Emergency and Crisis Management Plan (ECMP)

Rev 3.1 – January 2020

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Parts 1 – 3
Introduction / Structure / Activation

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
0	8 April 2016	Authorisation for issue	Jim Morrison (**add energy**)	DP GMO	DP CEO
1	30 January 2018	Update logo, DP contacts & DP roles	Alleen Breward Executive Assistant	DP GMO	DP CEO
1.1	12 June 2018	Content Review – Including addition of interface with NTG	Ian Niblock	DP GMO	
1.2	12 June 2018	Update Diagrams 2 & 6	Alleen Breward	Executive Assistant	
1.3	19 June 2018	PMG Review		PMG	
1.4	26 June 2018	Staff Review		DP Personnel	
1.5	27 June 2018	Content Approval	Ian Niblock	GMO	
2.0	27 June 2018	Authorisation for Issue	Terry O'Connor	CEO	CEO
2.1	13 May 2019	Annual Review	Gary Bawden	DOM	
2.2	14 June 2019	Content Approval	Ian Niblock	GMO	
3.0	14 June 2019	Authorisation for Issue	Terry O'Connor	CEO	CEO
3.1	15 January 2020	Contacts Updated Only – Approval Not Required	Alleen Breward	EA	N/A

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Document Control – Issue and Amendment

This Emergency and Crisis Management Plan (ECMP) is a *'Controlled and Confidential Document'* and is authorised for use and distribution by the Darwin Port (**DP**) Chief Executive Officer (CEO).

The Custodian and Administrator for ongoing maintenance of the ECMP is the responsibility of the **DP** General Manager Operations (GMO).

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Revision Amendment

The ECMP Custodian is responsible for authorising the issue and control of this ECMP as well as (any) ongoing revisions.

For any recommended changes and/or required amendments to the ECMP, please photocopy/scan this page and the relevant page(s) requiring change/s, note corrections and either fax or email them to the ECMP Custodian.

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Distribution List

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9.	**DP** Chief Financial Officer
10.	**DP** General Manager Port Development
11.	**DP** CMT Leader
12.	**DP** CMT Business Support Services
13.	**DP** CMT Information Coordinator
14.	**DP** CMT External Affairs
15.	**DP** CMT Legal/Finance/Insurance
16.	**DP** CMT Spokesperson
17.	**DP** CMT – Spare
18.	**DP** EMT Leader
19.	**DP** Incident Controller
20.	**DP** EMT Operations Planning
21.	**DP** EMT Information Coordinator
22.	**DP** EMT Technical / Engineering
23.	**DP** EMT HSSE/HR/Regulatory Liaison
24.	**DP** EMT – Spare
25.	**DP** EMT
26.	Emergency Response Pack – EMT
27.	Emergency Response Pack – CMT

Disclaimer: This **DP** *Emergency and Crisis Management Plan* (ECMP) reflects the best efforts of all contributors to provide the most effective response to Emergency and Crisis Events within the areas of **DP**'s statutory responsibilities and operations.

The contributors do not accept liability for any loss, damage or injury whatsoever resulting from any suggestion or omission in this document, nor for the use (authorised or otherwise) of any response procedure or practice reflected herein.

THE DEVELOPMENT OF THIS ECMP DOES NOT INFLUENCE OR DIMINISH THE RESPONSIBILITY OF INDIVIDUAL PORT USERS, 3RD PARTY CONTRACTING COMPANIES (OR THEIR SUB-CONTRACTORS) TO CONDUCT THEIR OPERATIONS IN A SAFE MANNER, HAVING REGARD TO THEIR RESPECTIVE WORKPLACE HEALTH & SAFETY OBLIGATIONS, DUTY OF CARE RESPONSIBILITIES AND COMPLIANCE WITH STATUTORY REQUIREMENTS

Glossary and Definitions

TERM	DEFINITION
BC	Business Continuity
BCM	Business Continuity Management
BCP	**DP** *Business Continuity Plan*
BCT	**DP** Business Continuity Team
CCC	Crisis Control Centre – the central room used by the **DP** Crisis Management Team to manage all crisis related events, including release of information and media strategy etc.
CEM	Crisis and Emergency Management
CEO	**DP** Chief Executive Officer
CMTL	**DP** Crisis Management Team Leader
DP	**Darwin Port**
Debrief	A post-crisis event review meeting convened following a real or simulated event to identify and discuss key learning's on the effectiveness of **DP**'s response and this ECMP
ECC	Emergency Control Centre – the central room used by the **DP** Emergency Management Team to manage emergency events impacting on a **DP** site and or facility
ECMP	**DP** *Emergency and Crisis Management Plan* (this plan)
EMT	Emergency Management Team – manages the technical, human resource, design and communication support required during an emergency or crisis event in consultation with the CMT
EMTL	**DP** Emergency Management Team Leader
EMT / CMT Response Packs	A prepared case containing duty cards, copies of relevant **DP** sheets, checklists, aides and other items required immediately upon activation of a crisis event - designed to assist the EMT/CMT position holders in fulfilling their duties and responsibilities
ERP	Emergency Response Plan – developed for each **DP** site/facility – a plan of action, to commence immediately as part of any site response, to prevent loss of life, damage to the environment or property/assets, and designed to minimise harm
ERT	Emergency Response Team – group of on-site personnel who provide a tactical response to an emergency event
GMO	**DP** General Manager Operations
HR	Human Resources
IC	**DP** Incident Controller
Initial Response Guidelines	A5 sized booklet containing key tools from this *Emergency and Crisis Management Plan* that can be used as an immediate reference upon realisation of an incident occurrence
MD	**DP** Managing Director
PMG	**DP** Port Management Group
PMO	**DP** Port Management Officer
PU	Port User
SITREP(s)	Situation Report(s)

NOTE: For ease of reference supplementary definitions and associated terms – specifically within the context of Emergency Management and Business Continuity – are also included within Section 1.3 of this ECMP.

1   EMERGENCY AND CRISIS MANAGEMENT PLAN – INTRODUCTION

1.1   General

The Northern Territory Government has transitioned from a traditional counter disaster approach to a more contemporary 'all hazards' Emergency Management (EM) framework, which mirrors contemporary National and international best practice.

This ***Darwin Port Emergency and Crisis Management Plan*** (**DP** ECMP) has been developed to appropriately align with the Northern Territory Government's philosophy for EM and associated 'all hazards' arrangements.

The primary response to an incident or emergency at a Darwin Port (**DP**) site or facility will typically occur in line with respective site Emergency Response Plan/s (ERP) and/or other specific Plans or Procedures. However, in an escalating incident, major emergency, crisis event or major business interruption, there will undoubtedly be a requirement for effective levels of EM coordination.

Furthermore, in such events there will invariably be a demand for rapid and effective communications with media, stakeholders, Northern Territory Government, policy decision-makers and strategic planning elements, which is usually beyond the typical resources of **DP** site Emergency Response Teams (ERT).

This **DP** ECMP is designed to assist in protecting **DP** from the consequences of a major emergency or crisis event – whether sudden or escalating in nature – by ensuring prompt and effective management and ongoing coordination of all resources and the strategic aspects arising from any event.

1.2   Overview

DP is committed to zero harm in its workplaces and will take every reasonable precaution to avoid incidents by operating in a safe and responsible manner. **DP's** Crisis and Emergency Management (CEM) procedures, undertakes to establish and maintain appropriate emergency and crisis event preparedness for all **DP** site/facility operations, commercial operations and corporate activities.

This ECMP provides a standard methodology for **DP's** Emergency Management Team (EMT) and Crisis Management Team (CMT) to operate, while coordinating **DP's** strategic response to major emergency's and crisis events, including the potential escalation thereof.

The ECMP provides guidelines to actively manage preparatory actions, including responses to and recovery from major emergencies or crisis events, which may threaten the safety and security of **DP** personnel, Port Users (PU), stakeholders, contractors, local communities, the environment, and the reputation and/or commercial viability of **DP**.

1.3   Key Definitions / Terms

For the purposes of this ECMP:

Incident – includes:

- An event which causes or has the potential to initiate an alarm condition at a (**DP**) facility; in most cases, 'incident' is synonymous with a 'major accident'.

Emergency – includes:

- An unexpected, abnormal or dangerous situation that causes or threatens to cause loss of life, property, risk of injury to person/s, major equipment damage or risk to the environment, which requires precise action to control, correct and return to a safe condition.

- In the NT Government context – means an event that requires a significant coordinated response using the combined resources of the Territory and non-government entities within the Territory. [Reference (NT) Emergency Management Act 2013]

Crisis – includes:

- A major business interruption event that has the potential to significantly impact or destabilise part of, or the entire **DP** organisation or that could significantly affect **DP's** personnel, operations, business continuity, attract intense scrutiny from Government, regulators, media and/or potentially jeopardise its positive commercial reputation and/or public image; or

- A combination of any of the above.

Business Continuity – includes:

- The capability of the organisation (**DP**) to continue delivery of products or services at acceptable predefined levels following a disruptive incident. [Reference ISO 22300]

Business Continuity Event – includes:

- An occurrence or incident that could threaten the business's (**DP**) ability to deliver its products or services (an outage).

Emergency Response – includes:

- Actions taken in anticipation of, during, and immediately following an emergency event to ensure its effects are minimised.

Emergency Management – includes:

- Preparatory – a range of measures to manage risks to **DP**, local communities and the environment.

- During an event – the organisation and management of resources for dealing with all aspects of emergencies – involving the plans, structures and arrangements which are established to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs including prevention, response and recovery. [Ref Australian Emergency Manual Glossary – Manual 3; EMA *(archived)*]

- **DP** context: An 'all hazards' approach and associated arrangements undertaken by **DP** for managing the large range of possible effects of risks and emergencies, including the provision of strategic support, with particular focus on providing resources and support to **DP** site/facility ER actions, and may also include (but not be limited to):

    – Safeguarding the continuity of **DP's** business processes or services;

    – Protecting **DP's** own interests and personnel;

    – Protecting the community and the environment from risks arising as a consequence of a **DP** event.

Crisis Management – includes:

- The process by which an organisation manages a major event that threatens to harm (or destabilise) the organisation (including reputation), its stakeholders or the general public.

- With specific reference to **DP** operations – a whole of business strategic focus during a major event, also addressing such elements as reputation and the political context of the Northern Territory.

DP Emergency Management Team (EMT) – is best summarised as follows:

- Comprises trained and competent senior **DP** management personnel;

- Responsible for supporting site operations/response teams and strategically managing **DP's** response and recovery efforts in accordance with the provisions of this ECMP.

DP Crisis Management Team (CMT) – is best summarised as follows:

- Comprises trained and competent senior **DP** executives;

- Responsible for strategically managing **DP's** response and recovery efforts in accordance with the provisions of this ECMP.

DP Business Continuity Team (BCT) – is best summarised as follows:

- Led by a **DP** Manager, comprises trained and competent **DP** personnel that are mobilised under the provisions of the **DP** Business Continuity Plan (BCP);

- Responsible for ensuring that critical business processes are appropriately recovered according to specific **DP** Business Continuity Action Plans, as defined within the **DP** BCP.

1.4   Purpose

The purpose of the **DP** ECMP is to describe **DP's** Emergency Management philosophy and the associated procedures and guidelines established for effectively managing emergency and crisis events.

This ECMP forms the basis and outlines the measures required for:

- **Pre-planning**;

- **Appropriate mitigation**; and

- **Recovery management**,

of any potential major emergency or crisis event that may be associated with **DP's** operations.

This ECMP also addresses the response, ongoing management and recovery responsibilities – including processes and tools to be considered – and the strategic activities required to be initiated and associated arrangements required to be in place to support **DP** activities as part of the effective management of a major emergency or crisis event.

In particular the ECMP provides a consistent methodology and focus for **DP's** response hierarchy and ongoing emergency and crisis event support, which includes (but is not limited to):

- Ensuring the **safety of all personnel**, including Port Users, contractors and/or the public associated to, or affected by **DP** operations and/or their activities;

- **Minimising the impact on the environment** through timely and effective management;

- **Reducing the potential impact on property and assets**; and

- Containing and **managing the potential impact on DP's reputation** and to minimise the disruption to the continuance of normal business operations and activities.

1.5   Scope

The **DP** ECMP describes the strategic concepts, structures and EM arrangements for the management of response and recovery activities, by outlining the processes and interrelationships between **DP** and various stakeholders. It is designed as a generic construct that can be adapted as required, recognising that each event will be unique and therefore it is not possible to be overly-prescriptive.

Furthermore, this ECMP is designed to address **DP** activities at various sites, facilities, commercial locations and associated operations. The activities of Port Users, contractors and suppliers are also addressed under this ECMP in the event of a **DP** major emergency or crisis event at Level 1 – 4 that requires ongoing corporate or business continuity management and related involvement.

This ECMP also details the **DP** Emergency and Crisis Management organisation and the key responsibilities of each level of its 3 tier Emergency Management (EM) structure, including required interface with respective site/facility Emergency Response Plans (ERP) and ER / EM / CM teams and associated organisational responsibilities.

The key strategic responsibilities of the **DP** EMT and/or CMT include (but are not limited to):

1. **Reaction** – strategically supporting emergency management efforts to contain an emergency.
2. **Recovery** – a coordinated / dedicated effort to bring an emergency/crisis event under control.
3. **Stakeholder Communication** – managing the demand for information and interface.
4. **Strategic Planning** – control, business continuity and recovery processes.

1.6   Operational Context

Whilst protocols contained within this ECMP are to be followed to the greatest possible extent during any major emergency or crisis event, such protocols are not designed to be prescriptive – variations based on sound business management, best practice in emergency management, engineering judgment and operational experience may be authorised by the EMT or CMT Leader, who is deemed to be in complete control of **DP** emergency management activities. This ECMP details **DP's**:

- Emergency/Crisis event assessment, notification and activation procedures;
- Major emergency or crisis event management protocols;
- Interface with **DP** Business Continuity protocols;
- EMT / CMT structure, roles and tasks;
- Port User, stakeholder and communications management procedures; and
- Post emergency/crisis event activities.

Emergencies events relating to **oil spillages**, **security issues** and/or **tropical cyclones** are addressed under specific Plans and Procedures for each of these events.

1.7   Potential Risk / Threats to DP Business Continuity

A number of **DP** 'Operational' and 'Corporate' risk exposures have been identified during a risk review process. This ECMP addresses the potential realisation of these risks and the potential impact to **DP** personnel, the environment, assets and corporate reputation, including (but not limited to):

- **Death and/or significant exposure of debilitation or serious injury of personnel**, Port Users, contractors and/or community, including all Port incidents/accidents, maritime incidents in Darwin Harbour, security impacts, extreme climatic events, fire, aviation incident, etc.;
- **Major environmental pollution** originating from, or occurring at any **DP** controlled site;
- **Critical adverse impact on business reputation**, NT Government, business continuity, community perception etc.;
- **High level NT Government intervention/interference** through imposition of policies, regulations and legislation;
- **Legal and/or insurance claims** (litigations and legal penalties, both financial and/or operational);
- **Union intervention/interference** through work practices and work place relations (health and safety);
- **Unfavourable national or international media/social media/internet scrutiny** (short and long term); and
- **Extreme public condemnation/protests** (outrage) by public interest groups.

1.8   Structure

This **DP** ECMP is designed to be a 'live' document and is therefore subject to ongoing amendment and update – the formal structure of this ECMP includes multiple Parts, Sections and Appendices, namely:

Document Control / Revison Amendment / Revision History / Disbribution List

1. *ECMP Introduction*
2. *Emergency and Crisis Management – **DP** Structure*
3. *Emergency / Crisis Response Activation*
4. *EMT / CMT – Roles and Responsibilities*
5. *Major Emergency / Crisis Event Response Protocols*
6. *Emergency / Crisis Event Recovery*

Appendix A – EMT Role Checklist
Appendix B – CMT Role Checklist
Appendix C – Communication Protocols / Checklists
Appendix D – Response Aid / Misc. Proformas
Appendix E – Stakeholder Communication Guide
Appendix F – ECC / CCC Wall Charts
Appendix G – EMT / CMT Contact Directory

1.9   Site Emergency Response Plans (ERP) / Procedures

The **DP** General Manager Operations (GMO), is responsible for ensuring that each **DP** business unit, site/facility and area of operation develops appropriate site ERP's and Procedures that are appropriately aligned (and compliant) with **DP's** emergency and crisis management philosophy and that each ERP effectively interfaces with this ECMP.

Furthermore, all site ERP's shall appropriately address the known and/or potential site hazards and associated risks and hazards that are specific to each site/facility and adequately address operational requirements and associated protocols.

1.10   Training and Testing

All nominated EMT and CMT personnel are required to have a good understanding of their potential roles and responsibilities as defined within this ECMP. Furthermore, personnel with specific roles or responsibilities within this framework should receive all necessary training commensurate with the responsibility required of each position. Training, testing and assessment activities shall consist of, but not be limited to:

- ECMP induction or initial training;

- Specialist support training for EMT and CMT personnel (i.e. Telephone Support, Relative/Next of Kin (NOK) Management, Media and External Affairs etc.);

- Role/Responsibility specific training for all EMT / CMT members, including all alternates; and

- Exposure to 'Desktop', 'Live' and other training exercises, as required, per annual personnel training and development matrix.

DP will conduct drills and exercises at least annually, to train, test and develop the capability of the EMT and CMT. The key outcomes and recommendations for improvement as a result of the exercise program shall be recorded, reported and any improvements considered for inclusion within this ECMP.

1.11 Reviews and Updates

The **DP** ECMP is designed as a 'live document', requiring regular review and consistent alignment with Northern Territory Government legislation and EM guidelines/practices.

This **DP** ECMP must always be kept current ; it is the responsibility of the ECMP Custodian to regularly review the ECMP, make necessary amendments and to bring those amendments to the attention of the EMT and CMT Leader for appropriate implementation within respective teams.

Reviews of the ECMP are to occur:

- Whenever enhancements have been identified during the course of operations;
- Following an incident, event or issue, incorporating any key outcomes or recommendations for improvement;
- Lessons learnt from other sources (i.e. exercises or other internal training drills); or
- Whenever emergency contact details of the Port User, or stakeholder contact list change.

Each ECMP review must include, but not be limited to, a test of:

- Currency and adequacy of the content;
- Compliance with overarching policies, procedures and legislation;
- Appropriateness of the structure and/or staffing of the EMT or CMT; and
- Whether the ECMP has been appropriately amended or updated as a result of any lessons learnt from an incident or issue or another source (i.e. actual emergencies or training exercises etc.).

2   EMERGENCY AND CRISIS MANAGEMENT – DP STRUCTURE

2.1   General

Emergency management and crisis management is a 'team' orientated process; the EMT and CMT Leaders are responsible for compiling the most appropriate team structure to perform the various EMT and CMT roles commensurate with the specific demands of each emergency event.

Whether the **DP** CMT is required to be notified, mobilised (part of full) or just continually updated to monitor emergency events, is at the total discretion of the CMT Leader or the CEO of **DP**, in consultation with the **DP** EMT Leader.

