

Crisis and Emergency Management Plan

DOCUMENT CONTROL

Revision Number	Description	Reviewed by	Approved by	Review Date	Issue Date
Draft 0	Initial EMP draft for review			29 May 2018	
Draft 1	Combined Plan for review			07 Aug 2018	
Draft 2	Combined Plan for review			24 Aug 2018	
Draft 3	Incorporating elements of State Hazard Plan – Maritime Environmental Emergency endorsed August 2018			29 Aug 2018	
Draft 4	Update following feedback to Draft 3			17 Sep 2018	
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02	Minor updates including changes to reflect current organisation chart and positions.	Safety & Security Manager	Chief Operating Officer	07/10/2020	07/10/2020
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05	Removal of reference to INX	Group HSE Manager	Chief Operating Officer	27/10/2025	27/10/2025

AUDIT

This Plan shall be reviewed or revised:

- where a Risk Assessment or Audit identifies a need to review
- when legislative changes impact this Plan
- as regulations and industry guides are updated
- following a significant incident involving this Plan
- as a part of scenario planning
- at least every three years.

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TERMS AND DEFINITIONS

Table 1 Terms and Definitions

Term	Definition
AIIMS	Australasian Inter-service Incident Management System. A system which integrates effective practices in emergency preparedness and response into a comprehensive framework for incident management. Such a system enables responders at all levels to work together more effectively to manage incidents no matter what the cause, size or complexity
AMSA	Australian Maritime Safety Authority
CA	Controlling Agency (CA). The Controlling Agency is the agency with responsibility, through WA legislation or by agreement with a Hazard Management Agency and one or more agencies, to control the response activities to an incident. Southern Ports is designated as the initial Controlling Agency for oil spills in Port Waters as detailed in WA State Hazard Plan - Maritime Environmental Emergencies.
CMT	The Crisis Management Team (CMT) manages the corporate, reputational and communications impacts for the organisation. It provides strategic direction and assistance to the IMT.
CMT	Crisis Management Team. The CMT comprises representatives of Southern Ports executive team with a focus on strategic issues, which affect future operability, profitability and reputation of Southern Ports. Specific details of the CMTs function are contained at section 2.3.5.
CMT Leader	The CMT Leader leads the CMT and has overall responsibility for the team. effective functioning of the team.
DFES	Department of Fire and Emergency Services (WA).
DoT	Department of Transport (WA).
DEMIRS	Department of Energy, Mines, Industry Regulation and Safety (WA).
ECO	Emergency Control Organisation. Facilitates the safe and orderly implementation of the emergency procedures in a building, including the evacuation of the occupants from the building when appropriate. The ECO comprises Fire Wardens, Assembly Area Marshalls and First Aiders.
EAP	Employee Assistance Program. Contracted service provider which assists with supporting affected people through counselling and post incident psychological support services.
ERP	Emergency Response Procedure. Detailed and pre-planned immediate actions taken in response to an emergency. Each of the Southern Ports operating Ports has a set of ERPs.
ERT / First Responders	Emergency Response Team (ERT) for Port of Esperance. First Responders for Albany and Bunbury. Personnel who carry out local response activities, such as basic first aid/medical assistance, rescue from heights/confined space, basic firefighting, vessel casualty assistance, oil spill response, and assistance with search and rescue.
HMA	Hazard Management Agency (HMA). A public authority, or other person, prescribed by the <i>Emergency Management Regulations 2006</i> to be a hazard management agency for emergency management, or an aspect of emergency management, of a hazard.
IC	The Incident Controller (IC) leads the Incident Management Team and has overall responsibility of all activities and personnel to resolve the Incident.

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Table 1 Terms and Definitions

Term	Definition
ICC	Incident Control Centre (ICC). The location where the Incident Controller and members of the Incident Management Team provide overall direction of response activities in an incident. Specific details of area layouts and room content are contained in this plan.
IMT	The Incident Management Team (IMT) manages the overall emergency response, operational and technical issues arising from an emergency. Specific details of the CMTs function are contained at section 2.3.4.
MEE	Maritime Environmental Emergencies (MEE). The collective name given in the WA State Hazard Plan - Maritime Environmental Emergencies for a marine oil pollution event and/or marine transport emergency event.
NEC	Nominated Emergency Contacts (NEC). A person nominated to be informed in the event of an emergency. This may be but is not necessarily the Next of Kin (see below).
NOK	Next of Kin (NOK). A person's closest living blood relative or relatives.
OSC	The On Scene Commander (OSC) commands all emergency response operations at or close by the incident location. The OSC is normally the senior Southern Ports person at any affected location, or a person mobilised by the Incident Management Team to take control of the affected area.
Tier 1	An actual or impending occurrence with Tier 1 impacts as defined in the Threshold Matrix at Section 3.1.
Tier 2	An actual or impending occurrence with Tier 2 impacts as defined in the Threshold Matrix at Section 3.1.
Tier 3	An actual or impending occurrence with Tier 3 impacts as defined in the Threshold Matrix at Section 3.1.

1 INTRODUCTION

1.1 Purpose

The purpose of this Crisis and Emergency Management Plan is to describe the Management arrangements for an actual or impending Tier 1, Tier 2 or Tier 3 occurrence at Southern Ports.

It provides guidelines for actions to be taken during any an actual or impending Tier 1, Tier 2 or Tier 3 occurrence to minimise the impacts by identifying potential situations and outlining response actions. Guidance to assist in classifying Southern Ports three-tier structure can be found in the Threshold Matrix – Guide for Activation Section 3.1 of this plan.

1.2 Scope

This procedure applies to any actual or impending Tier 1, Tier 2 or Tier 3 occurrence that may affect any part of Southern Ports including areas of responsibility. The range of activities and assets that may be impacted by an actual or impending Tier 1, Tier 2 or Tier 3 occurrence include:

- all marine vessels associated with Southern Ports operations and marine vessels within Southern Ports waters and areas of responsibility under the *WA Port Authorities Act*
- all landside assets owned and operated by Southern Ports
- all operations/services under contract to Southern Ports
- construction projects within Southern Ports land or management control
- offices and warehouses
- situations with Tier 3 potential that may affect any part of Southern Ports.

1.3 Objectives

In the event of an actual or impending Tier 1, Tier 2 or Tier 3 occurrence within Southern Ports area of responsibility, the key objectives are to protect and preserve:

- life and the safety of Southern Ports personnel, contractors and the public
- the environment, heritage and cultural resources
- minimise the effect on port assets including berths and channel
- continuity of port services and operations
- the reputation of Southern Ports and our shareholder
- contractual and commercial arrangements.

Australasian Inter-service Incident Management System (AIIMS) doctrine encourages Management by Objectives during an emergency. In essence this means, determining what your objectives (desired outcomes of the occurrence) are. Once you have your objectives, identify the threats to these objectives and formulate an action plan with tactics to overcome the threats.

1.4 Approach

The key elements of the Southern Ports Crisis and Emergency Management program are:

- Understanding the overall context within which Southern Ports operates and its critical objectives.
- Identifying the threats or interruptions that may be faced in achieving these objectives.
- Quantifying the disruptive impact of these occurrences on critical business functions and processes.

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- Identifying the infrastructure and resources required to enable Southern Ports to continue to operate at a minimum acceptable level.
- Developing practical recovery plans which describe how Southern Ports will continue to achieve its objectives should potential interruptions occur.
- Training, testing and measuring controls and other mitigation strategies.
- Ensuring that all staff understand their roles and responsibilities in the event an actual or impending Tier 1, Tier 2 or Tier 3 occurrence.
- Ensuring adequate resourcing in the event of an actual or impending Tier 1, Tier 2 or Tier 3 occurrence.

1.5 Statutory Requirements

This Plan is administered by Southern Ports in accordance with its responsibilities as a Port Authority under the *WA Port Authorities Act* and Regulations, the *WA Government Trading Enterprises Act* and the *WA Emergency Management Act*. Depending on the type of emergency, other legislation and standards may also be applicable, including:

- *WA Pollution of Waters by Oil and other Noxious Substances Act*
- *WA Work Health and Safety Act*
- *WA Dangerous Goods Safety Act*
- *WA Environmental Protection Act*
- *Commonwealth Maritime Transport and Offshore Facilities Security Act*
- *Commonwealth Navigation Act*.

The Plan also adheres to the principles set out in the following;

- *AS3745-2010 Planning for Emergencies in Buildings*
- *WA State Emergency Management Procedure*
- *WA State Emergency Management Policy*
- *WA State Hazard Plan - Maritime Environmental Emergencies*
- *International Ship and Port Facility Security Code*
- *Australasian Inter-service Incident Management System*.

1.6 Supporting and Related Documents

The following table outlines relevant documents associated with the Southern Ports Preparedness, Prevention, Response and Recovery program.

Table 2 Supporting and Related Documents

Doc #	Title
SP-ST-OHS-001	Southern Ports OHS Management System
D18/11692	Southern Ports Risk Management Framework
D19/796	Southern Ports Incident Event Management and Cause Analysis Procedure
D24/10701	Technology Major Incident Management Procedure
D23/1706	Technology Disaster Recovery Plan
D20/2612	Epidemic and Pandemic Action Plan
D23/3954	Business Continuity Plan

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D23/4568	Port of Albany Emergency Response Procedures
D23/4699	Port of Bunbury Emergency Response Procedures
D19/6331	Port of Esperance Emergency Response Procedures
D25/636	West Perth Emergency Evacuation Procedures
D20/13612	Southern Ports Oil Spill Contingency Plan
No ref	Port of Albany Maritime Security Plan
D18/15208	Port of Bunbury Maritime Security Plan
No ref	Port of Esperance Maritime Security Plan
D23/2697	Southern Ports Contractor Handbook

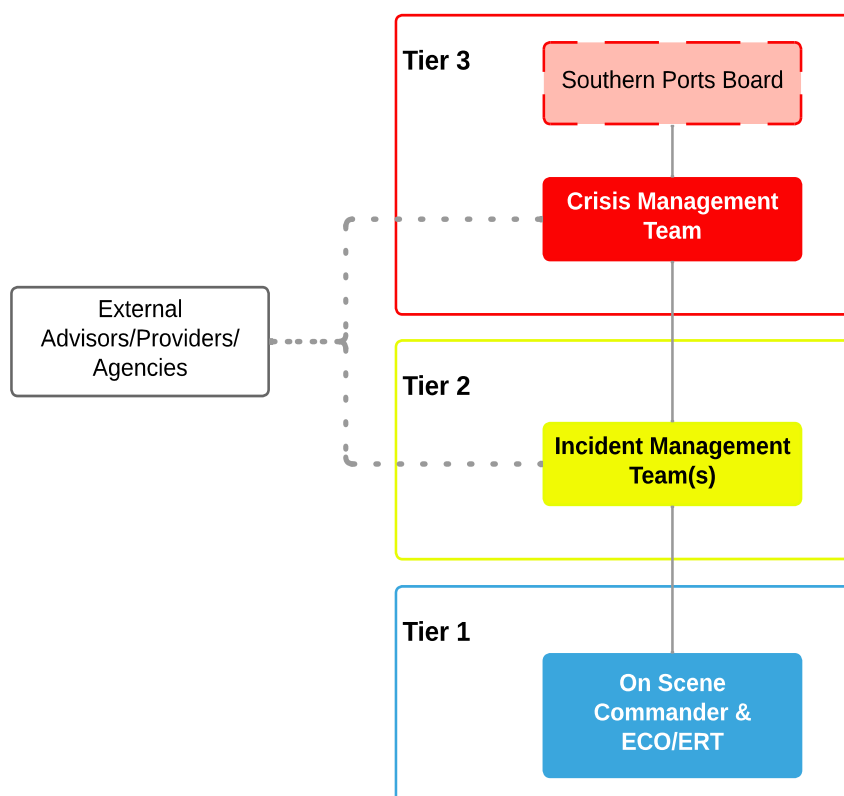
2 CRISIS AND EMERGENCY MANAGEMENT FRAMEWORK

2.1 Hierarchy of Controls

Southern Ports utilises a three-tier response structure to address an actual or impending Tier 1, Tier 2 or Tier 3 occurrence as depicted in Figure 1.

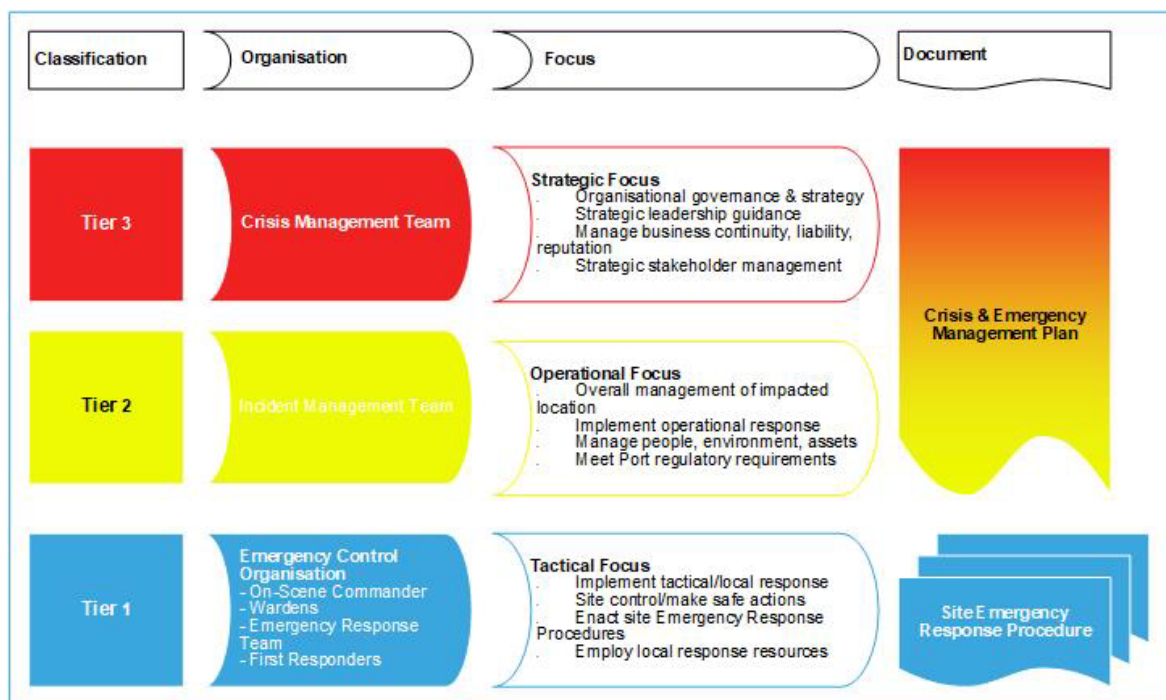
This structure is progressively activated depending on the severity as indicated in Figure 2. The roles of teams at each tier are described in detail in this section.

