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<p>Wildlife Emergency Preparedness & Response</p> <p>Strategic Plan 2021-25</p>

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1 Executive summary

Over the last decade, the oil industry has made concerted efforts to recognise and to advance wildlife response preparedness as an integral component of oil spill preparedness and response good practice.

Oil Spill Response Limited (OSRL) has a well-established history of supporting these efforts (see Table 1) through its 15-year partnership with the Sea Alarm Foundation and its efforts to catalyse and to fund the Global Oiled Wildlife Response System (GOWRS) Project – an effort to improve international collaboration and to design an international (Tier 3) framework for wildlife response that meets the needs of the industry and harnesses the expertise of leading wildlife response organisations.

This five-year OSRL wildlife strategy builds on achievements to date and defines a set of strategic activities guided by four strategic themes – **Expand understanding, Facilitate Collaboration, Improve Response Capability** and **Enhance Preparedness**. This plan has been informed by strategic guidance from the OSRL Board of Directors and developed with input from OSRL Member Companies, OSRL staff and leading wildlife response organisations.

It is the hope and intention that this strategy harnesses OSRL’s unique strengths and positioning in support of defined industry good practice and agreed future priorities in wildlife emergency preparedness and response (WEPR).

2 About this document

There has been a pro-active effort to seek broad stakeholder input into the development of the following strategic priorities. This has included meetings with Subject Matter Experts from OSRL Member Companies, OSRL departments and individual staff, and wildlife response partner organisations as well as input from the OSRL Board of Directors. Furthermore, this document attempts to build on various industry developments to date, including defined Good Practice and industry input regarding future needs for wildlife preparedness and response. As such, it attempts to position and prioritise strategic activities based on an analysis of different perspectives, including OSRL Members, on the optimal role OSRL could play in furthering wildlife emergency preparedness and response.

3 Background

3.1 Integrating wildlife response into industry tiered preparedness and response

While the integration of wildlife response into the broader field of oil spill preparedness is well-established in some countries - often due to regulatory requirements - globally speaking levels of

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integration and operationalisation are generally not commensurate with other aspects of oil spill preparedness or with the growing social interest in environmental protection and expectations of corporate social responsibility.

Through its 15-year collaboration with the Sea Alarm Foundation, Oil Spill Response Limited (OSRL) has an established history of active involvement in and support for improved international wildlife response preparedness. This has included successful efforts to develop international standards for preparedness and response and to improve collaboration between industry, government and non-governmental stakeholders (including wildlife response organisations) at a national and international level.

Sea Alarm’s Technical Advice has also been available to OSRL Members via the Service Level Agreement. This is complemented by the Tier 3 wildlife equipment packages to aid with wildlife response operations in the first 48 hours of an incident and to ensure availability of critical items that may be difficult to source locally. In addition, OSRL Members have sought consultancy services from Sea Alarm and other experts that have led to the development of wildlife response plans, training events and exercises in a variety of countries and regions.

As part of IPIECA-IOGP’s post-Macondo Oil Spill Response Joint Industry Project (OSR-JIP), wildlife response was formally recognised as one of 15 discrete capabilities that reflect a good practice approach to industry tiered preparedness and response (TPR) and is depicted as one of the wedges in the evolved TPR wheel (IPIECA-IOGP, 2014).

By including wildlife response in this good practice model, IPIECA-IOGP have set a goal for individual oil companies, as well as for the industry, to better understand tiered preparedness for wildlife response and to operationalise wildlife response capability in order to meet their defined response objectives.

3.2 Defining good practice in tiered preparedness for wildlife response

Funding from the OSR-JIP led to a new Good Practice Guide on [Wildlife Response Preparedness](#) in 2014. This guidance document provides an overview of a good practice approach to preparedness for wildlife response. Wildlife response is defined as “the combination of activities that aim to minimize the impacts of an oil spill on wildlife (such as birds, mammals and reptiles) by both prevention of oiling where possible and mitigating the effects on individuals when oiling has taken place” (IPIECA-IOGP, 2014). Achieving preparedness for wildlife response requires an iterative process of active learning whereby response capability to meet defined objectives is implemented over time through planning, training and exercises to integrate capability across all three tiers.

In addition, the OSR-JIP provided funding for Phase I of the Global Oiled Wildlife Response System (GOWRS) Project from 2015-16. Coordinated by Sea Alarm and involving 10 leading wildlife response organisations from 7 countries, this project has improved international cooperation between wildlife

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response organisations and led to the development of formalised Tier 3 response procedures and agreed international standards, including a Technical Support Document on [Key principles for the protection, care and rehabilitation of oiled wildlife](#), now published by IPIECA (IPIECA, 2017). This document outlines the general principles of wildlife response that need to be planned for in terms of required response capability.