As an emergency event unfolds, the EMT structure (and CMT – if mobilised) may change as more senior or trained personnel become available or as the nature of the management resource dynamics change or require change.

EMT and CMT roles and responsibilities – as defined in Part 4 – are specifically established to ensure all essential response activities are considered and fulfilled. The role descriptions are not designed to be a prescriptive list of activities or duties. Instead, they are a flexible series of aide-memoires or checklists to guide EMT or CMT personnel through appropriate action in any given emergency or crisis situation.

The **DP** Crisis and Emergency Management (CEM) organisational philosophy and structure consists of a three-tiered approach, best summarised below and further detailed in **Diagram 1** (below) and in **Diagram 2** (Section 2.3 of this ECMP).

1. **Crisis Management Team (CMT)** (via this Plan) led by the CMT Leader (CMTL).

2. **Emergency Management Team (EMT)** (via this Plan) led by the EMT Leader (EMTL).

3. **Site/Facility Emergency Response Team (ERT)** led by site/facility ERT Leader (ERTL).

Diagram 1 – Darwin Port Crisis/Emergency Management (CEM) Structure – Overview
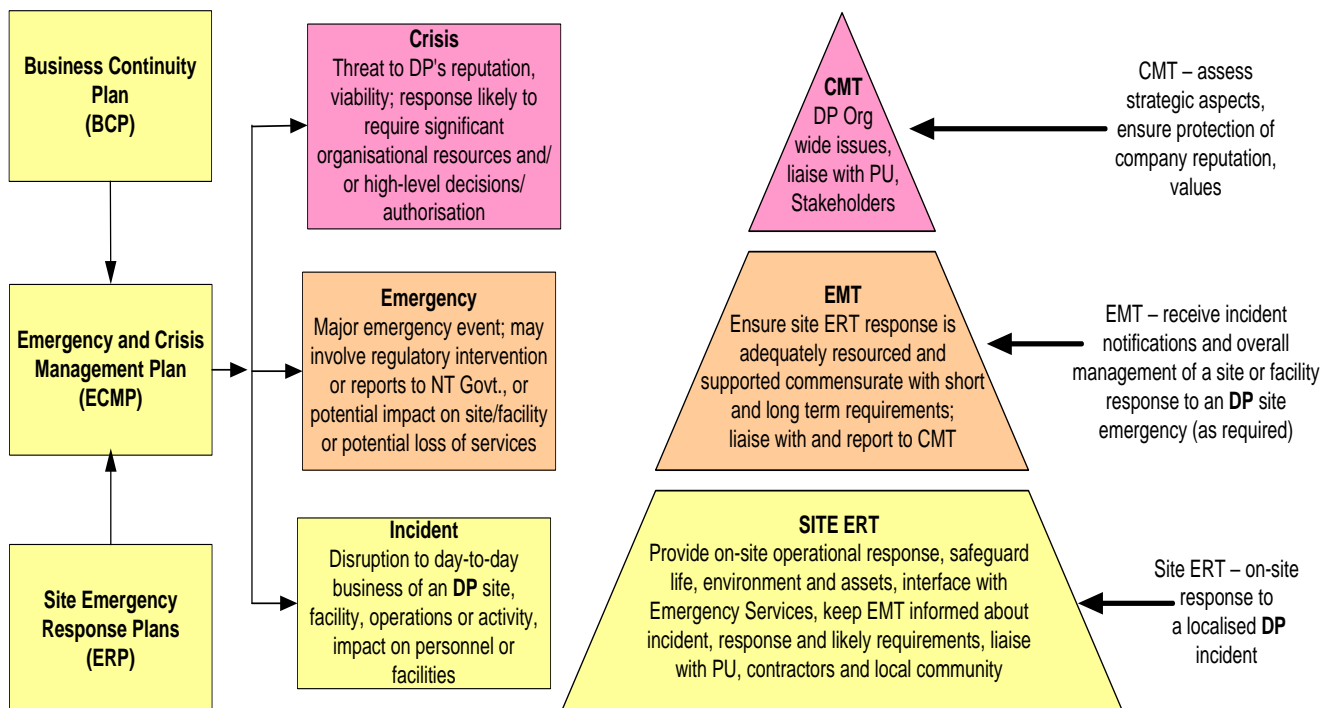
2.2   Emergency Management (EM)

This **DP** *Emergency and Crisis Management Plan* (ECMP) has been developed to appropriately align with the Northern Territory Government's philosophy for EM and associated 'all hazards' arrangements.

Wherever possible, it is designed to align with the Northern Territory *Emergency Management Act 2013*.

In this context, the term 'Emergency Management' has an overarching association and interrelation with the terms 'Emergency Response' and 'Crisis Management'.

2.2.1   Responsibility for Management of an Emergency

Immediate response and ongoing management activities associated with events (excluding oil spills) occurring within the limits of Darwin Harbour and/or **DP** areas of responsibility will depend upon each event and the level of **DP** representation at the site or incident location.

For events caused or otherwise under the control of a Port User/Harbour Operator, initial response will be the responsibility of the Port User/Operator, with immediate notification to **DP**.

For Port User/Operator events that have the potential of escalating and/or impacting activities or environments outside of the Port User/Operator area of responsibility, **DP** maintains the right to initiate external resources and response agencies to assist in reducing the impact of the event on other Port Users/Operators, the local community or the environment.

2.2.2   DP Emergency Management Structure

Diagram 2 (within Section 2.3) identifies the Emergency Management Structure employed by **DP** to manage emergencies. This visual guide clearly depicts the three-tiered structure and associated protocols for the effective management and coordination of all levels of emergency events.

2.2.3   Communications

Emergency Contact details are provided within the ***DP Emergency Contact Directory*** (**Appendix G** of this ECMP).

2.2.4   Notification To / Interface with Emergency Services

The **DP** Incident Controller (IC) or his/her delegate will be responsible for notifying and requesting the site attendance of emergency services to a **Level 1 – 3 Emergency**.

Minimum information supplied during such emergency requests should include (but not be limited to):

- Exact place or location of the event (i.e. using landmarks or grid references etc.);
- Brief circumstances / status and initial classification of the event;
- What injuries, if known;
- Who/what is involved and potential impact; and
- Name of person making call.

An *'Emergency Services Briefing Aide Memoir'* has been developed to assist site personnel undertake structured (effective) briefings to responding NT Emergency Services during 'handover' of an emergency incident – these proforma documents are contained within each site Emergency Response Plan (ERP).

2.2.5   Notification to Other Port Users

For a **Level 3 Emergency** potentially requiring evacuation, notification will be via activation of the evacuation siren and on VHF Channel 16 or 10. For emergencies not requiring evacuation, notification will be by direct telephone communication or 2-way radio.

2.2.6   Notification to DP Stakeholders / Commercial Neighbours

A **Level 3 Emergency** that may have the potential for an off-site impact, may require notification to neighbouring commercial operations and/or potentially **DP** Stakeholders.

This communication is usually coordinated through NT Emergency Services, but may be initially communicated by **DP** as an 'early warning / alert'. The **DP** EMT Emergency Control Centre (ECC) is responsible for coordinating communication with commercial neighbors and **DP** Stakeholders.

2.3 Role, Responsibility Objectives – Summary

The role of the **DP** EMT and CMT is to provide operational and strategic support to the respective **DP** site or facility/business unit (and indirectly to the on-scene ERT as appropriate) and to manage the broader strategic ramifications of a major emergency or crisis event including stakeholders, media and community relations, post-emergency/crisis event welfare, contractual obligations, recovery and business continuity planning.

Details of **DP** EMT / CMT roles and responsibilities are provided in Part 4 of this ECMP**.**

A broad comparison between the core responsibilities of the **DP** ERT, EMT and CMT is best summarised below:

2.3.1 DP Emergency Response Team (ERT)

A site or facility specific ERT is typically led by the relevant **DP** Supervisor and includes a site Incident Controller. The ERT is authorised by **DP** Management to assume responsibility for coordinating a **tactical response** to an emergency at a **DP** site and for communicating with the EMT Leader and Emergency Services as required.

The ERT has the responsibility for controlling the immediate response to a site emergency and providing direction, advice and support to the ERT Incident Controller as required.

2.3.2 DP Emergency Management Team (EMT)

The **DP** EMT is led by a designated **DP** Senior Manager who assumes the role of EMT Leader (EMTL). This role is authorised by **DP** Management to assume responsibility for providing and coordinating **external tactical support / operational management** to an emergency on/at a **DP** site or facility.

2.3.3 DP Crisis Management Team (CMT)

The **DP** CMT is led by the CMT Leader (CMTL), who is typically the **DP** CEO or his delegate. This role assumes responsibility for providing **strategic support / management** of major emergencies and crisis events impacting **DP** in any capacity.

The CMT Leader retains the managerial prerogative to adapt elements of this Plan as the situation requires – best summarised as follows:

- Management of critical impacts associated to **DP** operations/activities which may require corporate or strategic support;

- Activates and leads the CMT; coordinates the level of support required for each major emergency or crisis event;

- Ensures adequate personnel and resources are available to support, manage and close out a major event impacting **DP**; and

- Liaises with the **DP** Managing Director (MD) throughout any major emergency or crisis event.

Diagram 2 – Darwin Port Emergency Management Structure – Detailed Overview
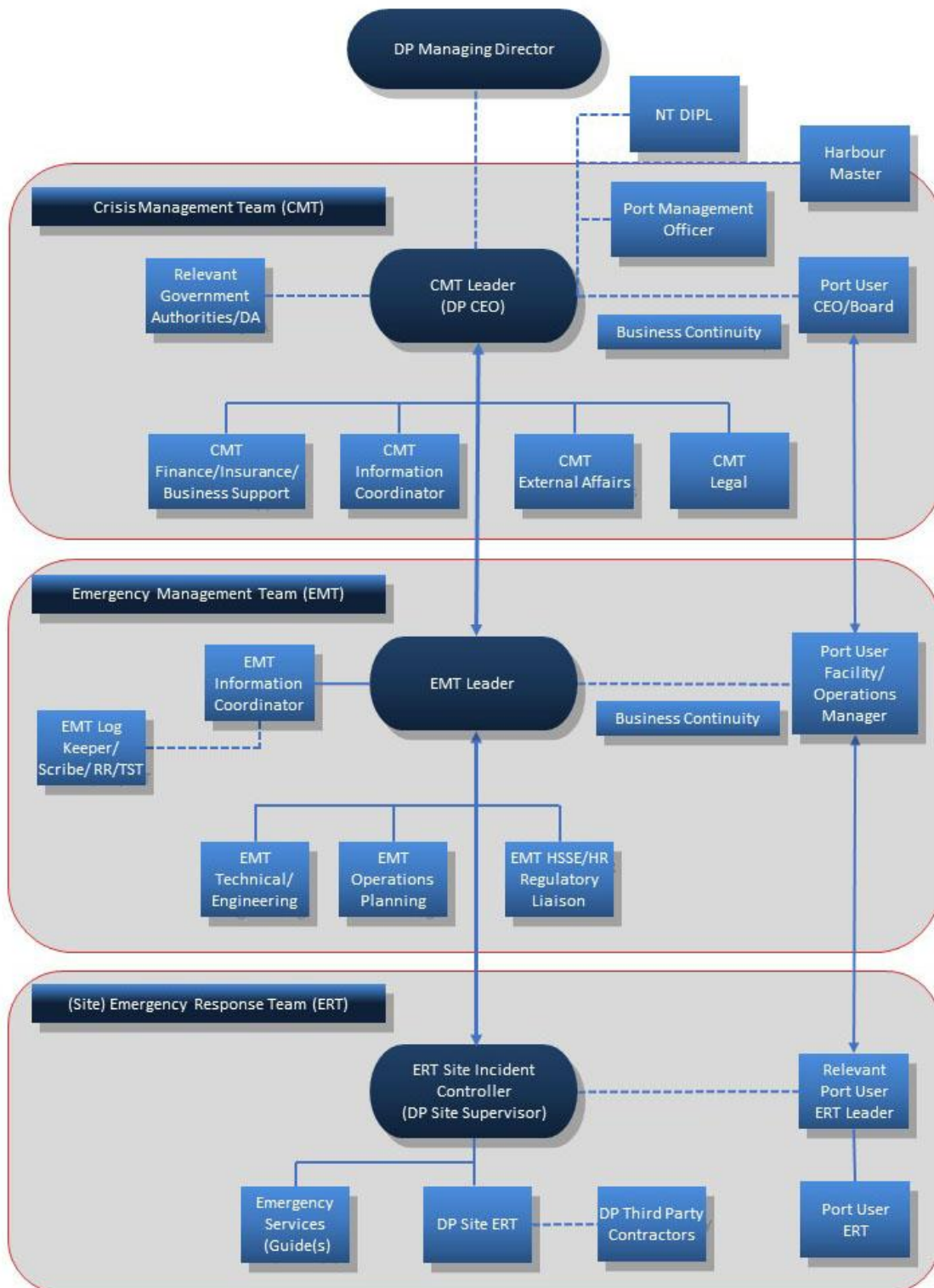
2.4   Interface – Emergency / Crisis Management and Business Continuity

2.4.1   General Overview

Emergency and Crisis Management is a team process with the Emergency Management Team (EMT) and Crisis Management Team (CMT) Leaders being responsible for activating and mobilising the most appropriate team structure with available personnel to perform the various required EMT / CMT team roles.

During the progress of any major emergency the EMT / CMT structure may change as more suitable personnel become available or as the nature of the management resource or dynamics change or require reassessment.

2.4.2   DP Context

Clearly defined roles and responsibilities for the members of the **DP** EMT / CMT are identified within **DP's** Emergency and Crisis Management Plan (ECMP – this plan). The respective role descriptions for the EMT and CMT are not designed to be a prescriptive list of activities or duties, rather a flexible series of prompts to guide appropriate action in any given emergency or crisis situation.

If a major emergency or crisis event leads to a loss of a critical business process that threatens (or has the potential to threaten) the ability of **DP** to provide core products or services, the **DP** CEO may mobilise a Business Continuity Team (BCT).

Following mobilisation, the BCT will implement the specific Business Continuity Action Plan for the business process in order to recover the process within specified objectives.

The interface between **DP's** Business Continuity, Emergency and Crisis Management structure is depicted and best summarised within **Diagram 3** below (*Emergency Management / Business Continuity Interface*).

Diagram 3 – Darwin Port Emergency Management / Business Continuity Interface
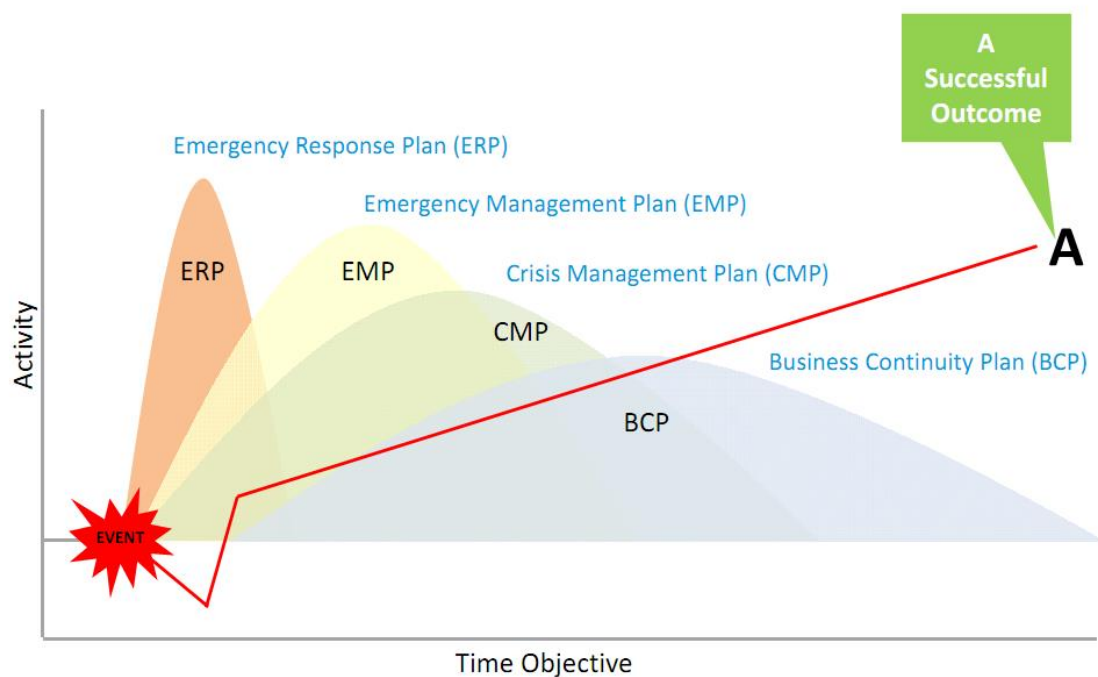
2.4.3 Activation and Mobilisation – a broad overview

The following phases of activation and mobilisation typically occur during any **DP** emergency event:

➢ **Initial Alert** **– Response**

The **DP** Emergency Response (ER) process will be activated in the event of a serious incident/event at any of **DP's** sites or facilities.

The ER will include those actions required to preserve life and property such as first aid, emergency services and evacuation and may involve mobilisation of a site Emergency Response Team (ERT).

➢ **Initial Assessment** **– Site Support and Management**

Depending on the severity of the incident/event, the **DP** Emergency Management Team (EMT), or elements thereof, may be mobilised. The EMT will provide assistance and support to the site/facility ER effort.

➢ **Escalation** **– Re-assessment**

Some events may be so severe (or have the potential thereof) that elements of the Crisis Management Team (CMT) may be activated and/or mobilised. In other cases, an event may escalate to the point that the CMT will need to be fully mobilised to provide strategic support to **DP** operations.

➢ **Business Continuity** **– Recovery**

The need to consider, activate and/or mobilise elements of the **DP** Business Continuity Plan, or specific BC Teams, may not be within the same time scale as Emergency or Crisis Management considerations. Typically, Business Continuity aspects and/or related threats will emerge over a period of time depending on the outage (or severity thereof) caused by the event.

For the sake of simplicity and completeness, activation (or considerations) of Business Continuity Planning aspects should occur simultaneously as part of the Emergency and Crisis Management structure – Diagram 3 depicts the BC interface within the EMT and CMT.

The **DP** CEO or Crisis Management Team Leader, in consultation with other members of the **DP** Port Management Group, will ultimately determine if an event has escalated into an outage of a critical **DP** business process, or has the potential to do so.

A generic Emergency Management / Business Continuity notification and activation aide memoire is included for consideration within the following section of this ECMP (Section 2.5).