Figure 1 Southern Ports Three-tier Response Structure



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Figure 2 Defining Three-tier Response



2.2 Link to Risk Management

An Emergency Risk Management workshop was conducted on 13 February 2025 comprising representatives of the Southern Ports Executive Team and each of the operating Ports.

As stated in State Emergency Management Policy Statement 3.2.6, Emergency Risk Management planning must be undertaken in accordance with State EM Prevention and Mitigation Procedure 1 and its attachment, the *Western Australian Risk Management Manual* (Western Australian Emergency Risk Management Procedure December 2022).

Accordingly, the workshop identified all hazards that could impact elements within Southern Ports scope of interest using available sources of information including the list of 28 hazards prescribed in WA Emergency Management legislation.

The identified hazards and associated responses are contained in the respective Port Emergency Response Procedures.

2.3 WA Government Definition of an Emergency

WA Emergency Management arrangements define the term 'emergency' as 'the occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that it requires a significant and coordinated response' (section 3 *WA Emergency Management Act*).

The WA State Emergency Management Procedure 4.2 classifies incidents into three levels of response. The Procedure recognizes that satisfying one or more of the typical conditions of an incident does not automatically necessitate an escalation to that level, however, it should provoke a consideration for escalation. The escalation of an incident is at the discretion of the Incident Controller. The Emergency Management capability at Southern Ports is capable of controlling or contributing to incidents across all three WA State Emergency Management levels.

For incidents within the Southern Ports area of responsibility, the Incident Controller (IC) will initially be responsible for defining the tier of the occurrence and response required.

The individual Port Emergency Responses Procedures contain detailed arrangements to assist in responding in the event of a range of potential emergencies.

2.4 Organisational Structures and Control Arrangements

2.4.1 *First Response*

The initial response will comprise the Emergency Control Organisation (ECO) and/or the Emergency Response Team (ERT) depending on the capability at the affected site. They will carry out local response activities, such as basic first aid/medical assistance, rescue from heights/confined space, basic firefighting, vessel casualty assistance, oil spill response, and assistance with search and rescue.

Specific details of First Response arrangements are described in the respective Site Emergency Response Procedure.

For administrative buildings such as the West Perth and Port Administration offices, an ECO (Fire Wardens etc.) shall be maintained either by Southern Ports or the Building Management Agency in accordance with the requirements set out in AS3745-2010 Planning for Emergencies in Buildings.

2.4.2 *On Scene Commander (OSC)*

The ECO/ERT are led by the On Scene Commander (OSC). The OSC commands all emergency response operations at or close by the incident location. The OSC is normally the senior Southern Ports person at any affected location (initially an appointed Fire/Muster Warden, Area Supervisor or Marine Pilot etc.), or a person subsequently mobilised by the IMT to take control of the affected area.

Specific details of OSC arrangements are described in the respective site Emergency Response Procedure.

2.4.3 *Incident Controller (IC)*

The Incident Controller (IC) leads the Incident Management Team and has overall responsibility of all local activities and personnel to resolve the incident.

Under WA Emergency Management arrangements, the IC is the person designated by the relevant Controlling Agency, to be responsible for the overall management and control of an incident within an incident area and the tasking of agencies in accordance with the needs of the situation.

2.4.4 *Incident Management Team (IMT)*

The Incident Management Team (IMT) is led by the IC and is responsible for coordinating advice and support to OSC and ERT/ECO at the scene and early liaison/notification of external stakeholders.

The IMT develops and implements operational plans to mitigate the effects of the actual or impending Tier 1 or Tier 2 occurrence. The IMT will identify and coordinate any strategic issues arising from the occurrence with the Southern Ports Crisis Management Team (CMT) if activated.

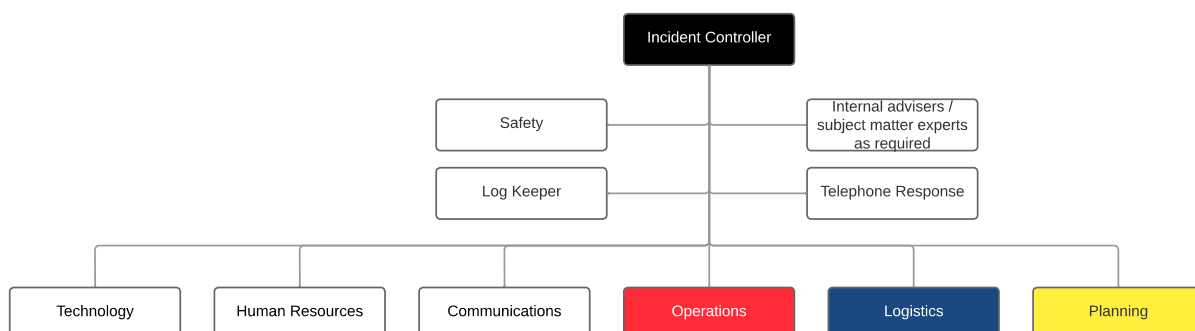
The primary focus for the IMT includes:

- Ensure that emergency response, process/asset control and emergency response operations are carried out in a manner consistent with Southern Ports expectations, policies, and the tenets of operational excellence.
- Assist the OSC in obtaining the resources needed to safely, effectively, and efficiently conduct emergency response operations.
- Assess an actual or impending Tier 1, Tier 2 or Tier 3 occurrence with the company's assets and operational processes and reputation.
- Develop plans and define actions to avoid potential or mitigate actual adverse operational and environmental impacts.
- Ensure appropriate initial and ongoing regulatory and stakeholder notifications are addressed.

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- Keep the Southern Ports CMT informed about an actual or impending Tier 1, Tier 2 or Tier 3 occurrence and the nature and status of the emergency response and/or emergency management operations.
- The core IMT is structured in accordance with the Australasian Inter-Service Incident Management System (AIIMS). A tailored approach to structuring the IMT at Southern Ports is depicted in Figure 3. It is important to note that the AIIMS structure is designed to be adaptable and scalable to suit the specific nature of the occurrence.

Figure 3 Southern Ports Core Incident Management Team



The primary response by an IMT is based on a model of initial self-reliance at the affected locality which may be augmented (physical or virtually) from resources across Southern Ports. The indicative IMT membership is based on a Primary and Alternate for key positions as identified in Table 3. The Incident Controller may re-allocate personnel based on the experience and skill sets required to manage the occurrence. Southern Ports Transfer of Delegation of Authority applies when personnel are in acting positions.

Table 3 Indicative Southern Ports Core IMT Membership

Role	Primary	Alternate
Port of Albany IMT		
Incident Controller Marine	Harbour Master	Deputy Harbour Master
Incident Controller Landside	Regional Manager	Harbour Master
Safety	Safety and Security Officer	Safety & Assurance Officer
Log Keeper	Finance	Office Administrator
Telephone Response	Administration Officer	Finance
Operations (subject to marine or landside occurrence)	Deputy Harbour Master (Marine) (Landside)	Works and Planning Superintendent
Logistics	Port Development/ Contract Works Supervisor - Albany	Contract Works Supervisor - Albany
Planning	Environment Manager / Marine Pilot (if available)	Environment Officer
Human Resources	HR Business Partner (Albany)	HR Business Partner (Corporate)
Communications	Community Relations & Partnership Manager Corporate Affairs	Communications Officer Writer /digital content Media Liaison
Technology	Technology Manager	Technology Support Officer
Port of Bunbury IMT		
Incident Controller Marine	Harbour Master	Deputy Harbour Master

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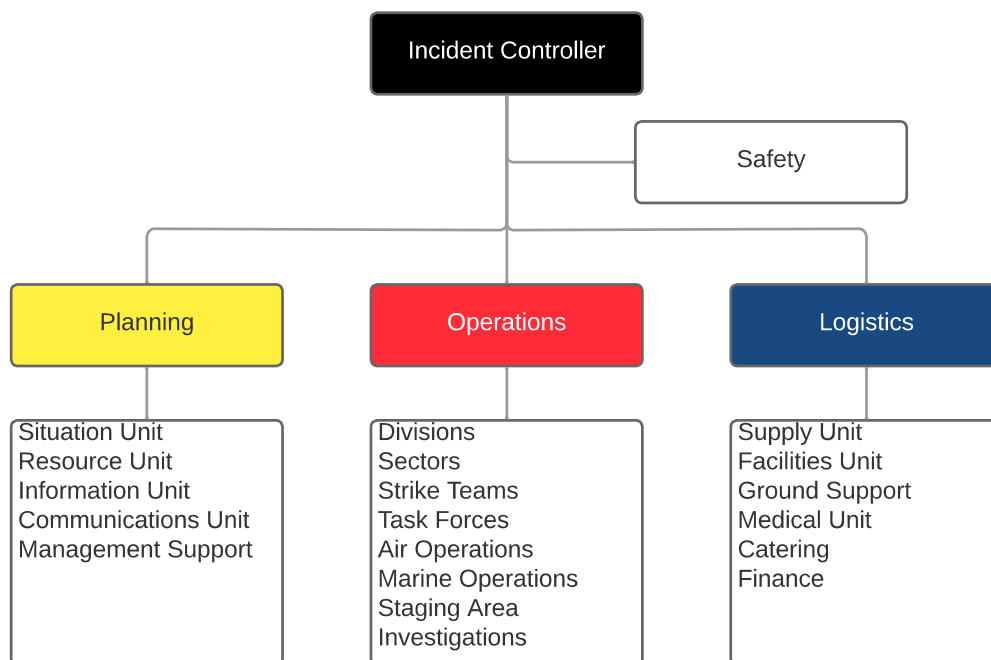
Role	Primary	Alternate
Incident Controller Landside	Regional Manager	Port Manager
Safety	Health & Safety staff	Health & Safety staff
Log Keeper	Site Administration Staff	Site Administration Staff
Telephone Response	Site Administration Staff	Administration Staff/External Provider
Operations (subject to marine or landside occurrence)	Port Manager or Deputy Harbour Master/Senior Marine Pilot	Port Manager or Deputy Harbour Master/Senior Marine Pilot
Logistics	Maintenance Planner	Operations Supervisor
Planning	Senior Environmental Staff or Port Manager	Senior Health and Safety Staff or Port Manager
Human Resources	Human Resource Business Partner	Human Resource Manager
Communications	Internal Communications Manager	Communications Officer Writer/digital content Media Liaison
Technology	Business Systems Analyst IOT	Technology Support Officer
Port of Esperance IMT		
Incident Controller Marine	Harbour Master	Deputy Harbour Master
Incident Controller Landside	Regional Manager	Port Manager
Safety	Health & Safety staff	Health & Safety staff
Log Keeper	Site Administration Staff	Site Administration Staff
Telephone Response	Site Administration Staff	Administration Staff/ External Provider
Operations (subject to marine or landside occurrence)	Port Manager or Deputy Harbour Master/Senior Marine Pilot	Port Manager or Deputy Harbour Master/Senior Marine Pilot
Logistics	Maintenance Planner	Operations Supervisor
Planning	Senior Environmental Staff or Port Manager	Senior Health and Safety Staff or Port Manager
Human Resources	Human Resource Business Partner	Human Resource Manager
Communications	Corporate Communications Manager	Communications Officer Writer/digital content Media Liaison
Technology	Service Delivery and Support Lead	Technology Support Officer

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In a Maritime Environmental Emergency where Southern Ports is designated as the initial Controlling Agency for oil spills in Port Waters, a larger scale IMT with specialist roles may be required. These arrangements are defined in the Southern Ports Oil Spill Contingency Plan.

Incidents such as these are characterised by degrees of complexity that may require the establishment of divisions in the IMT for effective management of the situation. An indicative expanded IMT structure is depicted in Figure 4.

Figure 4 Indicative Expanded Incident Management Team



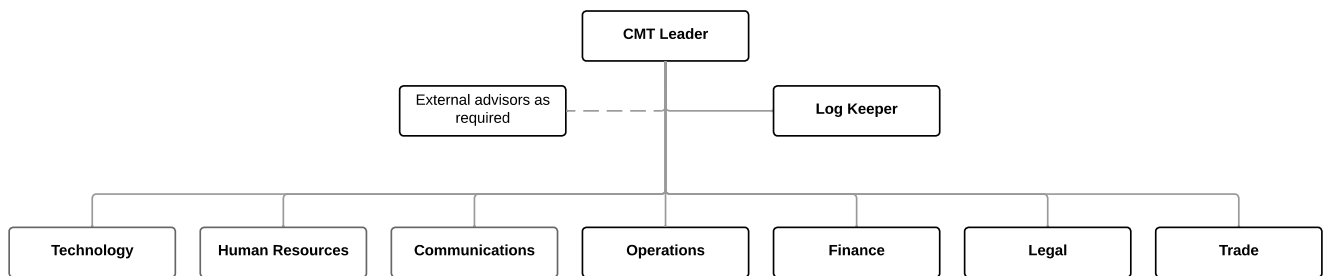
2.4.5 Crisis Management Team (CMT)

The Crisis Management Team (CMT) may be activated in response to a crisis that has come from a Tier 1 or 2 occurrence, or it may convene for an actual or impending Tier 3 occurrence, which has no underlying Tier 1 or 2 occurrence. Its focus is on strategic issues, which affect future operability, profitability and reputation. The primary focus of the CMT includes:

- Assess the potential impact of an actual or impending Tier 1, Tier 2 or Tier 3 occurrence on the company's reputation, liability, and operability.
- Develop overall crisis strategy and plan in consultation with the IMT Incident Controller.
- Provide support and strategic guidance to the IMT.
- Develop strategies and define actions to avoid potential or mitigate actual adverse business impacts.
- Manage strategically important government officials, business partners, and other stakeholders such as community groups and media.
- Address policy issues that may arise during emergency management activities.
- Keep the Southern Ports Board informed of the situation as appropriate.

