Emergency and Crisis Management Plan (ECMP)

Parts 5 & 6
Response Protocols / Event Recovery

Rev 0 – April 2016

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
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5   MAJOR EMERGENCY / CRISIS EVENT RESPONSE PROTOCOLS

5.1 General Overview

The success of a strategic response throughout a major emergency or crisis event will be determined by the manner the Darwin Port (**DP**) EMT/CMT manages incident information, plans, coordinates and responds under the direction of the EMT/CMT Leader, and continually assesses all available factual (validated) information.

With current (validated) information, the EMT or CMT Leader will ensure the event is stabilised as quickly as possible and that 'decision makers' will be able to account for their decisions during the subsequent investigation process or during any internal or external review process.

With an understanding of the issues, the EMT/CMT can begin planning the immediate response and (longer term) recovery; it is essential that the EMT/CMT utilise a single planning process that allows a set of circumstances to be examined, assessed, and a logical decision made.

Planning and strategy development is a continuous development cycle that involves managing the current situation and concurrent pre-emptive planning for recovery. It can be described as a continuous **six-phased process**, best summarised in **Diagram 10** (*EMT/CMT Strategy Development Process*)*.*

5.2 Purpose

This Part of the **DP** ECMP provides protocols for effective management of emergency events occurring within **DP's** area of regulatory authority. In comparison, site ERP's provide "all Hazards/all Agencies" emergency response procedures.

These protocols are not prescribed directions, merely suggested prompts to deal with all manner of likely emergency scenarios events and hazards at **DP** sites/facilities.

5.3 Scope

These protocols are generic in as much as they may be common to any, or all, **DP** Port areas of statutory responsibility.

The method of response to (and ongoing management of) an emergency or crisis event occurring at a **DP** site or facility must be determined by the personnel directly involved – i.e. whether to report the incident or threat immediately as an emergency, or to control the situation to prevent it from becoming a greater threat.

As a general overriding principle, respondents are not expected to place themselves at risk by trying to control a potential major emergency:

- If the respondent(s) believe they can control a potential emergency and they are trained to do so, then it is recommended they proceed; if not

- Immediately activate established **DP** emergency protocols to initiate the correct level of emergency response, which will ultimately include notification to the **DP** EMT.

Subsequent emergency management support functions will be provided to responding personnel by **DP's** EMT and ultimately strategic leadership and management by the **DP** CMT.

5.4 General Guidelines

A key **DP** principle is that **the safety of life is paramount in any emergency response at a DP site or facility**.

The following broad guidelines apply (equally) to all persons, at all levels, when responding to an emergency or crisis event at a **DP** facility:

- Site response is incumbent on site / facility response teams (e.g. ERT) – whereas emergency support and strategic management is incumbent on the **DP** EMT and/or CMT;

- The first to arrive at the incident site shall **immediately raise the alarm** and try to minimise the impact to the surrounding area;
- **Decide EARLY if the plan is to evacuate** or to stay and defend the facility;
- Wherever possible **isolate all persons** at (or near) the incident site from further danger / hazards and/or continued exposure to potential threats;

If safe to do so, **rescue and/or evacuate trapped or injured persons** to a place of safety;

- If qualified, **provide immediate medical aid / assistance** to any person suffering an obvious injury / ailment and request additional medical support;
- **Assist any person who is intent on evacuating** the incident site to a place of safety;
- Assist persons to **evacuate to a Muster Area**;
- As a matter of urgency, **report and request the attendance of Emergency Services** and provide a detailed initial briefing and subsequent updates to responding personnel;
- If safe to do so, **assist Emergency Services** as directed and wherever possible; and
- Site teams to provide **regular Situation Reports** (SITREPS) to the **DP** EMT;

5.5 Potential Major Emergency / Crisis Events

This ECMP has been developed to provide support protocols and guidance in the event of the following broad categories of potential emergencies/crisis events threatening the personnel, assets or associated operations of **DP**:

- **Safety and Health aspects** including (but not limited to):
  − general site incidents – i.e. accidents/medical emergencies/injuries
  − other Port related hazards
  − maritime and shipping emergencies
  − fire/explosion incidents
  − transport related accidents – including vehicle and aviation incidents
  − personal injury/serious threats to health of local teams
- **Security threats** including (but not limited to):
  − terrorism and other criminal acts
  − breaches of Port (Maritime) security
  − acts of violence/threats against personnel and/or assets
  − civil disturbance/political unrest/protest action
- **Environmental** including (but not limited to):
  − spills / uncontrolled releases
  − chemical releases
  − contamination of local waterways
  − threat to any local species
- **Operational** related:
  − employee dispute
  − extended facility shutdown
- **Community and Government**, including:
  − high level of interest/concern from local communities and Government/Authorities
  − local indigenous issues
  − international/national media interest
- **Reputation** related aspects, including:
  − international publicity of significant adverse event
  − cultural heritage or local indigenous issues

− compliance breaches – e.g. safety/environmental/regulatory

- **Natural disasters** including (but not limited to):
    − cyclones/severe storm
    − tidal surge/tsunami
    − earthquake

It is not the intent of this DP ECMP to address contingencies for each of these potential scenarios – which is the intent and responsibility of respective site ER Plans and Teams – but to provide support/resource options during these events via effective interface with the DP EMT and CMT.