2.5 Emergency Management / Business Continuity – Notification & Activation

EMERGENCY MANAGEMENT / BUSINESS CONTINUITY – NOTIFICATION & ACTIVATION	
Objective: To provide a framework for the fast and effective management of an emergency or crisis.	
Key Actions / Considerations:	

1. Collect Critical Information	☐ Gather specifics of the situation
	    ○ what, where, who, when
	    ○ controlled / uncontrolled
	☐ Conduct initial impact assessment / reference site ERP
	    ○ muster all personnel
	    ○ external / community impact
	☐ Assess immediate requirements / expected response
	    ○ site emergency response
	    ○ emergency services
	    ○ other

2. Assess and Notify	☐ Are emergency services required and have they been called? Police / St John Ambulance / NTPFES / SES? ☐ Assess severity of situation and determine if an Emergency Response or the Emergency Management Team needs to be mobilised ☐ Reference **DP** Emergency and Crisis Management Plan (ECMP) ☐ Determine escalation potential ○ Have Senior Managers been notified?
3. Manage Initial Incident	☐ Refer ECMP – mobilise an Emergency Response or Management Team ☐ Refer to the relevant Emergency Response/Management Checklist ☐ Determine priorities and plan contingencies ☐ Secure site access / egress ☐ Provide regular Situation Reports (SITREPS) to **DP** Management
4. Escalation	☐ What is the current classification for the event/s? ☐ What is the potential of this event in the next 4 – 6 hrs? ☐ Does **DP** EMT / CMT need to be mobilised? ☐ Contact key stakeholders as required and in consultation with the Emergency / Crisis Management Teams ☐ Does the Business Continuity Plan need to be activated?
5. Business Continuity	☐ Notify the responsibility manager ☐ Assemble a Business Continuity Team ☐ Reference **DP** BCP – specifically BC Action Plans ☐ Review outage and determine what equipment, resources, facilities will be required ☐ Implement BC Action Plans

2.6   Interface – DP Plans and Procedures

The **DP** ECMP has been designed to interface with the following Plans and Procedures, illustrated in **Diagram 4** (below):

Diagram 4:   Darwin Port ECMP – Interface with Misc. DP Plans and Procedures
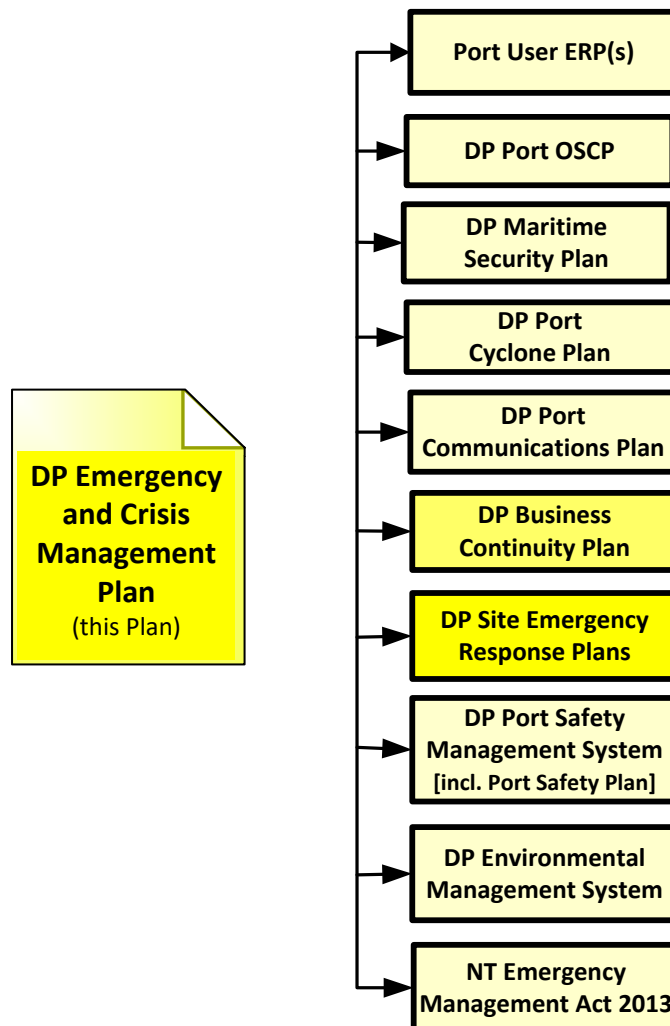
2.7   Interface – NT Government Emergency Response Arrangements

2.7.1   NT Government Response Arrangements

The NT Emergency Plan reflects an all-hazards approach to emergencies and disasters, natural or otherwise, and provides authority for the four phases of emergency management (prevention, preparedness, response and recovery). It provides the framework for responding to emergencies in the Northern Territory.

Whole-of-Government emergency response arrangements are initiated by the declaration of an Emergency Situation, State of Emergency or State of Disaster.

An Emergency Situation is declared when a lower-scale event has occurred, or is reasonably likely to occur, and the Minister is satisfied that special power under the Emergency Management Act are required to effectively manage response and recovery operations.

A State of Emergency is declared for an event that requires significant coordinated response using the combined resources of the NT and non-government entities within the NT.

A State of Disaster is declared for an event that requires significant coordinated response using the combined resources of the NT, non-government entities within the NT and resources from outside the NT.

The NT Emergency Response Management Structure is;
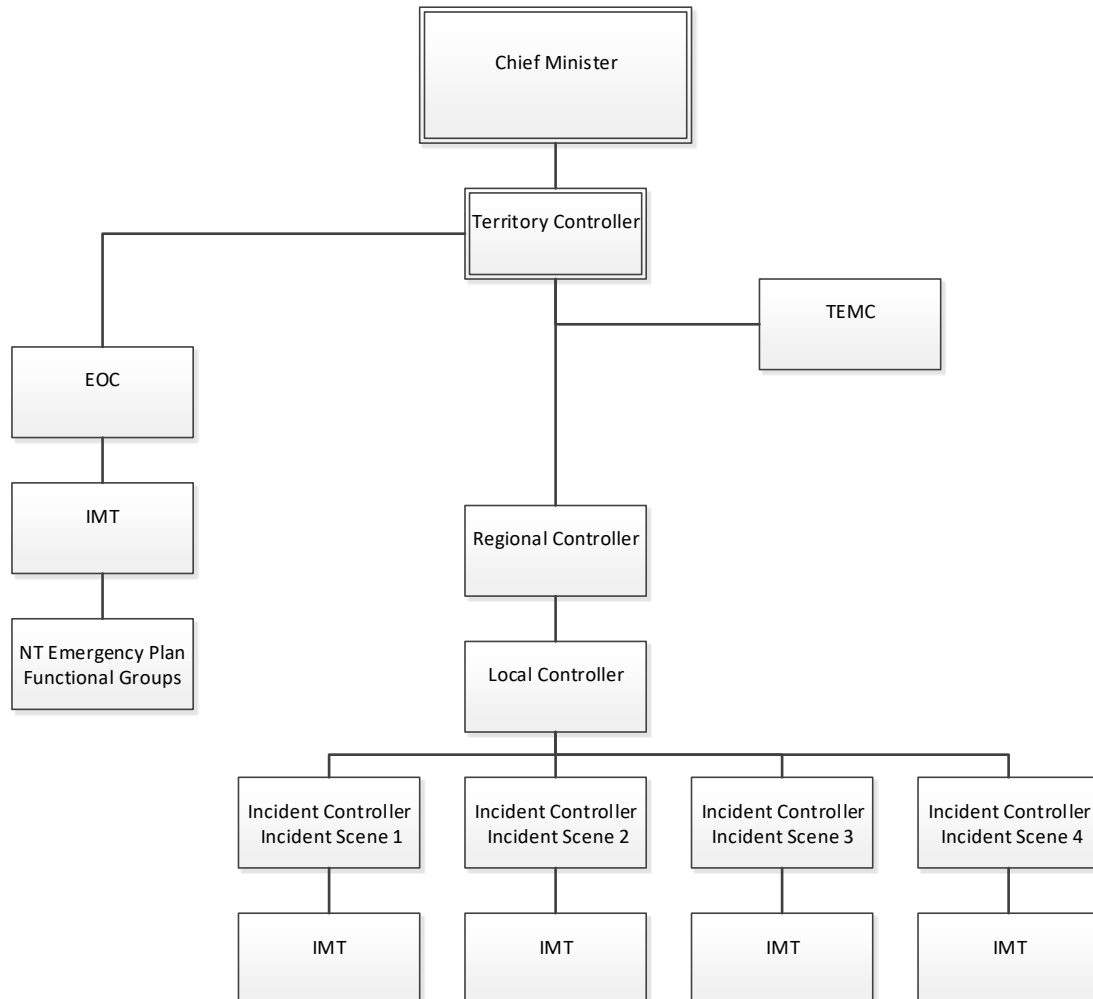
2.7.2   Territory Controller

The Territory Controller controls and directs all emergency operations in the Territory and oversees the preparation of emergency plans for regions and localities. The Territory Controller is the NT Commissioner of Police and is supported by the Territory Emergency Management Committee (TEMC).

The Territory Controller will establish an Emergency Operations Centre (EOC) in which an NT Incident Management Team (NT IMT) will reside. The EOC will

- Collect, collate, analyse and disseminate information;
- Prepare and issue official warnings and advice to the public;
- Coordinate the provision of resources and services required by the Regional, Local and Incident Controllers;
- Request Australian Government resources;
- Brief TEMC; and
- Plan for and control operations performed by Functional Groups.

2.7.3   Functional Groups

The Functional Groups are the means by which whole-of-government resources and expertise are brought to bear on an emergency.

The Functional Groups act under the direction of the Territory Controller.

Table 1: Functional groups

Functional Group	Identified lead agency
Biosecurity and Animal Welfare Group	Department of Primary Industry and Resources
Communications Technology Group	NT Police, Fire and Emergency Services
Critical Goods and Services Group	Department of Business
Emergency Shelter Group	Department of Education
Engineering Group	Department of Infrastructure, Planning and Logistics
Medical Group	Department of Health
Public Health Group	Department of Health
Public Information Group	Department of the Chief Minister
Public Utilities Group	Power and Water Corporation
Survey and Rescue Group	NT Police, PFES
Transport Group	Department of Infrastructure, Planning and Logistics
Welfare Group	Department of Children and Families

DP is part of the Transport Group.

2.7.4   Emergency Control

Regional Controller

The Regional Controller is a police officer appointed by the Territory Controller to supervise operations in the region and ensure compliance. The Regional Controller is supported by a Regional Emergency Committee.

Local Controller

The Local Controller is appointed by the Territory Emergency Controller and is either a police officer from a local police station and/or resident of the location. The Local Controller is supported by a Local Emergency Committee.

Incident Controller

The Incident Controller (IC) is responsible for the management of the incident response and control of the Incident Management Team.

DP would provide Incident Control for its site(s) under the overall control of the Territory Controller. Liaison / reporting will be through a designated point of contact, most likely the Regional Harbour Master.

3   EMERGENCY / CRISIS RESPONSE ACTIVATION

3.1   Notification and Activation

Reference: *ECMP Appendix D.1 – Incident / Event Notification Checklist*

All **DP** employees and/or contractors are required to be inducted into the relevant Corporate, site, facility or Business Unit **DP** incident notification and reporting requirements.

The *Incident / Event Notification Checklist* (ECMP **Appendix D.1**) provides a guide to the typical questions to be asked and the information to be collected immediately an incident, emergency or crisis event has occurred or when first becomes known. This information will assist in the initial assessment and subsequent response to an emergency and/or crisis event.

3.2   DP Emergency / Crisis Classifications

3.2.1   Levels of an Emergency

For the purposes of this ECMP, the design and level of coordination of any response to an emergency event will be dependent on the level or seriousness of the emergency.

As a guide, emergencies impacting (or threatening to impact) **DP** operations are classified into FOUR levels – for quick reference refer to **Diagram 5**: *Emergency Classifications* – best summarised as follows:

Level 1 Incident / Emergency – SITE ALERT

These incidents/emergencies are typically localised in nature and require no external assistance, being controlled using **DP** or Port User resources. Events in this classification level may include (but not be limited to):

- Minor incident that will not extend beyond the immediate area and is capable of being managed at a local level with minimal potential for escalation;
- Minor oil spills 0 – 10 Tonnes/10m3;
- Minor marine incident;
- Medivac – landside or from a vessel in Darwin Harbour; and
- **DP** equipment / asset damage.

Level 2 Emergency – WHARF ALERT

This level of emergency events are of a more serious nature and have potential to escalate to a Level 3 Emergency. They also have the potential to impact the entire site/facility, to threaten life and may trigger evacuations. Events in this classification level may include (but not be limited to):

- Substantial security incident;
- Casualty requiring transfer to Hospital;
- Vessel in distress;
- Oil spill >10 – 100 Tonnes;
- An explosion and/or substantial fire;
- Uncontrolled release of toxic fumes;
- Cyclone and other extreme climatic events; and
- Cultural confrontation.

Level 3 Emergency – HARBOUR ALERT

Events in this classification have the highest potential level of impact and are (or have potential to be) beyond **DP** or Port User resources with potential to impact beyond **DP** port limits. Typical events in this classification may include (but not be limited to):

- Fatalities, multiple and/or serious injuries;
- Major fire / explosion / damage to property or assets;
- Major oil spill >100 Tonnes;
- Aircraft accident / ditching;
- Vessel collision / grounding / loss; and
- Significant impact on business continuity.

Level 4 Emergency / Crisis – ORGANISATIONAL ALERT

Events in this classification have the highest level of impact on **DP** as an organisation; have potential for wide-ranging consequences and almost always require notification and mobilisation of the **DP** CMT (or elements thereof) to manage.

Typical events in this classification may include (but not be limited to):

- An event that escalates to a critical level / with immediate or potential impact on **DP**;
- Loss of key asset / facility / senior executive within organisation;
- Major environmental incident / event, or potential thereof;
- Organic event/s with impact that is potentially not emergency driven, but significant in nature;
- Major financial issues, with threats to operability;
- Significant reputation / image / brand issues; and
- Major media / stakeholder interest; public outrage.

3.3   Emergency Activation Pathway

Diagram 6 identifies the *Emergency Activation Pathway* to be adopted for the effective management and control of emergency situations for a Level 1, 2 or 3 Emergency. This visual guide assists in defining key considerations, triggers and protocols when assessing the status of an emergency event and its potential to escalate.

3.4   Extent of EMT / CMT Callout

Reference: ECMP Appendix D.2 – Initial EMT / CMT Mobilisation Checklist

The typical and/or potential escalating extent of Level 1–4 callout and mobilisation is identified in **Diagram 7**.

Typically, such actions/functions as:

1. **receiving incident information** via Situations Reports (SITREPS);
2. **analysing received information** and continually undertaking an **incident assessment**;
3. **monitoring emergency events** and/or response actions;
4. **notifying key persons** or elements of the EMT or CMT;
5. **mobilising core elements** of the EMT or CMT commensurate with the current or (potential) future demands of the emergency; and/or
6. **full mobilisation** of either the EMT, CMT or both.

will be central in determining the extent of the emergency event and which **DP** EMT / CMT elements (if any) will be required to be notified, place on 'stand-by' and/or mobilised.

The *Initial EMT / CMT Mobilisation Checklist* (ECMP **Appendix D.2**) provides an aide memoire for the EMT or CMT Leader to obtain sufficient incident information from the Incident Controller or ERT Leader (and/or other

reporting person) with which to make an initial incident assessment and to assist in the (potential) callout requirements for elements of the EMT or CMT.

Furthermore, the **DP** *Emergency Classifications* identified in **Diagram 5**, provides guidance on the incident assessment process – including notification responsibilities (through to the CMT Leader) and potential escalation triggers for emergencies and/or crisis events – to enable the appropriate escalation to the next level of response and or emergency management.

Diagram 5: Darwin Port Emergency Classifications
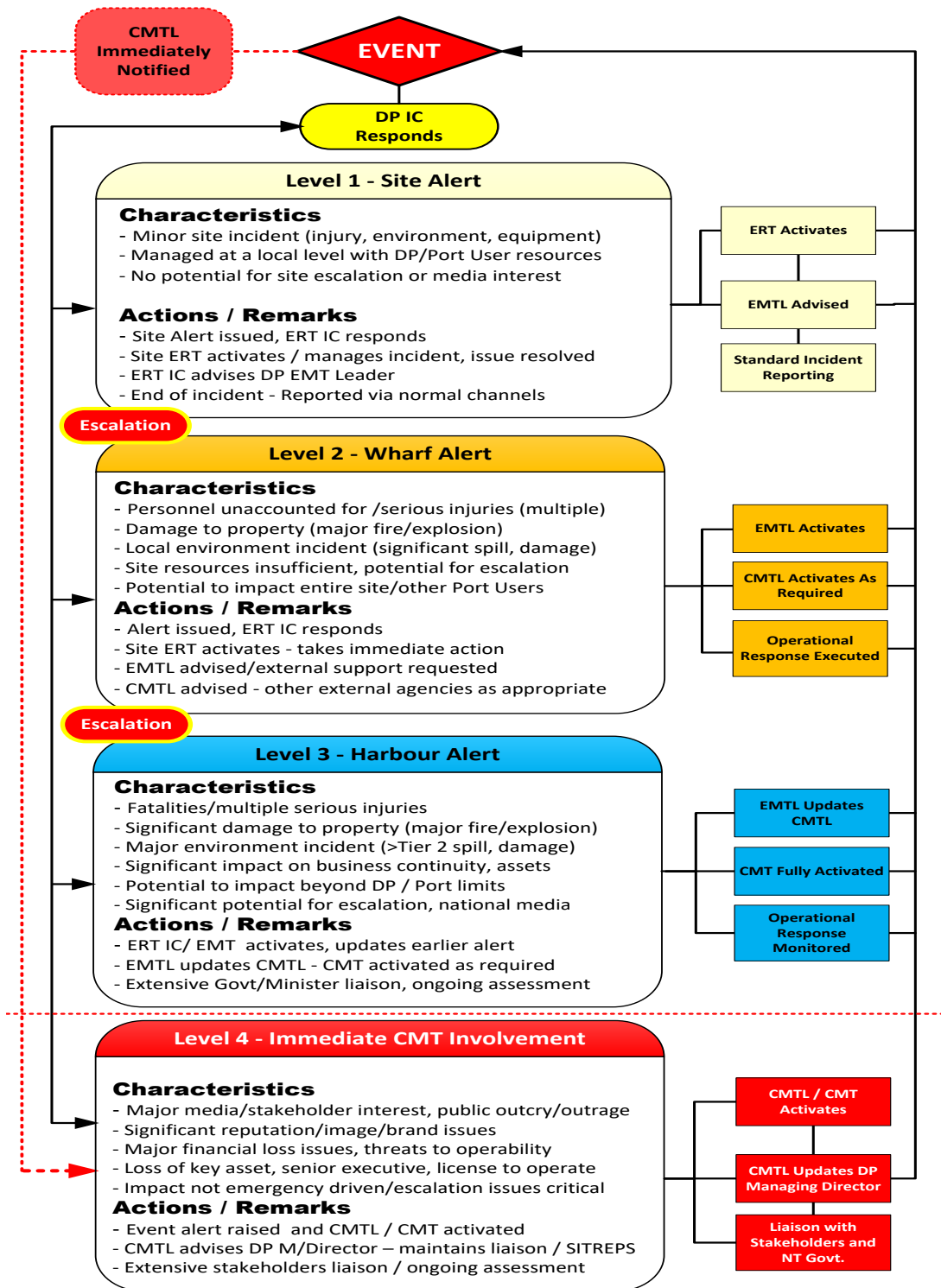
Diagram 6: Emergency Activation Pathway