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Figure 5 Southern Ports Crisis Management Team



The alignment of CMT roles to existing Southern Ports organisational positions is as follows:

Table 4 Indicative Southern Ports CMT Membership

Role	Primary	Alternate
CMT Leader	Chief Executive Officer	Chief Operating Officer
Operations	Chief Operating Officer or Regional Managers	Regional Managers
Finance	Chief Financial Officer	Senior Manager Finance
Legal	Principal Legal Counsel	Senior Lawyer
Trade	Chief Trade and Customer Officer	Manager Planning and Development
Communications	Group Corporate Affairs Manager	Corporate Communications Manager
Human Resources	Chief People & Sustainability Officer	Group Human Resource Services Manager
Technology	Chief Information Officer	Technology Manager
Log Keeper	Admin/office staff as available	
IMT/CMT Liaison	Local based ELT Member / Senior Manager	

Southern Ports Transfer of Delegation of Authority applies when personnel are in acting CMT positions.

2.4.6 Southern Ports Supporting Functions

Either the Incident Controller or CMT Leader may activate support resources as required to assist with the response. It is envisaged that initial support from internal Southern Ports resources will be allocated to the IMT until the CMT is activated. Once the CMT is activated, a decision to elevate support functions directly to the CMT or resource both teams shall be made by the CMT Leader. If elevated, the support teams will then provide support across the entire organisation under the direction of the CMT.

Information on Southern Ports internal support team processes is contained at section 6 of this document. Guidance for external supporting functions is as follows;

Legal Advisory Support

Initial Legal Advisory activities will be managed by Southern Ports internal Legal Counsel. In the event of an occurrence which generates liability implications or technical legal issues, the capability may be augmented with support from appropriate external Legal Counsel. Primary functions of the Legal Advisory Support are to:

- Assess and advise on potential liability implications or technical legal issues including legal professional privilege.
- Assist with developing legal position, strategies and approaches
- Advise on public materials.
- Ensuring appropriate legal representation for the organisation, company officers or individuals as required.

Technical Advisory Support

In the event of an occurrence with significant technical complexity (oil spill, vessel casualty, technical recovery, technology/cyber impacts), the IMT capability may be augmented with support from a preferred service provider. It is envisaged technical support will primarily work with the IMT assisting with operational response and asset repair/recovery options. The CMT may seek external advice as required to assist with CMT focal areas.

2.4.7 Relationship with Other Government Emergency Organisations

As the Hazard Management Agency, the Chief Executive Officer of the WA Department of Transport, has overall responsibility for ensuring there is an adequate response to a marine oil pollution and/or a marine transport emergency in all State and Port waters. The Controlling Agency has responsibility to control response activities to an actual or impending Maritime Environmental Emergencies.

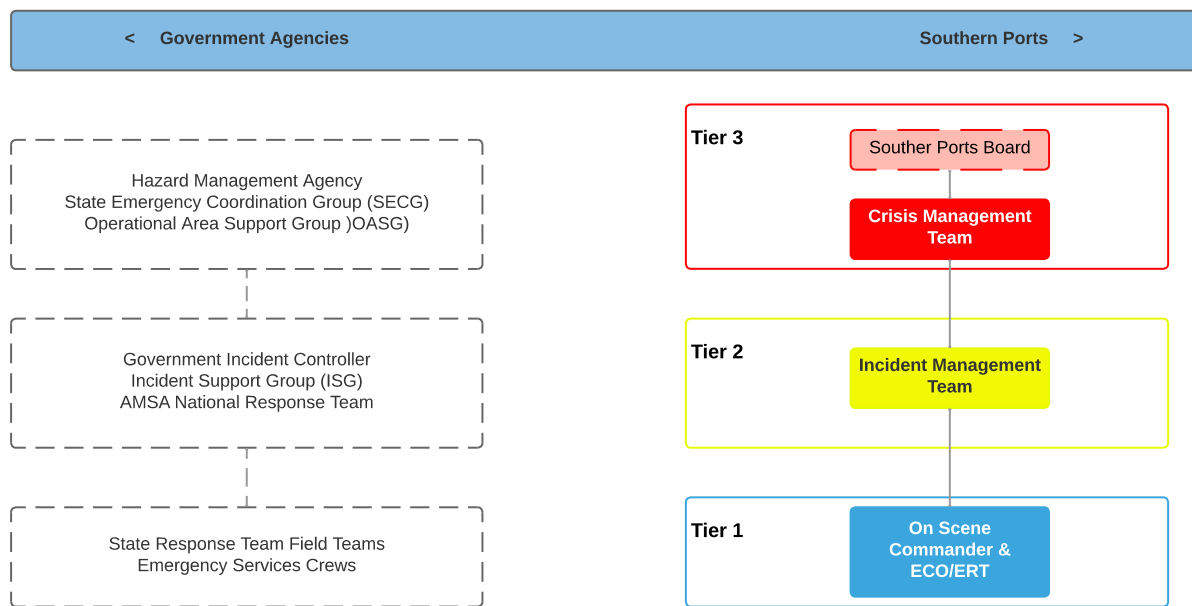
For any incident originating in Port Authorities Act port waters, the relevant Port Authority will be the Controlling Agency, unless for Level 2 and 3 incidents it is deemed by the Hazard Management Agency /State Marine Pollution Coordinator in consultation with the Port Authority that it is more suitable for the WA Department of Transport to be the Controlling Agency. In this circumstance, the role of Controlling Agency will be performed by the WA Department of Transport for response activities in Port Authorities Act port waters.

Any significant incident within the WA hazard management arrangements will be managed by standing government Emergency Management structures. The response will be predominantly coordinated through the WA Police or DFES in accordance with respective State Hazard Plans. Southern Ports may be required to interface or support these organisations to ensure appropriate arrangements are implemented within the defined arrangements.

Australian Maritime Safety Authority (AMSA) is the Statutory and Combat Agency responsible for responding to oil and/or chemical spills in Commonwealth waters, except in those incidents close to shore when oil or chemicals are likely to impact the shoreline. In these circumstances, the State via the Statutory Agency will be the Combat Agency for protecting the coastline while AMSA assumes responsibility for ship operational matters (for example, containing the spill within the ship, organising salvage and the like). The interface is depicted in Figure 6.

Crisis and Emergency Management Plan

Figure 6 Typical Southern Ports/Government Incident Management Interface



2.4.8 Emergency Command and Control

The Southern Ports Incident Controller (IC) may assign duties as described in the Duty Cards of this plan.

- The Southern Ports IC may, depending on the nature of the potential threat, request the assistance of the emergency services via a direct telephone call on '000'.
- Control of WA Emergency Management incidents classified Level 2 or Level 3 will usually be assumed by the Emergency Services when they arrive. The exception being Maritime Environmental Emergencies as described in section 2.3.7.
- The Southern Ports IC will continue in a supportive role as required in any incident.

2.4.9 Control of Shipping Incidents

For incidents onboard a ship the Harbour Master (Southern Ports Incident Controller) will continue to co-ordinate the response between the ships Master and the Emergency Services.

- The Master of each vessel is at all times responsible for the safety of that vessel. Actions within this plan that require action by the Master or crew, may only be carried out with full agreement of the vessel's Master as applicable.
- Nothing in this plan shall override any decisions or actions taken by the Master, Harbour Master, or Duty Pilot in order to preserve the safety of life, safety of equipment, or protection of the environment.

2.4.10 Vessel Place of Refuge

A place of refuge is a place where a vessel in need of assistance during a marine transport emergency can take action to enable it to stabilise its condition (including the status of cargo), protect human life and the environment and reduce the hazards to navigation.

The National Maritime Place of Refuge Risk Assessment Guidelines is an arrangement, agreed by the Commonwealth, State and Northern Territory governments, for the management of requests for, or circumstances that require a place of refuge.

All place of refuge requests should, as far as practically possible, be made through the Australian Maritime Safety Authority's Joint Rescue Coordination Centre. Within Australia,

only a state or Northern Territory government agency or the Australian Maritime Safety Authority has the authority to assess and grant a place of refuge request from a vessel.

The WA State Marine Pollution Coordinator will represent the WA Government in matters pertaining to the assessment of granting of a place of refuge request during a Maritime Environmental Emergency, particularly in relation to dealings with the Australian Maritime Safety Authority through the Maritime Emergency Response Commander (MERCOTM).

2.4.11 Communications During an Emergency

Details for local communication arrangements during an emergency are contained in the respective site Emergency Response Procedure.

The Southern Ports IC of the affected location may make notifications and give directions to external stakeholders and port users as required to affect incident control.

The CEO or appointed delegate is the Southern Ports spokesperson, responsible for all external communications, and traditional and social media releases unless otherwise directed.

Appendix D details respective guidance for crisis communications.

3 NOTIFICATION AND ACTIVATION

3.1 Threshold Matrix – Guide for Activation

The matrix at Table 5 is aligned with the requirements set out in the Southern Ports Incident Event Management and Cause Analysis Procedure and may be used as a guide to help classify Tier 1, 2 or 3 occurrences that may require activation of the Crisis and Emergency Management Framework.