Through continued project funding from OSRL, the GOWRS Project has developed further guidance, including a modular concept for exercises and Tier 3 equipment recommendations. These recommendations have informed recent upgrades to the OSRL wildlife equipment stockpile. The project has also culminated in the development of a GOWRS Service Proposal for a 4-person Tier 3 Assessment Team – a concept to move GOWRS from a project into a guaranteed operational service subject to funding.

3.3 Towards an industry vision: An IPIECA Workshop on wildlife response preparedness

Using remaining funds from the OSR-JIP, IPIECA helped create a final legacy output from the Joint Industry Project by hosting a first dedicated industry workshop on wildlife response preparedness in November 2019. The workshop was designed and facilitated by Sea Alarm along with the Oiled Wildlife Care Network (University of California, Davis) and Focus Wildlife, and with oversight from an industry steering group.

Over the course of three days, nine IPIECA/OSRL Member companies¹ along with representatives from OSRL, IPIECA and REMPEC actively explored past, present and desired futures regarding wildlife response preparedness. Through a series of table-tops and group exercises, a series of recommendations were developed for future actions by the oil industry and non-industry expert resources.

While not yet formally adopted as an industry vision, this set of recommendations (see Table 3), provide elements of a future roadmap for implementing wildlife response preparedness within the oil industry over the coming years.

While external operating conditions have changed considerably since November 2019 as a result of the COVID-19 pandemic, this strategic plan takes as its starting point the assumption that the IPIECA Workshop recommendations remain relevant to the future operating environment as an elaboration of industry good practice for achieving tiered preparedness for wildlife response. While progress on implementation may be slower as a result of the current economic context, there continues to be strong buy-in from the industry and its main partners for the direction of travel as well as clear ideas about the role OSRL could play in achieving this shared vision (see Table 2).

¹ BP, Chevron, ExxonMobil, Noble Energy, Petrobras, Petroleum Development Oman, Petronas, Shell, Total

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OSRL role Recommendations from IPIECA workshop, November 2019
<ul style="list-style-type: none"> • Enhance understanding of pro-active wildlife emergency management (risks and mitigation) and need to develop preparedness amongst Membership • Be single point of contact (24/7) for Tier-3 response resources: <ul style="list-style-type: none"> ○ Equipment stockpiles strategically located (worldwide presence) ○ Maintain standard response contracts with qualified response organisations as part of SLA and/or (future) supplementary service to Members <ul style="list-style-type: none"> ▪ Sea Alarm (currently 24/7 as part of SLA) ▪ GOWRS (currently voluntary service) ○ Ensure travelling/liability covers for non-OSRL personnel as if they were OSRL personnel • Coordinate (e.g. via new Wildlife Preparedness and Response Manager) <ul style="list-style-type: none"> ○ Members' access to OSRL's dedicated wildlife Tier-3 equipment stockpiles at different locations ○ OSRL's (contractual) relationship with Tier-3 wildlife resources ○ OSRL's relationship with Members who have access to Tier-3 wildlife resources via SLA or supplementary service ○ Ensuring the expectations of Members match with what is available from OSRL and its contracted partners.

Table 1: Workshop recommendations for OSRL role (© IPIECA 2019)

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IPIECA Workshop on Wildlife Response Preparedness: Recommendations

<p>Oil Company Corporate, group level</p> <ul style="list-style-type: none"> Develop a statement on oiled wildlife emergency response (with buy-in at all levels) Develop Company Rule and management programme to direct and monitor wildlife preparedness processes for Operating Affiliates/Bus Provide global wildlife response assistance services to Operating Affiliate/Bus <ul style="list-style-type: none"> Company's own corporate (regional) response teams prepared to support wildlife response Ensure proactive notification and mobilisation of external expertise Ensure dedicated global equipment stockpile Ensure and facilitate training/education programmes for company personnel Ensure dedicated wildlife exercises 	<p>Oil Company Operating Affiliate/Business unit</p> <ul style="list-style-type: none"> Deliver a wildlife preparedness and response plan Initiate and sustain development of local preparedness and stakeholder engagement Engage SMEs and other relevant Operating Affiliate/BU personnel Develop Government engagement Develop NGO and local stakeholder engagement Develop a volunteer management system Develop logistics response capabilities (SMEs to advise)
<p>Industry Service Providers IPIECA</p> <ul style="list-style-type: none"> Enhance understanding of pro-active wildlife emergency management (risks and mitigation) and need to develop preparedness amongst Membership Incorporate wildlife emergency preparedness in Oil Spill Group programme <ul style="list-style-type: none"> Sustainable platform for industry exchange Additional GPG development Assist/facilitate outreach programme to governments (via IMO/UNEP/UNDP) <p>OSRL</p> <ul style="list-style-type: none"> Enhance understanding of pro-active wildlife emergency management (risks and mitigation) and need to develop preparedness amongst Membership Be single point of contact (24/7) for Tier-3 response resources Ensuring the expectations of Members match with what is available from OSRL and its contracted partners. 	<p>Non-industry Expert Resources Sea Alarm</p> <ul style="list-style-type: none"> 24/7 (via OSRL SLA) Response Advisor Global preparedness building (via OSRL-SAF contract since 2005) <p>GOWRS Network Members</p> <p>As a group</p> <ul style="list-style-type: none"> Providing 24/7 Tier 3 Assessment Team Services Make an in-country field assessment (geography, facilities, organisations, NGO resources) preceding full mobilisation of wildlife response Expertise matrix on available expertise, strengths, etc. Guidelines for expanding the network to fill expertise gaps <p>Individually or as consortium</p> <ul style="list-style-type: none"> Training courses for hands-on wildlife personnel, company SMEs Assisting companies, via consultancies, in-country preparedness planning