5.6 DP EMT / CMT Strategy Development Process

The **DP** EMT/CMT Strategy Development Process includes the **establishment of a 'situational awareness'** or detailed understanding of the current or potential event context and ensuring it reflects factual reality. **Information obtained by the EMT/CMT (from site teams) must be validated** as soon as possible in order to confirm facts, understand the intent and to effectively establish the foundation for strategic planning to commence.

The first phase in responding to a major emergency or crisis event is an assessment of the situation; an initial assessment can be made based on accurate first-hand information from internal sources, or by reviewing the available information in the public domain such as early reports from media.

As well as capturing and communicating validated information, it is equally important to commence compiling a list of priority information requirements to aid the EMT/CMT's development of strategy and response. The initial situation assessment must answer the following basic questions of:

- ➢ **Who**
- ➢ **What**
- ➢ **Where**
- ➢ **When**
- ➢ **Why**

Once this has been achieved, the EMT/CMT needs to maintain an understanding of the situation as it changes; this is managed in accordance with **Diagram 10** (*EMT/CMT Strategy Development Process* – see next page), which also includes ongoing monitoring of performance against key aims and objectives.

5.7 DP EMT / CMT Communication Strategy

Throughout any response to a major emergency or crisis event, there will undoubtedly be multiple layers of initiated interfaces and ongoing communication with a diverse number of organisations.

Effective communications are central to avoiding or escalating an emergency or crisis event and are critical to successfully managing every event.

Diagram 11 (*Telephone Support Team* (TST) *Communication Management Process*) addresses the aspects to be considered when communicating throughout an emergency event, including (but not limited to) interface with the following key groups:

1. Next of Kin (NOK), family, friends and co-workers.
2. Port Users, internal/external stakeholders and/or interest groups.
3. Media (radio, television, print, social media etc.).
4. Government and/or regulatory authority stakeholders.
5. Customers.

DARWIN PORT
PART OF THE LANDBRIDGE GROUP

Diagram 10:   Darwin Port EMT / CMT Strategy Development Process

1. GATHER INFORMATION

- Obtain brief from affected site IC or ERT
- Check Media reports
- Collate, confirm and display facts
- Establish who 'owns' the problem
- Do our own people know?
- What other information do we need?

6. MONITOR AND ADJUST APPROACH

- Monitor communications and strategic actions
- Update strategy as required and communicate
- Identify emergent changes - facts / issues / risks
- Review effectiveness of actions / communications
- What are media/focal groups saying about **DP**?
- Who else needs to know (NT Govt., Community)?
- Ensure angst of media / families is not underestimated

2. ASSESS INFORMATION

- Does site ERT require support?
- Decide on resources **DP** has / or needs
- What is worst case vs. best case?
- Assess EMT/CMT composition - are support groups required?
- Regularly monitor and review SITREPS
- Continually challenge assumptions – establish facts

5. COMMUNICATE INFORMATION

- Identify information authorised for distribution
- Match level of information to audience
- How will DP Communicate (formal, informal)?
- Who is to be contacted, by who and when?
- Updates to **DP** Managing Director (MD)
- Provide regular Media updates
- Regularly brief TST personnel
- Update Website

3. IDENTIFY KEY ISSUES/TASKS

- Health and safety of personnel / public
- Identify, analyse and prioritise key stakeholders
- Commercial reputation / potential liability
- Operational / viability / environmental impacts
- Business Continuity impact – potential outages?
- Social / Cultural / Heritage / Cost $$$
- What other information/details does **DP** need to know/establish?
- Identify known/potential risks and threats
- Apply Risk Management principles to information

4. DEVELOP STRATEGY

- Analyse and prioritise key issues and tasks
- Develop strategy to regain control / recover
- Define response and prevention strategies
- Allocate tasks - who does what - resources needed, logistics, timing, funding, approvals
- Implement strategies to regain commercial position

Diagram 11:   Darwin Port Telephone Support Team (TST) Communication Management Process

CALLS
RECEIVED BY DP
SWITCHBOARD DURING
INCIDENT

TST personnel are advised not to discuss any Incident details with any caller, especially media or relatives, other than details authorised by the CMT Leader

Notify
CMT External Affairs of
incident calls coming in
(Ext) _____
(Mob)____ ___ ___

Incoming Caller
Requests
Incident
Information?