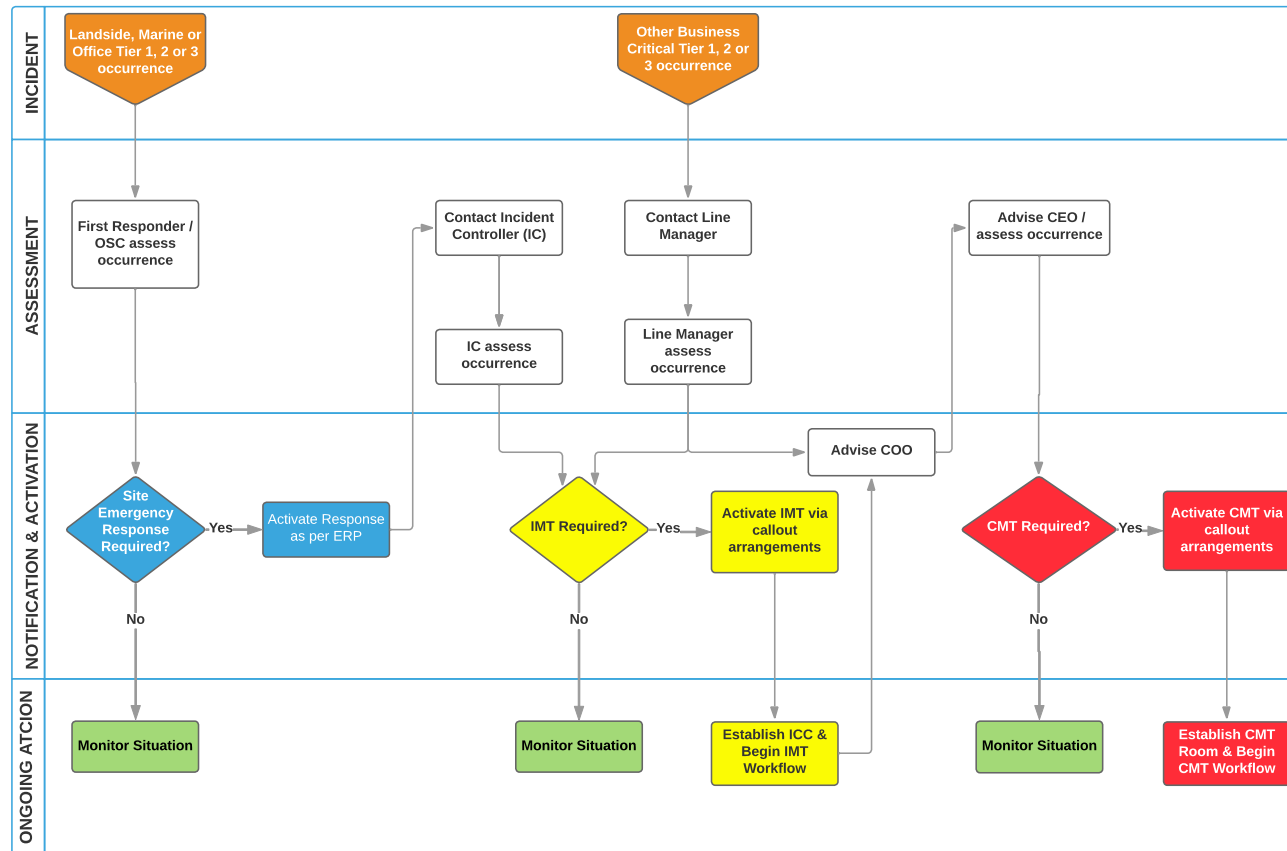
Table 5 Activation Threshold Matrix

Event Analysis Type	Actual or Potential Outcome & Level	Health & Safety – Actual or Potential	Environment – Actual or Potential	Reputation – Actual or Potential	Compliance – Actual or Potential	Technology	Damage, Cost Impact, Works Interruption	Notification time frame and method for actual and potential outcomes									Crisis & Emergency Management indicative levels			
								Line Manager & Port HS & E	Port RM / HM	CEO, Relevant ELT & Group Manager WHSE	Legal	HR	CIO	Communications	Board					
ICAM	Severe 5	Fatality or TPD	Regional impact, loss of flora and fauna or loss of highly valued species.	Long term public condemnation, permanent brand damage.	Multiple major breaches of law, imprisonment, loss of license to operate.	Potential for issue to cause serious HSE issue. Loss of vital business function with potential to cause significant impact to revenue, breach of market rules or major external impact to customers or reputation.	>\$10M >1month	Actual or Potential - Phone Immediate	Actual or Potential -Phone Immediate	Actual or Potential -Phone Immediately	Actual -Phone Immediate Potential -N/A	Actual -Phone Immediate Potential – N/A	Actual -Phone Immediate Potential – N/A	Actual -Phone Immediate Potential – N/A	Actual -Phone Immediate Potential – N/A	Tier 3	Site Emergency Control Organisation (First Responders / ERT)	Incident Management Team	Crisis Management Team	
	Major 4	Lost time injury	Large impact, ability to rehabilitate.	Localised, long-term impact, serious brand damage.	Multiple significant breaches of law resulting in prosecution.	Organisation wide outage to critical system	\$5 - \$10M 1 week – 1 month	Actual or Potential - Phone Immediate	Actual or Potential -Phone Immediate	Actual or Potential -Phone Immediately	Actual - N/A Potential -N/A	Actual -Phone Immediate Potential –N/A	Actual -Phone Immediate Potential –N/A	Actual -Phone Immediate Potential –N/A	Actual - Email Potential –Board Meeting					
	Serious 3	Restricted duties injury or illness	Localised, regulatory breach. Significant clean up required	Localised, long-term damage to brand but manageable.	Single significant breach of law, prosecution. Failure to meet standard audit.	Issue affects multiple users across multiple business units. Unable to meet regulatory requirements. Multiple non vital business function services lost. Imminent loss of income. Service failure without external impact Loss of connectivity for remote locations	\$2.5M - \$5M 1 day – 1 week	Actual -Phone Immediate Potential –text message	Actual -Phone Immediate Potential –text message	Actual -Phone within same day Potential –text message	Actual - N/A Potential -N/A	Actual -Phone Immediate Potential –N/A	Actual -Phone Immediate Potential –N/A	Actual -Phone Immediate Potential –N/A	Actual - Email Potential –EOM report / Board Meeting					
5 WHYS	Medium 2	Medical treatment injury or illness	Localised, moderate clean up required.	Localised and short term.	Minor breach of law resulting in regulatory notice	Degraded network or system performance for multiple users Isolated failure in workstation environment	\$1M - \$2.5M 8-24hrs	Actual – text message Potential – email	Actual – text message Potential –email	Actual or Potential – email within 24 hours	Actual - N/A Potential -N/A	Actual -Phone Immediate Potential –N/A	Actual -Phone Immediate Potential –N/A	Actual -Phone Immediate Potential –N/A	Actual or Potential –EOM report / Board Meeting	Tier 2	Site Emergency Control Organisation (First Responders / ERT)	Incident Management Team	Crisis Management Team	
	Minor 1	Near miss / First Aid injury or illness	Localised, minor clean up required	Localised and temporary.	Single minor breach with Informal notice.	Reduces user productivity significantly, can cope until fixed Small number of users affected	< \$1M <8hrs	Actual or Potential – text / email same day	Actual or Potential – Email 24 hours	Actual or Potential – EcoPortal and EOM report	Actual - N/A Potential -N/A	Actual - email Potential -N/A	Actual - email Potential -N/A	Actual - email Potential -N/A	Actual or Potential –EOM report / Board Meeting	Tier 1				
Report only	Insignificant -	Injury or illness not needing first aid	Single on site event causing no harm	Informal complaint (rumour)		Minor impact on productivity, aesthetic changes Affects a single user	<10k <1hr	Actual or Potential – text / email same day	Actual or Potential – Email 24 hours	Actual or Potential – EcoPortal and EOM report	Actual - N/A Potential -N/A	Actual - email Potential -N/A	Actual - email Potential -N/A	Actual - email Potential -N/A	Actual or Potential –EOM report / Board Meeting					

3.2 Activation Process

The activation process is summarised in Figure 7. The notification and activation of members is by direct telephone call to the individual, following declaration by the OSC, IC or CEO (or delegate). The caller is to specify the location and the time at which the team is to convene.

Figure 7 Activation Process



3.3 Incident & Crisis Management Team Member Availability

It is expected that IMT and CMT members will be available for an initial assessment briefing within 30 minutes of receiving the activation notification. This briefing may be conducted via teleconference utilising the dial in detail for the IMT/CMT contained in the Emergency Contact Directory.

3.3.1 Incident Management Team (IMT)

Team members listed as Primary (Site) personnel in Table 3 will be expected to meet physically at the Incident Control Centre (ICC) within 1 hour of receiving the activation notification or as decided by the IC.

Team members listed as Alternate (Augmented) personnel in Table 3 will be expected to join via teleconference within 1 hour or as decided by the IC. These team members may also be mobilised to the affected location subject to the deliberations of the IC.

3.3.2 Crisis Management Team (CMT)

On notification the CMT will activate via Microsoft Teams. Team members located in proximity to the West Perth office can meet physically on receiving the activation notification or as decided by the CMT Leader. Activation expectation is that the CMT Members can join physically or virtually within 2 hours of activation.

3.4 Confirming IMT and CMT Structure and Roles

The IC will decide whether a full or partial mobilisation is required depending on the nature of the incident and the tier of support required by the OSC. The default IMT structure is shown in Figure 3.

The CMT Leader will decide whether a full or partial mobilisation is required depending on the nature of the incident and the tier of support required by the IMT. The default CMT structure is shown in Figure 5.

3.5 Establishing IMT and CMT Facilities

3.5.1 Incident Control Centres (ICCs)

The IMT will operate from the Incident Control Centre at the affected location as detailed in Table 6. All IMT members shall have out of hours' access to the Primary ICC.

Alternate ICC will be used in the event that the primary ICC is not accessible. If the Primary and Alternate ICC is not useable for any reason, the IC will make alternative arrangements at the time, commensurate with the nature and scale of the emergency. Potential locations are listed in Table 6. Note that initial direction by the IC may be made prior to mobilisation of the IMT to the alternate ICC or to evacuate the site.

Table 6 Incident Control Centre Locations

Site	Primary ICC	Alternate ICC	Offsite ICC
Albany	Eclipse Room 1 st floor Admin Building	Maintenance Supervisors office	DFES building (Hercules Crescent) or Customs House (Bolt Terrace)
Bunbury	Board Room upstairs Admin Building	Inner Harbour offices	Finance Office (address?)
Esperance	Training Room above Stores	Pilots (Marine) Office and adjacent offices	DFES building (Brazier Street) or the Civic Centre (Council Place)

3.5.2 CMT Rooms

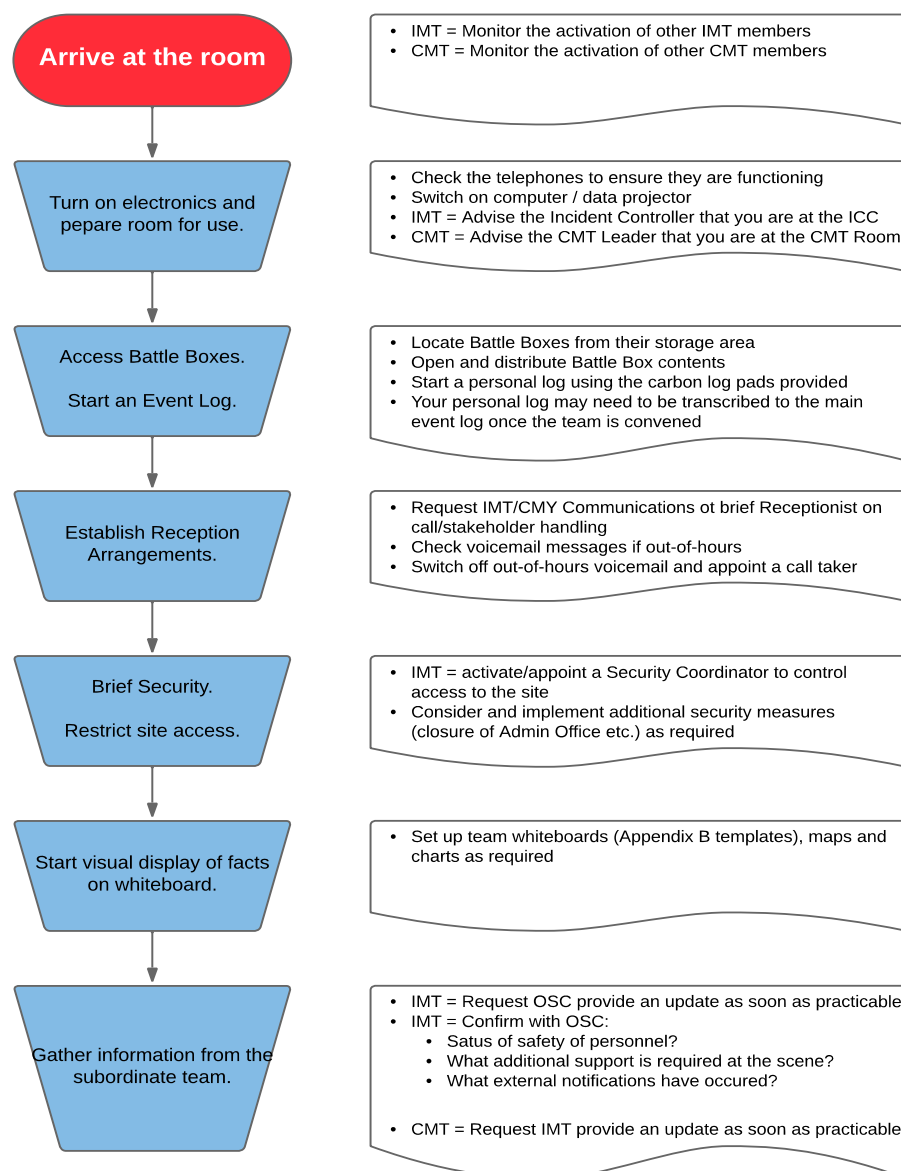
The designated CMT room is located in the West Perth office Board Room (Level 4, 679 Murray St) All CMT members shall have out of hours' access to the CMT Room.

Activation of the CMT maybe virtual, physical or a combination of both, this will be determined by the CMT leader. In the event that the primary room is inaccessible for any reason (building damage etc.), virtual meetings via telephone conference would anchor the CMT process in the initial period prior to the invocation of the Business Continuity Plan at which point the CMT will convene at a recovery location to be defined on an as required basis or virtually via Microsoft Teams.

3.5.3 First to Arrive / Room Setup Checklist

The ICCs and CMT Room are multipurpose office rooms which need to be setup to facilitate IMT/CMT activity. Rapid activation of the rooms with requisite resources enables the IMT/CMT to quickly orientate and effectively begin controlling the situation. The first person to arrive at the ICC/CMT Room will follow the flowchart at Figure 8. In the event of a virtual activation, IMT/CMT members will initiate boards and event log electronically through Microsoft teams

Figure 8 First to Arrive at the ICC/CMT Room Checklist



3.5.4 Incident Control Centre Resources

Primary and alternate ICCs shall be resourced as follows;

- Battle boxes for each IMT appointment containing a laminated Duty Checklist (Appendix A), carbon-copy notepad and stationery.
- An electronic display/projector and computer with access to the Emergency Management Document Library, IMT/CMT Microsoft Teams page and email/internet.
- Access to the dedicated IMT email address.
- Adequate whiteboard space / electronic displays to enable the display of ICC boards (Appendix B).
- Appropriate marine charts and site layout diagrams.
- Radio's for communicating with OSC/vessels.

3.5.5 CMT Room Resources

Primary and alternate (Business Continuity Plan location) CMT Rooms shall be resourced as follows:

- Battle boxes for each CMT appointment containing a laminated Duty Checklist (Appendix A), carbon-copy notepad and stationery.
- An electronic display/projector and computer with access to the Emergency Management Document Library, IMT/CMT Microsoft Teams page and email/internet.
- Access to the dedicated CMT email address.
- Adequate whiteboard space / electronic displays to enable the display of CMT room display boards (Appendix B).

4 IMT PROCESS

4.1 IMT Workflow Process

The IMT Process is shown in Figure 9 with individual steps described in Table 7. This process should be applied continuously until it is possible to return to control through normal line management.