Table 2 Summary of recommendations from the IPIECA Workshop on Wildlife Response Preparedness in Cyprus, November 2019 (©IPIECA 2019)

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4 SWOT Analysis

The following SWOT analysis (Table 4) provides an assessment of the strengths, weaknesses, opportunities and threats in relation to OSRL’s future role in Wildlife Emergency Preparedness & Response.

SWOT Analysis: OSRL role in WEPR			
S Strengths <ul style="list-style-type: none"> • Global reach • IMS/Response expertise • Well-established role in OWR via SAF partnership • Funding for GOWRS Project • Dedicated Wildlife Prep & Response Manager • OSRL Membership base • Force multiplier • Connector • Catalyst/Driver • Agile/Innovator 	W Weaknesses <ul style="list-style-type: none"> • Limited crossover training in OWR • Limited dedicated WEPR support staff • Not core business topic • No operational capability (Advisory only via SAF) 	O Opportunities <ul style="list-style-type: none"> • To be the only T3 OSRO with integrated wildlife response services • Create a sustainable partnership with OWRO community that protects/nurtures subject matter expertise • Demonstrate good CSR in terms of environmental protection 	T Threats <ul style="list-style-type: none"> • Lack of industry appetite for WEPR due to COVID-19/Low oil price operating environment could result in ‘do nothing’ approach • Misperception that operational capability is already in place via SAF

Table 3: Wildlife Emergency Preparedness and Response SWOT Analysis

5 Gap Analysis

The following global analysis (Figure 1) has been developed by Sea Alarm as a synthesis of their Country Wildlife Response Profiles database. These profiles provide information on the level of preparedness of individual countries for an oiled wildlife incident. Their assessment considers experience with past incidents, trained experts and active government and industry support for preparedness activities. Here, countries are rated comparatively to broadly indicate the current global picture regarding wildlife response preparedness.

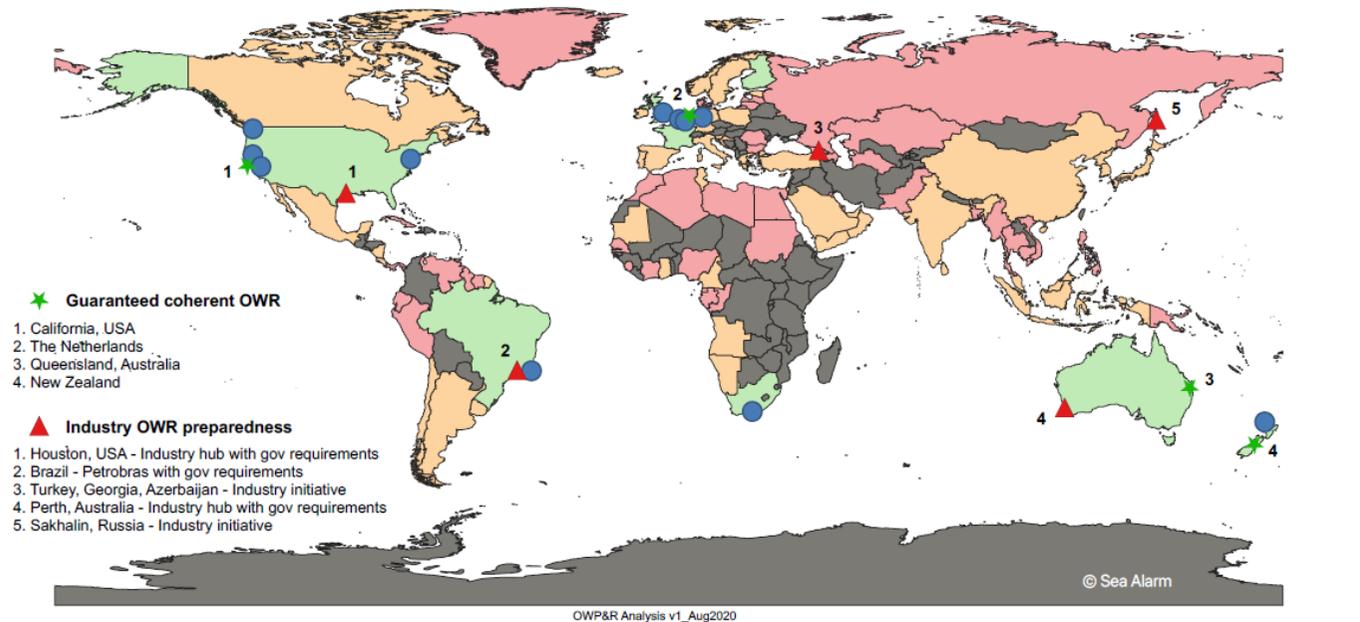
While this analysis indicates certain hubs of wildlife response preparedness in terms of experienced response organisations, active preparedness programmes and/or industry engagement, there are significant gaps and areas of exposure should a wildlife incident occur. Notable regions with limited preparedness and high oil spill risk include Mexico/Central America, Northern South America, West & Central Africa, the Middle East, the Caspian & Black Sea region and South-East Asia. Individual wildlife response organisations lack the size and infrastructure to cover these gaps, hence efforts to formalise collaboration on Tier 3 wildlife response preparedness and improve integration with the oil industry’s Tier 3 response mechanisms via the GOWRS initiative.

