK is NOT open to public recruitment; all CSOs will be sourced from the partner organisations. This policy decision has been made to ensure:

• CS-UK benefits from the diverse member organisation training and skills;
• Financial commitment of public money invested in the initiative benefits the public indirectly, by equipping established volunteers with additional high level skills that may be used for the benefit of the public through the partner organisations; and
• High level of volunteer retention, through a pre-established spirit of volunteerism.

4.4 Step 1: Promotion

CS-UK is NOT open to public recruitment; all volunteers will be sourced from the local project board partner organisations. It is for the partner to promote the CS-UK within their organisation in order to attract recruits, this may be done via organisation wide blanket marketing, or direct communication to selected individuals. To support this, promotional materials have been produced to a standard template and personalised to the local team.

4.4.1 Open Information Briefing

The local authority may also arrange some open information briefings for interested individuals to attend and gather more information before applying. These events have proven very popular and a successful way of promoting the initiative.

The briefing will be coordinated to properly brief potential volunteers on the role, responsibilities, expectations and training package. It is an opportunity for volunteers to ask questions, clarify the role and confirm whether it is for them or not, before significant financial investment is made in their training. It is also an opportunity to be clear and open about expectations, including the standard pre-requisites.

4.5 Step 2: Application

A potential volunteer should complete an Application Form and send it to their own organisational representative on the local Project Board for endorsement.
4.6 Step 3: Endorsement

Partner organisations are responsible for the initial (informal) assessment of their members' skills and their suitability to join the CS-UK.

4.6.1 One Year’s Service

A significant financial investment has been made by the statutory sector in this initiative, most of which is spent on training; it is important that CS-UK has a high volunteer retention rate. To support this, the CS-UK partners have agreed that all volunteers must have completed one year’s service with the partner organisation, thereby proving their commitment to volunteering, and that the 'novelty' won't wear off a few months later.

4.6.2 Organisational Competencies

Volunteers must be fully up-to-date with their own organisation commitments and competencies, prior to taking on the additional responsibilities of CS-UK.

4.6.3 Employers Agreement

Most volunteers are employed in some capacity, thus it is important that the volunteer engages with and discusses their role with their employer. To support this, an Employers Leaflet has been produced. It is a requirement that the employer or line manager commit to the initiative with the full knowledge of the time commitment involved for training and potential deployment. Private financial/leave arrangements between the employer and employee/volunteer will be a matter for individual arrangement and negotiation.

4.6.4 Financial Commitment

Although there is a small budget available, the CS-UK cannot meet all volunteer costs associated with attending training events and exercises e.g. mileage, parking. It is expected that volunteers will either meet such expenses themselves or utilise arrangements negotiated with their partner organisation.

4.6.5 Ability to travel

Due to the spontaneous nature of potential deployment, it is critical that the volunteer has the ability to travel across the district, this can be via a personnel vehicle (car or motorbike – driver must have a valid driving licence, vehicle must be road-worthy and appropriately insured), taxi and/or public transport.

4.6.6 Disclosure & Barring Service (DBS)

The DBS has been set up to facilitate safer recruitment to protect children and vulnerable adults. It improves access to criminal records checks for employment related and volunteering purposes. This enables organisations working with children or vulnerable adults to make safer and more informed recruiting decisions.

As CSO's will come into contact with children and vulnerable people if deployed, with the possibility of being alone with them. CS-UK will coordinate DBS checks, on a cost free basis, with volunteer applicants. All prospective volunteers will go through the DBS process regardless of whether they have already gone through it as part of their normal employment or voluntary position.
4.6.7 **Personal attributes**

Whilst the CS-UK training programme will build and enhance the competencies, skills and knowledge of the volunteers; certain pre-requisites are required to ensure we recruit the right people for the right role. Member organisations have collectively agreed to the following pre-requisites for entry into the CS-UK. The following requirements apply to all volunteers wishing to join and will be validated prior to training. ALL paperwork for the below will be provided to potential volunteers at the Induction Briefing as part of their delegate pack.

It is required that all applicants satisfy the following criteria on application:

- Respect for equality and diversity of cultural and faith beliefs;
- Ability to take direction and possess good teamwork skills.
- Ability to work pro-actively, with a high level of autonomy;
- Empathy for the range of possible impacts, both immediate and in the longer term, that sudden loss may have upon an individual's life.