Figure 9 IMT Workflow Process

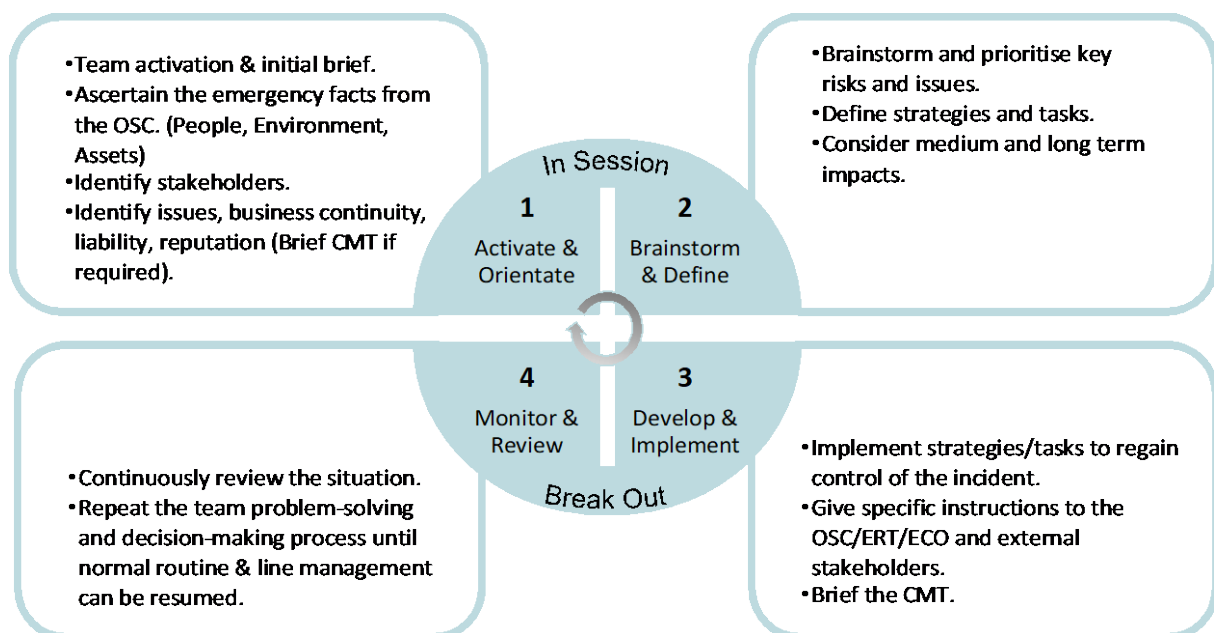


Table 7 Incident Management Process Responsibilities

Incident Management Process Responsibilities			
What	Who	When	How
Step 1 – Activate & Orientate			
Notification and Activation using the flowchart at Figure 7.	IC	On notification of occurrence	Phone/SMS/Email.
Initial Brief. Share information relating to: - Incident history and responses already taken - Current response actions - Response organisations that are activated	All IMT	Initial Briefing	Verbal brief from IC.
Identify Stakeholders and confirm facts. Who is involved and what is the current situation with: - People - Environment - Assets.	All IMT	Initial Meeting	General discussion. Input from OSC as required/available. Capture info on Stakeholder & Focus Board.
Step 2 – Brainstorm & Define			
Brainstorm Problems/Issues relating to: - People - Environment - Assets - Business Continuity - Liability - Reputation.	All IMT	Planning Session	Brainstorming. Capture info on Focus Board.
Develop Tasks & Strategies to deal with the issues identified; - Strategies are the general plan or direction selected to accomplish Objectives for individual Sections. - Tactics are the short-term specific actions taken to complete or satisfy the Objectives	All IMT	Planning Session	Brainstorming. Capture info on Situation Board.
Discuss what resources will be needed to accomplish the Objectives	Operations & Logistics	Planning Session	Brainstorming. Capture info on Resources Board.
Coordinate obtaining resources and appropriate financial tracking	Operations & Logistics	Planning Session	Brainstorming.
Confirm strategy and ensure all Objectives have been assigned to someone for action.	IC	Summation	Summary brief.
Record assignments against Objectives	Planning	Summation	Focus Board
Step 3 – Develop & Engage			
Develop Objectives and tactics into action plans	Operations & Planning	Section Planning Meeting	Discussion. Capture info on Focus Board
Discuss strategic issues and stakeholder position with CMT	IC & Comms	Initial/update briefing	Verbal brief
Brief the OSC/Responders on plans/tasks	Operations	Initial/update briefing	Formal orders
Step 4 – Implement & Review			
Implement Plans and monitor for effectiveness. Make corrective actions as needed through consultation with the IC, Section Chiefs and OSC.	All IMT	Operations Briefings	General discussion. Input from OSC as required/available. Capture info on Stakeholder & Focus Board.
Implement stakeholder and communications strategies and monitor for effectiveness.	IC	Briefings	General discussions. Input from GM EP as required. Capture info on Stakeholder Board
If the situation continues, return to Step 2 of the process and continue the IMT workflow. Once the situation is under control, follow the incident stand-down procedures.	All IMT	New Planning Cycle	

4.2 Incident Action Plans

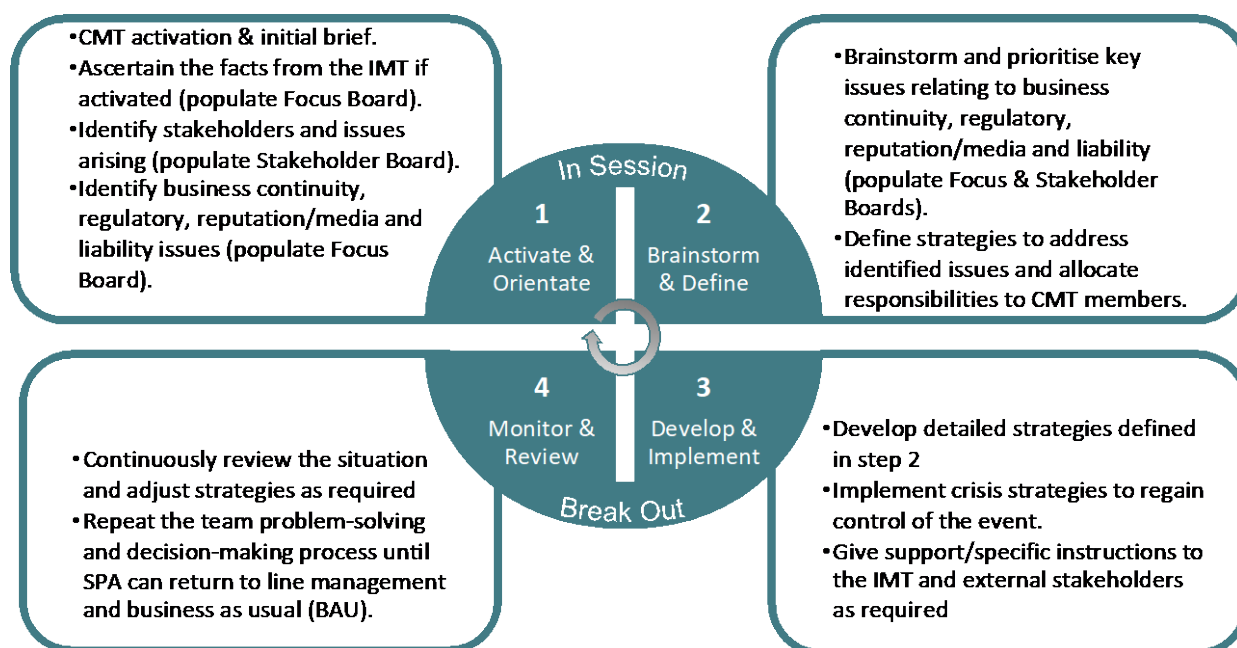
In the early stages of an incident and for non-complex incidents, the IC may develop an informal Incident Action Plan (IAP). This informal IAP would be based on an initial assessment upon activation and knowledge of pre-existing plans and standard operating procedures. The informal IAP is communicated to the IMT using the Focus Board in the ICC using the example at Appendix B to assist with information display.

For incidents that have a potential for extended involvement (oil spill in particular), the formal IAP shall be documented. The formal IAP process is outlined in the Southern Ports Oil Spill Contingency Plan.

5 CMT WORKFLOW PROCESS

The CMT Process is shown in Figure 10. This process should be applied continuously until it is possible to return to control through normal line management.

Figure 10 CMT Workflow Process



	Activate & Orientate	Brainstorm & Define
Business Continuity	Financial impact? Business threat or direct interruption of business? How is the incident or issue developing? Associated constraints on other assets or projects? Resumption of operations? Impact on customers/clients? Impact on suppliers?	Implementation of existing Business Continuity Plans? Insurance? Process workarounds? Alternate sales / marketing strategies? Leveraging other Ports sites / capacity? Using competitor supplies/facilities?

	Activate & Orientate	Brainstorm & Define
Reputation	Positive or negative perceptions? Media led rumour or speculation? Current level of enquiry, or interest by local, national and international media? Current and likely perception of the incident? Government involvement? Likely effects on reputation? Likely impacts on or response from pressure groups and agencies?	Holding statements and media releases? Monitoring strategies? Influencing strategies? Regulator relationship? Reinforcement/building?
Liability	Extent of liabilities, claims or penalties? Criminal Liability? Major third-party liability? Financial impact and compensation? Insurance? Loss of revenue? Legal issues?	Regulatory interface? Insurance review / underwriter support? Clarify legal relationships? Review the composition of investigations and use of an independent third party?

6 SUPPORT TEAM WORKFLOW PROCESSES

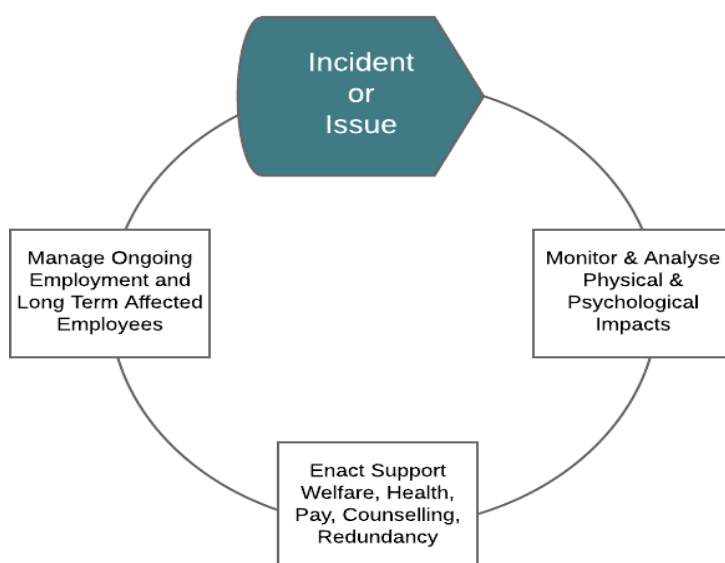
6.1 Human Resources Support

Efforts to support affected people will be managed by the Chief People & Sustainability Officer and staff within this department. In the event of an incident with significant people impacts, the capability may be augmented with support from the designated Employee Assistance Program (EAP) service provider. Primary functions of the group are to:

- Manage enquiries from Emergency Contacts and Relatives of employees
- Coordinate Human Resources responses with contractor/port users
- Coordinate welfare support to Emergency Contacts and employees

The work process is outlined in Figure 11 and further defined in the Guidelines for Dealing with Affected People (Appendix C) and individual duty cards.

Figure 11 Human Resources Support Team Process



6.2 Communication Support

Stakeholder communications activities will be managed by the Group Corporate Affairs Manager. In the event of an incident which generates significant external interest, the Media Advisory capability may be augmented with support from a preferred Public Relations (PR) service provider. Primary functions of the Communications Support group are to:

- Monitor and analyse traditional and social media
- Assist with developing communications strategies and information releases
- Assist with managing and influencing key stakeholders

The work process is outlined in Figure 12 and further defined in Appendix D and individual duty cards.

The Communications officer identified in the IMT structure may be any position within the Corporate Affairs team appointed by the Group Corporate Affairs Manager.

Figure 12 Communications Support Team Process

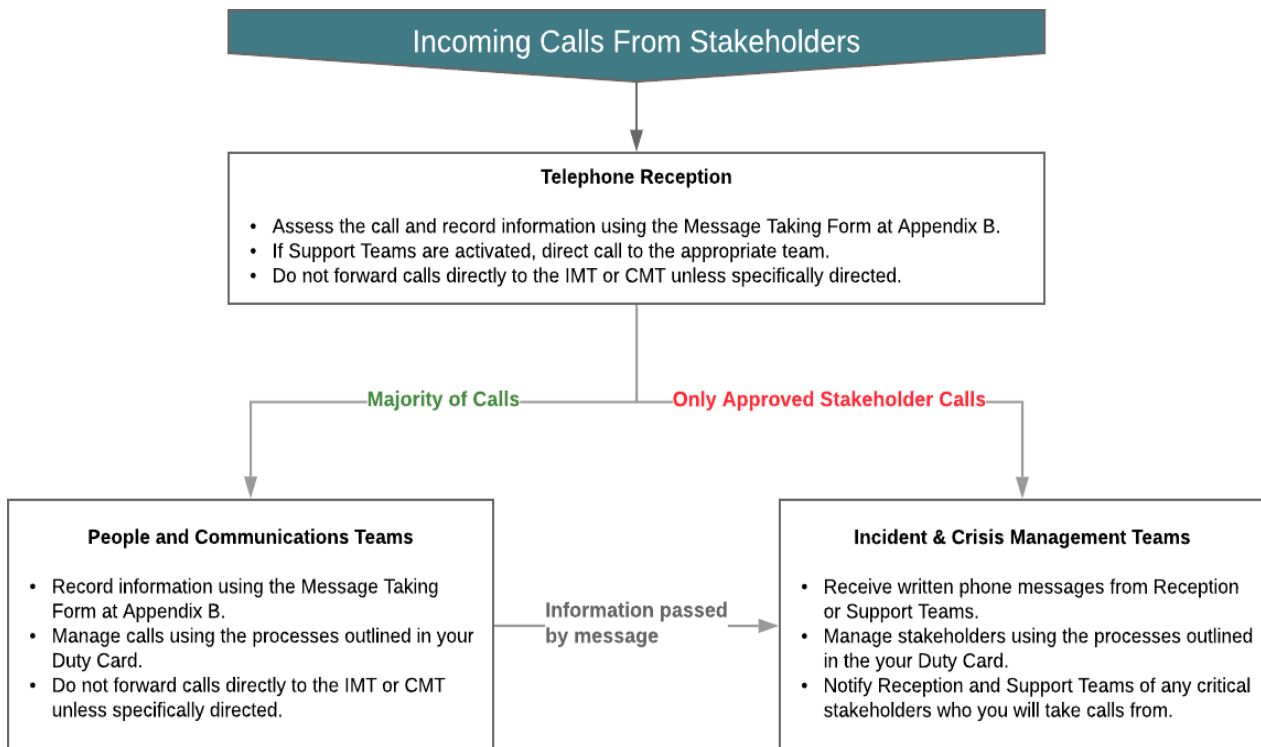


6.3 Telephone Response Support

The initial resources for handling telephone enquiries during an incident will be drawn from existing local site administrative/office staff as available in the initial instance. This group will staff the existing publicly listed number for the Port office. Additional telephone support may be required to assist the affected site with the increased level of telephone traffic that can be anticipated in any major incident. Additional support in the form of a call-centre type arrangement shall be made available from the Ports using pool identified staff. Further augmentation could be sourced through the preferred Public Relations Service Provider. The primary functions of the group are to:

- Relieve call-handling pressure on the Reception Desk
- Process enquiries and pass critical messages to the IMT/CMT
- Respond to enquiries in accordance with directions from the Group Corporate Affairs Manager.
- The work process is outlined in Figure 13.