NO ➔ Request standard details of who caller wishes to speak to

If available
brief CLIENT call taker
to make no comment
regarding the Incident

Transfer normal
business call to relevant
DP person

YES

Request standard caller details and who caller wishes to speak to – transfer to Telephone Support Team (TST)

INTERNAL STAKEHOLDERS

Establish bone fide of
caller; identify what
'Internal Stakeholder'
group caller
emanates from

Refer to incident details
authorised for release by
CMT Leader

Reassure caller that
appropriate actions are
being undertaken by **DP** to
manage the incident

Advise of available
support services – obtain
call back details and
record time of call

Inform and provide
relevant CMT response
person with details to
return call

EXTERNAL STAKEHOLDERS

Identify if caller is local
community, protestor,
environmentalist etc.

Do not discuss incident
details other than the
details authorised by the
CMT Leader script

Obtain call back details
and record time of call

Inform and provide
relevant CMT response
person with details to
return call

MEDIA

Identify details of which
media outlet is calling

Transfer call to CMT
Media/External Affairs if
able to accept call

If call cannot be taken
obtain 'call back' details
from Media and/or
provide them with direct
number to CMT Media/
External Affairs

REGULATORS

Identify which regulatory
authority is calling

Brief CMT HSSE
on which regulatory
authority is on line

Transfer call to CMT
HSSE if possible to
accept call

If call cannot be taken
obtain 'call back' details
from relative and/or
provide them with direct
number to CMT HSSE

RELATIVES

Identify if caller is **DP**
employee or a
Contractor employee

DP EMPLOYEE

Request details on
relative, provide details
to CMT HR/A

Transfer call to HR/A
(Relatives Response) if
they are able to accept
call

If call cannot be taken
obtain 'call back' details
from relative and/or
provide them with direct
number to CMT HR/A if
approved

Port User EMPLOYEE

Request standard
relative details and
provide details to Port
User EMT

Transfer call to Port
User Relatives Response
if able to accept call

If call cannot be taken
obtain 'call back' details
from relative and/or
provide them with direct
number to Port User
Relatives Response

5.8 Corporate Communication Policy

A systematic approach is required to effectively manage communication activities throughout a major emergency or crisis event.

The following best summarises a basic communication framework during such an event:

- The processes outlined in this ECMP require that all operational issues and potential emergency events are reported to **DP** Managers and eventually to the EMT or CMT Leader.
- **DP** site staff (including office staff) will play important roles in any emergency event – each must have a clear understanding of their role in any communication strategy.
- All media materials, including Holding Statements and Media Releases must be approved by the CMT Leader or his/her delegate before internal dissemination or external release.
- Any issue that emerges at a corporate level, such as a major threat to the reputation of **DP**, should be immediately reported to the EMT (and eventually CMT) Leader, who may elect to liaise with the **DP** Managing Director (MD).

5.9 Communications with Stakeholders / External Interest Groups

The following guidelines apply to **DP** personnel when they are in contact (in whatever form) with a range of persons and/or groups during any emergency or crisis event.

5.9.1 Stakeholders

A stakeholder may defined as any party who has a current commercial or professional relationship with **DP** and considers themselves to be affected by **DP**'s operations or activities (even if **DP** does not consider this to be the case) – stakeholders may include (but not be limited to):

- Port User;
- Commercial organisation conducting business or otherwise using the statutory boundaries of Darwin Harbour;
- Trade unions;
- Local Councils / Municipality or community bodies;
- Local indigenous groups;
- Activist and/or protest group/s;
- Environmental and other special interest groups; and/or
- Internal stakeholders.

These groups may have (or take) an active interest in any major emergency or crisis event, including **DP**'s response and recovery activities.

Furthermore, these groups may not have a direct commercial or operational interest affected by the emergency or crisis event, nor any statutory authority to intervene. However, they may have the ability to affect the response and recovery effort, including **DP**'s commercial reputation (in response to the emergency or crisis event). Overall, any such (adverse) actions could have lasting and serious consequences on **DP**'s ability to effectively operate.

Diagram 12 (*Stakeholder Analysis Guideline*) provides a guide to the various stakeholders that may be impacted or engaged during an emergency or crisis event.

5.9.2 External Interest Groups

Engagement with external interest groups, likely to become involved during any major emergency or crisis event, should (wherever possible) be delegated to either EMT or CMT personnel.

Early and positive engagement may prevent negative or incorrectly interpreted messages being conveyed to the public, media or government at a later date – the following **guidelines** apply:

- **Communicate with the full range of internal/potential external stakeholders** – media are important but **DP** should not solely focus on them to the detriment of other key stakeholders;

- **Not all stakeholders are of equal importance** – during the early stages of a major emergency or crisis event, determine and prioritise primary and secondary audiences and the best methods for proactively communicating with each;

- **Time is critical** – typically, during the first few hours media pressure can be intense, validated information is scarce and public perception is being actively formed. It is important not to allow a vacuum to be created and filled by critics:

  − capture the 'perception agenda' and the potential audience by moving/communicating quickly, even if there is not a lot that can be said,

  − be seen to be proactive, taking control and managing the information flow, rather than being reactive.

