

1.2.1 Duty of Care

Siren has demonstrated capability to manage its Duty of Care responsibilities effectively. **We have operated in Lebanon since 2008 without major incident, evidence of our ability to manage risk on a day-to-day basis in challenging political and security environments.** Our work has involved travel across the country, including in Nahr al Bared and Mia Mia Palestinian refugee camps, Tripoli, Arsal and the Bekaa Valley. Siren has also operated effectively in Jordan since 2013 in a volatile security environment. **Siren accepts full responsibility for Security and Duty of Care.**

Siren’s security arrangements are underpinned by robust risk assessment, extensive local knowledge and daily monitoring of the security situation. All staff subscribe and adhere to the gov.uk Lebanon travel advice. Regular security briefings are given by the Operations Manager and Siren operates a WhatsApp security group to ensure that all staff and subcontractors are informed of routine safety and security advice and events, as well as providing a means to inform and locate staff in emergencies. The majority of Siren staff are, and will continue to be, locally hired and consequently have an intuitive understanding of local risks and dangers. A large proportion of international staff are former Northern Ireland police officers who are experienced working in hostile environments, including Lebanon. Siren considers safeguarding a core element of Duty of Care responsibilities and lays out key safeguarding principles and practices in our Code of Conduct. **These arrangements will continue for all staff and subcontractors.**

Initial Assessment of Potential Risks

Siren conducts on-going security risk assessments as part of its programme security arrangements. Based on our deep contextual understanding, regular risk assessments from current and previous programmes and on-the-ground research, we have identified the following risks to personnel, in order of likelihood.

- Road Traffic Collisions resulting in serious injury or death
- Inadvertently being caught up in a violent protest or incident leading to injury
- Straying into an unsafe area resulting in assault/loss of, or damage to equipment/kidnap
- Targeted kidnap

Risk Management Plan

Siren has developed an outline risk management plan, to be overseen by a locally recruited Programme Security Manager (PSM), responsible for the safety and security of all staff and sub-contractors. Siren’s experience appointing a PSM in Jordan demonstrated the importance of this position. At the outset of the programme, Siren’s Operations Manager will use existing ISF relationships to identify security focal points within the ISF to provide incident updates to the PSM.

The PSM will oversee specific risk management strategies for the identified Duty of Care risks:

Duty of Care Risk	Mitigation Strategies
Road traffic collisions resulting in serious injury or death	The PSM will be responsible for all vehicle movement. Vehicles will be driven by locally hired and security trained drivers. Vehicles will be equipped with safety equipment, “trauma kits”, back-to-back radio’s (for double vehicle movement) and “trackers”.
Inadvertently being caught up in a violent protest or incident leading to injury	Regular security briefings and compliance checks for all staff and sub-contractors will be held by the PSM. Maintaining a WhatsApp security group with real time security information.
Straying into an unsafe area resulting in assault/loss or damage to equipment/kidnap	Ensuring staff and sub-contractors are aware of and acting in accordance with FCO travel advice. Effective route planning. Maintenance of a vehicle (and where necessary personnel) centralised tracking system using “Trackimo” trackers, which Siren currently uses in Lebanon.
Targeted kidnap	The above security arrangements are designed to mitigate the potential for kidnap. However, in the event of kidnap or suspected abduction the facts will be reported to the PSM/Duty Officer/Programme Manager (PM) who will inform the relevant authorities, including the British Embassy Beirut. Siren’s Crisis Management Team will be established immediately as per SOP’s. Siren’s insurance specifically covers kidnap.

Additional specific responsibilities of the PSM will include:

- Development and maintenance of country/project specific SOPs in line with Siren's Security Policy and Standards
- Liaison with the Post Security Manager at the British Embassy
- Regular and robust risk assessment based on the above-mentioned sources
- Maintenance of a security risk register
- Maintenance of a Duty Officer (DO) system
- Ensuring office security and health and safety, as per Siren's Security Policy and Standards and approving suitability of and security at hotels and privately rented accommodation
- Maintenance of a locstat for all staff and sub-contractors with effective booking in and out procedures
- Maintenance of Personnel Next of Kin (NoK) and proof of life details, accessible by the DO and PM 24/7

Ensuring Appropriate Training for Staff

Siren's unique Hostile Environment Awareness Training (HEAT) ensures staff are well equipped for the security environment. Ongoing training also ensures continued responsiveness to the operating environment.

- Siren provides HEAT as part of its comprehensive pre-deployment training for all its advisors and operational staff, which also includes consultancy, project management, safeguarding and country orientation training
- The course curriculum has been informed by Siren's operational experience across the Middle East, internal staff surveys and evaluation and feedback from courses run
- The course, held in Northern Ireland and funded entirely by Siren, is accredited by City and Guilds
- Additional courses will be run in country for all other non-operational staff and for refresher training as required. All new operational staff who have not received training will do so prior to deployment. Indicative content for the HEAT element includes: Threat awareness; Personal and team Safety; Counter surveillance; Incident response; Trauma training; Vehicle movement including off-road, defensive driving, convoy drills and vehicle maintenance; Route planning and use of vehicle trackers; Effective communications; Hostage awareness; Weapons awareness; Cyber security

Security Monitoring Mechanisms

The PSM will conduct ongoing risk monitoring, drawing on existing contacts established at high levels within the ISF, the broader security sector and government, media monitoring and regular communication with the British Embassy Beirut (BEB) Post Security Manager. Siren's current projects in Tripoli mean that we are uniquely positioned to manage security threats in programme geographies, with established communications with LAF North Command, ISF North Command, and LAF Intelligence (North), as well as a wide network of government officials and community leaders. Siren will leverage these networks within our risk monitoring mechanism to gain up-to-date analysis of threat levels; Siren can also utilize these networks in case of incident. All relevant information will be shared with BEB.

Access to Suitable Equipment

The PSM will ensure that all personnel are equipped with mobile phones with the PSM's number pre-programmed, and will be responsible for the regular maintenance of all vehicles and equipment. The PSM will conduct regular checks on all equipment, including mobile phones, laptops and vehicles. The PSM will also ensure the appropriate digital security training has been provided to staff and that relevant measures (password safety etc) are being followed.

Managing an Emergency

In the event of an incident requiring medical evacuation, the casualty will be moved to the nearest appropriate medical facility by the quickest means possible and the DO/PSM/PM informed. At least one project team member will accompany the casualty. All operational staff are covered by Siren's Emergency Medical Insurance provided by "CEGA" and carry a medical emergencies card with contact details. All other staff will be covered by local medical insurance. Siren has a written agreement with Mount Lebanon Hospital – Gharios Medical Center SAL (MLH), to receive project personnel in all circumstances for immediate treatment. Full details are contained in project specific SoP's. Once the casualty has been assessed, the PM will ensure that NoK are informed (depending on the severity of injury and the wishes of the injured person), as well as consortium partners, as applicable. The PM, in consultation with medical experts and NoK, will assess whether there is a requirement for repatriation and, if so, when. Repatriation is covered by Siren Insurance. Full medivac procedures are contained in the programme-specific SOPs. Siren has experience of managing the hospitalisation of three staff in Jordan due to illness, and was able to ensure their effective treatment and care according to the above standards, demonstrable evidence of our capacity to manage our Duty of Care responsibilities.