DP Site/Port Incident

Port User ERT Response)

DP Specialist Support:
- Take all necessary action to immediately contain emergency
- If incident involves an Oil Spill, refer to the DP OSCP
- NTPFES
- DP Port Management Officer
- Territory/Local Government
- National OSR Support
- DP Legal Support
- DP Communications Support
- DP Engineering Support
- Darwin Counter Disaster Committees

DP ERT Incident Controller (IC)

Trigger 1:
- Fatalities/serious injuries to personnel, contractors or public
- Damage to primary equipment, critical assets, facilities, property, environment
- External involvement, regulator inquiry, emergency services, public media
- Implications for DP operability
- Site ERT resources insufficient to manage all issues

Trigger 2:
- Includes all Trigger 1 points
- Implications for DP operability
- Major implications on other business's
- DP and/or Port User resources insufficient to handle all issues
- Impact on Corporate image affecting future activities / operational viability
- Investor or political implications
- As determined by the CEO

Notify DP EMT Leader

Liaise with Port User/Contractor Manager (ERT Leader)

EMT Notifies Relevant Regulatory Authorities (per established protocols)

Monitor Response Activities

Port Management Officer

Activate CMT as Required

DP Crisis Management Team (CMT)

Harbour Master

NT DIPL

DP CEO

Liaison with DP Managing Director

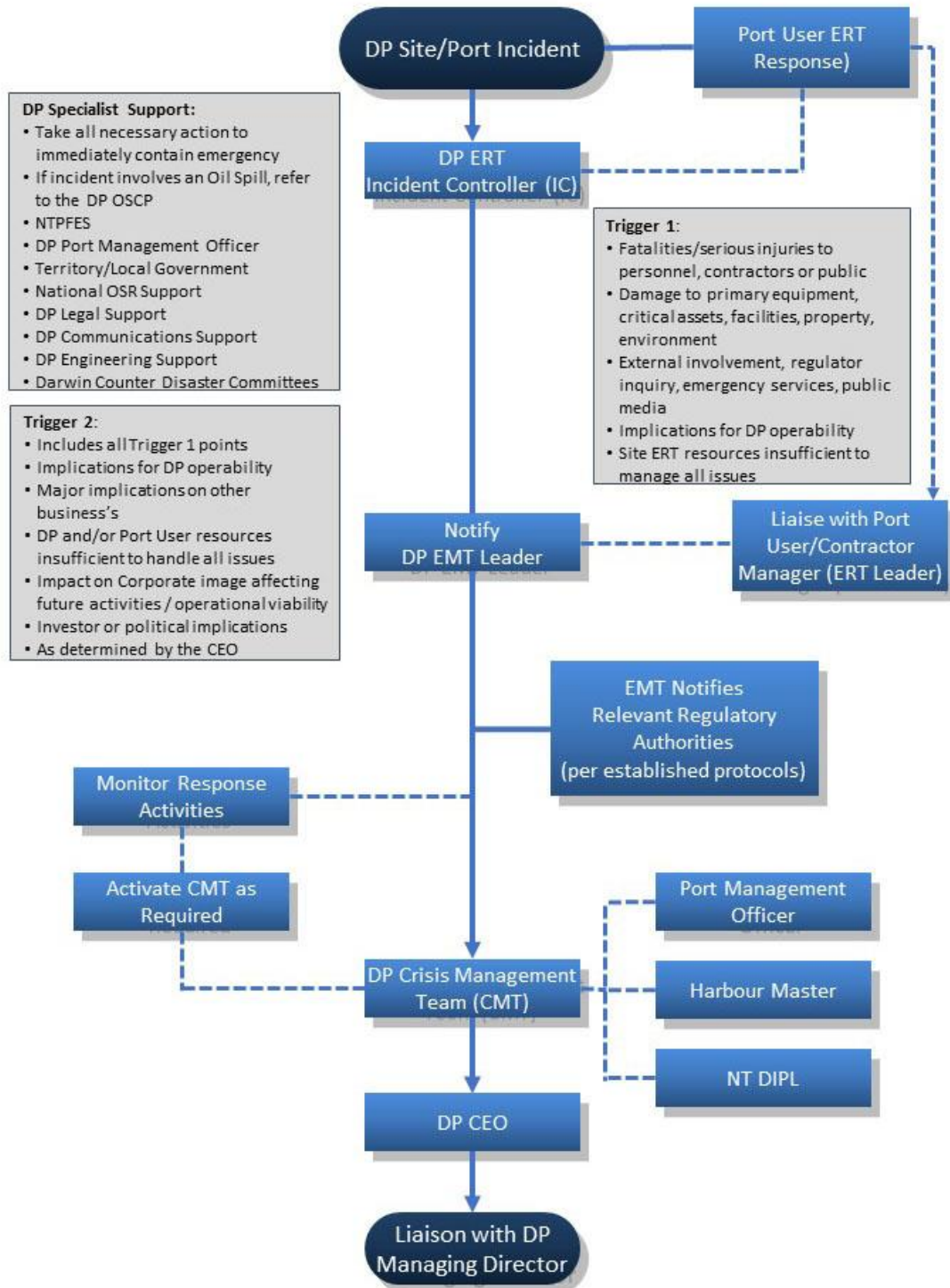**Diagram 7:   Typical or Potential Extent of Darwin Port EM Mobilisation**

Event Classification	Site IC + ERT	EMT Core Members	Full EMT + CMT Leader	Full CMT
Level 1				
Level 2 - 3			As Req'd	
Level 4			As Req'd	As Req'd

Emergency and Crisis Management Plan (ECMP)

Part 4
EMT / CMT Roles & Responsibilities

Rev 3.1 – January 2020

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
0	8 April 2016	Authorisation for issue	Jim Morrison (**add energy**)	DP GMO	DP CEO
1	30 January 2018	Update logo, DP contacts & DP roles	Alleen Breward Executive Assistant	DP GMO	DP CEO
1.1	12 June 2018	Content Review –	Ian Niblock	GMO	
1.2	12 June 2018	Update Diagrams 8 & 9 and update CMT structure for legal, finance and insurance	Alleen Breward	Executive Assistant	
1.3	19 June 2018	PMG Review		PMG	
1.4	26 June 2018	Staff Review		DP Personnel	
1.5	27 June 2018	Content Approval	Ian Niblock	GMO	
2.0	27 June 2018	Authorisation for Issue	Terry O'Connor	CEO	CEO
2.1	14 May 2019	Annual Review	Gary Bawden	DOM	
2.2	5 June 2019	Insert GM Legal role	Ian Niblock	GMO	
2.3	14 June 2019	Content Approval	Ian Niblock	GMO	
3.0	14 June 2019	Authorisation for Issue	Terry O'Connor	CEO	CEO
3.1	15 January 2020	Contacts Updated Only – Approval Not Required	Alleen Breward	EA	N/A

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4. EMT / CMT ROLES AND RESPONSIBILITIES

4.1. General Overview / Philosophy

Clearly defined and understood roles and responsibilities minimise confusion and ensure all essential emergency response/management activities are undertaken as planned, in accordance with Plans and Procedures, and importantly that normal business operations resume as quickly as possible after the conclusion of an emergency or crisis event.

The responsibilities of key **DP** Emergency Management Team (EMT) and Crisis Management Team (CMT) members are defined in this section. **Diagram 2** (*Emergency Management Structure*) in Section 2 of this ECMP depicts a detailed overview of **DP's** authorised EMT / CMT structure.

In practice some of these responsibilities may be delegated to other (non EMT/CMT) individuals during a major emergency or crisis event. However, the responsibility for ensuring execution of actual tasks remains that of the incumbent EMT / CMT member nominated to the role(s).

The actual complement of the EMT or CMT (or elements thereof) for a given emergency event will typically vary, totally dependent on the requirements and demands of each emergency scenario and then at the discretion of the respective EMT or CMT Leader.

Furthermore, some members of the EMT or CMT may be required to assume concurrent roles within both teams (i.e. a concurrent role within the EMT and CMT) during an emergency event. Typically, this would be dependent on the availability of staff to fill required roles, assessment of the demands of the emergency or crisis event, and then at the discretion of the respective EMT / CMT Leader.

4.2. EMT / CMT Role Development

The **DP** EMT and CMT roles and responsibilities (as defined with this ECMP) need to be clearly defined and understood by those **DP** personnel who may assume a role during an emergency event.

Effective 'induction' and assimilation into respective roles will minimise confusion and will ensure essential response and ongoing management activities are assessed, implemented and appropriately conducted. During the induction process personnel shall receive appropriate training and development in **DP** EMT/CMT roles and responsibilities before being required to undertake such positions during an authentic emergency or crisis event.

Furthermore, EMT/CMT personnel are to undertake annual refresher training and partake in ER exercises to further develop and enhance each person's capability. This will in-turn enhance the **DP's** capacity to effectively interface with Port User/Stakeholder response teams and NT Emergency Services during an emergency event.

This section provides guidance for key **DP** personnel who may assume an EMT or CMT 'role' (or a combined role) identified in this ECMP during a major emergency or crisis event associated with **DP** operations or activities – the following guidelines apply:

- EMT / CMT 'roles' are not a rigid list of prescribed duties; they are flexible aide-memoires, designed to cater for an escalating range of events and/or a change in the severity of a response and management requirements; and

- The 'role' methodology is not designed to reflect a corresponding title within the **DP** organisational structure; it is also not designed to cater for every likely or specific incident, but is intended to be used as an aide-memoire, appropriate to the requirements and demands of a major emergency or crisis event at any given time.

NOTE: During the initial activation of the **DP EMT** or **CMT**, responding members may be required to initially assume one or more 'role(s)' during the preliminary stages of a response. Subject to the emergency event and as more senior or appropriate personnel respond, EMT / CMT 'roles' and key personnel may change. It is essential that all EMT / CMT members are kept informed of the current status of EMT / CMT key position holders at all times.

4.3. Pre-Emergency / Crisis Event Preparation

To deliver an effective response to a major emergency or crisis event, there are certain key prerequisites that **DP** EMT and CMT members must ensure are in place and are clearly understood by all, best summarised by the following table:

EMT / CMT Members	Pre-Emergency / Crisis Event Preparation
All Members	• Be aware of the range and potential impacts of an operational and/or corporate crisis event on **DP** – be vigilant in identifying and implementing appropriate risk reduction measures and validating recovery actions that may be pre-planned; • Achieve and maintain familiarisation with all elements of **DP's** Crisis Emergency Management (CEM) philosophy, including the scope and operation of each of the response and management Plans and the required integration between them; • Achieve and maintain familiarisation with your individual role within the EMT/CMT and familiarise yourself with your counterpart in either team; • Ensure 24/7 availability for your role, if unavailable, it is your responsibility to ensure an 'Alternate' is available and that the Alternate and GM Operations (and/or EMT/CMT Leader) are advised of the situation; • Ensure your emergency contact details are kept current and you are aware of current contact / callout procedures; • Ensure there is a clear direction on who takes over your normal business duties when you are engaged on EMT/CMT duties; • Collect all predictable data and documentation that will assist you to implement your role effectively (contacts, Plans/Procedures, maps, specifications etc.); • Brief all EMT/CMT Support Group (i.e. Admin) members of your expectations of them during a response to a major emergency event; • Maintain up to date contact details for all Support Group staff and external consultants; • Ensure all third parties who aid the work of the EMT/CMT (e.g. consultants, insurers, lawyers, trauma counsellors, call centres, media monitors etc.) are fully aware of the expectations on them and are prepared to be mobilised on call-out; • Identify, establish and maintain ongoing dialogue and goodwill contact with support agencies, important stakeholders and other people or organisations whose trust, assistance or support may be needed; • Identify and attend any training you may need to more effectively perform your role within the EMT/CMT; • Respective EMT/CMT members are tested and assessed against the requirements of their individual roles; • Continually review current practices/procedures and personal requirements and make recommendations for (improvement) consideration to the GM Operations.
EMT / CMT Leader	• Promote established Crisis Emergency Management (CEM) philosophy throughout **DP** and its stakeholders and business associates; • Maintain familiarisation with your obligations as detailed within **DP's** CEM organisational structure and demonstrate consistency and a high level of leadership of teams; • Establish clear protocols for reporting incident information & providing SITREPS • Ensure Alternates (for your role) are adequately trained, inducted and sufficiently briefed in order to effectively perform the Leaders role when required (especially during a protracted event); • Continually review performance of individuals within the EMT/CMT; identify areas for improvement and change members if necessary to improve respective team performance.

EMT / CMT Members	Pre-Emergency / Crisis Event Preparation
GM Operations & Port Management Officer & Operations / Planning	• Monitor and review all CEM Plans to ensure consistency of purpose; • Oversee development of 'best practice' of ER / EM / CM capability, via the conduct of regular risk / threat assessments and the proactive review and development of effective response and management Plans (and strategies) for major threats; • Ensure the Emergency/Crisis Control Centre (ECC / CCC) facilities and equipment are available/maintained in working order at all times; periodically test all necessary communication links; • Maintain familiarisation with all aspects of **DP's** CEM structure to enable provision of guidance to all EMT/CMT Members and their support teams during a major emergency or crisis event; • Work with EMT/CMT Information Coordinators to ensure adequate telephone support arrangements are in place at all times; • Develop aide-memoirs for statutory reporting and compliance matters; • Maintain currency of the **DP** ECMP Contact Directory for all EMT/CMT members, their Alternates and key stakeholders; • Ensure all EMT/CMT members monitor annual leave and business travel for themselves and Alternates, to ensure availability of appropriate EMT/CMT members at all times; • Establish and maintain a CEM training and exercise program, as appropriate, and integrate the program with scheduled EMT/CMT exercises.
GM Port Development & CMT External Affairs	• Ensure External Affairs members are adequately trained, developed and resourced to perform necessary support tasks; • Ensure external media consultants and media monitoring arrangements are appointed and available to be called in at short notice; • Ensure all media releases have received appropriate levels of review/comment by **DP's** Legal Team before release; • Ensure adequate processes are in place to enable media management and conference facilities to be commissioned, secured and resourced at short notice; • Consider media training needs for nominated and alternate **DP** spokespersons.
Information Coordinators	• Maintain familiarisation of your individual role within the EMT/CMT and familiarise yourself with your counterpart in either team; • Establish and maintain contact with Port User / Stakeholder and response agency Information Coordinators and establish appropriate emergency interface; • Ensure you have intimate knowledge of the operational set up and working of the **DP** Emergency Control Centre (ECC) and Crisis Control Centre (CCC) for the CMT, including adequate copies of respective Plans, site information/diagrams, proforma documents / aide memoirs etc.; • Liaise with Log Keeper/Scribes and ensure their availability and capability to deliver against the requirements of their EMT/CMT role; • Ensure all received incident information/data within the ECC or CCC is appropriately validated for accuracy and authenticity.
GM Legal	• Liaison with EMT and CMT team members to review documents for content. • Liaison with Landbridge Legal team.

4.4. Initial Actions on Receipt of an Emergency Event Call

1st Person to Receive Call	
ACTION: Request Following Details from Caller / Immediately Advise EMT Leader	
1) Obtain all relevant **name** and **call-back contact details** of the caller: Name/s……………………………………………………………………………………….. Details…………………………………………………………………………………………	❏
2) **Name** of the **DP EMT Leader** and **contact details** (if available)? Name…………………………………………………………………………………………….. Details…………………………………………………………………………………………	❏
3) Obtain a basic **description of the emergency event** and **time of occurrence** Description…………………………………………………………………………………… ………………………………………………………………………………………………… ………………………………………………………………………………………………… Time Occurred……………………………………………………………………………	❏
4) **Location of the emergency event**/incident Location………………………………………………………………………………………. Details…………………………………………………………………………………………	❏
5) What was the **likely cause of the emergency event**/incident and is there any ongoing danger? Likely Cause…………………………………………………………………………………… Current Status………………………………………………………………………………..	❏
6) What **response activities** have been initiated so far / who is responding and status of? Response Summary……………………………………………………………………………. …………………………………………………………………………………………….	❏
7) **Number of personnel** present at, impacted or otherwise involved in the emergency event/incident? Number of Personnel………………………………………………………………………….. Details/Names………………………………………………………………………………… ………………………………………………………………………………………………. …………………………………………………………………………………………………	❏
8) Are any **personnel unaccounted for**? Name/s………………………………………………………………………………………….. ……………………………………………………………………………………………….. Details………………………………………………………………………………………… …………………………………………………………………………………………………	❏

1st Person to Receive Call

9) Number of any **personnel injured** (any fatality names/details – relay in absolute confidence)? Name/s……………………………………………………………………………………………. …………………………………………………………………………………………………… Details…………………………………………………………………………………………….. ……………………………………………………………………………………………………	❑
10) What **organisations are currently present / involved** (i.e. external response authority(s)? Name/s……………………………………………………………………………………………. ……………………………………………………………………………………………………. Details……………………………………………………………………………………………	❑
11) What is the **extent of initial damage** and the potential for this to increase / escalate? Damage Estimate/s………………………………………………………………………………. ……………………………………………………………………………………………………. Details……………………………………………………………………………………………. ……………………………………………………………………………………………………	❑
12) Is there any **environmental impact** involved (or any potential for this to arise)? Current Status……………………………………………………………………………………. ……………………………………………………………………………………………………. Details…………………………………………………………………………………………… ……………………………………………………………………………………………………	❑
13) Name of **medical facility where injured personnel are now located** (if removed from site) Location……………………………………………………………………………………………. ……………………………………………………………………………………………………. Names…………………………………………………………………………………………… Misc. Details……………………………………………………………………………………..	❑
14) Are there any personnel from any **Statutory Authority** present at the scene, or been advised? Name/s……………………………………………………………………………………………. Details……………………………………………………………………………………………	❑
15) Are local **media** currently involved / onsite, or do we believe they have been notified? Identity of Media ………………………………………………………………………………. Current Location/Details………………………………………………………………………….	❑
16) Are there any **security related issues or risks** involved? Known Security Issues…………………………………………………………………………… ………………………………………………………………………………………………….. Potential Considerations…. ……………………………………………………………………..	❑
Name of Call Taker:	**Date/Time of Call:**