**Team Leaders**

In addition to the above, team leaders must also satisfy the following

- Leadership and motivational qualities;
- Ability to lead and co-ordinate a Crisis Support Team comprising CSOs from a range of disciplines and with diverse skills and values.

Clearly there are many pre-requisites. The local authority will need to communicate the above in a positive way, in order to attract applicants. It is important these pre-requisites are enforced, in order to preserve the value of the CS-UK brand.

4.7 **Step 4: Moderation & Selection**

The CS-UK [local] budget is finite, and it is expected there will be more interest than places available. In order to ensure all partners have fair and proportionate representation, the Executive Committee will moderate the volunteers from each agency proceeding to Step 5. Thus application and endorsement will not necessarily guarantee a place on the initiative.

4.8 **Step 5: Confirmation**

Once the applicant has successfully completed the application process (including the DBS), they will be sent a confirmation letter and clearance certificate.

4.9 **Equality & Diversity**

CS-UK recognises the value of a diverse volunteer base in which people from differing backgrounds, with different skills and abilities, can contribute towards delivering a high quality service. The commitment to equal opportunity means that no volunteer, or service user, will be discriminated against because of their gender, disability, race, sexual orientation, age, marital status, colour, religion, ethnic or
national origin and creed and will take action to ensure that the support services are equally accessible to all.

Disability is not necessarily a barrier to joining the initiative. CS-UK is committed to doing all it can to ensuring equality of opportunity, however this must be balanced against the needs of the service. It is important that all Crisis Support Officers are able to meet the competencies and deliver the services. Thus in Section 1 of the Application Form applicants are asked to self-assess any disability they may have, and to discuss this with the partner Liaison Officer prior to completing the application.

4.10 Withdrawal from CS-UK

The work of the CS-UK is potentially stressful and the continuing need to maintain skills can itself place demands upon volunteers. If the circumstances of a person change and they decide that membership is no longer appropriate for them, either temporarily or permanently, they should discuss the situation with their Team Leader. It may be that the CS-UK can make suggestions to assist with personal difficulties. If they do decide to withdraw, their ID card, Volunteer Pack and any other associated resources should be returned.

Any person involved in CS-UK should not feel pressurised to continue with the initiative. Likewise, CS-UK retains the right to dismiss any volunteer that is considered no longer suitable for the role.
SECTION FIVE
COMPETENCY, TRAINING & VALIDATION

As discussed in Section 4, Team Leaders and CSOs will be sourced from a range of organisations, from various disciplines and levels of seniority. In order to ensure consistency within CSUK, this section will detail:

- Competencies required via Training Needs Analysis;
- Training programme to equip volunteers with both knowledge and skills;
- Method of exercising to validate that training.

The development programme considers the human aspects of emergencies and the impact that they can have on individuals, groups and the community.

5.1 Training Needs Analysis

Learning needs have been identified in terms of:

- What is required to meet the learning needs of the CSOs to enable them to perform their role;
- Recognising the difference between Skills & Knowledge, and adapting the method of delivery appropriately;
- Recognising individual skills/knowledge required by CSOs to meet their personal development and training needs.

These needs have been considered through:

- Skills analysis of CSO role and drawing up a competencies framework;
- Asking CSO’s what they need and want to learn through the recruitment, selection and training process;
- Learning from previous major emergencies (local and national);
- Learning from good practice (local and national);
- Consideration by the Executive Committee through background expertise and experience;
- Government guidance and publications.

From the Training Needs Analysis, the below list of competencies were developed.

5.2 Competencies

This section details the competencies required via Training Needs Analysis.

5.2.1 Crisis Support Officer

Crisis Support Officers will be able to demonstrate the following competencies on completion of the training programme:
(i) **Knowledge:**

- Procedures and processes involved in an emergency response, including command & control and rest centre operations;
- Roles and responsibilities of response agencies to the human aspects of disasters;
- Practical & crisis support services that may be required to meet the immediate and ongoing needs of individuals experiencing crisis;
- The potential impact, in both the short and long term that crisis and sudden loss may have upon an individual’s life eg trauma and its effects, stress reactions, grief and bereavement;
- Recognise the early signs of trauma and other mental health complications, and call upon [or signpost to] appropriate support;
- The impact that caring for individuals in crisis can have on self and other support workers.