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Figure 2 attempts to broadly depict current levels of industry preparedness in relation to a desired future state as defined in industry Good Practice and the recommendations from the IPIECA Workshop on Wildlife Response Preparedness.

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Oiled Wildlife Preparedness and Response Analysis



Expectations that a coherent authority driven oiled wildlife response (OWR) will be mounted

- Potential Good Basis for a coherent OWR – Presence of authority interest, resources and/or expertise, but structural investments or national consistency in the investments not always reported.
- Limited Basis for a coherent OWR - Limited or some experience, some local expertise and/or resources, but no coordinated preparedness programme or leadership from authorities.
- Poor Basis for a coherent OWR – Limited or no experience; lacking resources and/or expertise, no coherence, no coordination, unclear authorities responsibilities.
- Countries not assessed as yet.
- ★ Guaranteed coherent OWR – Authorities have a long term financial engagement in OWRP, overseeing planning, contracted expertise and guaranteed resources.
- ▲ Industry OWR preparedness - Well organized and prepared systems seem to be in place.
- GOWRS Organization present

Note: This map shows SAF's interpretation of preparedness and response expectations based on factual information collected from CWRPs. The map may need updating as and when CWRPs are updated.

Figure 1: Oiled Wildlife Preparedness & Response Analysis by Sea Alarm

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Analysis of industry preparedness in relation to defined Good Practice							
Shared vision of TPR Good Practice (IPIECA GPGs, Cyprus workshop outputs)							
Tier	Resources	Non-industry expertise	Industry expertise (OSRL & GRN)	OSRL Member Companies	Wildlife response plans	Training	Exercises
Tier 3	Personnel		IMT support for wildlife response services coordinated by WEPR Manager	Wildlife SMEs integrated into RRTs (trained Wildlife Branch Directors)	Wildlife response plans	Training	Exercises
		Sea Alarm Technical Advisor (Planning Function)	OSRL Duty Manager Procedures and training				
		4 x pax GOWRS Assured Assessment Team* (Ops Function)	GOWRS Service integration and management	GOWRS Governance Committee - Company reps			
		6 x pax GOWRS Assured Response Team** (Ops Function)	As above	As above			
		15 x pax GOWRS Assured Response Team*** (Ops Function)	As above	As above			
	Equipment	Responder go-kits	First 48hr essential equipment				
			Seabird response essential equipment				
			Sea turtle response essential equipment				
			Marine Mammal response essential equipment				
			Hot and cold environments essential equipment				
Tier 2	Personnel	Integration with Govt. resources (if any)	Contracts with Tier 2 providers and/or in-house expertise on behalf of Members	SME Stakeholder engagement and IMT support for OWR (Wildlife Branch, Planning, Logistics, Finance)			
		Contracted Tier 2 providers (individual GOWRS affiliate orgs or other) Volunteers					
	Equipment	Contracted equipment provision	Contracts with Tier 2 equipment providers and/or own equipment				
Tier 1	Personnel			Trained IMT personnel to initiate plan (based on site-specific needs)			
	Equipment			Dedicated equipment stockpile (based on site-specific needs/variables)			



Legend	
	Complete
	Some progress
	Not initiated
*	Assured 4-person Assessment Team (for 4 days)
**	Assured 6 person Response Team (Supervisor Level positions)
***	Assured 15 person Response Team (Supervisor and Coordinator Level positions)

Figure 2: Analysis of industry wildlife response preparedness in relation to defined Good Practice

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6 Wildlife strategy 2021-25

6.1 OSRL Mission

The Mission of Oil Spill Response Limited (OSRL) is to provide Members with resources to prepare for and respond to oil spills efficiently and effectively on a global basis.