4.5. First Member to Emergency or Crisis Control Centre (ECC / CCC)

Initial Task – Notify Those Who Need to be Aware of the Emergency Event	
1) Notify the EMT / CMT Leader (or Alternate) and determine:	❑
a) **Which members** of the EMT / CMT or support personnel should be activated?	❑
b) **Who will notify** other members of the EMT / CMT?	❑
c) **When and where** the EMT / CMT should meet?	❑
d) **What additional actions** are required?	❑
2) Alert all other members of the EMT / CMT of the time and place of the first meeting	❑
3) Provide **DP** CMT External Affairs with validated facts for preparation of immediate media statement	❑
4) Ensure EMT HSE notifies and brief's relevant Port User or external contracted support provider	❑
5) Brief all personnel who may have been involved in the notification process of the need for absolute confidentiality and security of incident information – no information to be released unless authorised	❑
6) After advising others of the situation, gather information, ascertain actions at the scene and prepare the EMT procedures until replaced by the EMT Operations Planning	❑
7) Contact IC or site ERT Leader at the affected location to:	❑
a) obtain update / SITREP of emergency event / situation	❑
b) maintain contact / interface commensurate with demands of the emergency event/s	❑
c) establish protocol for regular schedule of updates / SITREPS	❑
d) ensure local response action is being effectively coordinated, undertaken and establish current status and potential resources required	❑
8) Open / assemble ECC / CCC and establish telephone lines and necessary administrative support	❑
9) Set up ECC/CCC equipment (see ECMP **Appendices B.6, D.1 & D.2**) as per approved layout diagram	❑
10) Ensure copies of all relevant ECMP, other support Plans and site info are available	❑
11) Clean and prepare whiteboards, set up pre-formatted wall charts (refer to **Appendix F**)	❑
12) Ensure all positions are labelled with correct telephone number extensions	❑
13) Ensure Mobile Phone numbers are up to date and distributed accordingly.	❑
14) Check there is an adequate supply of white board pens, cleaners, fax paper, stationery	❑
15) Place in / out trays for EMT members with checklists, nameplates, etc.	❑
16) Check that all equipment is operational	❑
17) Photocopy **DP** Personal Response Log sheets (refer ECMP **Appendix D.5**) and distribute	❑
18) Establish contact with relevant IC/site ERT to inform them when the ECC is functional/operational	❑
19) Provide IC/ERT with contact details (phone, fax, email, mobile, and / or sat-phone) for the ECC	❑
20) Brief EMT / CMT members as they arrive and/or 'handover' briefing to replacement	❑

4.6. During a Major Emergency / Crisis Event

This section details the specific roles and responsibilities for each EMT / CMT member – collectively these individual role descriptions cover the three primary roles of the EMT / CMT, being:

Activity	Description
1. **Support**	**DP** EMT are responsible for strategically managing operational response efforts at **DP** operational locations. It is not the EMT's role to take over a site response or to micromanage a given scenario – instead the EMT will support the IC / ERT by: • Assisting in ensuring there are sufficient resources available (technical support, personnel, services, equipment, consumables) to enable an effective operational response; • Managing as many external functions and issues on behalf of the affected site/facility ERT (safety, environment, technical, regulatory, legal, financial, external affairs) to enable them to focus on their primary response roles; and • Acting as a 'sounding board' to evaluate proposed operational responses or provide 'bigger picture' overviews on any aspect of a site response. **NOTE:** While reaction to an emergency event is essential, it is also important to move from reactive to proactive actions (strategic and planned response, management and recovery) as soon as possible.
2. **Stakeholder Communications**	This communications function involves managing incoming and outgoing information requirements, defining the 'message strategy' and ensuring all relevant Port Users and stakeholders are appraised about the emergency in a timely manner, on a regular basis, and in sufficient detail to reflect the potential effect of the incident on them. **DP** strives to present open and transparent communications with its stakeholders. In an emergency event, it is critical that communication messages reflect and reinforce the precise behaviour that is experienced by the stakeholders. *Reference*: *ECMP Appendix E – Stakeholder Communication Guide*
3. **Strategic Planning**	Reactive and communication functions are important; however, it is imperative that as early as possible the EMT undertake strategic planning functions, focussing on recovery efforts and the management of the ongoing consequences of the emergency. This function involves constructive, innovative and logical thinking around the corporate priorities of: • **HEALTH AND SAFETY** – focussed on the welfare of all personnel, including responders. • **REPUTATION** – managing the external affairs environment, mitigating stakeholder outrage, balancing cultural, political, legal ethical considerations. • **LIMITING LIABILITY** – balancing transparency and legal positioning. • **BUSINESS CONTINUITY** – maintaining financial and client confidence while implementing contingencies – i.e. mitigating potential outages and planning for return to normal operations within acceptable timeframes.

4.7. DP Emergency Management Team (EMT)

4.7.1. General

The **DP** Emergency Management Team (EMT) is responsible for maintaining an overview of any emergency event (including the initial response to oil spills) which could impact upon **DP's** regulatory responsibilities and/or may require **DP** support resources.

The EMT is activated by the **DP** EMT Leader (EMTL – typically the General Manager Operations (GMO)), who will coordinate any **DP** emergency response for the relevant area of responsibility. The EMTL will also ensure that adequate personnel and resources are available to assist with the management of any **DP** emergency.

4.7.2. EMT Structure

Reference: ECMP Appendix A – EMT Role & Responsibility Checklists

The EMT, as depicted within **Diagram 2** of Part 2 of this ECMP, will be comprised (all or part) of the following key positions:

- EMT Leader;
- EMT (site) Incident Controller;
- EMT Information Coordinator;
- EMT Technical / Engineering;
- EMT Operations / Planning;
- EMT HSSE / HR / Regulatory Liaison;
- EMT Emergency Services Guide(s); and
- EMT Log Keeper/Scribe/s.

Usual incumbents for these roles can be found in **Appendix G** (Emergency Contact Directory) to this ECMP.

Once mobilised, the EMT will assemble at the nominated **DP** Emergency Control Centre (ECC), at the direction of the EMTL.

The following personnel may also be called upon to assist the EMT, at the discretion of the EMTL:

- Port User/Operator representatives;
- NT Emergency Services representatives, as required (e.g. NT Police; NTPFES; St. John's Ambulance etc.);
- Key members from NT Government Departments;
- Specialist Support Personnel;
- Department of Infrastructure, Planning & Logistics Response Personnel;
- Technical Support Advisors;
- Oil Spill Response Advisors;
- Line/Tug/Pilot Vessel Contractor Management;
- Third Party Contractors (as required);
- Environmental Protection Authority Personnel; and
- NT Government Marine Branch.

Please Note: DP EMT 'roles and responsibilities checklists' for each EMT role are located within **Appendix A** of this ECMP.

4.7.3. Emergency Management Organisation – VISUAL CHART

Diagram 8 – Darwin Port Emergency Management Organisation Chart
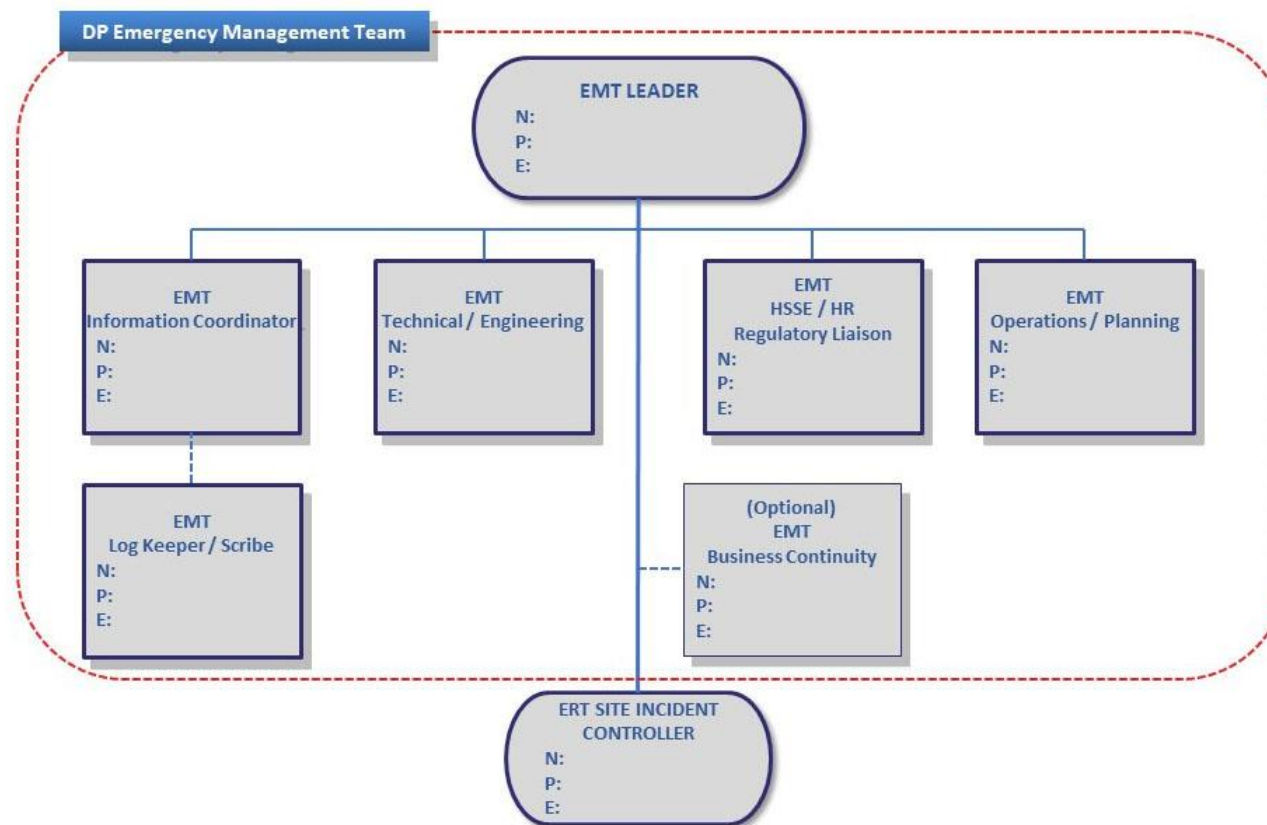
4.8. DP Crisis Management Team (CMT)

4.8.1. General

The **DP** Crisis Management Team (CMT) is responsible for the strategic management of any major emergency or crisis event which could impact upon **DP's** statutory responsibilities.

The CMT is activated by the **DP** CMT Leader (CMTL – typically the **DP** Chief Executive Officer (CEO)), who will be responsible for strategically managing the emergency or crisis event.

The **DP** CEO may elect to liaise with and/or otherwise seek advice from the **DP** Managing Director (MD) during any **DP** event.

4.8.2. CMT Structure

Reference: ***ECMP Appendix B – CMT Role & Responsibility Checklists***

The CMT, as depicted in **Diagram 2** of Part 2 of this ECMP, will be comprised (all or part) of the following key positions:

- CMT Leader;
- CMT Information Coordinator;
- CMT External Affairs;
- CMT Finance/Insurance/Business Support Services;
- CMT Legal;
- CMT Log Keeper/Scribe/s (OPTIONAL); and
- Port Management Officer.

Usual incumbents for these roles can be found in **Appendix G** (Emergency Contact Directory) to this ECMP.

Once mobilised, the CMT will assemble at the nominated **DP** Crisis Control Centre (CCC), at the direction of the CMTL.

Other personnel may be requested at the discretion of the CMTL, to support the CMT's strategic management of any emergency or crisis event – including, but not limited to such area as:

- Port User/Operator representatives;
- NT Emergency Services representatives (e.g. NT Police; NTPFES; St. John's Ambulance etc.);
- Key members from NT Government Departments;
- Specialist Support Personnel;
- DOT Response Personnel;
- Technical Support Advisors;
- Oil Spill Response Advisors;
- Line/Tug/Pilot Vessel Contractor Management;
- Environmental Protection Authority Personnel; and
- NT Government Marine Branch.

Please Note: **DP** CMT 'roles and responsibilities checklists' for each CMT role are located within **Appendix B** of this ECMP.

4.8.3.   DP Crisis Management Organisation – VISUAL CHART

Diagram 9 – Darwin Port Crisis Management Organisation Chart
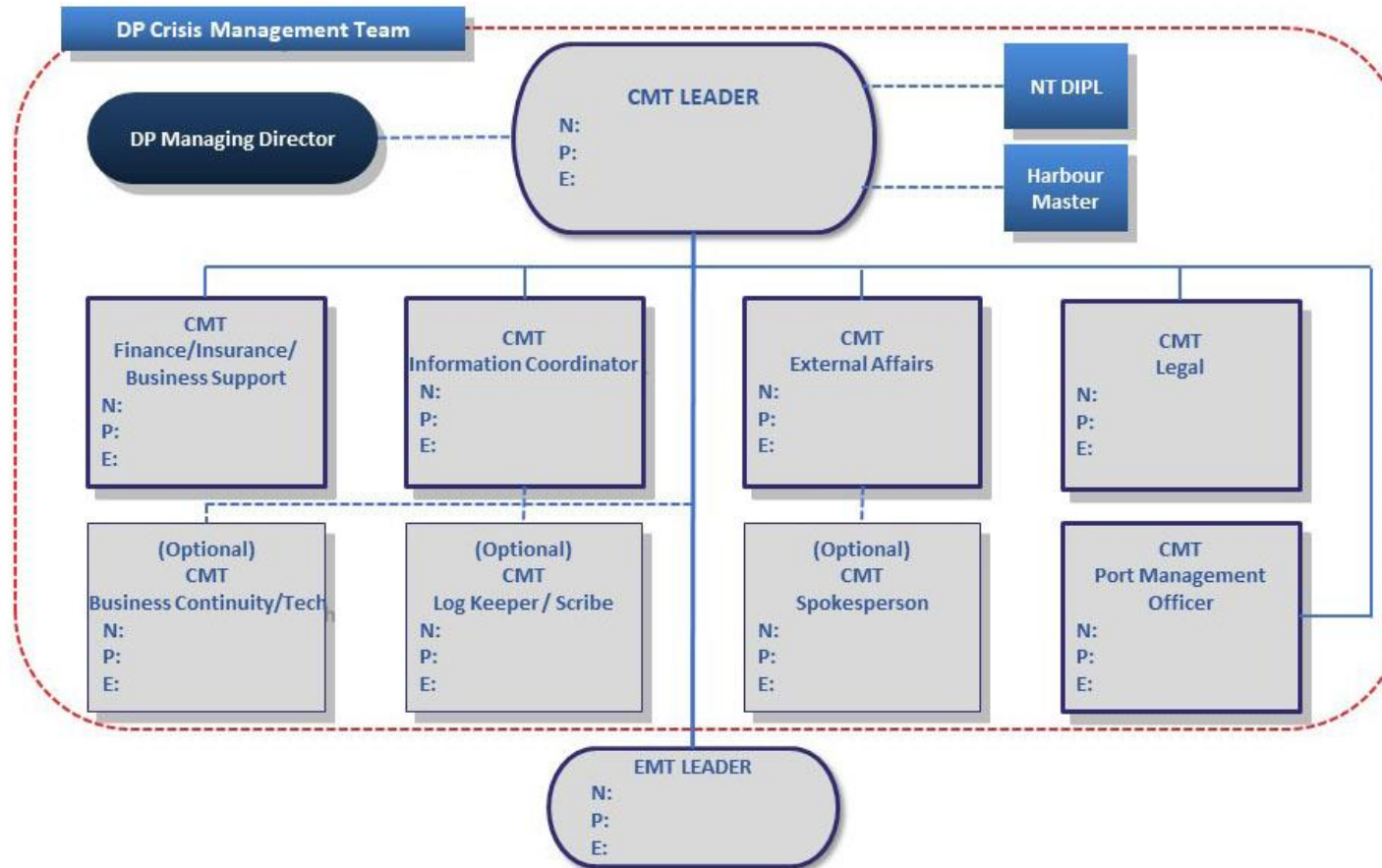
Emergency and Crisis Management Plan (ECMP)

Parts 5 & 6
Response Protocols / Event Recovery

Rev 3.1 – January 2020

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
0	8 April 2016	Authorisation for issue	Jim Morrison (**add energy**)	DP GMO	DP CEO
1	30 January 2018	Update logo, DP contacts & DP roles	Alleen Breward Executive Assistant	DP GMO	DP CEO
1.1	12 June 2018	Content Review – No changes required	Ian Niblock	GMO	
1.2	19 June 2018	PMG Review		PMG	
1.3	26 June 2018	Staff Review		DP Personnel	
1.4	27 June 2018	Content Approval	Ian Niblock	GMO	
2.0	27 June 2018	Authorisation for Issue	Terry O'Connor	CEO	CEO
2.1	14 May 2019	Annual Review	Gary Bawden	DOM	
2.2	14 June 2019	Content Approval	Ian Niblock	GMO	
3.0	14 June 2019	Authorisation for Issue	Terry O'Connor	CEO	CEO
3.1	15 January 2020	Contacts Updated Only – Approval Not Required	Alleen Breward	EA	N/A

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5.1 General Overview

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

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

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

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

5.2 Purpose

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

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

5.3 Scope

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

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

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

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

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

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

5.4 General Guidelines

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

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

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

- The first to arrive at the incident site shall **immediately raise the alarm** and try to minimise the impact to the surrounding area;

- **Decide EARLY if the plan is to evacuate** or to stay and defend the facility;
- Wherever possible **isolate all persons** at (or near) the incident site from further danger / hazards and/or continued exposure to potential threats;

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

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

5.5 Potential Major Emergency / Crisis Events

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

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

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

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

5.6 DP EMT / CMT Strategy Development Process

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

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

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

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

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

5.7 DP EMT / CMT Communication Strategy

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

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

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

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

Diagram 10: Darwin Port EMT / CMT Strategy Development Process

1. GATHER INFORMATION

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

6. MONITOR AND ADJUST APPROACH

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

2. ASSESS INFORMATION

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

5. COMMUNICATE INFORMATION

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

3. IDENTIFY KEY ISSUES/TASKS

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

4. DEVELOP STRATEGY

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

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

CALLS RECEIVED BY DP SWITCHBOARD DURING INCIDENT

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

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

Incoming Caller Requests Incident Information?

NO →

YES

Request standard details of who caller wishes to speak to

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

Transfer normal business call to relevant **DP** person

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

INTERNAL STAKEHOLDERS	**EXTERNAL STAKEHOLDERS**	**MEDIA**	**REGULATORS**	**RELATIVES**

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

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

Identify details of which media outlet is calling

Identify which regulatory authority is calling

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

Port User EMPLOYEE

Refer to incident details authorised for release by CMT Leader

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

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

Brief CMT HSSE on which regulatory authority is on line

DP EMPLOYEE

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

Request standard relative details and provide details to Port User EMT

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

Obtain call back details and record time of call

Transfer call to CMT HSSE if possible to accept call

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

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

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

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

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

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

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

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

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

5.8 Corporate Communication Policy

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

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

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

5.9 Communications with Stakeholders / External Interest Groups

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

5.9.1 Stakeholders

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

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

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

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

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

5.9.2   External Interest Groups

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

Early and positive engagement may prevent negative or incorrectly interpreted messages being conveyed to the public, media or government. The following **guidelines** apply:

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

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

- **Time is critical** – typically, during the first few hours media pressure can be intense, validated information is scarce and public perception is being actively formed. It is important not to allow a vacuum to be created and filled by critics:
    - capture the 'perception agenda' and the potential audience by moving/communicating quickly, even if there is not a lot that can be said,
    - be seen to be proactive, taking control and managing the information flow, rather than being reactive.