(ii) **Skills:**

- Ability to deliver support services in a calm and professional manner;
- Ability to listen and communicate effectively in a crisis;
- Ability to undertake practical welfare tasks whilst responding constructively to emotional needs;
- Ability to deal with sensitive information in a confidential manner;
- Ability to work in partnership with Police Family Liaison Officers in supporting the bereaved and families of those missing or injured;
- Ability to offer one to one emotional support to the bereaved.
- Sensitivity to diversity;
- Flexible to enable working in rapidly changing situations;
- A willingness to apply existing experience, skills, abilities and knowledge to supporting people affected;
- Ability to work as a team;
- Ability to work on own initiative within an agreed framework;
- Empathy.

5.2.2 **Team Leaders**

Team Leaders will be able to demonstrate the same competencies as a CSO, plus the following on completion of the training programme:

- Ability to lead and co-ordinate a Crisis Support Team comprising CSOs from a range of disciplines and with diverse skills and values;
- Ability to use information technology support, which could be available through their main employment, for CS-UK purposes eg email, internet;
- Ability and diplomacy to advocate on behalf of volunteers to ensure needs and expectations are met and/or communicated;
- Problem solving abilities;
- Awareness of the needs of people affected by crisis and the needs of CSOs;
- Awareness of site management.
5.3 National Occupational Standards (NOS)

There are a set of National Occupational Standards for Civil Contingencies, and it is the aim of CS-UK that all training courses have consideration to these standards. Specifically, the standards referred to and utilised in this training programme are as follows:

Crisis Support Officers

CC AA1 Work in Co-operation with other organisations
CC AA2 Share information with other organisations
CC AG4 Address the needs of individuals during the initial response to emergencies
CC AH1 Provide on-going support to meet the needs of individuals affected by emergencies

Team Leaders

In addition to the above, the team leaders will also achieve the following:

CC AE3 Conduct debriefing after an emergency, exercise or other activity
CC AG3 Respond to emergencies at the operational (bronze) level
D2 Lead & motivate volunteers

5.4 Training Programme

The development programme considers the human aspects of major emergencies and the impact that they can have on individuals, groups and the community. This section merely provides an outline of the programme, its core elements and progression; a full prospectus has been developed as part of the complete package.

5.4.1 Foundation Training Course

The training programme has been designed such that all volunteers can be trained rapidly via an intensive foundation course. The foundation training course will equip volunteers with the competencies required to deliver the services detailed in 3.1 at a basic level, providing a deployable asset at the earliest opportunity. These basic skills may then be enhanced over an 18 month period via the modular enhancement programme.

The foundation course may be delivered via an accredited provider, or in house by the local authority using the CS-UK training package.
5.4.2 Modular Enhancement Programme

Following foundation training a modular training programme has been developed to enhance knowledge & skills in key areas. CSOs will be required to complete a minimum of 4 of these modules during an 18 month period.

<table>
<thead>
<tr>
<th>Time</th>
<th>Module</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Day</td>
<td>Advanced Communication Skills</td>
<td>Samaritans</td>
</tr>
<tr>
<td>1 Day</td>
<td>Culture, Faith &amp; Spirituality in disaster</td>
<td>Interfaith Forum</td>
</tr>
<tr>
<td>1 Day</td>
<td>Death &amp; Bereavement Support</td>
<td>HM Coroner, Cruse &amp; local funeral director</td>
</tr>
<tr>
<td>1 Day</td>
<td>Joint Family Liaison Officer Training</td>
<td>Police</td>
</tr>
<tr>
<td>2 Days</td>
<td>Mental Health First Aid</td>
<td>British Red Cross &amp; NHS</td>
</tr>
<tr>
<td>½ Day</td>
<td>Self-Awareness of Stress</td>
<td>Local Authority</td>
</tr>
</tbody>
</table>

5.5 Training Methods & Resources

The training will encourage deep and active learning. This will be fostered by using various methods of delivery, encouraging interaction and providing a well-structured knowledge base.

The training will comprise formal lectures with presentations, question and answer sessions, videos, discussion around scenarios, tabletop exercises, role-play, providing materials and self-guided reading and research.

Trainers will be approved by the local Project Board and will use training that has been recommended as best practice from local and national agencies/organisations and consultants.