Figure 13 Telephone Responder Process



7 INFORMATION MANAGEMENT

7.1 ICC & CMT Room Information Display Boards

A sample of useful display board layouts is contained at Appendix B. These should be used in the ICC and CMT Room to ensure that critical information is clearly displayed and shared between all members and sections of the organisation.

7.2 Log Keeping

IMT and CMT Log Keepers shall maintain a central team log of main events. The Log will be displayed via data-projector and will be made available to remote members via Microsoft Teams.

All team members will assist the Log Keeper by maintaining a personal log using carbon copy log pads.

7.3 Contact Directories

Contact information to support initial emergency response actions and corresponding regulatory notifications is contained within the Crisis & Emergency Management Plan and respective Port Emergency Response Procedures.

A Southern Ports Crisis Contact Directory is maintained in Office 365 and summarises the key stakeholders and touchpoints for the IMT.

7.4 Virtual Meetings

The IMT and CMT Workflow Process is underpinned by the ability to convene virtually via telephone/video conference/ Microsoft Teams collaboration. This is achieved through the use of the dedicated ICC and CMT Room dial in detail contained in the Contact Directory and the established Microsoft Teams page for the respective IMT/CMT.

The IC and CMT Leader shall define the schedule of meeting timings for their respective team to convene to implement steps 1 and 2 of the Workflow Process.

A central Focus Board and log of events shall be maintained by the Log Keeper working from the ICC and/or CMT Room. This will underpin common situational awareness for respective teams and the agreed approach to managing the incident.

The process for information sharing is described in Section 7.5

7.5 Electronic Library and Document Sharing

All relevant Crisis and Emergency Management documentation and supporting forms are contained in the Southern Ports Emergency Management document library in Office 365.

When the IMT and/or CMT are in session (steps 1 and 2) the Focus Board and log of events shall be maintained by Log Keeper and shared as a live document for all other members. Microsoft Teams can be utilised for the online sharing and collaboration between the IMT and CMT.

Email information flows between the IMT and CMT shall be directed through the dedicated email addresses (IMT@southernports.com.au and CMT@southernports.com.au) or via Microsoft Teams collaboration.

7.6 Managing Internal and External Communications

Managing Affected People. Guidelines for managing Affected People including the workforce and Next of Kin Notification during an emergency are contained in Appendix C and the Duty Card of the Human Resources appointment.

Managing Stakeholders. It is critical that key stakeholders that are affected by the incident are identified early in the planning process and clear responsibilities for contact are established. A stakeholder-tracking matrix should be established by the IMT/CMT Communications appointment based on the example format shown at Appendix B.

Managing Traditional and Social Media. Guidelines for managing traditional and social media during an emergency are contained in Appendix D and the Duty Card of the Communications appointments.

7.7 Incident Reporting

The internal reporting of accidents, incidents or hazards will be recorded in EcoPortal. Regulatory notification and reporting requirements are overseen by the IMT Safety Officer. Table 8 provides additional guidance on statutory reporting requirements.

Table 8 Guidance on Incident Reporting Requirements

Incident Type	Notification	Link/Contact
Electrical Accident	Relevant network operator (or Energy Safety if the network operator cannot be identified)	Horizon Power: 132 351 Western Power: 131 351 Energy Safety: 1800 678 198
	As soon as practicable to WorkSafe WA wise.commerce.wa.gov.au/wise-online/ndi	1800 678 198
Work Injury	As soon as practicable to WorkSafe WA wise.commerce.wa.gov.au/wise-online/noi	1800 678 198

Crisis and Emergency Management Plan

Incident Type	Notification	Link/Contact
Transport or Storage of Dangerous Goods (DG)	As soon as practicable to a DG Officer. DG incident report form must be lodged within 21 days of a reportable situation: worksafe.wa.gov.au/publications/dangerous-goods-incident-report-form	Phone: (08) 6251 2300 (business hours) Email: dgsb@demirs.wa.gov.au
	Hazardous materials emissions and major pollution incidents. Department of Water and Environment Regulation (DWER).	24 hr Pollution Watch hotline – 1300 784 782 wa.gov.au/service/environment/pollutant-prevention/environment-watch
Environmental Incident	Department of Water and Environment Regulation (DWER).	As above
Oil Spill	Department of Water and Environment Regulation (DWER).	As above
	Department of Transport for state waters. Initially by phone to the Oil Spill Response Coordination. Then by Pollution Report (POLREP) transport.wa.gov.au/mediaFiles/marine/MAC-F-PollutionReport.pdf	Email: marine.pollution@transport.wa.gov.au and rccaus@amsa.gov.au Phone: (08) 9480 9924 Fax: 1300 905 866
	AMSA for Commonwealth Waters. Australian Search and Rescue (AusSAR): Rescue Coordination Centre	Phone: (02) 6230 6811 Freecall: 1800 641 792 Fax: (02) 6230 6868
Actual or Impending Maritime Environmental Emergency	The relevant Port, Port Operator, Port Facility Operator, Boat Harbour Operator, Shipmaster or Petroleum Titleholder must report all actual or impending Maritime Environmental Emergencies in State waters to the State Maritime Environmental Emergency Coordinator as soon as reasonably practicable through the DoT Maritime Environmental Emergency Response Unit (MEER) Duty Officer via the 24-hour reporting number	Phone: (08) 9480 9924
Shipping Incident	For Commercial Vessels. The operator must notify the AMSA by any means available within 4 hours of becoming aware of the accident or dangerous occurrence. An Incident Alert form is to be completed (AMSA Form 18) An incident report (AMSA Form 19) is a more detailed follow up report and must be forwarded from the operator to the Inspectorate within 72 hours.	Forms: amsa.gov.au/form18 amsa.gov.au/form19 Email: reports@amsa.gov.au

Incident Type	Notification	Link/Contact
Shipping Incident	For Commercial Vessels. The operator must notify the AMSA by any means available within 4 hours of becoming aware of the accident or dangerous occurrence. An Incident Alert form is to be completed (AMSA Form 18) An incident report (AMSA Form 19) is a more detailed follow up report and must be forwarded from the operator to the Inspectorate within 72 hours.	Forms: https://www.amsa.gov.au/form18 https://www.amsa.gov.au/form19 Email: reports@amsa.gov.au
	For Domestic Commercial Vessels (under 24m). Notification to DoT WA using Incident Report (Marine Incident Report Form) within 7 days of incident. transport.wa.gov.au/mediaFiles/marine/MAC_F_MarineIncidentReport.pdf	Email: Marine.Investigations@transport.wa.gov.au Phone: 1300 863 308 Fax: 08 9435 7807
Pipeline Incident	Immediate notification to DEMIRS. Pipeline operation under the State petroleum legislation.	24 hour Phone: 0437 973 672, 0437 970 014 and 0437 972 947 Email written notification to petreps@dmirs.wa.gov.au .
Security Incident	As per the guidelines in the Southern Ports Maritime Security Plans	

8 RELIEF AND STAND DOWN

8.1 IMT Shift handover Procedures

If relief is required in a prolonged emergency, follow this process.

Incident Controller

- Provide a brief on actions to date and current priorities.
- If the changeover of all IMT members is to be simultaneous, arrange an extended update/handover brief when the majority of reliefs have arrived.

IMT Members

- Individually brief your relief without disrupting the rest of the team.
- Advise the Log Keeper and the Incident Controller.

8.2 Mobilising Southern Ports Personnel to Affected Location

Team members listed as Alternate (Augmented) personnel in Table 3 may be mobilised to the affected location to augment or provide relief to the IMT subject to the deliberations of the IC. Mobilisation arrangements will be managed by the IMT Logistics section.

8.3 Termination of an Emergency/Crisis and Stand Down

Emergency Response actions will cease when the IC after consultation with all relevant personnel (e.g. OSC/Emergency Services), is satisfied that it is safe to do so.

The “All Clear” should be communicated to all Southern Ports personnel using communications means relevant to the affected location. Affected neighbouring industries and residents should also be notified.

All emergency response equipment utilised in the incident is to be refurbished and/or replenished prior to any stand down. The IMT may then stand down at the discretion of the IC.

When crisis conditions are deemed to be over, the CMT Leader stands down the CMT or defines an operational tempo for the CMT to continue to manage the ongoing issues. This ongoing mode may also be supported by a separately defined Business Continuity effort.

8.4 Transition to Business Continuity / Recovery

The IMT and CMT are Southern Ports designated control elements to manage transition from an incident to business continuity and recovery. Transition to recovery may occur during or at the conclusion of an incident, thus the IMT & CMT must consider as a part of their planning process medium to long term impacts to the organisation.

The Southern Ports Business Continuity Plan supports the IMT/CMT with pre-identified work around strategies for critical business process by disruption impact. The IMT and CMT will utilise the Crisis and Emergency Management Plan IMT/CMT workflow process to support organisational recovery efforts and prioritisation of work effort.

8.5 Debrief

Following the stand down, a debriefing is then organised to review the situation with all participants to determine the strong points as well as any areas requiring improvement. The IC/CMT Leader shall arrange a debriefing for their respective team as soon as is practicable, and in any case, not more than two weeks after an incident. All agencies involved with the incident should participate. Recommendations for improvement, based on lessons learned, may be made. A debriefing session should cover the following aspects:

- description of the situation
- summary of the response strategies and actions undertaken
- identification of the circumstances or causes which lead to the incident or situation
- the nature and severity of the damage to personnel, equipment, environment, resources, reputation, liability and business continuity
- identification of residual risks or ongoing issues
- review of the efficiency and effectiveness of the alert procedure, emergency organisation, use of resources and communication
- summary of key lessons learnt
- items for improvement in the Emergency Management documentation.

The IMT Planning appointment and CMT Legal appointment shall ensure all documentation developed by their respective team during the activation is retained.

Log Keepers will be required to take minutes of the debriefing session. If necessary, a corrective action plan will be set up to ensure the improvement of the organisation ability to respond to an incident.

An incident investigation may be conducted to determine the cause of events where Southern Ports was deemed to have had, or ought to have had control. Investigations must be conducted in accordance with existing Southern Ports processes.

9 CAPABILITY MANAGEMENT

9.1 Training and Exercises

The Chief Operating Officer shall ensure an exercise and training schedule is prepared for the forthcoming year, in consultation with the Respective Port Regional Managers.

The exercises and training shall validate the relevant plans and provide sufficient training and experience for all Southern Ports personnel in the Crisis and Emergency Management organisation.

An actual or impending Tier 1, Tier 2 or Tier 3 occurrence that activates this Crisis and Emergency Management Plan may be regarded as a rehearsal exercise of the plan.

9.1.1 Training

First Aid – Each operating site/Port maintains a pool of staff trained to either Senior First Aid or Occupational First Aid level.

Emergency Control Organisation – Personnel identified for appointments as Fire Wardens and Muster Marshalls are to be trained as per the guidelines in AS 4375 2010 Planning for Emergencies in Facilities.

Emergency Response Team – The Port of Esperance maintains an ERT as similar to that prescribed in the WA Mines Safety and Inspection Regulations and to address the limited local Government Emergency Services capability to respond to emergencies at the Port. Personnel allocated to the ERT undergo skills training over and above that received by other Southern Ports staff. The skills training is delivered by external service providers to national competency standards in the following areas;

- First aid
- Self-Contained Breathing Apparatus
- Vehicle extrication
- Rescue from heights
- Rescue from confined spaces
- General fire fighting
- Rescue from water

Firefighting – Southern Ports staff receive limited firefighting training using hand-held fire extinguishers and hose reels. Resources and expertise are available from local Department of Fire and Emergency Services (DFES) and from tugboat and ship crews alongside.

Hazardous Materials – Southern Ports staff receive limited training in handling Hazardous Material spills. Resources and expertise are available from local Department of Fire and Emergency Services (DFES).

Working at Heights – Personnel required to work at heights shall be trained in accordance with AS/NZS 1891.4.2009 Industrial Fall Arrest Devices, Part 4 Selection, Use and Maintenance.

Confined Space – Personnel required to work in confined spaces shall be trained in accordance with AS2865-2009 Safe Working in a Confined Space.

On Scene Commanders – Shall receive training in command and control as well as assessing emergency situations as outlined in the OSC duty card of the Port Emergency Response Procedures. This training is to be conducted on appointment and as ongoing refreshers in the lead up to scheduled drills and exercise.

IMT Appointment Holders – Shall receive training in the IMT and ICC processes as well as respective duty cards of this plan. This training is to be conducted on appointment and as ongoing refreshers in the lead up to scheduled drills and exercise. Formal competency based training for IMT members expected to hold Controlling Agency appointments in a Maritime Environmental Emergency IMT are as follows.

- **Incident Controllers.** PUAOPE018 Control a Level 2 incident.
- **IMT Members.** VU23311 - Prepare to work within the Australasian Inter-service Incident Management System.

CMT Appointment Holders – Shall receive training in the CMT processes as well as respective duty cards of this plan. This training is to be conducted on appointment and as ongoing refreshers in the lead up to scheduled drills and exercise.

Inductions – The following arrangement apply:

- Southern Ports is required to comply with the statutory requirements listed in Section 1.5. Accordingly, security access measures and site safety induction training are carried out before access is allowed to any Port.
- All employees are to be briefed on Crisis and Emergency Management Arrangements when joining Southern Ports. Training is to include responsibility for safety and pertinent information from Crisis and Emergency Management plans relevant to their appointment.
- All visitors and contractors are to receive appropriate levels of induction as required by their roles at the respective work location.

9.1.2 Exercises and Drills

Southern Ports personnel regularly participate in scheduled drills and mock exercises so that they will be well practiced in handling their emergency response roles in the face of a real crisis. Exercises will be conducted in consultation with emergency agencies.

The IMT and CMT shall conduct an emergency exercise every 12 months to measure and assure capability. This outcome may be achieved by coordinating with an annual Southern Ports activity which practices all parts of the Crisis and Emergency Management program with selected third parties including local Emergency Services.