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

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

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

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

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

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

5.9.3   Lobby Groups

The following broad guidelines apply:

- Some groups have genuine concerns and constructive aims;

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

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

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

5.9.4   Internal Stakeholders

It is important to communicate positive and consistent messages internally within **DP** – i.e. *"…that appropriate actions are being undertaken to manage the emergency/crisis event and to…"* – with a view of maintaining an atmosphere of trust between **DP** management and all employees. To achieve this outcome, ensure the EMT / CMT:

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

In addition, the following should also be considered:

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

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

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

Diagram 12:   Darwin Port Stakeholder Analysis Guideline
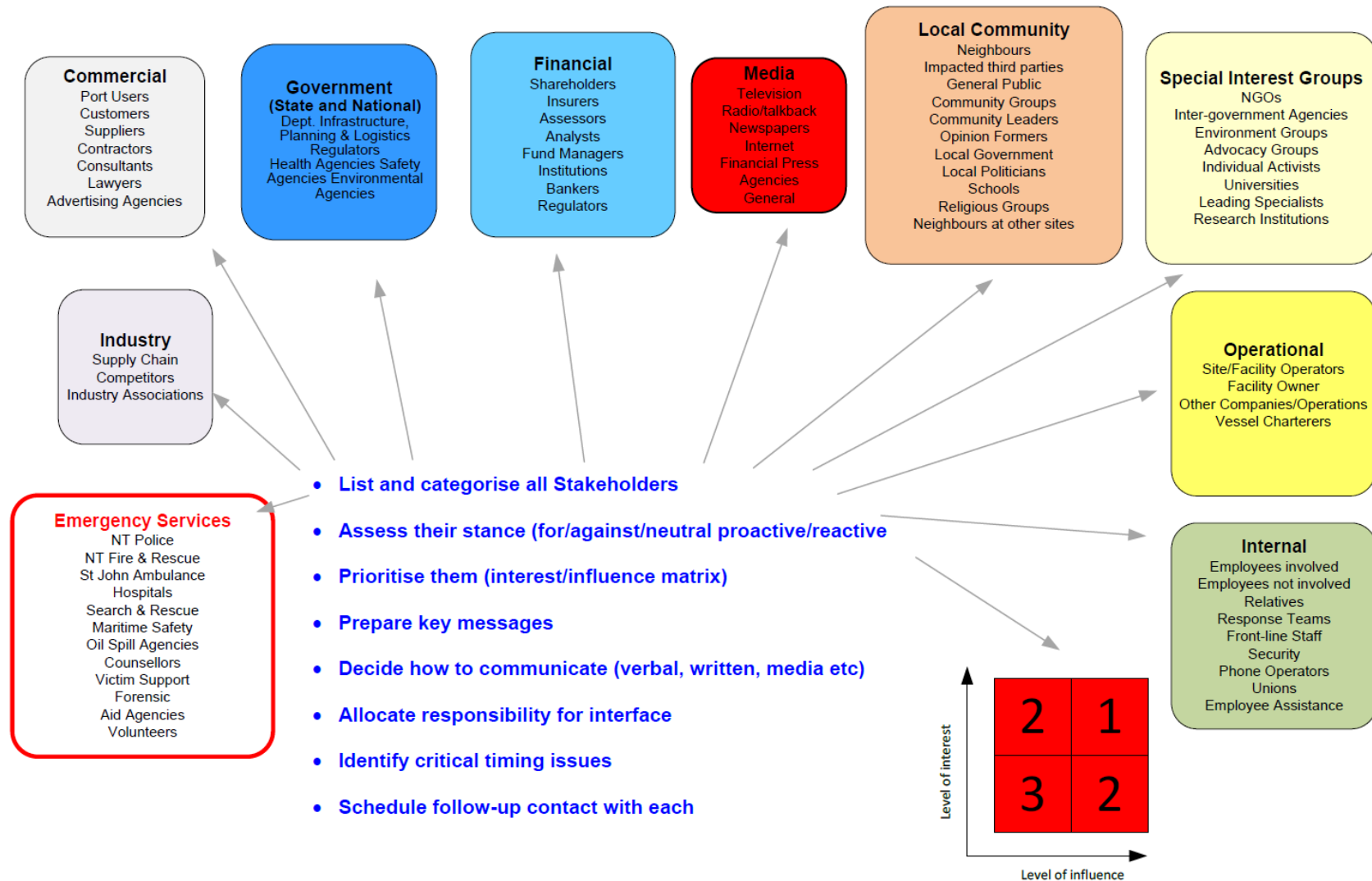
5.10 Communications with Next of Kin (NOK), Family and/or Co-Workers

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

ONLY POLICE CAN ADVISE OF A FATALITY

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

- Demonstrating genuine care and concern;

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

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

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

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

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

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

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

The following best summarise injury notification guidelines:

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

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

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

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

5.10.3 Death Notification

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

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

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

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

5.10.4 Family Attendance On-Site

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

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

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

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

5.11   Legislative Reporting Requirements / Communications with Regulatory Authorities

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

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

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

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

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

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

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

5.12   Communications with Customer and/or Port Users

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

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

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

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

5.13 Media Communications

5.13.1 DP Media Policy

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

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

2.   Members of the media are always to be treated with courtesy and respect.

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

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

5.13.2 DP Media Spokesperson

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

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

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

5.13.3 Establishing a Media Briefing Room/Holding Area

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

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

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

5.13.4 Media Conference or Briefing

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

•   Clean, tidy and has access to power points;

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

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

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

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

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

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

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

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

5.13.5 Fact Sheets

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

5.13.6 Media Monitoring

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

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

The CMT External Affairs is to:

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

6   EMERGENCY / CRISIS EVENT RECOVERY

6.1 Transitioning to Recovery

6.1.1   General Overview

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

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

6.1.2   Nature of Recovery

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

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

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

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

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

6.1.3   Assessment and Operational Recovery Planning

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

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

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

6.1.4   Determining When an Emergency / Crisis Event Response is Over

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

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

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

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

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

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

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

6.1.5   Business Continuity Planning / Management

Reference: *DP Business Continuity Plan (BCP)*

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

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

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

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

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

6.1.6   Recovery Planning Considerations

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

Management of People:

• Provide clear and concise guidelines on the management of the employees, contractors, stakeholders and Next-of-Kin (NOK) as a result of any injuries or fatalities;

• Develop a rehabilitation program for injured employees or contractors;

• Provide clear and concise policies for compensation of NOK;

• Some key considerations include:
    − travel and accommodation arrangements,
    − funeral arrangements,
    − welfare,

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

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

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

Management of Business:

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

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

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

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

Resource considerations include:

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

6.1.7   DP Post–Event Review

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

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

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

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

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

6.1.8 Personnel Debriefing and Counselling

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

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

6.2 End of Emergency Checklist

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

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

  - relevant EMT support personnel
  - port customers
  - emergency services
  - employees families and friends
  - suppliers and/or contractors
  - contractor management
  - mutual aid
  - trade unions

  - relevant CMT support personnel
  - regulatory authorities
  - employees (off and on duty)
  - port users
  - third parties
  - Government support agencies
  - environmental agencies
  - local community and pressure groups

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

  - incident callout
  - overall emergency response

  - site and/or EMT functions
  - interface with port user ERTs

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

Emergency and Crisis Management Plan (ECMP)

Rev 3.1 – January 2020

Appendix A
EMT Role & Responsibilities Checklists

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
0	8 April 2016	Authorisation for issue	Jim Morrison (**add energy**)	DP GMO	DP CEO
1	30 January 2018	Update logo, DP contacts & DP roles	Alleen Breward Executive Assistant	DP GMO	DP CEO
1.1	12 June 2018	Content Review	Ian Niblock	GMO	
1.2	19 June 2018	PMG Review		PMG	
1.3	26 June 2018	Staff Review		DP Personnel	
1.4	27 June 2018	Content Approval	Ian Niblock	GMO	
2.0	27 June 2018	Authorisation for Issue	Terry O'Connor	CEO	CEO
2.1	15 May 2019	Content Review	Gary Bawden	DOM	
2.2	14 June 2019	Content Approval	Ian Niblock	GMO	
3.0	14 June 2019	Authorisation for Issue	Terry O'Connor	CEO	CEO
3.1	15 January 2020	Contacts Updated Only – Approval Not Required	Alleen Breward	EA	N/A

APPENDIX A – EMT ROLES & RESPONSIBILITIES CHECKLISTS

DP EMT (Site) Incident Controller

Role Profile

- Located at a **DP** site or facility – reports to the EMT Leader;
- Assess and bring the incident under control as soon as possible without undue risk;
- Account for all personnel and advise status to EMT;
- Provide regular situation reports (SITREP) to EMT.

Key Activities
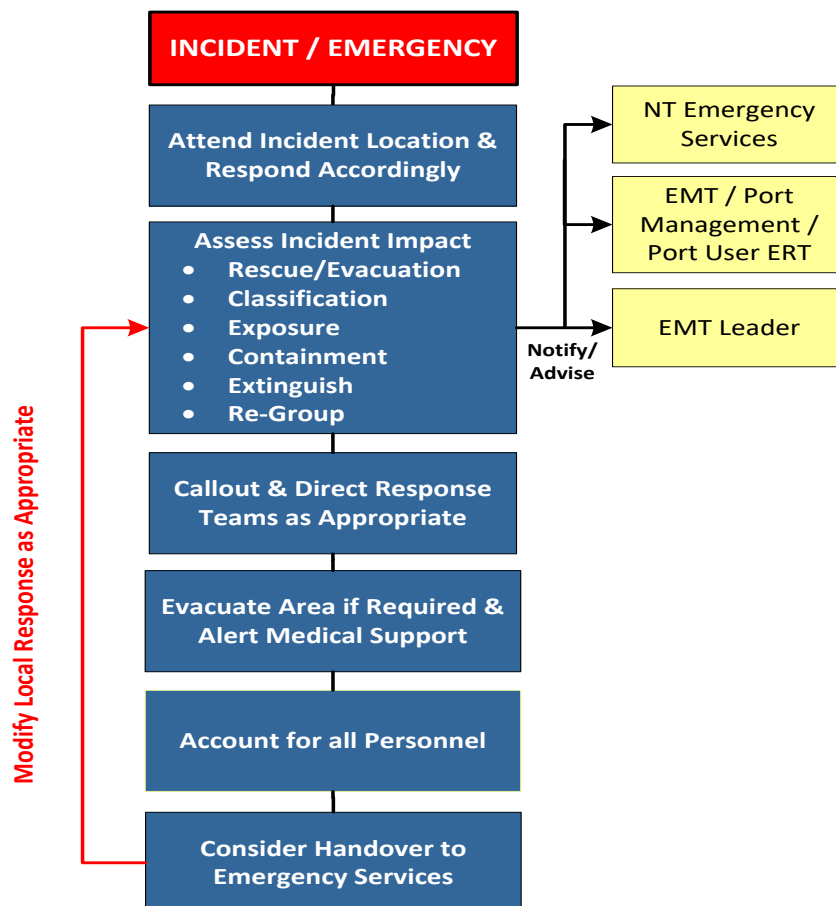
Preparatory Actions	
1) Maintain familiarisation with DP site ERP & ECMP, key respondents and Emergency Classifications	☐
2) Establish and maintain contact with technical and engineering operations personnel and organisations whose assistance may be required in an emergency	☐
3) Ensure location specific resource schedules and contacts are maintained	☐

Initial Emergency Actions	
1) Provide first point of response contact for emergencies in their area of operation	☐
2) Raise alarm – callout appropriate ERT / EMT members likely to be required in an early response	☐
3) Advise all emergency respondents to remain on **Channel 10** until emergency is concluded	☐
4) Attend incident site; obtain handover briefing from initial respondents – commence log	☐
5) Make preliminary assessment determine nature and extent of incident – log all actions	☐
6) Liaise with Port Management	☐

Ongoing Emergency Actions

1) Assess initial likely requirements ☐
   - What is the emergency/extent of (harbour accident, spill, fire, injury)? ☐
   - Exact location? ☐
   - People impacted? ☐
   - Exposures, including current and future potential? ☐
2) Ensure injured/at risk personnel are evacuated/rescued to a safe area (as appropriate) ☐
3) Ensure any technical specialists likely to be required are advised and put on standby ☐
4) Control any immediate hazards, evacuate area if necessary/initiate head count ☐
5) Determine interim classification; liaise with EMTL – provide status and likely requirements ☐
6) Advise 1st aider / Medic of injury status and to either standby or to attend the incident site ☐
7) Consider activating Emergency Services Guide to meet NT Emergency Services teams ☐
8) Ensure clear unhindered access for attending vehicles/equipment enroute to the emergency area ☐
9) Ensure Traffic Management Plan is implemented and access to the incident site by non-essential personnel is denied; divert vehicles / equipment not required at emergency scene ☐
10) Evaluate actions to mitigate impacts; request additional resources as required ☐

Fire and/or Explosion

11) Confirm location, extent and type of fire and advise EMTL ☐
    - confirm all personnel are accounted for ☐
    - place fire teams on standby/mobilise as required (if available) ☐
    - take actions to secure area and consider suspension of operations ☐
    - monitor ongoing events; determine evacuation need if situation warrants ☐
    - determine corrective action/damage control measures to minimize recurrence ☐

Medical Emergency

   - ensure Medical Centre/appropriate NT Emergency Service is alerted ☐
   - liaise with Medical Support to determine treatment and/or transfer of injured ☐
   - liaise with EMTL regarding ambulance/Medivac transfer requirements ☐
   - delegate a responsible person to accompany patient (if necessary) ☐

Security Breach / Unauthorised and/or Criminal Acts

   - take action as appropriate to identify/isolate or secure offender(s) ☐
   - determine what immediate actions are to be taken and if assistance needed ☐
   - secure/contain incident area – procure any evidence (photographs) or witness statements ☐
   - ensure personnel/contractors are advised not to release incident information ☐
12) Advise EMTL on Public Affairs issues ☐
13) Handover emergency control to NT Emergency Services as/when appropriate ☐
14) Log times, events, actions/decisions taken; provide to EMT Information Coordinator ☐
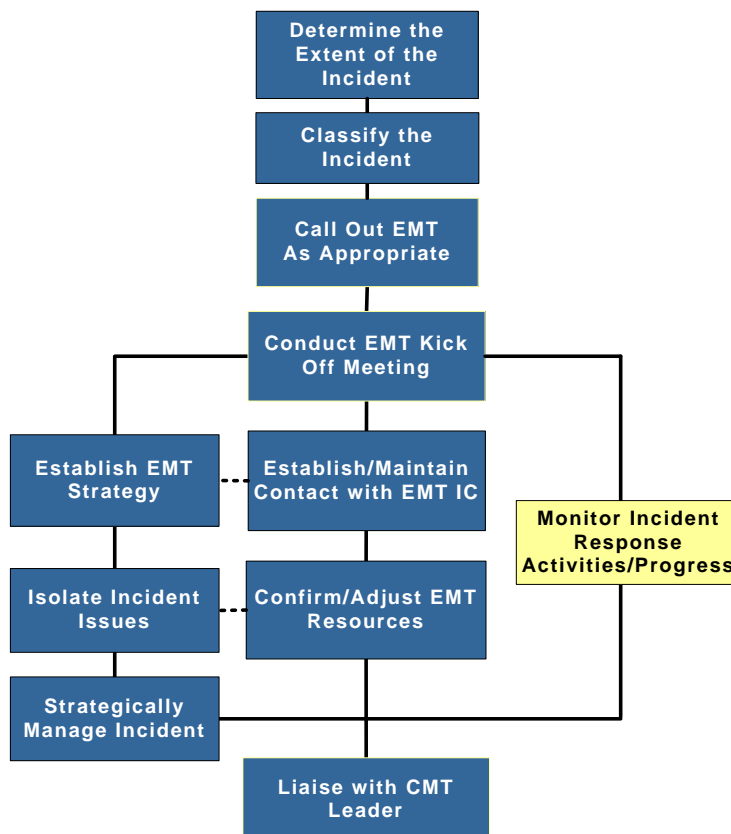
Post Emergency Actions

1. Debrief personnel in your charge before standing them down ☐
2. Coordinate/record financial activities (charge account numbers etc.) associated to incident ☐
3. Contribute to EMTL debrief at the conclusion of the incident ☐
4. Review site ERP/incident response events; provide recommendations for site ERP improvements ☐

DP EMT Leader

Role Profile

- Reports to the **DP** CEO, or CMTL (if mobilised);

- Responsible for leading the EMT during an emergency event;

- Responsible for determining appropriate response strategy, providing guidance and support to the affected **DP** site or facility;

- Provide situation reports to CEO / CMTL.