Research shows that active learning – getting ‘involved’ and ‘acting’ on the information obtained - leads to better learning. Completing the development programme will help facilitate their learning with the CS-UK. It will:

- Provide a permanent record of their learning and the training they attend;
- Enable them to record and work upon key concepts and ideas;
- Encourage them to reflect on the training so to retain their learning and deepen their understanding;
- Encourage them to consider what aspects of the learning they may like to implement and how;
- Provide a record of their development.

The development programme also recognises the learning value of being deployed in the event of a major emergency. Following deployment they will be encouraged to attend debriefs and events looking at lessons learnt. This offers an opportunity for them to gain feedback and reflection of their experience.
The following will be made available and should add to their collection of learning evidence or learning portfolio.

- **Training Session Programmes**
  For each training session, a training programme will identify the time, venue, aim, objectives, method of training delivery and any further recommended reading.

- **Handouts**
  Handouts will be provided for training reflecting the content of the training and enhancing it where necessary.

- **Certificates of Attendance**
  Certificate of Attendance, certifying 3 CPD Points per day of training, will be provided for each module.

- **Password Protected Website**
  Resources are available on the CS-UK password protected website. Resources include copies of publications, reading lists, copies of presentations and handouts from training sessions.

- **Assessment**
  There is no formal compulsory summative assessment of learning. However, the Executive Committee needs to know that CSO's have learnt and met the stated competencies. This is done through:
  - Q and A sessions at end of training events;
  - Self-assessment questionnaires;
  - Role play – observation.

- **Evaluation**
  The Executive Committee needs to evaluate the training programme and will do this by issuing evaluation sheets at the end of every training event. CSO's are provided with the opportunity to continually give feedback.

5.6 **Annual Seminar**

There will be a CS-UK Annual Seminar. The seminar will open with a meeting in the morning affording an opportunity for the Executive Committee to provide updates to volunteers, and for volunteers to raise items for discussion. This meeting is expected to last for no longer than an hour. The remainder of the event will focus upon a specific topic of interest, with selected national level 'Subject Matter Experts' and those involved in recent major emergencies, delivering a range of presentations and workshops.

5.7 **Annual Awards Event**

As a means of formally thanking the volunteers for their support and time in engaging with the initiative, an annual awards event may be organised. It is for the Project Board to agree venue and to develop at their discretion and cost.
5.8 Validation

As per the Statutory Guidance 'Emergency Preparedness', all emergency planning and training must be validated through exercising. Exercising is an important part of the emergency planning cycle, providing an opportunity to practice and test in a practical scenario, the principles of the plan and training received. Planning for emergencies cannot be considered reliable until it is exercised and has proved to be workable.

Exercising is not to catch people out. It tests procedures, not people. An important aim of an exercise should be to make people feel more comfortable in their roles and to build morale.

Live exercises are a live rehearsal for implementing a plan. Such exercises are particularly useful experiential learning, helping participants develop confidence in their skills and providing experience of what it would be like to use the plan's procedures in a real event.

5.9 Emergency Planning Society (EPS) Accreditation

The Emergency Planning Society is the membership society of the emergency planning profession made up of 75% practitioner and 25% academic. The EPS is the primary partner in the Core Competences Project, a joint venture with the Cabinet Office and Sector Skills Council for Justice. Its purpose to develop a framework of competences that would lead to an enhanced professionalism within Emergency Management and so raise levels of service delivery that would support the Civil Contingencies Act (2004) and strengthen the resilience of the United Kingdom. The Sector Skills Council for Justice is leading a project to develop National Occupational Standards (NOS) in Civil Contingencies.

All CS-UK modules have been submitted to the EPS and have received formal accreditation demonstrating compliance with the National Occupational Standards, and validation of the initiative by a group of peers.
SECTION SIX
ACTIVATION & RESPONSE

DETAILED ACTIVATION ARRANGEMENTS WILL BE DEVELOPED LOCALLY USING TRIED AND TESTED LOCAL SYSTEMS, HOWEVER WILL BE BROADLY CONSISTENT WITH THE FOLLOWING PRINCIPLES.

6.1 Activation Authorisation

CS-UK may only be activated by the upper tier local authority, who will assume responsibility for future expenses etc.

6.2 Criteria for Activation

It is important to recognise that the CS-UK does not provide a day-to-day service, and may only be activated upon declaration of a critical or major incident.