- **Ensure early contact** with local community groups – keep them informed and updated;

- **Are you the most appropriate DP EMT/CMT point of contact** – if not, acknowledge this immediately and arrange for the relevant EMT/CMT member to attend or provide the information;

- **Actively use 'scripts'** – ensure all **DP** personnel who have formal contact with the public (i.e. TST, Relative Response Team, other **DP** office personnel, Corporate and/or Site Spokespersons etc.) are fully briefed, provided with a 'script', are regularly updated and have a clear understanding of what is authorised to be released by the **DP** EMT or CMT Leader;

- Wherever appropriate, **consider utilising the DP internet site** to assist in disseminating **DP**'s message to the broad range of stakeholders (and in a timely manner);

- **Ensure all communication sources are fully aligned / maintain a consistent message** – remember that during an emergency/crisis event, **DP's** actions will be under intense scrutiny and will be judged by what is communicated, what is not communicated, and how **DP** conduct themselves;

- **Maintain focus on corporate priorities** – in an emergency/crisis event arising from a **DP** site incident, respond to the **hazard to life aspects first**, before moving quickly to address **reputation**, **business continuity**, **outrage**. However, in non-emergency crises, reputation and/or outrage mitigation may be the primary focus.

5.9.3 Lobby Groups

The following broad guidelines apply:

- Some groups have genuine concerns and constructive aims;

- They can be relied on to be constructive if encouraged, while others may have lost their objectiveness and find reason/consensus contrary to their organisational aims and objectives;

- Do not provide 'ammunition' to the negative activists by being hostile or rude towards them;

- Endeavour to give them the option to be reasonable but do not assume anything but potentially the most negative use of information provided.

5.9.4 Internal Stakeholders

It is important to communicate positive and consistent messages internally within **DP** – i.e. *"…that appropriate actions are being undertaken to manage the emergency/crisis event and to…"* – with a view of

maintaining an atmosphere of trust between **DP** management and all employees. To achieve this outcome, ensure the EMT / CMT:

- Maintains a proactive, consistent and open communication policy;
- Highlights that counselling and/or other assistance is available (when appropriate) – listen closely to any concerns and thank staff for their ongoing support and co-operation;
- Communicates all relevant facts of the incident (whenever possible) in a timely and proactive manner – i.e. promoting transparency, trust and loyalty to DP staff;
- Ensures employees always receive information before, or at the same time, as media.

In addition, the following should also be considered:

- Ensure open communication with union representatives;
- Be attuned to miscommunication and rumours circulating among employees so they can be immediately addressed and corrected;
- Re-assure employees (using key messages) in response to any negative stories appearing in the media – encourage their input, they can be a valuable source of information.

To ensure ongoing, positive communication between management and employees (and their families), the following communication tools or activities should be considered:

- Staff briefing(s);
- Electronic site notices and ongoing updates via noticeboards, email and intranet;
- Regular face-to-face meetings.

Diagram 12: Darwin Port Stakeholder Analysis Guideline

Commercial
Port Users
Customers
Suppliers
Contractors
Consultants
Lawyers
Advertising Agencies

**Government
(State and National)**
Dept. of Transport
Regulators
Health Agencies
Safety Agencies
Environmental Agencies

Financial
Shareholders
Insurers
Assessors
Analysts
Fund Managers
Institutions
Bankers
Regulators

Media
Television
Radio/talkback
Newspapers
Internet
Financial Press
Agencies
General

Local Community
Neighbours
Impacted third parties
General Public
Community Groups
Community Leaders
Opinion Formers
Local Government
Local Politicians
Schools
Religious Groups
Neighbours at other sites

Special Interest Groups
NGOs
Inter-government Agencies
Environment Groups
Advocacy Groups
Individual Activists
Universities
Leading Specialists
Research Institutions

Industry
Supply Chain
Competitors
Industry Associations

Operational
Site/Facility Operators
Facility Owner
Other Companies/Operations
Vessel Charterers

Emergency Services
NT Police
NT Fire & Rescue
St John Ambulance
Hospitals
Search & Rescue
Maritime Safety
Oil Spill Agencies
Counsellors
Victim Support
Forensic
Aid Agencies
Volunteers

Internal
Employees involved
Employees not involved
Relatives
Response Teams
Front-line Staff
Security
Phone Operators
Unions
Employee Assistance

- **List and categorise all Stakeholders**
- **Assess their stance (for/against/neutral proactive/reactive**
- **Prioritise them (interest/influence matrix)**
- **Prepare key messages**
- **Decide how to communicate (verbal, written, media etc)**
- **Allocate responsibility for interface**
- **Identify critical timing issues**
- **Schedule follow-up contact with each**

2	1
3	2

Level of interest

Level of influence

5.10 Communications with Next of Kin (NOK), Family and/or Co-Workers

5.10.1 Managing NOK, Family and/or Co-Worker Enquiries

<p align="center">**ONLY POLICE CAN ADVISE OF A FATALITY**</p>

Enquiries from family, friends and/or co-workers regarding the status of a **DP** employee must be directed to the EMT HR. During an emergency or crisis event, NOK, family and/or co-workers of **DP** employees or contractors may become extremely emotional, showing fear, shock, worry, anger, frustration etc. **DP** EMT/CMT Telephone Support Team (TST) members can help relatives to cope with these emotions by:

- Demonstrating genuine care and concern;

- Staying calm, listen carefully and talk through their concerns;

- Relaying authorised information and reassuring that all necessary actions are being undertaken to manage and control the situation (e.g. *"…the health and safety of our people is our first priority…"* or *"…we are taking all necessary actions to ensure the safety of our employees and the community…"*);

- If a family member wants to know the status of their relative (**DP** employee), ensure that the content of any information (intended for release) has been validated and approved/authorised for release by EMT/CMT;

- If an **DP** employee or contractor is confirmed as being deceased, take the enquirer's name, contact details and status of their relationship to the deceased person, and advise that a **DP** representative will contact them as soon as possible;

- Furthermore, contact the police and advise that a relative (state the relationship) of a deceased worker has contacted the site and requested information on the employee;

- Advise that counselling is available, and offer to arrange this for them. **ONLY** direct family members can be advised on an employee's status (i.e. wife or husband, children, defacto or parents).

5.10.2 Injury Notification (as a result of an DP emergency or crisis event)

The following best summarise injury notification guidelines:

- When serious injuries occur during an DP emergency or crisis event, notifications are to be conducted in accordance with standard HR operating protocols but under the additional guidance and authority of the EMT or CMT Leader;

- If the injury(s) occur as a result of an DP emergency or crisis event, where possible the EMT HR (or a DP Manager) and the victim's immediate supervisor are to notify the family;

- If the injured person is a staff member or sub-contractor to a Port User, the parent organisation is to be informed and support from DP assessed and provided, as required;

- If the injured person is a member of the public, consideration is to be given to contacting the victim's family.

5.10.3 Death Notification

It is important to note that the notification of death in Australia is an official (formal) process that is typically also linked with a formal identification process – it can only be made by the Police.

Once Police have made the notification, the EMT or CMT Leader and the victim's immediate supervisor should arrange for a face-to-face visit to the family, or arrange to visit with the Police:

- If the injured person is a staff member or sub-contractor to a Port User, the parent organisation is to be informed and support from DP assessed and provided, as required;

- If the victim is a member of the public, consideration is to be given to contacting the victim's family after formal notification by the Police.

5.10.4 Family Attendance On-Site

Reference: *ECMP Appendix D.14 – Establishing a Family Room – Guidelines*

Typically, a victim's NOK or family members may request to attend at the incident site and remain on-site, and/or to be on hand to receive the most up-to-date information as it is reported. In the early stages of any response it is critical that this is not permitted to occur as their presence may further traumatise them and/or impact activities associated to the immediate response and/or management of the event.

Alternatively, if family members express a strong desire to attend the incident site, consider:

*   Establishing a private family room away from site and away from the media;
*   Finding a nearby hotel, motel or other suitable off-site and secure venue.

5.11   Legislative Reporting Requirements / Communications with Regulatory Authorities

Reference: *ECMP Appendix C.6 – EMT / CMT Regulatory Authorities Checklist*

During an emergency or crisis event, it may be necessary to ensure regulatory authorities/agencies are appropriately briefed and ongoing communication is maintained – this will be governed by legislative reporting requirements. In this case the EMT HSSE/Regulatory Liaison is to advise the EMT / CMT Leader on:

*   Regulatory authorities/agencies that are to be briefed (including when and how often);
*   Who is most appropriate to undertake this communication; and
*   Relevant materials to be distributed as part of this communication strategy.

The authorised **DP** personnel responsible for these briefings are:

*   EMT / CMT Leader;
*   EMT HSSE/Regulatory Liaison;
*   Other CMT members, authorised by the CMT Leader.

Furthermore, it should be noted there may be a requirement for **DP** to respond to/answer questions received from the NT Government (usually via the **DP** Managing Director) during a crisis or emergency event. In this case the following internal **DP** communication process will apply:

*   All such requests will be immediately referred to the DP CEO or his/her delegate;
*   The DP CEO or CMT Leader will assess/validate each Government request and authorise a response on behalf of DP; and
*   Whether DP's response is in writing or verbally (by a person authorised to do so) will be at the complete discretion of the DP CEO or the DP CMT Leader.

5.12   Communications with Customer and/or Port Users

Reference: *ECMP Appendix C.7 – CMT Customers and/or Port User Checklist*

Customers and/or Port Users' are critical stakeholders for **DP** and should be given a high priority for communication of information regarding a major emergency or crisis event potentially affecting **DP**'s ability to meet commercial or contractual obligations.

In some instances Customer/Port User's may also be directly affected by the emergency or crisis event, in which case it is preferable that a common understanding is achieved. A joint effort in responding and recovering should be a critical objective of the EMT and CMT.