Key Activities

Preparatory Actions

Pre-Emergency	✓
1) Maintain familiarisation with **DP** ERP / ECMP, key respondents and Emergency Classifications	☐
2) Establish and maintain contact/liaison with corporate and government management personnel and organisations whose assistance may be required in an emergency	☐
3) Interface with counterpart Port User/Stakeholder management and confirm ER arrangements and most appropriate method of emergency contact and ongoing liaison	☐

Initial Emergency Actions

Initial Emergency Actions	✓
1) Confirm callout and ETA if afterhours	☐
2) Ensure EMT IC role is activated; assume personally until EMT IC arrives (if appropriate)	☐
3) Determine extent of incident and interim classification with EMT IC – commence log	☐

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4) Ensure early notification of incident to CMT Leader as appropriate ☐

5) Assist with creating initial response strategy in conjunction with EMT – log actions ☐

6) Liaise with Port Management and NT Emergency Services as required ☐

Ongoing Emergency Actions

1) Take on other EMT roles as appropriate; review role checklist and respond accordingly ☐

2) Review emergency Situation Reports (SITREP); provide to CMTL; update regularly ☐

3) Upgrade EMT activation as appropriate to incident requirements ☐

4) Keep EMT on track re: response/reporting/communications/strategy objectives/recovery ☐

5) Consider either attending/sending, an EMT member to attend on-site response ☐

6) Direct **DP** incident response activities; ensure all personnel involved are familiar with emergency procedures and legal requirements to be followed ☐

7) Ensure resources are allocated for mobilisation and coordination of all emergency support requested by **DP** EMT IC, and/or Port User/Operator/Stakeholder ☐

8) Keep informed of the developing emergency situation – maintain personal log of events ☐

9) Advise CMTL of any local/territory/federal/international regulatory authorities, Police and/or Coroner contacts made, log all contacts; maintain liaison where appropriate ☐

10) Arrange additional support for IMT communications and administrative activities as appropriate; ensure log is kept of all **DP** incident actions/decisions ☐

11) Maintain liaison with Port User/Operator/Stakeholder Management with ongoing response activities maintain CMTL briefings to ensure no elements are neglected ☐

12) Coordinate with **DP** CMT External Affairs activities and ensure information is confirmed and approved by CMTL prior to release and has been appropriately reviewed by **DP's** Legal Team ☐

13) For severe storm or cyclone warnings, review weather charts regularly with EMT ☐

14) Consult contracted Legal Adviser through CMTL, if situation requires advice on any contractual provisions which may be contingent to the emergency or the response ☐

15) For **DP** fatality (or potential thereof), ensure a suitably experienced **DP** representative allocated to assist with the incident investigation process, in preparation for the Police / Coroner's investigation ☐

16) Review 'Next of Kin' notification options with **DP** CMT and NT Police ☐

17) Ensure any evacuation strategies are on schedule ☐

18) Continually monitor and adapt strategy to suit escalation/decrease of incident needs ☐

19) Log events, actions/decisions, and check for accuracy when time allows ☐
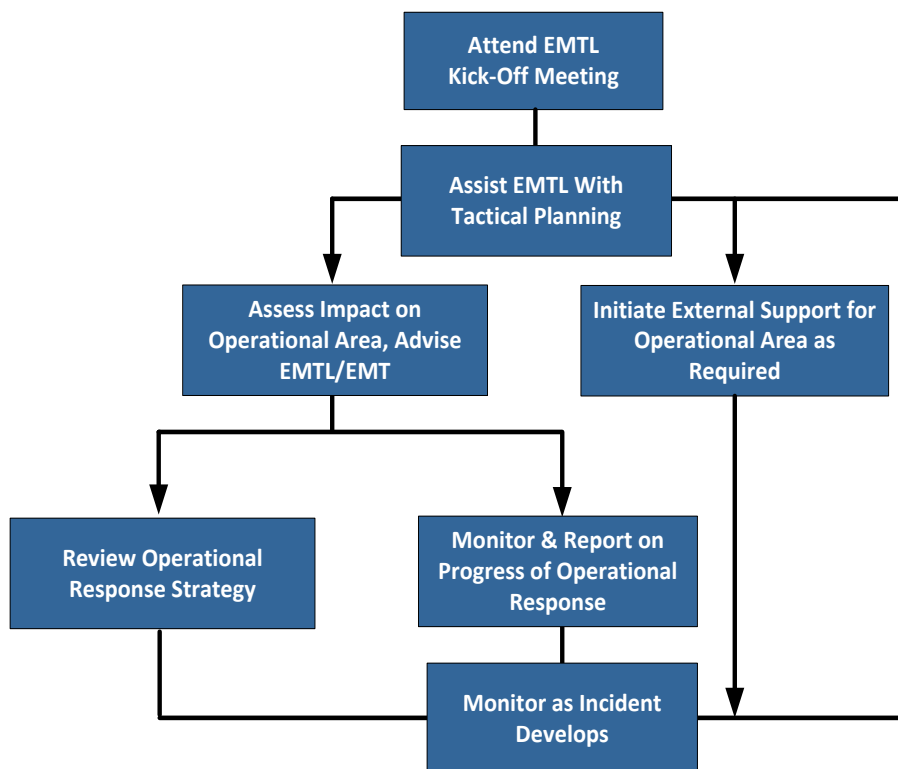
Post Emergency Actions

1) Declare end of **DP** emergency when satisfied all criteria/protocols have been met ☐

2) Review financial activities (charge accounts etc.) associated to incident purchases ☐

3) Conduct debrief of all **DP** personnel; provide update to CMTL and CEO ☐

DP EMT Operations / Planning

Role Profile

- Reports to the **DP** EMTL;
- Responsible for assisting EMTL with tactical planning/support and provision of operational support during an emergency event.

Key Activities

```
        ┌─────────────────────┐
        │   Attend EMTL       │
        │   Kick-Off Meeting  │
        └─────────────────────┘
                  │
        ┌─────────────────────┐
        │  Assist EMTL With   │
        │  Tactical Planning  │
        └─────────────────────┘
          │                 │
┌───────────────────┐  ┌───────────────────────┐
│ Assess Impact on  │  │ Initiate External     │
│ Operational Area, │  │ Support for           │
│ Advise EMTL/EMT   │  │ Operational Area as   │
│                   │  │ Required              │
└───────────────────┘  └───────────────────────┘
      │        │
┌──────────────┐  ┌─────────────────────┐
│ Review       │  │ Monitor & Report on │
│ Operational  │  │ Progress of         │
│ Response     │  │ Operational         │
│ Strategy     │  │ Response            │
└──────────────┘  └─────────────────────┘
              │      │
          ┌─────────────────────┐
          │ Monitor as Incident │
          │ Develops            │
          └─────────────────────┘
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Preparatory Actions	
Pre-Emergency	✓
1) Maintain familiarisation with **DP** ERP's / ECMP, key respondents and Emergency Classifications	☐
2) Establish and maintain contact with corporate and government planning, operations personnel and organisations whose assistance may be required in an emergency	☐

Initial Emergency Actions	
Initial Emergency Actions	✓
1) Confirm callout and ETA if afterhours	☐
2) Refer to **DP** site ERP / ECMP procedures and role checklists – commence personal log	☐
3) Liaise with EMTL for incident briefing and likely requirements – log events from briefing	☐
4) Brief personnel in your charge regarding likely incident requirements and need to maintain safe working practices throughout the response – log actions/decisions	☐
5) Take on other EMT roles as requested; review role checklist and respond accordingly	☐
6) Review likely **DP** incident requirements and initiate operations support resources	☐
7) Prepare incident operations/planning briefing report for EMTL	☐
8) Maintain operations overview of incident and likely effects on Port trade / Port Users	☐

Ongoing Emergency Actions

| **Ongoing Emergency Actions**	✓
1) Initiate any relevant emergency support calls (Medivac provider, Engineering contractor, Salvage/Diving contractors, etc.)	☐
2) Liaise with EMT IC for on-going incident requirements and back-up resources	☐
3) Prepare resources allocation register; Process requests for support group assistance	☐
4) Arrange for safety induction/situation briefing of support contractors likely to be required at the incident site	☐
5) Liaise with EMTL for incident briefing and likely requirements – local all actions/decisions	☐
6) Take on other EMT roles as requested; review role checklist and respond accordingly	☐
7) Review likely **DP** incident requirements and initiate operations support resources	☐
8) Prepare incident operations/planning briefing report for EMTL	☐
9) Maintain operations overview of incident and likely effects on Port trade/Port Users	☐
10) Gather relevant operations/planning information suitable for EMT incident review	☐
11) Conduct operations assessment of incident including escalation potential/strategy	☐
12) Consider likely operational effects of incident on other **DP** Port Users/Stakeholders	☐
13) Be pro-active in having operational/planning advice prepared on critical issues	☐
14) Source technical operations personnel assistance and equipment as required	☐
15) Advise technical operations support specialists to standby for likely assistance	☐
16) For major structural wharf/jetty/vessel damage incident, gather information regarding degree of damage; potential for escalation; wharf/jetty closure; assess worst case scenario	☐
17) For major vessel grounding/collision/sinking incident, gather information regarding vessel load quantities, type and toxicity involved; develop worst case scenario	☐
18) Liaise with regulatory authority response agencies as appropriate (oil/toxic spill etc.)	☐
19) Review and edit any technical operations/planning information prior to media release	☐
20) Assist with developing initial Media release with EMTL for **DP** Media Spokesperson	☐
21) Consider relief for your position for an extended incident response	☐
22) Log events, actions/decisions, and check for accuracy when time allows	☐

Post Emergency Actions

1) Attend incident debrief	☐
2) Provide EMTL with all financial activity details (charge account numbers etc.) associated to incident purchases	☐
3) Provide EMTL with incident operations review, recommendations for response improvements and/or **DP** site ERP updates	☐

DP EMT Health, Safety, Security, Environment (HSSE) / HR / Regulatory Liaison

EMT Role Profile

- Reports to the **DP** EMT Leader;

- Primary role is to ensure that all HSSE, HR, ethical, legislative and regulatory commitments are fully understood and achieved by the EMT and to seek advice on matters relating to HSSE;

- Responsible for ensuring all (associated) statutory reporting is conducted and maintained;

- Provides assistance to EMT by sourcing relief or specialist personnel, as identified and required.

Key Activities
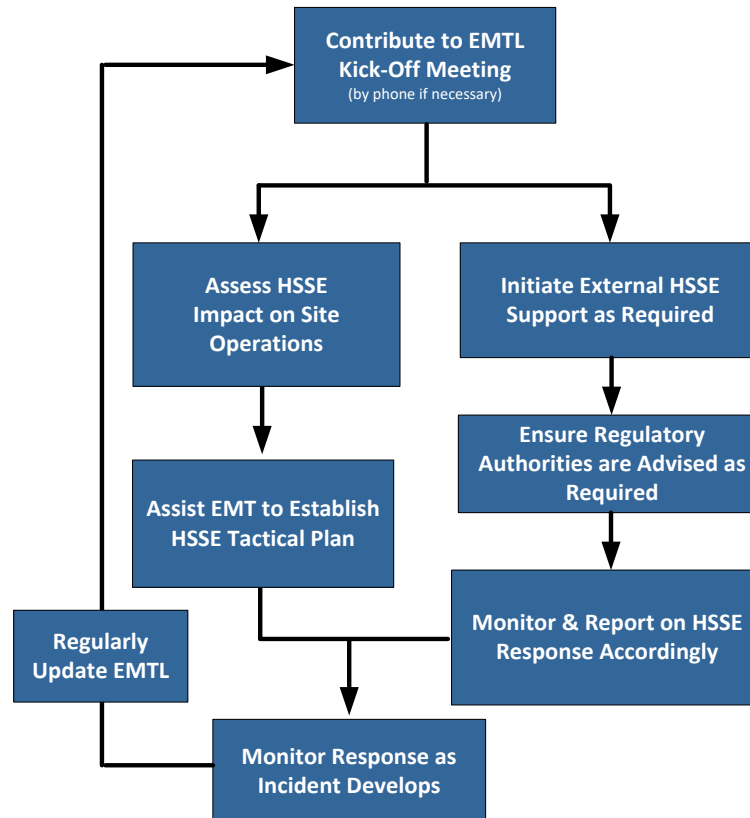
Preparatory Actions

1)	Be aware of the range and potential impacts of HSSE operational and/or corporate events that **DP** could be exposed to	☐
2)	Identify and implement appropriate risk reduction measures in areas in which potential recovery actions may be pre-planned	☐
3)	Maintain familiarisation with the overall **DP** ECMP and associated documents	☐
4)	Maintain a detailed understanding of your role and responsibilities as part of the EMT	☐
5)	Ensure your emergency contact details are kept current	☐
6)	Maintain awareness of current contact / EMT mobilisation procedures	☐
7)	Establish/maintain dialogue with all relevant HSSE contacts (i.e. security agencies, social groups, trauma counselors, safety and regulatory authorities, environment groups etc.)	☐

Initial Response Actions (1st Hour/s)

1) Attend EMTL kick-off meeting, obtain full briefing on emergency/crisis event and likely requirements ☐

2) Refer to **DP** site ERP and/or ECMP procedures and role checklists – commence Personal Log ☐

3) If incident is security related, liaise with **DP** Security Manager and any external security advisers (as required) for advice and/or support ☐

4) For oil spill, refer to Port OSCP for location specific environmental information ☐

5) Prepare initial HSSE threat assessment briefing report for EMT Leader – log actions/decisions ☐

6) Advise EMT/ CMT where necessary on required legislative/regulatory reporting ☐

7) Consider possible **DP** wide industrial relations impacts ☐

8) Obtain names, details and status of any known (or suspected) injured or casualties – hospital details ☐

9) Obtain personnel and Next Of Kin (NOK) contact information for CMT Leader ☐

10) With EMT Leader, establish and implement a NOK management strategy ☐

Ongoing Actions

1) Gather relevant HSSE information – initiate external notifications (regulatory, EPA, AMSA etc.) ☐

2) Monitor ER activities and work practices – review likely **DP** incident requirements ☐

3) Advise EMT Leader of any Port User/Stakeholder contractor employees involved, offer support as appropriate – assess likely HSSE effects of incident on nearby environments and Port Users ☐

4) Coordinate the reception and transfer of any evacuees/casualties ☐

Health, Safety and Security

1) Review status of missing/injured/fatalities prior to defining any strategies – consider medical assist. ☐

2) Coordinate all external HSSE or technical support/resources on behalf of EMT Leader ☐

3) Ensure all security resources are put on standby, if event involves major evacuation, protest, radical action or trespass on any **DP** site/facility – report to, update and maintain contact with NT Police ☐

4) Provide incident/security information to NT Police, once authorised for released by EMTL ☐

5) Identify strategic emergency/crisis event security issues (i.e. risks or hazard to **DP** or associated personnel/operations) and the actions required to minimise the risks ☐

6) Gather relevant HSSE information (plans, maps, diagrams etc.) for review ☐

7) Assist to develop the HSSE aspects of the any media release (as required) ☐

Environment

1) Conduct environmental assessment of incident, including potential causes, escalation potential and any possible consequences of response strategy (consult with CMT and Port User etc if appropriate) ☐

2) Generate relevant government environmental agency contacts and obtain necessary permits and authorisations that might be required during any response – interface with ext. response groups ☐

3) Consider likely HSSE effects on environments in vicinity of incident site/s or other **DP** sites ☐

4) With site IC, arrange for on-site environmental and hazardous goods technical advice and assistance in regard to legislation/standards applicable to waste management – prioritise areas for clean-up ☐

5) For major HAZMAT spill, gather information with IC – develop worst case scenario and source technical OHS / environmental support services to standby for likely assistance ☐

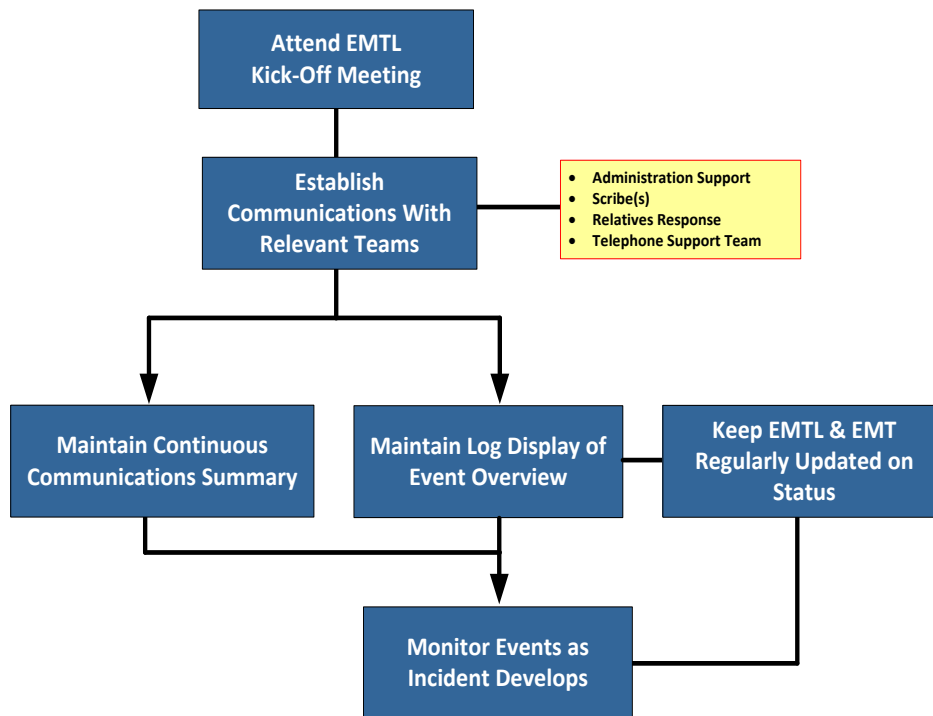6) Do not communicate with the Media ☐

Post Event Actions

1) Provide Personal Response Log of events, actions and decisions to EMT Information Coordinator ☐

2) Attend EMT debriefing session ☐

DP EMT Information Coordinator

Role Profile

- Reports to the **DP** EMTL;

- Responsible for coordinating the flow of incident information and for maintaining a chronologically accurate/validated Event Log of the emergency sequence of events

Key Activities

```
                    ┌──────────────────────┐
                    │   Attend EMTL         │
                    │   Kick-Off Meeting    │
                    └──────────┬───────────┘
                               │
                    ┌──────────▼───────────┐       ┌─────────────────────────────┐
                    │   Establish          │       │ • Administration Support    │
                    │   Communications With│───────│ • Scribe(s)                 │
                    │   Relevant Teams     │       │ • Relatives Response        │
                    └──┬───────────────┬───┘       │ • Telephone Support Team    │
                       │               │           └─────────────────────────────┘
         ┌─────────────▼──┐   ┌────────▼────────┐   ┌──────────────────┐
         │ Maintain       │   │ Maintain Log    │   │ Keep EMTL & EMT  │
         │ Continuous     │   │ Display of      │   │ Regularly Updated│
         │ Communications │   │ Event Overview  │   │ on Status        │
         │ Summary        │   │                 │   │                  │
         └────────┬───────┘   └────────┬────────┘   └─────────┬────────┘
                  │                    │                      │
                  │          ┌─────────▼────────┐             │
                  └──────────│ Monitor Events as│─────────────┘
                             │ Incident Develops│
                             └──────────────────┘
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Preparatory Actions

Pre-Emergency Actions   ✓

1) Maintain familiarisation with **DP** site ERP & ECMP key respondents and Emergency Classifications ☐

2) Establish and maintain contact with Port User/Stakeholder and response agency Information Coordinators and establish appropriate emergency interface channels ☐

3) Maintain an accurate contact directory for all **DP** areas of responsibility ☐

Initial Emergency Actions

Initial Response Actions   ✓

1) Confirm callout and ETA if afterhours ☐

2) Liaise with EMTL for incident briefing and likely requirements – commence personal log ☐

3) Assist in the initial set up of the **DP** Emergency Control Centre (ECC) and ensure all likely operational, communication, administration requirements are available ☐

4) Gather event information and ensure logs are established immediately ☐

5) Activate Response Pack and distribute all relevant material to EMT members ☐

6) Commence *Master Event Log* to record chronological events/developments ☐

7) Confirm mobilisation requirements with EMTL, record details on Mobilisation Log ☐

8) Establish/record current status of incident details. (i.e. fatalities/injury status) ☐