6.2 Starting point for wildlife strategy

6.2.1 Beyond the horizon

In 2019 the OSRL Board of Directors identified key strategic themes to guide OSRL's activities 'Beyond the Horizon' from 2021-25. This included:

Collaboration

- OSRL as an important facilitator for members and industry to promote better collaboration with all stakeholders.
- Joining the dots with other key stakeholders

Improving preparedness

- Improving overall capabilities to support a major incident via member understanding of OSRL capabilities
- Further expand capability to provide preparedness solutions that cover all sectors of the TPR wheel, including those currently not in our remit. This may be through partnerships or other suitable arrangements
- Continue to promote the SME program to develop recognised industry experts within the staff cadre

Adding value to response

- Broaden our global footprint by improving response capabilities to include additional areas of the TPR wheel not included in the current SLA
 - Working with global and regional partners

Industry Outreach

- Be the trusted source
 - Industry good practice
 - Response based on sound science
 - GRN / RITAG / OSG / ITAC

Enhance wildlife

- Support efforts to professionalise wildlife services.
 - Rebranding to Wildlife Emergency Preparedness and Response
 - Recruit a recognised expert to become the dedicated OSRL Wildlife Manager
 - Develop a dedicated TPR wheel for Wildlife
 - Develop a program for the future GOWRS/SAF relationship which clearly recognises OSRL's active participation in 'stepping up' the level of preparedness and response to wildlife incidents.

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The wildlife strategy 2020-25 attempts to translate the above themes into a set of four strategic aims with defined goals for the next 5 years and that builds on some of the groundwork being undertaken as part of 2020 WEPR objectives. It also incorporates the output of the 2019 IPIECA workshop on wildlife response preparedness, which involved SMEs from nine OSRL Member companies. Since this cohort represents many of the companies most engaged in improving wildlife response preparedness, this set of recommendations allows OSRL to build its strategic focus around best supporting what its Members aim to achieve in this area of response capability in the coming years and what they need from OSRL (see Tables 2 and 3).

6.2.2 Why statement

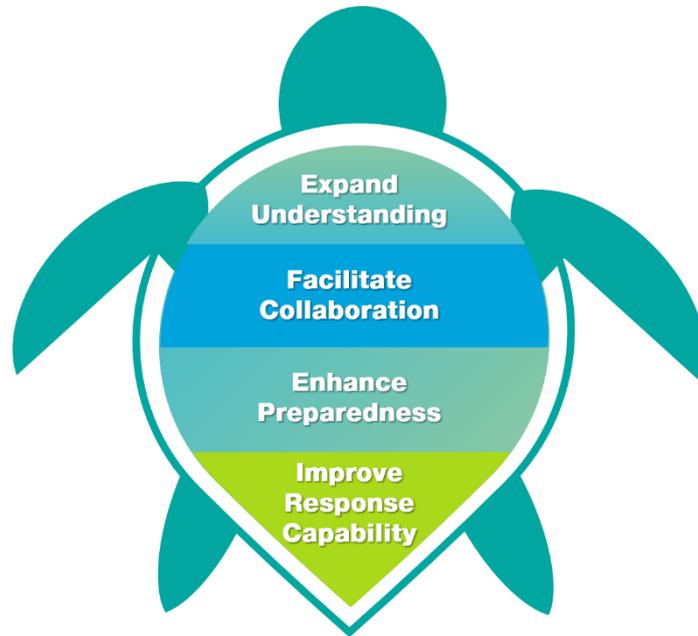
With an ever-growing social interest in and concern for environmental protection comes increasing expectations of strong corporate social responsibility by the oil industry. Protecting wildlife and the environment has always been at the heart of effective oil spill preparedness and response. Inclusion of Wildlife Response within the new Good Practice Model for Tiered Preparedness and Response reflects the industry’s aim to integrate and improve capability in this area.

As the original ‘joint industry project’ OSRL is uniquely positioned to serve as a force multiplier to aid Members in their efforts to enhance wildlife response preparedness and to facilitate a collaborative multi-stakeholder approach based on sound science and good practice.

6.3 Strategic aims

For 2021-25 Wildlife Emergency Preparedness & Response will be a priority for OSRL. Activities will be guided by the following **Four Strategic Aims**:

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These four aims will guide and inform OSRL’s goals for the next five years as described below.