In other circumstances these stakeholders may simply be affected from a commercial perspective. In such cases **DP** should be active in ensuring they are fully apprised of the situation and the likely commercial or operational effects of the emergency/crisis event and the theme of the EMT / CMT strategy to respond and recover.

5.13   Media Communications

5.13.1 DP Media Policy

DP's media policy is intended to ensure all media enquiries during a major emergency or crisis event are managed professionally, efficiently and to assist **DP** to build and maintain positive relationships with the media. The media policy is underpinned by four guiding principles:

1.   Only an authorised **DP** Spokespeople can provide comment to the media.

2.   Members of the media are to be treated with courtesy and respect at all times.

3.   All received media calls are to be logged and returned as promptly as possible.

4.   Any message communicated to the media must be validated, consistent with other external / internal **DP** communication and has received an appropriate level of legal review.

5.13.2 DP Media Spokesperson

Reference: Part 4 ECMP – DP CMT Spokesperson Role – Appendix B

Before undertaking media interviews a **DP** media Spokesperson is to be fully briefed and prepared on likely areas of interview questioning – this will assist in maintaining control of the agenda.

The **DP** Spokesperson should focus on the key **DP** 'messages' and Q&A's, which are to be prepared and authorised by the CMT External Affairs.

5.13.3 Establishing a Media Briefing Room/Holding Area

Reference: ECMP Appendix D.15 – Typical Media Briefing Room – Checklist

Any major emergency or crisis event is likely to attract a significant amount of media, who will typically attend either at **DP's** Administration Building or at the impacted site/facility, or both.

It is essential that a facility is established (i.e. in-house or on-site, or very nearby) capable of conducting regular briefing sessions or media conferences. The CMT External Affairs is responsible for coordinating all media aspects, including legal review/opinion and planning aspects for any holding area/briefing room commensurate with the demands of the emergency/crisis event.

5.13.4 Media Conference or Briefing

Once a media conference has been called by **DP**, it is preferable to address all attending media at once. If a media room or a media holding area has been established, then any media conference should be conducted in this location. If not, refer to *ECMP **Appendix D.15**: Typical Media Briefing Room – Checklist* and ensure the location for the conference is:

•   Clean, tidy and has access to power points;

•   Easily accessible for journalists and camera operators to move around;

•   Away from main work areas where conversations of staff/contractors or senior management may be overheard; and

•   Does not give the media the opportunity to portray negative images in the background.

The media conference is to be addressed by an authorised **DP** Spokesperson and questions are only to be taken by the Spokesperson after the presentation of an official statement based on key (authorised) 'messages', which are to be provided to the media and include:

•   DP 'backgrounder' and fact sheets or corporate brochure on DP;

•   Official media release providing information about the emergency/crisis event, which has received appropriate levels of review/comment by DP's Legal Team;

- Any relevant visual material that assists in explaining the situation (e.g. flowcharts, maps);
- Frequently asked questions (and answers);
- Details of key contacts for further information.

All media reporting on the emergency or crisis event, as well as any other relevant media forums, are to be invited to the media conference. It is helpful to provide journalists with at least two hours' notice of the conference time/date/venue where possible.

5.13.5 Fact Sheets

Fact sheets are designed to provide relevant and useful background information for media and other stakeholders regarding **DP** and the industry. Factual information can help shape the way stakeholders perceive **DP** in a major emergency or crisis event situation.

5.13.6 Media Monitoring

Reference: *ECMP Appendix C.8 – Media Interface – Guiding Principles*

It is important to establish a procedure for monitoring radio, television, social media and newspaper coverage, including emailed media alerts, if only to assess what is being reported about a **DP** or Port User emergency event.

The CMT External Affairs is to:

- Catalogue any inaccuracies in stories and report them to the CMT Leader;
- Follow-up media to correct misinformation;
- Maintain ongoing chronological file of all media coverage for post review/critique.

6   EMERGENCY / CRISIS EVENT RECOVERY

6.1 Transitioning to Recovery

6.1.1   General Overview

Best practice emergency management arrangements have evolved to the extent that recovery is viewed as a discrete yet essential element of overall emergency response. Accordingly, it is therefore critical to determine when an emergency response is over and when the recovery phase is beginning – this is another key function of the **DP** EMT.

The context of recovery activities following an emergency or crisis event can be a complex myriad of competing demands, typically totally dependent on the gauge and dynamics of the event in question. An essential supporting element of both emergency response and recovery is an effective and well-coordinated communications strategy – both internal (within **DP**) and external (with stakeholders etc.).

6.1.2   Nature of Recovery

The nature of recovery activities may continue for an extended period following the completion of response activities and may be:

*   **Complex** – given that people/organisations will have differing needs which will require a variety of recovery activities and potentially involving a number of external agencies;

*   **Dynamic** – in that needs may be constantly changing over time as difficulties are overcome and new requirements may potentially arise;

*   **Protracted** – since the recovery process may in some cases take a considerable period of time to complete; and

*   **Subject to intense scrutiny** – from media and those potentially affected and from the political level.