6.3 Levels of Alert

There are three levels of alert, so detailed below; it is important that the correct terminology is used when contacting volunteers.

<table>
<thead>
<tr>
<th>Level 3</th>
<th>Activation</th>
</tr>
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<tbody>
<tr>
<td>Level 2</td>
<td>Standby Alert</td>
</tr>
<tr>
<td>Level 1</td>
<td>Advisory Notice</td>
</tr>
</tbody>
</table>

- **Level 3 Activation**: CS-UK has been activated and the volunteer is requested to deploy as directed.
- **Level 2 Standby Alert**: There may be situations where there is evidence and reason to believe that the area may be impacted by a major emergency in the imminent future. In such circumstances a Standby Alert may be issued. In this situation volunteers will be asked to indicate their availability and be ready, **but not actually respond**.
- **Level 1 Advisory Notice**: There may be situations, such as severe weather alerts or mutual aid potential, where a situation does not immediately affect the local team however it would be advantageous to keep the volunteers up-to-date on developments. In this situation an Advisory Notice will be issued. This notice will be for information only, and whilst some small preparatory requests may be made, no action or activation will be required. An Advisory Notice will usually be issued during office hours.
6.4 Call-Out System

The local authority will maintain a call-out system, enabling rapid activation and initial briefing of the local team. If the local authority does not have an established system CS-UK has developed arrangements with SMS Responder and BT Meeting Zone to install such a system on a low cost basis.

6.5 Deployment & Onsite Arrangements

CSO’s, on receipt of activation will need to consider whether they are able to respond as requested and whether they have the adequate resources, including their ID card which will allow them access to what might otherwise be secure areas.

It is essential for CSOs to meet prior to making contact with the service users, to receive the necessary operational information about the situation, to clarify what is expected of them, and to receive a welfare briefing.

Team Leaders, should be on site at the meeting place to carry out the appropriate operational briefing alongside the Police Family Liaison Coordinator. Depending on the nature and scale of the emergency, it might be appropriate for a representative of a partner agency to carry out a briefing session for the CSO’s e.g. Police.

This meeting place could continue to be a congregation area for the CSO’s and appropriate partner agencies to ensure exchange of information, facilitate handovers and for general support and site management. It could also be an area from where transport to and from venues can be organised.

6.6 Shifts & Rotas

It is recognised that the ability to cope in an emergency differs greatly based on many individual characteristics, and the amount of crisis support services undertaken by CSO’s may need to be negotiated and monitored individually with the Team Leader.

It is recommended that a shift system will be operated for everyone who is involved in the CS-UK – including Team Leaders. Good practice suggests that no shift should exceed 8 hours with a minimum of 12 hours break in between shifts. CSOs may be asked to respond at any time, day or night. Shifts may depend on the nature of the emergency, the environment in which the CSO will be working, the availability of the CSO and type of work involved.

It is recommended that there is a handover period where CSO’s taking on a new shift can be briefed by the CSO’s coming off shifts for continuity reasons.

Responsibility for ensuring one’s capability and preparedness to respond to a request from the Team Leader is placed on the individual CSO. They have a duty of care to themselves and must bear in mind other demands that may be placed on them by their personal circumstances and normal employment.
6.7 Mutual Aid

The core concept of CS-UK is the ability to provide seamless mutual aid through shared identity, training and competency arrangements. In the event of a major incident affecting any member of CS-UK, that member may call for assistance from others. This assistance is subject to the following parameters:

- Priority must always be given to local resilience, thus in a wide area emergency affecting more than one member, support may not always be possible. However, as the CS-UK network continues to expand, the capacity to support will in turn increase.

- Due to the travelling involved and the impracticality of returning home, it will be incumbent upon the recipient area to support the welfare needs of volunteers such as sleeping and meal requirements.

- The recipient area will be responsible for all expenses associated with mutual aid, including (where applicable) staff salary calculations for the time committed.

6.8 Exit Strategy

On activation of the CS-UK, an exit strategy for involvement in the emergency will be developed by the local authority, in consultation with the multi-agency command structure, CS-UK Team Leaders and Police Family Liaison Coordinator. Once a strategy has been established, the information will be disseminated to all CSO’s via the Team Leaders and partner agencies.