Wildlife Emergency Preparedness & Response Strategic Aims 2021-25

Expand Understanding 	Facilitate Collaboration 	Enhance Preparedness 	Improve Response Capability 
<p>Expand understanding of wildlife response internally within OSRL and externally with our members and other stakeholders to build awareness of and support for an integrated, pro-active approach founded on good practice and sound science.</p>	<p>Facilitate collaboration between all key stakeholders to enable an effective multi-stakeholder partnership approach to Wildlife Emergency Preparedness & Response in line with good practice.</p>	<p>Enhance preparedness of our Members and other key stakeholders by harnessing OSRL’s unique position as a force multiplier and connector to advance a shared vision on tiered preparedness and response good practice for wildlife emergencies.</p>	<p>Improve response capability by further operationalising Tier 3 wildlife response services in partnership with leading wildlife response organisations as a force multiplier for preparedness and response efforts.</p>



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6.4 Goals

6.4.1 Expand understanding

Strategic aim
<p>Expand understanding of Wildlife Emergency Preparedness & Response (WEPR) both internally within OSRL and externally with OSRL Members and other stakeholders to build awareness of and thus support for an integrated, pro-active approach to WEPR founded on Good Practice and sound science.</p>
Goals
<p><u>Internal goals</u></p> <ol style="list-style-type: none"> 1. Establish a cross-functional WEPR team within the OSRL staff to encourage collaboration and integration with other teams and functions and to create confident ambassadors across the company. 2. Upskill OSRL personnel on key aspects of WEPR in relation to their roles and responsibilities, including; <ol style="list-style-type: none"> a. Develop a standard awareness training for new starters. b. Integrate WEPR training into responder training programme (ACMS) as appropriate. c. Organise internal wildlife exercises (table-top and field) and off-site visits/away days. d. Establish WEPR SME Programme e. Develop training and exercise programme to upskill OSRL responders to ensure effective delivery of Tier 3 wildlife services (SAF/GOWRS) f. Logistics planning to support establishment of rehab facilities etc. 3. Improve overall awareness of WEPR as a topic and of partner organisations (including Sea Alarm and the GOWRS Partners) through internal communication streams, including: <ol style="list-style-type: none"> a. Sharing news and information via dedicated WEPR intranet site b. Hosting internal webinars and in-person events i.e. Lunch and Learn sessions
<p><u>External goals</u></p> <ol style="list-style-type: none"> 1. Promote general awareness of WEPR with the oil industry and other stakeholders through <ol style="list-style-type: none"> a. OSRL's external communication channels (e.g. website, newsletters, webinars, social media updates etc.) b. Via key education and communications platforms such as Member Forums, workshops and international conferences. 2. In collaboration with wildlife partners, provide education and training on WEPR to OSRL Members: <ol style="list-style-type: none"> a. Ensure a clear understanding and expectations of OSRL wildlife services in relation to preparedness gaps/needs including: <ol style="list-style-type: none"> i. Member awareness that the Sea Alarm SLA service is advisory only (Planning Function) and does not provide assured Tier 3 response capability (Operations function) ii. Understanding that any Tier 3 response services are a complement to (not a substitute for) Tier 1 and 2 response capability. iii. Understanding regarding the purpose of the Tier 3 wildlife equipment in relation to Tier 1 and 2 equipment and to wildlife response personnel needs.

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- b. Enable Member access to training programmes that are in line with good practice and that support their preparedness and response priorities, for example;
 - i. Wildlife incident management
 - ii. Wildlife Branch Director
 - iii. Stakeholder engagement for wildlife planning
 3. Promote Tier 3 wildlife services to Members and demonstrate the added value of any additional or supplementary services (e.g. GOWRS) to existing Tier 3 SLA services (Sea Alarm and wildlife equipment), including emphasising the preparedness benefit to Members (see 6.4.3)

6.4.2 Facilitate collaboration

Strategic aim
Facilitate collaboration between all key stakeholders to enable an effective multi-stakeholder partnership approach to improve WEPR in line with Good Practice.
Goals
<ol style="list-style-type: none"> 1. In collaboration with IPIECA, OSRL Members, the GRN and other stakeholders establish and facilitate a formal industry working group as a consolidation of existing ad-hoc groups (GOWRS Industry Advisory Group, Cyprus Workshop Cohort etc.) to guide the development and implementation of an industry work programme for WEPR that; <ol style="list-style-type: none"> a. Builds on the engagement from the GOWRS Industry Advisory Group and the 2019 IPIECA Workshop on Wildlife Response Preparedness. b. Provides a forum for knowledge sharing and collaborative industry projects such as further technical guidance (i.e. wildlife response exercises), planning tools (i.e. TPR Wheel for WEPR) and preparedness case studies (i.e. stakeholder engagement processes). c. Supports the development of a cohort of Subject Matter Experts (SMEs) within the industry who can serve as confident ambassadors and facilitators in their own companies and as trained Wildlife Branch Directors in the event of a wildlife incident. d. Encourages greater collaboration between Members on planning, training and exercises activities to ensure cost-effectiveness of efforts. e. Supports greater collaboration on tiered preparedness for wildlife response within the Global Response Network to further operational readiness and good synergy between national, regional and international efforts. f. Improves the outreach and engagement with government and other stakeholders via the IPIECA/IMO Global Initiative, including: <ol style="list-style-type: none"> i. A WEPR work stream in the Regional GI programmes (starting with a pilot in one region). 2. Optimise the strategic partnership with the Sea Alarm Foundation (SAF) through a new multi-year contract and collaborative work programme that; <ol style="list-style-type: none"> a. Provides 24/7 technical advice and in-field support on WEPR to Members via the SLA. b. Promotes awareness and adoption of oil industry good practice regarding wildlife response preparedness (see 6.3.4).