Biannual drills are to be conducted to ensure evacuation and mustering within the prescribed guidelines set out in the respective emergency response procedures. Participation in biannual muster and evacuation drills is **mandatory for all employees**.

Port Security Drills are to be conducted quarterly as set out in the requirement of the MTOFSA.

9.2 Audit and Review

The Chief Operating Officer shall ensure that legislative requirements and the Southern Ports Crisis & Emergency Management Plan are complied with by reviewing practices and procedures and ensuring that recommended changes are actioned where necessary.

The Crisis and Emergency Management Plan is to be fully reviewed biennially, following any activation of the plan or as required by other factors of change. The Crisis and Emergency Management Plan shall be audited in accordance with Southern Ports internal audit schedule.

The Southern Ports Crisis Contact Directory is to be updated on an ongoing basis as changes are brought to the attention of Southern Ports staff.

The Chief Operating Officer is responsible for managing the overall Southern Ports Crisis and Emergency Management Framework. The Board shall maintain an overview of the overall Crisis and Emergency Management capability through annual reporting by the Executive Leadership Team.

APPENDIX A – DUTY CARDS

Appendix A is issued separately and contains the listed Duty Cards set out below. The cards are produced in hard copy (laminated) and contained in the IMT and CMT Battle Boxes in the primary and alternate ICCs/CMT Rooms. An electronic copy is stored in the IMT/CMT Microsoft Teams page and in the Southern Ports WHSES Hub.

- Duty Card 01 - Incident Controller
- Duty Card 02 - IMT Operations
- Duty Card 03 - IMT Planning
- Duty Card 04 - IMT Logistics
- Duty Card 05 - IMT Safety Officer
- Duty Card 06 - IMT Log Keeper
- Duty Card 07 - IMT/CMT Human Resources
- Duty Card 08 - IMT/CMT Communications
- Duty Cards 09 to 12 reserved for ECO appointments and contained in the site ERP
- Duty Card 13 - CMT Leader
- Duty Card 14 - CMT Legal
- Duty Card 15 - CMT Finance
- Duty Card 16 - CMT Operations
- Duty Card 17 - CMT Log Keeper
- Duty Card 18 - Telephone Responders
- Duty Card 19 – IMT/CMT Technology
- Duty Card 20 – CMT Trade

APPENDIX B – INFORMATION CAPTURE AND TRANSFER

B1 Main Event Log (example)

TIME	EVENT
27 May 2022	
13:44	IMT Convened
13:47	IC briefs IMT • Fire at shed • Injured people • 000 responding
13:52	Logistics calls hospital to confirm arrangements
13:54	IMT planning session. Discussion on; • Reception of DFES • Evacuation of injured • Notification to neighbours • Information to those at Muster Points
13:57	IC calls CMT Leader and provides initial summary.
14:02	CMT Leader directs preparation of initial media release.

Notes:

- The log is maintained on a computer linked to data-projector by the IMT and CMT Log Keepers.
- Individual IMT and CMT members maintain personal log of events on the carbon notepads and provide a copy of pertinent information for the team log to the Log Keeper.

B2 Focus Board (example)

	Step 1 – Activate & Orientate	Step 2 – Brainstorm & Define				Step 3 – Develop & Implement
						Step 4 – Monitor & Review
	Known Facts (P,E,A = IMT / BC,L,R+CMT)	Issues or Unknowns	Strategies & Tasks	Priority	Status (O = Open) (C = Closed)	Responsible
People	Two unaccounted	1. Location?	1. Local search	1		1. Ops & OSC
		2. Names?	2. Review site list	3		2. People
	One injured	1 Severity? Treatment Family	Check with 1st aiders Ambulance evacuation Notification	1 1 1		Ops Logistics People
Environment	Smoke coming from shed	Source?	Confirm source	1		Ops & OSC
		Toxicity?	Check Safety Data Sheet	3		Safety
		Location of muster close to smoke	Relocate people at muster	1		Ops & OSC
Assets	Damage to shed	High intensity fire may damage structure	Check with DFES	3		Ops & OSC
			Structural assessment	4		Planning
Business Continuity	Damage to shed	Impact on users	Communicate with affected users	3		Communications
		2. Duration of outage	2a. Alternate shed	3		2a. Planning
			2b. Calculate trade impact	4		2b. Planning
Liability	Injured people	Workers compensation	Assist affected Legal advice	3 3		People IC/CMT
Reputation	Smoke coming from building	Public concern	Prepare communication strategy	2		CMT/ Communications

Notes:

- The board is drawn up on a whiteboard or as an electronically shared document (Microsoft Teams) and aids the IMT and CMT to list tasks, issues and identify priorities.
- All team members contribute to populating information on the board.
- Team Leaders use the board as the basis for update briefings and maintaining a 'plan-on-a-page' approach to the current situation and guide the team updates/planning sessions.
- The information displayed is succinct with tasks and strategies developed in detail by the person allocated responsibility.
- The IMT will initially focus on all areas and then hand off focus for Business Continuity, Liability and Reputation issues to the CMT once activated.

B3 Stakeholder Board (example)

Step 1 – Activate & Orientate	Step 2 – Brainstorm & Define			Step 3 – Develop & Implement	
				Step 4 – Monitor & Review	
Stakeholder	Purpose/Message	Potential Issues/Sensitivities	Priority	Responsible	Last Contact Time/Date
Port Users	Safety advice on access arrangements and restricted use of Port	Must be coordinated with local emergency services broadcasting.	1	IC and IMT Communications	
Impacted Customers	Provision of initial advice on operational impacts and restrictions.	Note potential for discussion/allegation of contractual breached subject to individual contracts.	2	CMT Operations and Trade	
Minister's Office	Initial Brief to request advice on government trade direction		2	CEO	

B4 Affected Persons Tracking Board (example)

Name of Affected	Medical Status	NEC* or NOK	Casualty Location	Transfer To	ETD	ETA	Transfer By
Bill Bloggs (employee)	Unconscious	Wife = Jenny Unable to contact her at 13:45	In transit	Airport then RFDS to Perth	14:20	15:55	St John Ambulance then RFDS fixed wing
Jane Doe (Visitor from XYZ contracting)	Lower leg injury	Company People contacted at 13:48. They will inform NOK.	1st aid room	Esperance Hospital	14:45	15:00	St John Ambulance

* NEC is nominated emergency contact. This is not necessarily the next of kin (NOK).

Notes:

- The Affected Persons Tracking Board is maintained by the **Human Resources Appointment.**
- It is intended to keep track of all affected personnel so their current status, whereabouts and overall management can be appropriately attended to.

B5 Resource Tracking Board (example)

Resource Type	Location	Tasking	Time in	Time out	Remarks
HAZMAT Trailer	Shed 4	Support of field crews	14:20		OSC directing use by ERT. Requires additional absorbent ASAP
Tug 1	Berth 2	Fire suppression	14:45	19:00	Must come off station for crew change
Tug 2	Pen	Standby	19:00		Relieve Tug 1
Helicopter	Airborne	Aerial surveillance	14:20	51:20	Must come off station for refuel

Notes:

- The Resource Tracking Board is **maintained by IMT Logistics**.
- It is intended to keep track of all emergency response resources so their current status, whereabouts and overall management can be appropriately attended to.

B6 SMEAC Briefing Form / Incident Action Plan

To be used by Operations Section and OSC/ERT/Field Crews when briefing on incident tasking.

Briefing Component	Detail Provided	Notes
Situation	The current and predicted situation including: ☐ An overview of Incident; ☐ Current and expected weather; ☐ Life and property risk; ☐ A summary of resources deployed	
Mission	Statement of the Incident Controller's intent and specific objectives set for the incident response.	
Execution	How the mission will be accomplished including: ☐ Strategies and tactics ☐ Constraints ☐ Task and resource allocation ☐ Access to the incident ☐ Times – shift or tour of duty ☐ Immediate tasks after briefing ☐ Contingency plans	
Administration	Logistics for the operation including: ☐ Key support locations and roles ☐ Incident staging area ☐ Catering ☐ Supply ☐ Ground/medical staff	
Command and Communication	Incident Management Structure including: ☐ Sectorisation ☐ Reporting relationships and times ☐ The Communications Plan ☐ Contact numbers, radio channels	
Safety	Identification of known or likely hazards including: ☐ Weather ☐ 'Watch out' situations ☐ Safety equipment required and protective clothing standards ☐ Welfare – hydration, first aid.	

B7 Individual Log of Events

[illegible]

White copy – to Logkeeper: **Pink copy** – Originator / File

B8 Telephone Responder Message Taking Form

SOUTHERN PORTS MESSAGE TAKING FORM	
DATE:	TIME:
TELEPHONE RESPONDER'S NAME:	
THIS IS SOUTHERN PORTS. WHOM DO YOU WISH TO SPEAK TO?	
<i>If normal business and lines are free, connect the caller. If crisis or emergency business, do not connect the caller unless cleared to do so.</i>	
WHAT IS YOUR NAME?	
WHAT IS YOUR ORGANISATION?	
HOW CAN WE CONTACT YOU?	
WHAT IS YOUR MESSAGE?	
Copy To (tick as required): ☐ Communications Support Team	

APPENDIX C – GUIDELINES FOR MANAGING AFFECTED PEOPLE

C1 Personnel Records and Information Management

Information on employees and their NEC/NOK is accessed through the Chief People & Sustainability Officer. As soon as affected persons are identified, the Chief People & Sustainability Officer will search for the NEC/NOK information and advise the IMT of a notification plan to be implemented 'First and Fast.'

Communicating with the NEC/NOK of affected people is a critical part of the Sustainability / Human Resources Support Team process. The priority is to ensure that NEC/NOK are informed first and fast. This action is to be done in coordination with the activated IMT or the CMT. The release of all information relating to affected people must be coordinated to ensure that information is not made public until the NEC/NOK of affected personnel are notified first.

Notification of NEC/NOK for a workplace fatality is the responsibility of WA Police however it is essential that the Sustainability / Human Resources Support Team work closely and expeditiously with WA Police to ensure appropriate support is provided to the NEC/NOK during and after the notification process. In some serious injury cases notification may also require close coordination with WA Police.

Consideration must be given to internal as well as external communications. It is important that unaffected employees are informed that the Sustainability / Human Resources Support Team has been activated to deal with the NEC/NOK of affected people, that they are briefed on colleagues where appropriate, and guided on how to handle any queries or questions they may receive from external sources.

There may be occasions where there are affected people from both Southern Ports and contractor/external organisations. It is the responsibility of the Sustainability / Human Resources Support Team to ensure the notification of all affected parties is coordinated with the Sustainability / Human Resources Support Teams from all affected organisations.

C2 Physically Advising Distressing News

Notwithstanding the WA Police role on behalf of the Coroner, in some circumstances such as for personnel residing in remote areas or for mass notification in times of natural disaster, WA Police may request that Southern Ports conduct NEC/NOK notification on their behalf.

A senior Southern Ports Manager and desirably a Peer Supporter should normally advise the NEC/NOK of any serious work-related injury. In some cases, the local police may also be present when notifying of a serious injury.

If a senior member of Southern Ports cannot attend due to geographic location, then notification may need to be made through the police station or EAP Service Provider local to the NEC/NOK.

If you do have to break bad news to a relative, there are several points to consider:

- When developing a message to the NEC/NOK, make the point of the death or injury at the front of the message. Do not keep them guessing, it will only make them tense and more upset.
- Take another person with you when delivering bad news. Ideally, the extra person should be first aid trained in case of shock, fit or collapses. If delivering bad news to a female, take a female with you.
- Consider the involvement of EAP service providers trained in counselling techniques.

- If children are present when you arrive to deliver bad news, have the extra person escort them away from the room where you will deliver the news. If there are other adult family members or friends present advise *"I have bad news, can we sit down in private, or is here okay?"*
- Make sure that the person to whom any bad news is being given is seated or able to sit down quickly, in case of shock, fit or collapse.
- Deliver the message as quickly and concisely as possible. Ask whom they would like you to contact immediately to come to their support. This may be a relative, grief counsellor or representative from their religious faith if appropriate.
- Stay with the person until the support person arrives to assist. Do not assume a neighbour or family member is wanted. If there are two Southern Ports representatives present, you can assess whether both of you should stay for a prolonged period of time. Do not leave the NEC/NOK alone in the house in a distressed state.
- Try to refer to any deceased person in a 'living context'. The receiver of the news may not immediately recognise death.
- Do not deliver personal items such as watches or personal clothing, of any seriously injured or deceased person at the same time as delivery of bad news.
- Deter the receiver of a fatality from going to the scene of the incident or to view the body when the body damage has been severe. You must accept their wish if they insist. If you are advised by the Police or medical team that the body is badly mutilated, you are to ensure medical staff are on hand at the time they view the body and ideally have another member of the family to complete the identification requirements.
- Where the employee is in hospital, keep the family and employees informed of their status.
- Arrange monetary, welfare and counselling assistance as soon as possible. Where insurance cover exists, process claims and obtains funds quickly.

APPENDIX D – GUIDELINES FOR CRISIS COMMUNICATION

D1 Crisis Communications Principles

- Say something and say it quickly – but remember it is better to be late disseminating information than to be inaccurate.
- Communicate with all stakeholders regularly.
- Limit the room for error:
 - Create the most direct line possible between the information source and writer.
 - Have as few writers as possible – one or perhaps two, working collaboratively.
 - Avoid duplication – create fewer materials for multiple uses.
- Over-prepare – before the incident and during the incident.
- Over-staff.
- Keep records and maintain a document trail.

Priority

Southern Ports' thresholds for emergencies, incidents and crisis situations are included as

In the event of a Tier 2/3 event, the priority order for the dissemination of information to key stakeholders is (noting information dissemination will often occur concurrently):

- 1) NEC/NOK of those directly affected by the incident (and their families)
- 2) Board and management.
- 3) Minister for Ports.
- 4) Internal staff and significant stakeholders.
- 5) Government regulators and relevant departments.
- 6) Media.
- 7) General public and interest groups.