Throughout the response of the CS-UK, the crisis support services provided and ongoing liaison with partner agencies will be monitored and reviewed, and if necessary the exit strategy can be changed to address the needs of the people affected. It is important that the people receiving the crisis support services understand the exit strategy and are kept informed throughout, via the CSO’s.

Part of the exit strategy would be to encourage self-help in the community to provide a measure of ongoing support to those who require it. If there is any need for professional support, this will be identified prior to the exit strategy and arrangements may be made for that support to be provided by the appropriate agency as part of their normal service delivery. The Recovery Working Group, if set up, may implement a recovery response plan which may include longer term humanitarian assistance.

6.9 Debriefing

Upon conclusion of the shift the Team Leader should gather volunteers together for an operational debrief. This is important, volunteers should not just ‘drift off’, they should be formally dismissed and signed off. The operational debrief should focus on:

- A concluding situation report. Many volunteers will have focused upon a particular task and won’t have a full picture. They would find it useful to have a concluding situation report to give them the big picture, and know how they fitted in and contributed to that response;
- A big thank you, emphasising the major contribution they have made to real people and their recovery;
- The support available if they require it and how to access it;
- When and where their next shift is.

6.9.1 Formal Debrief

Following any deployment, CS-UK will make arrangements for a formal Structured Debrief, either locally or via a professional debriefer supplied by the College of Policing. This is an opportunity for volunteers to reflect on their experiences, what went well, what could have gone better and identify key areas for improvement. It is also at this debrief that the availability of support services will be re-emphasised.

6.10 Recognition of Work

Following deployment of the CS-UK, it is important to acknowledge and thank those involved. This may take the form of a thank you letter or Certificate of Commendation from the Director of Adult Social Care, Children’s Services or Chief Executive. This will recognise the CSO's for the work they have done and the possible sacrifices they have made in a voluntary capacity. Care must be taken to thank all of the CS-UK regardless of the type or level of support they delivered, including those working 'behind the scenes' or on standby.
SECTION SEVEN
WELFARE SUPPORT

CSOs are trained and equipped to respond to a range of crisis support needs. Their humanity makes them strong, but it is also sometimes their greatest weakness. Feelings of exhaustion, guilt and sadness are not always easy to accept as a natural reaction. Work in major emergencies places enormous pressures on responders and it is essential that their needs are not overlooked in the desire to satisfy the demand for social and psychological care.

CS-UK, via the lead Local Authority, has a duty of care and an obligation to support the health and welfare of the CSOs on and following a deployment. This Duty of Care is executed through the arrangements detailed in this section.

7.1 Application & Induction

As part of the induction briefing potential CSOs will be briefed on the type of services they may be called upon to provide and the potential impact on them as an individual. They will be asked to give careful consideration to any past experiences and any active or dormant issues which may increase their vulnerability to personal trauma. That said, in many cases past experience may make the individual stronger, having both experienced difficulties (therefore a higher level of empathy) and having overcome them (thus already having personal coping strategies).

Such matters are extremely personal and are for individual consideration. No disclosure will be requested and no questions will be asked of the individual on a 1-2-1 basis. Rather, the individual will be briefed on an impersonal basis, in a group, on aspects for consideration, such that the individual may make an informed choice regarding their engagement and participation.

7.2 Training & Mental Resilience

Training and exercising can play a significant role equipping CSOs with:

- Self confidence in their role and abilities - thereby reducing anxiety, uncertainty and self-doubt;
- Skills to recognise and manage their own stress reactions on deployment;
- Knowledge about themselves, how they may react under pressure and the signs of trauma; and
- Information about sources of assistance within CS-UK and externally.

The foundation training course includes a section on self-awareness and caring for our own; in addition a specific Self Awareness of Stress module is included as part of the enhancement programme.
7.3 Deployment

It is important that CSOs are appropriately managed upon activation of the scheme, in terms of their callout, deployment and stand-down.

7.3.1 Call-Out

Care and consideration is required when deploying CSO's or inviting them to training events where they have suffered a significant loss in the past 12 month period or have recently undergone a major life crisis such as divorce or serious illness of a relative, partner or friend. The potential impact of the current situation of a CSO will be considered in consultation with the CSO, on a case-by-case basis rather than automatically excluding any CSO from an activity.