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- c. Promotes awareness and adoption of internationally agreed Good Practice by government and non-governmental stakeholders through education and outreach activities.
- d. Identifies needs and methods to further improve, formalise and standardise multi-stakeholder preparedness and response activities at all levels.
- 3. Establish excellent collaborative relationships with world-leading wildlife response organisations as a network and at an individual level, including:
 - a. Support the transition of GOWRS to a Tier 3 service for OSRL Members either as an additional part of the SLA or as a supplementary service once threshold number of subscribing Members has been met and continue to liaise with GOWRS organisations and Members regarding non-assured services in the interim (see 6.4.3)
 - b. Identify opportunities to involve GOWRS partners in the joint industry work programme described above and in individual preparedness projects (i.e. development of new technical guidance etc.) as consultancy services.
 - c. Identify opportunities to collaborate with and support individual wildlife response organisations at a regional or in-country level and identify opportunities for CSR activities by individual OSRL offices and bases where organisations have a non-profit and/or charitable status, including:
 - i. Identify mutually beneficial cross-training opportunities (i.e. OSRL staff receiving basic OWR training and offering seats to wildlife responders on OSRL courses)
 - ii. Offer ‘pro bono’ expertise and staff time either via in-person away days (e.g. improvement projects at a wildlife rehabilitation facility) or other discrete projects or shared agreements such as local wildlife equipment storage.
 - iii. Involve individual wildlife response organisations in Tier 1 or 2 exercises on a consultancy basis.
 - d. Identify other third-party experts/entities including research institutions, specialist organisations etc. to expand breadth and depth of collaborative pool over time via SAF/GOWRS or directly as appropriate.

6.4.3 Enhance preparedness

Strategic aim
<p>Enhance preparedness of OSRL Members and other key stakeholders by harnessing OSRL’s unique position as a force multiplier and connector to advance a shared vision on tiered preparedness and response good practice.</p>
Goals
<ol style="list-style-type: none"> 1. Enable the maintenance and further development of the Sea Alarm Country Wildlife Response Profiles and Regional profiles (in the number set out in the annual work plan) through the Sea Alarm contract. 2. In collaboration with other subject matter experts, develop tools, templates and processes to aid Members in implementing a good practice approach to tiered preparedness for wildlife response, e.g. common format/content for Wildlife section of OSCP, dedicated Wildlife plans incl. logistics, gap analysis, capability reviews etc.

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3. Working with IPIECA and other stakeholders, enhance industry collaboration on preparedness efforts such as planning projects, trainings and exercises, and multi-year preparedness programmes.
4. In collaboration with wildlife response organisations, provide Member access to online and/or in-person trainings on topics such as wildlife response incident management.
5. Improve the linkage and active collaboration between the oil industry and non-governmental stakeholders/wildlife response organisations to further integrate, enhance and broaden wildlife response expertise and capability.
6. Identify needs, methods and funding to further improve, formalise and standardise multi-stakeholder preparedness and response activities at all levels.
7. Work collaboratively with OSRL teams and departments in the AMER, EMEA & APAC regions to identify and deliver WEPR projects and engagement initiatives that support the above activities and that address specific regional needs and priorities.
 - a. Based on progress of above efforts, explore the value of and need for additional dedicated OSRL staff time on WEPR at a regional level and feed into future budgeting cycles as needed and when funding permits.

6.4.4 Improve response capability

Strategic aim
<p>Improve response capability by further operationalising Tier 3 wildlife response services in partnership with leading wildlife response organisations as a force multiplier for improving Member tiered preparedness for wildlife response.</p>
Goals
<ol style="list-style-type: none"> 1. Operationalise the Global Oiled Wildlife Response Service as an integrated Tier 3 Assessment Team (4 people for 4 days) once threshold number of subscribing Members has been met to provide guaranteed access to qualified, experienced Wildlife Branch personnel (Operations function) for the first time and as an addition to the Sea Alarm Technical Advisory Service (Planning function): <ol style="list-style-type: none"> a. Confirm the preferred service model for GOWRS (SLA or Supplementary Service), based on the GOWRS service proposal. Initiate service once threshold number of subscribing companies is reached. b. In the interim, liaise with GOWRS organisations and develop agreed contracting framework to support any mobilisation requests while response services are not guaranteed. Manage Member expectations during this phase through clear messaging and communication efforts. c. Ensure operational readiness via updated EOC procedures (defining clear call-out procedures for Sea Alarm and GOWRS, including relationship between the two) and regular drills and exercises between OSRL Operations Teams and SAF/GOWRS to refine and test. d. Involve both subscribers and providers in the Service Governance to improve collaboration between key stakeholders and to encourage active participation by subscribing companies (a key aspect given that the service will be of most benefit to