6.1.3   Assessment and Operational Recovery Planning

It is essential that an assessment of recovery requirements is conducted as soon as possible following the impact of the major emergency or crisis event.

While it is important to maintain the momentum of recovery after response phase activities have slowed or have been declared to have ceased, it is also important in the early stages to focus on gaining a clear understanding of the extent of the damage or fallout from the emergency or crisis event.

Ultimately, this will assist in the identification of priorities, allocation of resources and identification of capability gaps to be undertaken in a more holistic manner.

6.1.4   Determining When an Emergency / Crisis Event Response is Over

The decision to announce the **end of an emergency or crisis event** is a critical phase of a response, which will ultimately trigger specific post-emergency/crisis event actions.

The **DP** EMT Leader, in consultation with the CMT Leader (if mobilised), will determine when the emergency or crisis event (and associated response) is over. The effect of prematurely announcing that an emergency or crisis event is over may create the perception among stakeholders that **DP** is being insensitive to, or unaware of the broader issues, which ultimately may reflect poorly on **DP**.

It is important to remember that **while the emergency may be over, the crisis may not be for a considerable period**. Furthermore, it is likely that certain areas will remain sensitive for some time and may require careful management in order to return to pre-emergency / crisis event status.

PLEASE NOTE: The following guidelines and 'checklists' are designed to assist the **DP** EMT Leader to determine the status of an emergency or crisis event, before formally declaring it is over and 'standing down':

EMT Leader is Responsible for Declaring an End of an Emergency / Crisis Event Once:
• Any **DP** operation/site or facility/office involved in the emergency or crisis event has been returned to a safe condition as advised by the impacted **DP** Incident Controller or ERT Leader;
• All personnel have been accounted for;
• Injured persons have been stabilised and/or evacuated; and
• Appropriate response has been achieved and recovery actions have/are being implemented.

Prior to Standing Down From an Emergency / Crisis Event, the Following Aspects Must be Considered:	Resp. Party
1. Clarify ongoing resources for operational site incident control and recovery (if required)	
2. Final information release and/or notification to some, or all, of the following:	
• **DP** Managing Director (MD)	
• Other **DP** Operations and ERT's	
• **DP** Employees (off/on duty), Families/NOK and Relevant Friends	
• Affected Port Users / Customers	
• Other Affected Stakeholders	
• Federal Government Departments / Agencies	
• Regulatory and Environmental Authorities	
• Emergency Services, Mutual Aid and Support Agencies	
• Legal Advisors / Lawyers, Insurers	
• Primary Suppliers and/or Contractors	
• Off-Duty EMT and CMT Members	
• **DP** Telephone Support Team	
• Trade unions, Local Community and Interest Groups	
• Commercial Neighbours / Third Party Stakeholders	
3. Arrange ongoing Media interface, briefings, monitoring and ongoing communications	
4. Reduce additional EMT / CMT security arrangements (as appropriate)	
5. Finalise additional EMT / CMT catering and other services	
6. Status of *Business Continuity Action Plans* (if actioned – or if BC response continuing)	
7. Ensure counselling is continued for those involved in or affected by the emergency/crisis event	
8. Compile and file all documents relating to the emergency/crisis event	
9. Debrief all EMT / CMT personnel (including people currently relieved or stood down)	
10. Arrange for full event investigation and analysis (if not already underway)	
11. Approve/comment on emergency/crisis event debriefing reports and actions	

Prior to Standing Down From an Emergency / Crisis Event, the Following Aspects Must be Considered:	Resp. Party
12. Initiate follow-up review to determine effectiveness of emergency/crisis event response, including: • Callout / mobilisation • Adequacy of **DP** EMT / CMT • EMT / CMT Support Teams • External Affairs (PR) strategy • Integration between **DP** IC / ERT, EMT and CMT	
13. Analyse public perception after final event (e.g. one week/month after event)	
14. Check if key messages were received by external organisations/personnel	
15. Recommend revision of ECMP or Emergency Plans as required	

6.1.5   Business Continuity Planning / Management

Reference: *DP Business Continuity Plan (BCP)*

The objective of Business Continuity Planning (BCP) is to ensure the timely resumption and delivery of essential **DP** business processes in the event of a major disruption – including occasions when caused, impacted by or associated with a major emergency or crisis event. Essentially, to ensure that core **DP** services are delivered (returned or remain) to predetermined levels within an acceptable time frame/objective.

If a major emergency or crisis event leads to a loss of critical business processes, that threatens (or has the potential to threaten) the ability of **DP** to provide its core products or services, the **DP** CEO may mobilise a Business Continuity Team to implement specific *Business Continuity Action Plans* in order to recover the business processes within specified time objectives.

NOTE: *Business Continuity Action Plans* are contained within Appendix 1 of the *DP Business Continuity Plan*.