7.3.2 Briefing

It is important that CSOs are received at their deployed location by the team leader and/or facility manager. They will be given a full operational briefing at the start of their shift, as a group, including current situation report, operation of the facility, key requirements/tasks and health and safety issues.

7.3.3 Shifts & Breaks

The Team Leader will record the start and end time of the shift, and in communication with the Local Authority Emergency Centre, put in place a rota system to ensure sustainability of the response.

7.3.4 Operational Support & Leadership

Team Leaders are appropriately titled, they are to provide leadership, motivation, inspiration, they should be seen as the person that CSOs can rely on for support if they need it. The Team Leader should not get bogged down in the provision of services, but rather should keep themselves free to support the CSO’s. The Team Leader should be as visible as possible, moving around the centre, thereby allowing CSOs an opportunity to raise anything, grab a quick private word etc. In a nutshell the Team Leader should provide operational support to the CSOs, and in doing so instil confidence and reassurance.

7.3.5 Operational Debrief

Upon conclusion of the shift the Team Leader should gather CSOs together for an operational debrief. This is important, CSOs should not just ‘drift off’, they should be formally dismissed and signed off. The operational debrief should focus on:

- A concluding situation report. Many CSOs will have focused upon a particular task and won't have a full picture. They would find it useful to have a concluding situation report to give them the big picture, and know how they fitted in and contributed to that response;
- A big thank you, emphasising the major contribution they have made to real people and their recovery;
The support available if they require it, emphasising the internal TRiM services and how to access them;
When and where their next shift is.

7.4 Centre for Crisis Psychology

CCP has responded to over 6500 traumatic incidents (including Hillsborough, 7/7, Madeline McCann, Costa Concordia, and the recent Egyptian hot air balloon tragedy. CCP offer both trauma training and onsite support to a broad range of corporate clients which include Thomas Cook, DHL, Pets at Home, Virgin Trains, Tui and Bank of England.

As a partner of CS-UK, the Centre for Crisis Psychology has offered its professional counselling support services to all CSOs, and waivered its annual retainer cost. There would be a charge of £250 per call and/or £1100 per day for 1-2-1 support, which would be charged to the Local Authority, however this is only on a pay-as-you-go basis following response, not via any annual retainer.

The following services are available:

**CCP Direct**
This confidential 24-hour support helpline is open to all CSOs and offers immediate access to high quality counselling and advice. Calls to the helpline are answered directly by a CCP practitioner, and our proven clinical model is used to deliver quick, effective and lasting resolutions and support.

**CCP Assess**
In cases where a CSO is experiencing difficulties that are affecting their day-to-day activities, CCP can carry out a structured assessment interview and prepare a formal report for the individual, before making appropriate referrals for additional assistance.

7.5 Further Support

If CSOs consider that they have been affected by their involvement in the CS-UK and have difficulties in coping with their feelings and reactions under the welfare and support offered by the scheme, they are advised to contact NHS Direct and/or their GP.
SECTION SEVEN
EXPENSES & CODE OF CONDUCT

8.1 Expenses

CSOs may incur a number of personal expenses upon deployment, for example:

- Travel and parking
- Catering
- Accommodation
- Personal items
- IT requirements e.g. mobile phones.

The local authority will do all it can, via its emergency centre and standard operating procedures, to minimise the personal expenditure incurred at the time of the emergency. Where costs are incurred these will be reimbursed at the earliest opportunity (no longer than 28 days) following submission of a claim form.

8.2 Insurance

The CS-UK initiative is designed to provide support to the statutory sector in their Duty to provide for the humanitarian needs of those affected, in doing so CSOs are acting as ‘agents of the Council’. Upon activation, CS-UK officers are insured (as detailed below) by the local authority to whom they are supporting, subject to the following terms and conditions:

- CS-UK was activated by the local authority Duty Silver Commander;
- The CSO was deployed to perform the tasks they were trained to deliver;
- The CSO abides by the terms of this CS-UK Code of Conduct;
- The CSO follows the direction of their Team Leader and/or facility manager.

8.2.1 Employers Liability Insurance

CSOs will be covered under the local authority Employers Liability Insurance, which indemnifies the organisation for all sums it becomes legally liable to pay as damages in respect of injury sustained by a volunteer arising out of, and in the course of, their duties on behalf of the organisation.