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- companies who are committed to improving their own tiered preparedness for wildlife response).
- e. Build awareness of and interest in the GOWRS Assessment Team Service over time in order to expand subscriber pool.
 - f. Consider options to transition GOWRS to an SLA service as and when industry appetite and economic circumstances allow.
 - g. Continue to refine GOWRS model as an active learning process for subscribers and providers and create a formal feedback loop to identify needs and methods to improve/expand service over time (e.g. to cover Response phase as well as initial Assessment Phase).
 - h. Standardise the contracting and fees frameworks for the above services.
2. Identify and implement upgrades and improvements to the OSRL wildlife equipment caches over time based on input from GOWRS partners in order to optimise the value and purpose of the Tier 3 equipment in relation to tiered preparedness and response.
 - a. Based on drills and exercises with Tier 3 responders, ensure all equipment items are 'fit for purpose' in terms of responder needs and identify future upgrade needs, including:
 - i. Personal Go Kits for Tier 3 responders
 - ii. Climate-specific equipment items for hot and cold environments
 - iii. Species-specific equipment items for sea turtles and marine mammals
 - iv. Other field or facility equipment needs that would further improve response.

6.5 Timeline

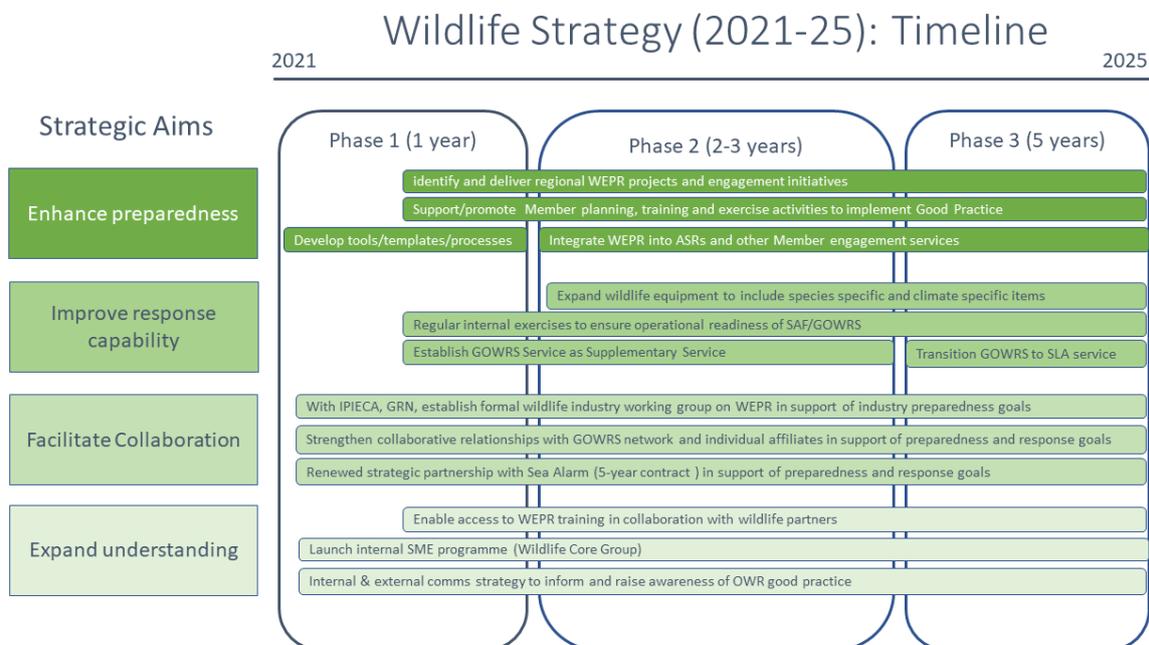


Figure 3: The above depicts a general timeline of activities. The timeline will remain flexible to accommodate funding availability and changes in the operating environment as well as the development of SMART annual objectives

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6.6 Critical Success Factors

More data is required to determine measurable critical success factors and performance indicators. These will be further explored in relation to other business KPIs to determine what activities most effectively contribute to moving the dial on wildlife response preparedness. These activities include the following:

- ✓ Number of external communications on Wildlife Emergency Preparedness and Response.
- ✓ Open, click-through and conversion rates on above.
- ✓ Number of OSRL personnel participating in WEPR training/awareness activities.
- ✓ Wildlife preparedness activities by Member Companies including;
 - Number of wildlife response plans in place
 - Number of wildlife-related trainings and exercises annually
- ✓ Number of trained Wildlife Branch Directors within OSRL Member Companies.
- ✓ Number of paying subscribers for GOWRS service.
- ✓ Requests for GOWRS participation in Member exercises by subscribers to above service.