The need to activate and/or mobile the **DP** BCP, or a specific BC Team, may not be within the same time scale as Emergency or Crisis Management considerations. Typically, BC aspects and/or related threats will emerge for consideration over a period of time depending on the outage (or severity thereof) caused by the event.

Importantly, even though the emergency or crisis event may be over, it is likely that the BCP and/or BC Team/s may remain active in order to return **DP** to pre-emergency status – this decision will be at the discretion of the BCT Leader in consultation with the EMT/CMT Leader and/or the **DP** CEO.

6.1.6   Recovery Planning Considerations

To effectively recover from a major emergency or crisis event, several key goals need to be achieved in order to return to normal business status. The following aspects should be considered:

Management of People:
• Provide clear and concise guidelines on the management of the employees, contractors, stakeholders and Next-of-Kin (NOK) as a result of any injuries or fatalities;
• Develop a rehabilitation program for injured employees or contractors;
• Provide clear and concise policies for compensation of NOK;
• Some key considerations include:
  − travel and accommodation arrangements,
  − funeral arrangements,
  − welfare,

- monetary assistance,
- counselling.

- Develop key communication strategies to address employee, contractor or stakeholder concerns about ongoing business viability and security of employment.

Provide clear and concise strategies for managing fatalities; some key considerations include:

- Liaison with police and/or coroner/s;
- A good understanding of legislative requirements;
- Guidance on return of remains to family;
- Addressing family requirements, including religious considerations;
- Compensation;
- Develop a strategy for ongoing relations with the family.

Management of Business:

The following aspects are to be considered as key strategies in recovery planning:

- Business Continuity Plan, including mobilisation of BC Teams and associated critical recovery functions;
- Minimise commercial damage;
- Strengthen reputation with all stakeholders;
- Clean-up/remediation;
- Replace assets; and
- Resume normal operations.

Recovery strategy considerations include (but are not limited to):

- Effects on assets, earnings and commercial operations;
- Internal opportunities to make improvements;
- Options, priorities and sequencing; and
- Business unit/site management.

Resource considerations include:

- Physical, human;
- Financial (cost estimate), financial sources and scheduling; and
- Commercial operations, availability and lead times.

6.1.7   DP Post–Event Review

A post-emergency/crisis event debrief and/or review shall be conducted following any activation of the EMT or CMT, real or simulated. It is to be completed within one week, or as soon as reasonably practicable, of the EMT/CMT standing down.

The review is to include the entire EMT/CMT and support personnel with the aim of capturing the 'lessons learnt' and the strengths and/or weaknesses of **DP**'s response, with the objective of improving emergency and crisis event response, management, recovery systems and processes.

After the review, the following follow-up action must be completed:

- Secure the EMT/CMT Master Log and all documentation produced during the event;
- Document the 'lessons learnt' and the actions/communications to remedy shortfalls;
- Assess how the EMT/CMT would have responded if the event had escalated;
- Decide on changes and/or improvements to current site ERP's, ECMP and associated procedures;

- Communicate to relevant stakeholders how it is intended to prevent a recurrence and recommend procedural changes regarding how DP interacts with them in the future;
- Identify training deficiencies and actions to remedy shortfalls;
- Identify equipment deficiencies that could have been of assistance to the teams; and
- Update the DP site ERP/s, ECMP and BCP accordingly.

6.1.8   Personnel Debriefing and Counselling

Personnel debriefs are a key tool in assessing the effectiveness of the EMT and/or CMT performance in their various response team functions and allows discussion on any issues they may have encountered:

- Individual sessions are encouraged to be held as soon as practicable after standing down the EMT / CMT following a real or simulated crisis event;
- As a guide, they are best completed within 24-48 hours of the EMT / CMT being deactivated [NOTE: This time period is encouraged while events are still fresh in the minds of EMT / CMT members.]
- Counselling shall be considered for any personal (as required) who have been exposed to potentially stress-causing situations

6.2 End of Emergency Checklist

When standing down from an emergency, the following issues are to be considered:

- **On-going resources** for incident control and post incident recovery (if required)
- **Final information release** and/or notification to some, or all, of the following:

− relevant EMT support personnel	− relevant CMT support personnel
− port customers	− regulatory authorities
− emergency services	− employees (off and on duty)
− employees families and friends	− port users
− suppliers and/or contractors	− third parties
− contractor management	− Government support agencies
− mutual aid	− environmental agencies
− trade unions	− local community and pressure groups

- **Debrief of all personnel** (including people currently relieved or stood down)
- **Close down** additional security arrangements
- **Finalise** additional catering and other services
- **Continue counselling** for those involved in the incident
- Compile and **file all documents** relating to the response
- Arrange for **full incident investigation** and analysis
- Carry out **follow-up review** to ascertain effectiveness of:

− incident callout	− site and/or EMT functions
− overall emergency response	− interface with port user ERTs

- Approve/comment on **incident debriefing reports** and recommended actions
- Recommend **revision of DP ERPs, ECMP, BCP** as required