Key principles

- Messages to all stakeholders may vary in the level of detail but must be consistent.
- Where possible, the same statement or briefing note will be used for multiple audiences.
- Information will be accurate and provided in a timely manner, recognising the various stages of crisis communications.
- A limited number of personnel should interact with the media, with preferably a single spokesperson.
- Regular communication with stakeholders will be essential, however, accuracy will take priority over timeliness.
- The release of all information relating to affected people must be coordinated to ensure that information is not made public until the NEC/NOK of affected personnel are first notified.

D2 Communications Response

The First Hour

There are four recognised communications phases to a crisis, regardless of severity and impact.

They can be described as the:

- 1) Immediate response (the first four hours);
- 2) Secondary response (the first four-36 hours);
- 3) Ongoing communication (the period between the crisis and subsequent inquiries (a period of months); and
- 4) Rebuilding (post crisis and any inquiries / inquest).

1-15 Minutes

- Gather the facts
- Mobilise the CCT
- Activate the CCR and set up the room
- Activate action logs for record keeping

15-30 Minutes

- Set up monitoring (social, digital, traditional) and undertake a quick scan
- Draft (and potentially issue) the holding statement
- Brief relevant internal stakeholders (Executive, reception) and advise key stakeholders
- Continue to gather facts and confirm available information (as well as the 'unknowns' and assign responsibilities for sourcing that information)

30-60 Minutes

- Prepare key talking points
- Prepare spokesperson
- Finalise and issue media statement
- Update web and social content with relevant information from the holding statement
- Continue to document all known facts, as well as define and source the 'unknowns'
- Manage incoming calls and requests for information
- Release and publish updated information as appropriate
- Maintain logs
- Monitor traditional and social media
- Contact other directly affected agencies/organisations (i.e. media teams)

D3 Establishing the Crisis Communications Room

The preferred location for the CCR is 679 Murray St, West Perth (Southern Ports Corporate Head Office), which is expected to be in proximity to the CMT, and close to other key functions including IT, HR and Legal.

Media conferences will be held wherever the CEO – as the Southern Ports spokesperson – will be located, most likely at the Southern Ports Head Office (679 Murray St, West Perth), but again perhaps at another Southern Ports site.

The first CCT member to arrive at the CCR, regardless of seniority, should start the process of preparing the room for use as the communications centre for the duration of the incident.

Response operations, including the initial briefing of team members, may need to commence before the communications room is fully established, however the room should be set-up as soon as possible.

CCR SET-UP CHECKLIST

- Confirm television, recorders, phones and AM/FM radios are operational.
- Set out telephone message forms.
- Set up/out log sheets;
- Set out 'in' trays and 'tasks completed' trays.

D4 Media Management Arrangements

GENERAL GUIDELINES

Any incident that creates a real or perceived belief that there have been substantial injuries and/or death, damage to property and/or environmental damage will attract media attention and require strategic media management. Condense with key principles in front section of document.

Media management will be guided by the following key principles:

- Only approved CCT personnel will issue comment/statements to the media.
- The media will receive accurate and timely information (in writing).

The media will receive access to an approved CCT member (Media Liaison representative in the CCT). Note, any refusal to release information or liaise with the media is likely to lead to a situation where information – potentially inaccurate – will be sought or received from elsewhere and possibly adversely impacting on Southern Ports's reputation).

- The media will always be treated professionally and with respect.
- The media is proactive – journalists will attend the scene of an incident or visit a company head office to seek more information without invitation. In such cases, they will be met promptly by a member of the Southern Ports ECO.

MEDIA RELEASES – CONTENT AND APPROVALS

In general, content of any media statement should:

- Be clear, simple and direct.
- Communicate the confirmed aspects of the incident, as well as the details of the process being followed and the values and principles that will guide the process and actions moving forward.
- Not make assumptions on the cause of the incident, attempt to blame anyone, make any announcement of deaths (by law this is the responsibility of the police in the first instance) or avoid difficult issues.
- Comply with existing Southern Ports approval and distribution procedures.

Refer D% and D6 for the holding and follow-up statement templates.

Approvals

In accordance with existing Southern Ports approval protocols, media releases, including the initial holding statement, must be approved by the CEO, who will also be briefed on key messages prior to any media interviews.

The CMT Communications function will ensure written/email confirmation of approval from these parties, after consultation with Southern Ports Legal Counsel and senior members of the CMT as necessary.

MEDIA SPOKESPEOPLE

Nominated spokesperson

The person who speaks in a time of crisis signifies the importance of it to stakeholders and the community and therefore a senior member of the company will be nominated to speak in regard to any major incident:

- The Southern Ports CEO will be the primary spokesperson for the crisis/incident.
- Depending on the extent of site-based media interest and the nature of the crisis, the CEO may delegate responsibility to a trained site-based spokesperson to provide site-based incident updates to the media, following the initial statement.
- External Crisis Communications Media Training is recommended on an annual basis for the Southern Ports Chief Executive, Southern Ports ELT, Southern Ports Regional Managers (or designated site-based media spokespersons) and the Southern Ports Manager Corporate Communications and External Affairs.

Spokesperson preparation

Prior to any media interview:

- The CMT Communications function will coordinate interview preparation with the spokesperson, including providing a list of key messages and factual summary about the incident, contentious issues summary and responses.
- The CMT Communications function will conduct an interview rehearsal. Where the interview is nominated to take place on-site, the Site Communications Manager will undertake the interview rehearsal and provide any background information (collated by the CMT Communications function).

MEDIA CONFERENCES

Media conferences will be considered when media attention is high. The CMT Communications function will coordinate the conference and ensure all relevant media and stakeholders are invited to the conference. Individual interviews may also be arranged.

The CMT Communications function will ensure:

- relevant key messages, background information and a summary of possible key issues and media responses is prepared for the media spokesperson
- a media statement and briefing information is available for journalists, with summary details and relevant background materials, where appropriate
- media are directed to a waiting area or 'green room' as soon as they arrive, which is located away from operational staff and reception. Journalists will also be advised they are unable to film outside the interview area
- the details of journalists in attendance are recorded and any follow up queries managed
- photographs and/or vision is provided, if appropriate
- the conference is recorded by video for Southern Port's purposes.

MEDIA MONITORING

Media coverage will be closely monitored via existing media monitoring channels. In addition:

- existing media monitoring will be extended to include broadcast media
- online and social alerts/feeds (e.g. Google alerts using relevant key words relating to the incident) will be set up and monitored
- the social media accounts, websites and news feeds from any related agencies involved in the incident will be monitored
- any media conferences organised by external agencies involved in the incident will be attended (where possible) and monitored.

Any errors or misinformation identified through media monitoring will be corrected or responded to as appropriate.

As soon as possible, a summary of media coverage (number, type and nature) will be collated to inform ongoing communication. A summary report will also be provided to the CMT.

MEDIA DATABASE MANAGEMENT

- For distribution of alerts and statements, the Crisis Communication Team will utilise Southern Ports's existing media database, which includes contacts for local (South West and Great Southern), State, national and international media, located on the Communications Share Point.
- As media lodge queries, the designated Media Liaison will add their details to the CMT Stakeholder Management board.

Social Media Management

In the event of a crisis, it can be expected that:

- social media platforms and forums are active – with the most traction likely to be on Twitter/X and Facebook/Meta
- digital and social media activity will be generated by stakeholders including government (agencies and elected members), general members of the public, and news media sites
- the same news journalists reporting for traditional media (television, radio and newspapers) are also reporting for online sites and posting to social media (they may also be posting to their personal accounts and reporting into talkback radio programs)
- members of the public and others will not only be publishing material to their own accounts but also providing vision, images and commentary to news media
- stakeholders will certainly be listening and seeking out information via social media (as well as potentially sharing that information)
- Southern Ports team members (including Board and management) will be reading/exposed to social media (and of course any activity should be monitored to ensure Southern Ports policies are being complied with).

It is important that social media is addressed and managed in the context of the overall response to any crisis and the fundamental principles of a disciplined, consistent and coordinated approach are maintained – recognising the impact of social media in terms of compressed timeframes and the risk of fast-spreading misinformation.

While the sequencing of communications and prioritising of audiences is critical in a crisis situation, digital and social platforms can present a good opportunity to be proactive – to disseminate Southern Port's 'truth' and other key messaging quickly and efficiently, and to quell rumour or misinformation in almost real-time.

The 24/7 news cycle has been accelerated by digital and social media and, unfortunately, errors and misinformation are not uncommon and will be repeated across multiple platforms including traditional media if reporters and editors aren't challenged.

Close monitoring of, and responses to, all media coverage during the crisis is critical.

IMMEDIATE ACTIONS

As soon possible after a Tier 2/3 situation is declared, the Writer and Digital Content Manager would:

- add key words to Southern Ports's media monitoring service (prompting timely alerts)
- update Southern Ports's social listening tool search terms to identify relevant conversations, reporting and influencers
- commence supplementary manual monitoring to identify further commentary – including Southern Ports's own social media channels (if active).

DURING THE CRISIS

During a crisis, the following process would be followed:

- The CMT Communications function and Writer would develop a core narrative and some core messaging (with information and support from the IMT and CMT as required).
- This material would be approved for use across all platforms.
- The approved material would be adapted by the Digital Content Manager for use across platforms.
- Some digital content would have been pre-prepared in line with the holding statements, and pre-approved. As such, minimal amendments would be required to allow timely initial posts on social media.
- The Digital Content Manager (and any other team members 'listening' to social media) would regularly provide feedback to the CMT Communications function, Writer and other members of the CCT about the extent, nature and tone of social media.
- New lines of inquiry or comment, not covered by the core narrative and messaging, would be identified as part of that process so that additional proactive messaging and/or responses could be developed and approved for adaptation and use on social platforms and in other communications.
- The Digital Content Manager may already have quickly prepared a draft response and provide it as part of the feedback or may be seeking guidance in line with other developments in the crisis.
- Any particularly serious or concerning material would be brought to the CMT Communications function's immediate attention.

D5 Holding Statement for Media

CIRCULATION: This statement should be considered for circulation to all stakeholders and the website.

HOLDING STATEMENT

[Release date and time]

[Release number]

INCIDENT AT [LOCATION OF INCIDENT]

Southern Ports advises that an *[accident, explosion, fire]* has occurred at (on) its *[port/site information]*.

The incident occurred at *[time]* this *[morning, afternoon, evening]*. Emergency services have been called to (are at) the site.

The incident area has (Port operations have) been suspended.

The priority for Southern Ports at this stage is the safety of its employees.

Further information will be made available as soon as it comes to hand.

A dedicated information line for relatives of Southern Ports staff at the site has been established – *[phone number]*.

ENDS

MEDIA INQUIRIES:

Tel: *[phone number]*

Mobile: *[mobile phone number]*

Email: *[email address]*

If applicable, media may also be advised:

A media conference will be held at *[venue]* at *[time]*.

Meanwhile a media response service is available on *[media response phone number]*.

D6 Follow up Media Statement

CIRCULATION: This statement should be considered for circulation to all stakeholders and the website.

NOTE: No statement can be released until there is formal confirmation of the incident and any injuries/fatalities. In the case of injuries or fatalities, no names or identifying information should be released until next of kin are notified. The release of names of the injured and/or deceased is at the discretion of the WA Police Service and/or other investigating authorities.

[Incident title – explosion / collision / accident]

- Southern Ports confirms an incident has occurred at [site], located at [location/address].
- [Number] people have been killed/injured.
- Southern Ports extends its deepest sympathies to the families, friends and colleagues of those killed and sincere best wishes are with the families and friends of those injured.
- The incident occurred at [time].
- Emergency Services are on the scene (on their way to the site).
- The cause of the accident is being investigated.
- Southern Ports' full incident response team has been mobilised.
- Southern Ports operations at [location] have been suspended.
- Southern Ports is working hard to secure the site and the safety of everyone on site.
- Southern Ports is working with [partners, customers, stakeholders].
- We only want to talk about what we know and what we know is:
 - The site [insert sentence re nature of the operations].
 - The usual work program around that area [what work was going on that day].
 - How many people usually work in that area.
- We have extremely strict safety and health regimes and very strong training programs – and this was, of course, an unanticipated tragedy.
- We have called in counsellors to work with employees and families.
- More information will be provided as soon as it comes to hand.
- A telephone hotline for any concerned families/friends has been established – [phone number].
- We'll be providing more information as it comes to hand.
- We urge people not to speculate or involve themselves in rumours.
- The Southern Ports team is very close group of people, most of us based in regional areas and tight-knit communities.
- This tragedy affects us all – and our people will be our top priority.

Other stakeholders

The above statement can also be adapted for dissemination to related companies, with additional information relating to:

- Impact on port operations and projects, including timetabling matters and costs.
- Detail of communications plans underway, particularly with customers and regulators.
- Likely timeframes around investigations.

Statements to other agencies' Public Affairs units should include:

- Thanks to the agency for its support.
- Southern Ports' commitment to ensuring a coordinated response in communications terms.
- Southern Ports' agreement to forward all statements to them.

- Details of Southern Ports Manager Corporate Communications and External Affairs.
- A request to be advised if or when the agency is making any comment to the media or it is asked for any comment.

D7 Reception Information / Script

[Date]

[Time]

[Number]

Thanks for your call – we appreciate your concern and understand you're keen to know more.

The situation has just occurred so we're currently working hard to gather the full details.

What I can tell you at this stage is:

[insert key information from holding statement or latest statement released to that point]

That's the latest information we have. As soon as we have more detail, we'll be able to pass it on.

You can phone us again or you might find it easier to visit our website – www.southernports.com.au – as we're updating that with information as soon as it comes to hand.

There's also a direct phone line for friends and family members – *[phone number]*.

[And then, if the caller is distressed or persistent]

We are unable to speculate about things we're just not certain of at this stage. I assure you that everything that can be done is being done.

I can have one of our managers call you back – would you like to leave your name and number with me and I'll make sure that happens?

Thanks for your call.