8.2.2 Public Liability Insurance

CSOs will be covered under the local authority Public Liability Insurance, which indemnifies the organisation for all sums it becomes legally liable to pay as damages in respect of injury or damage to third parties or their property, as the result of a negligent act, error, or omission on the part of a volunteer arising out of, and in the course of, their duties on behalf of the organisation.
8.3 Code of Conduct

The CS-UK Code of Conduct is an agreed set of principles which CSOs must adhere to when undertaking any role or responsibility in association with the CS-UK for the following reasons:

- To make sure that CSOs carry out their activities to a consistent standard and to deliver crisis support services in a safe, effective and professional manner. This protects the people we support and the volunteers themselves.
- It is important for the reputation of the initiative to have principles in place and to confirm that the initiative is professional and trustworthy.
- To impose a set of principles as a requirement of the insurance arrangements to cover volunteers for legal liability arising out of their actions and for any injury sustained by them in the course of their voluntary activities.

Any suspicions of a volunteer breaking the Code of Conduct should be reported to a Team Leader or member of the Project Board as soon as possible.

Any volunteer who fails to adhere to the Code of Conduct will be expected to answer to their Team Leader, who if appropriate in conjunction with the Project Board will decide their suitability to continue in the scheme.

If a volunteer acts wilfully or recklessly beyond this Code of Conduct, they alone will be held responsible for any complaint made, and in the event of an insurance claim arising in such circumstances will be held personally liable.

For the purpose of this Code of Conduct, the term volunteer will include CSOs, Team Leaders, Deputy Team Leaders, trainers and members of the Project Board & Executive Committee.

8.3.1 Competence and Remit of Scheme

- Volunteers will only carry out, recommend or endorse courses of action or treatment that are within their sphere of professional competence and within the remit of the scheme;
- If a volunteer considers a person is in need of help, treatment or advice which they are not competent to give, they should immediately refer that client to the Team Leader;
- Volunteers must deliver services under instruction by their Team Leader. Whilst initiative may be required, it must be within the boundaries of the roles and responsibilities as set out in the Framework Document, and according to the instructions of the Team Leader. If a volunteer acts outside these boundaries, they will be operating within a personal capacity and outside this Code of Conduct.

8.3.2 Confidentiality

- Any information obtained by volunteers is deemed to be confidential within the service. Except with the express consent of the person concerned, any such information will be communicated only to others who stand in a professional
relationship to the person concerned. Even in these cases, care will be taken to ensure the person’s right to privacy is respected;

- Volunteers are responsible for safeguarding the security of any records they make;
- Volunteers will take care not to jeopardise the welfare of a person by providing information inappropriately;
- Information stored on computer will be consistent with the requirements of the Data Protection Act.

8.3.3 Payments and Gifts

- Volunteers will not accept payment in cash or kind from people affected by a major emergency, or their relatives. If an unsolicited gift is received, the circumstances should be reported to the relevant Team Leader, who will inform the local authority (at an appropriate time) and the council policy on payments and gifts will apply;
- Volunteers will not recommend any commercial organisation or commercial product with whom they have a commercial relationship with, for use by the people they are assisting or their families.

8.3.4 Recording of Information

- Log sheets must be completed with details of support given. These notes should be kept in accordance with the Data Protection Act. If a Volunteer works from home and wishes for the notes to be kept elsewhere, this should be reported to the Team Leader who will arrange a secure location;
- This will provide documentary evidence which may be used for any audit purposes or during a Public Inquiry relating to the emergency. Privacy Laws will be adhered to.

8.3.5 Media Policy

- To ensure a co-ordinated approach to the media requirements, individual volunteers should not provide any information or carry out interviews with the media unless permission is given by their Team Leader, who will in turn have secured approval from the lead agency for the media response.

8.3.6 Relationship with Colleagues

- Any member of CS-UK shall not criticise the character or competence of colleagues. If misconduct of a colleague is suspected, this should be brought to the attention of the Team Leader, who will take appropriate action at their discretion.

8.3.7 Professional Responsibility

- Volunteers should not allow their professional relationships to be used by others for purposes inconsistent with the principles and values of CS-UK;
- Volunteers shall not exploit the trust and confidence of people they are assisting or colleagues to further the gratification of their personal wishes;
• Volunteers shall not take advantage of their relationships with the people they are assisting or colleagues to promote their own professional or commercial interests.