9) Confirm communication lines are all operational ☐

Ongoing Emergency Actions

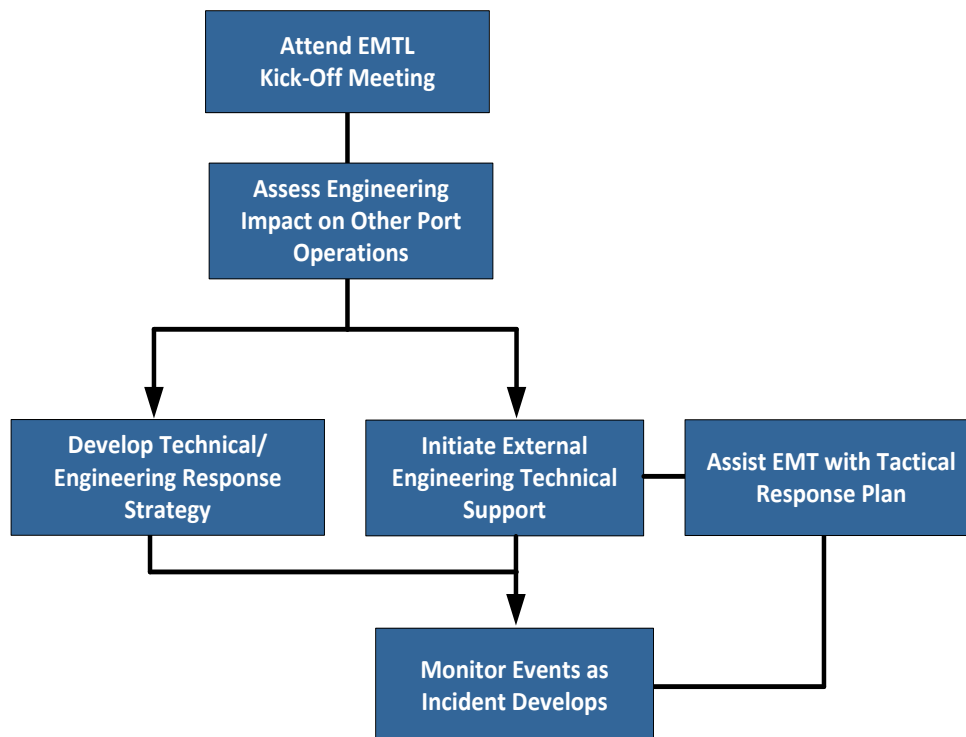| **Ongoing Emergency Actions**	✓
1) Clarify how Event Log will be compiled, who will contribute to the compilation	☐
2) Maintain current status report (update Initial Status Report) of incident details	☐
3) Suitably brief, supervise and guide any Log Keepers/Scribes as necessary	☐
4) Take on other EMT roles as requested; review role checklist and respond accordingly	☐
5) Confirm that Support Personnel (Reception, TST, RR etc.) are established	☐
6) Refer to **DP** site ERP & ECMP procedures and role checklists; utilise ERP Log	☐
7) Maintain chronological summary of key incident events	☐
8) Coordinate display of information on **DP** ECC Incident Board/s	☐
9) Filter incident events information to EMTL	☐
10) Review Incident 'SITREP' Proformas	☐
11) Set up a secondary Actions Board Log for recording key information	☐
− Deadlines/Commitments	☐
− Action/Status	☐
12) Ensure EMT members are kept informed of pertinent information, decisions made	☐
13) Ensure system is in place to back-up all event computer files on a regular basis	☐
14) Display media releases on ECC walls, as appropriate	☐
15) Track and document regulatory authority notifications	☐
16) Ensure catering requirements are available	☐
17) Prepare supporting information for media releases	☐
18) Plot/update weather alert calculations, ensure weather reports are provided to EMTL	☐
19) Do not talk to the Media at any time	☐
20) Log events, actions/decisions, and check for accuracy when time allows	☐

Post Emergency Actions

1) Attend incident debrief	☐
2) Provide EMTL with all documented incident reports/details associated to incident	☐
3) Review efficiency of incident information gathering/provision and prepare incident information report	☐
4) Provide EMTL with incident review recommendations for information gathering improvements and/or **DP** site ERP or ECMP updates	☐
5) At termination of Emergency Response, compile incident information/logs/records (etc.) and appropriately file/secure, to assist any post incident investigation and/or legal process	☐

DP EMT Technical / Engineering

Role Profile

- Reports to the **DP** EMTL;

- Responsible for ensuring all technical/engineering related elements of a response are considered and/or appropriately addressed by the EMT and to source specialist technical personnel for the response (as required)

Key Activities

Preparatory Actions

Pre-Emergency Actions ✓

1) Maintain familiarisation with **DP** ERP & ECMP, key respondents and Emergency Classifications ☐

2) Establish and maintain contact with technical/engineering organisations whose advice and/or assistance may be needed in an emergency ☐

3) Develop and maintain an engineering provider schedule for all **DP** areas of responsibility ☐

Initial Emergency Actions

1) Confirm callout and ETA if afterhours ☐

2) Refer to **DP** ERP procedures and role checklists – commence personal log ☐

3) Liaise with EMTL for incident briefing and likely requirements – log events ☐

4) Review likely **DP** incident requirements and activate any likely engineering support ☐

5) Prepare technical/engineering briefing report for EMTL – log actions/decisions (etc.) ☐

6) Maintain technical/engineering overview of incident/likely effects on Port trade/Port Users/Stakeholders ☐

Ongoing Emergency Actions

Ongoing Emergency Actions	✓
1) Confirm callout and ETA if afterhours	☐
2) Refer to **DP** site ERP & ECMP procedures and role checklists; utilise ERP Log	☐
3) Liaise with EMTL for incident briefing and likely requirements – log actions/decisions	☐
4) Take on other EMT roles as requested; review role checklist and respond accordingly	☐
5) Prepare engineering briefing report for EMTL, with Operations Support	☐
6) Maintain engineering overview of the incident and the likely effects on Port trade and utilisation to other Port Users/Harbour Operators/Stakeholders	☐
7) Gather relevant engineering information (plans, diagrams etc.) suitable for incident review	☐
8) Conduct engineering assessment of incident including causes, escalation potential and any possible consequences of response strategy	☐
9) Consider what likely engineering consequences could affect other Port Users	☐
10) Coordinate, collect, assess relevant engineering/structural assessment information likely to affect/be affected by the incident; maintain ongoing structural assessments	☐
11) Determine engineering integrity of structures and equipment used during/after incident	☐
12) Pro-actively develop technical/engineering strategies; prepare advice on critical issues	☐
13) Source technical engineering personnel assistance and equipment as required	☐
14) Advise technical engineering support specialists to standby for likely assistance	☐
15) For major structural wharf/jetty damage, gather data regarding degree of damage, potential for escalation or closure; develop worst case scenario with Operations Support	☐
16) For major vessel grounding/collision/sinking incident, gather information regarding vessel load quantities, type and toxicity involved, effects on the Port; develop worst case scenario	☐
17) Coordinate all on-site and external construction, engineering and technical resources on behalf of EMTL and ensure adequate support is available for response	☐
18) Notify and liaise with regulatory authorities and response agencies as appropriate	☐
19) Review and edit any technical engineering information prior to media release	☐
20) Assist to develop the initial Media release to be provided to the **DP** Media Spokesperson	☐
21) Consider relief for your position for an extended incident response	☐
22) Log events, actions/decisions, and check for accuracy when time allows	☐

Post Emergency Actions

1) Attend incident debrief	☐
2) Provide EMTL with financial activity details associated to incident purchases	☐
3) Review efficiency of engineering support to incident response; prepare engineering report	☐
4) Provide EMTL with incident review recommendations for engineering improvements	☐

DP EMT Emergency Services Guide (ESG)

Role Profile

- Reports to the **DP** EMT (site) Incident Controller;

- Responsible for meeting and providing guidance to NT Emergency Services personnel when arriving at a **DP** site or facility, and to provide an interim briefing as to the status of any incident

Key Activities
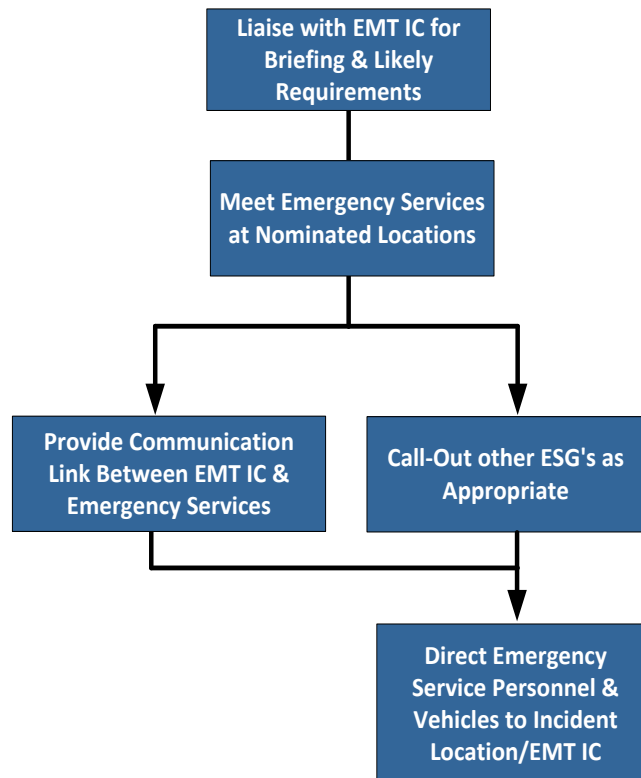
```
┌─────────────────────────┐
│ Liaise with EMT IC for  │
│ Briefing & Likely       │
│ Requirements            │
└───────────┬─────────────┘
            │
┌───────────┴─────────────┐
│ Meet Emergency Services │
│ at Nominated Locations  │
└───────────┬─────────────┘
    ┌───────┴────────┐
    │                │
┌───┴─────────┐  ┌───┴──────────┐
│ Provide     │  │ Call-Out     │
│ Communication│ │ other ESG's  │
│ Link Between│  │ as           │
│ EMT IC &    │  │ Appropriate  │
│ Emergency   │  └───┬──────────┘
│ Services    │      │
└───────┬─────┘      │
        └──────┬─────┘
        ┌──────┴──────────┐
        │ Direct Emergency│
        │ Service Personnel│
        │ & Vehicles to   │
        │ Incident        │
        │ Location/EMT IC │
        └─────────────────┘
```

Preparatory Actions

Pre-Emergency Actions   ✓

1) Maintain familiarisation with **DP** site ERP & ECMP, key respondents and Emergency Classifications   ☐

2) Establish contact with NT Emergency Services and determine their likely onsite requirements   ☐

Initial Emergency Actions

1) Liaise with EMT Incident Controller (IC) for incident briefing and likely requirements   ☐

2) Be aware of site conditions and wear appropriate PPE throughout response   ☐

3) Provide communication link between EMT IC and NT Emergency Services   ☐

4) Always wear appropriate PPE   ☐

5) Commence personal log of events, actions, advice and decisions   ☐

Ongoing Emergency Actions

Ongoing Emergency Actions ✓

1) If multiple Emergency Services have been called, (i.e. NT Police, NTPFES, St. John's Ambulance etc.) call out other Emergency Services Guides (ESG); proceed to main gate ☐

2) One ESG to be assigned to each Emergency Service arriving on site ☐

3) Provide Emergency Services with site radio/communications equipment (if appropriate) ☐

4) Liaise with/brief Emergency Services of situation and provide site/incident information (charts, maps, plans, diagrams etc.) – log events, actions and key decisions ☐

5) Consider use of *'Emergency Services Briefing Aide Memoire'* (per site ERP) ☐

6) Where necessary, provide personnel with specific knowledge of incident area for ESG ☐

7) Direct relevant Emergency Services Incident Controller to **DP** EMT Incident Controller (IC) ☐

8) Control ingress/egress of unauthorised personnel/vehicles into immediate emergency area, request assistance when necessary ☐

9) Direct and assist relevant Emergency Service vehicles and/or personnel to incident locations via concise approved routes as directed ☐

10) Do not allow Emergency Services to proceed to incident site without a guide ☐

11) Assist with determining/posting immediate emergency area traffic wardens as appropriate ☐

12) Set up road blocks, divert vehicles/equipment not required at emergency scene ☐

13) Ensure clear unhindered access for attending vehicles/equipment enroute to the emergency area ☐

14) Brief Emergency Services Incident Controller upon arrival - ensure safe escort to EMT IC ☐

15) Provide Emergency Services teams with advice and support as required ☐

16) Consider relief for your position for an extended incident response ☐

17) Carry out any further duties as requested ☐

18) Log events, actions/decisions, and check for accuracy when time allows ☐

Post Emergency Actions

1. Attend debrief at the conclusion of the incident ☐

2. Review **DP** site ERP & ECMP and incident response events; provide recommendations for response improvements or ERP/ECMP updates ☐

DP EMT Log Keeper / Scribe (As required)

Role Profile

- Reports to the **DP** EMT Information Coordinator (IC)
- Responsible for logging / recording received incident information and maintaining an accurate and factual chronological record of events, as directed / required by the Information Coordinator and/or EMTL.

Preparatory Actions

1) Maintain familiarisation with **DP** ERP & ECMP, log taking protocols, key respondents and Emergency Classifications ☐
2. Maintain a good working knowledge (practical application) of the Proforma documents/forms contained within the **DP** ECMP ☐

Initial Emergency Actions

1) Liaise with EMT Information Coordinator for incident briefing and likely requirements ☐
2) Commence personal log, record events, actions, messages and decisions ☐
3) Ensure ECC is appropriately set-up and distribute/copy proforma contents of ECMP as required ☐
4) Check ECC communications equipment is working; verify with EMT Leader that all communications systems are functioning and available ☐
5) Assist with ensuring that all appropriate emergency procedures, site plans etc. are available; have copies of the Emergency Contact Directory available and displayed ☐
6) Set up *Master Event Log* (see ECMP Proformas) for recording of all significant events/developments in chronological calendar order ☐

Ongoing Emergency Actions

1) Begin recording events immediately, continually update chronological calendar of events on *Master Event Log* using proforma form or electronic whiteboard ☐
2) If using a computer to record events, save files on a regular basis, ensure hard copies are always available - if using white board/paper, print copies before advancing/cleaning board ☐
3) Pay particular emphasis on confirmed / validated information ☐
4) Clarify any confusion of events or actions/terminology as soon as they become apparent ☐
5) Act as recording secretary for EMTL, during any team briefings and/or meetings ☐
6) Coordinate display of known 'brief' information grabs on ECC Master Log ☐
7) Assist in establishing effective incident filing system – display media releases within ECC ☐
8) Record and file all information received from incident location/s into incident filing system ☐
9) Ensure the ECC incident information board(s) is accurate and kept updated ☐
10) Coordinate support in areas of administration and information gathering, as required ☐
11) Filter flow of information + keep Information Coordinator informed of any situation changes ☐
12) Assist in forwarding completed incident SITREP to Information Coordinator/EMT Leader ☐
13) Prepare/maintain supporting information flow between Information Coordinator/EMT Leader ☐
14) Consider relief/support for your role; prepare hand-over reports and plans ☐
15) Scribe role is critical – **<u>DO NOT</u>** get involved in activities other than those on your checklist ☐

Post Emergency Actions

1) Attend EMT Leader's incident debrief ☐
2) Review incident response, including any logs of events collected; provide recommendations for response improvements or site ERP & ECMP updates ☐
3) At conclusion of an event, prepare an incident report; provide to Information Coordinator ☐

DP Temporary Media Spokesperson

Role Profile

- Reports to the **DP** CMT External Affairs
- To provide a focal point for Media Liaison until CMT External Affairs function is operational

Preparatory Actions

Pre-Emergency Actions	✓
1) Maintain familiarisation with **DP** site ERP & ECMP, key respondents, Emergency Classifications	☐

Initial & Ongoing Emergency Actions

1) Confirm callout and ETA if afterhours	☐
2) Liaise with EMTL for incident briefing and likely requirements	☐
3) Attend EMTL / CMTL 'kick-off' meeting and consult on general approach to media	☐
4) Determine likely media strategy with CMT External Affairs and EMTL / CMTL	☐
5) Review media monitoring key issues	☐
6) Liaise with incident response agency and/or Port User spokesperson(s); coordinate media release data and authorised strategy; maintain liaison	☐
7) Consult with EMT Information Coordinator for most current incident information	☐
8) Prepare media conference material with CMT External Affairs / Media Contractor	☐
9) Establish time of next media conference; do not stall past media deadlines	☐
10) Rehearse before media conference – remember the 'key messages' agreed between/with CMT	☐
11) Always portray a positive company image during media conferences	☐
12) Ensure visual conference aid material (charts, maps, plans etc.) and relevant technical support personnel are available	☐
13) Assess effectiveness of each media conference with Communications / Media Coordinator	☐
14) Ensure delivery on all undertakings made during media conferences	☐
15) Regularly advise EMT Information Coordinator of all key events and media items	☐
16) As the official **DP** face and voice: – Keep to the validated facts, never assume – Keep answers short and to the point – remember the 'key messages' – Show genuine concern/compassion – Remember the public aren't impressed with endless technical details – Do not blame other persons / organisations – remember the 'key messages' – Do not promise what you or **DP** cannot deliver – Stay cordial, no matter the line of questioning	☐
17) Consider relief for your position for an extended incident response	☐
18) Log events, actions/decisions, and check for accuracy when time allows	☐

Post Emergency Actions

1) Attend incident debrief	☐
2) Review effectiveness of media conferences and contribute to incident report	☐
3) Provide EMTL with incident review recommendations for improvements to media response and/or **DP** site ERP & ECMP updates	☐

DP Personnel Taking Emergency Calls

Initial & Ongoing Emergency Actions

Emergency Actions ✓

1) Receive emergency briefing – ensure all emergency related calls are taken away from the **DP** ECC ☐

2) Use approved Telephone Call Log (one call per page – refer ECMP Proformas) ☐

3) Do not confirm, deny or make any statements on any aspect of the emergency ☐

4) Do not divulge any EMT members names, positions or contact numbers ☐

5) Try to determine if calls are related to the emergency, if not take a message for a return call ("*as no-one is presently available to assist*") ☐

6) For emergency calls, put the caller through to the EMT Information Coordinator or take a message for a return call ☐

7) For any media calls, ensure the EMTL is aware the media is on the phone before giving a "call back" message - do not discuss any matters with the media ☐

8) If relatives call, refer them to the EMTL until a "Relatives Response" dedicated number is established ☐

9) Consider relief for your position for an extended incident response ☐

10) Overall, take direction and refer callers as directed by either EMTL or Information Coordinator – then log events, actions/decisions, and check for accuracy when time allows ☐

Post Emergency Actions

1) Attend incident debrief ☐

2) Provide EMT Information Coordinator with all telephone logs / activity details associated to incident ☐

3) Review efficiency of telephone support and prepare incident report ☐

4) Provide EMTL with incident review recommendations for improvements to telephone support and/or **DP** site ERP & ECMP updates ☐

DP Security Officer

Initial & Ongoing Emergency Actions

Emergency Actions	✓
1. Commence personal log of observations, key actions and decisions (etc.)	☐
2. Obtain radio from Security Office	☐
3. If safe to do so, check that all personnel have evacuated from the relevant **DP** areas/facilities	☐
4. If emergency is Harbour based, ascertain potential attendance / requirement by NT Emergency Services for suitable embarking or disembarking point / location, or to receive casualties/affected persons	☐
5. Consider isolating/containing an area for an emergency helicopter landing zone	☐
6. If out loading is occurring, make radio contact with contractors working within storage sheds	☐
7. Check that all contractors have evacuated and/or made their way to Muster Areas	☐
8. If train is present in the port, ensure any personnel blocked by train have exited through the railway exit and walked around the train directly to the Muster Area	☐
9. Proceed to Muster Area	☐
10. Ensure personnel present are recorded on the muster register	☐
11. Liaise with other Muster Marshals to validate any missing persons	☐
12. Report missing persons to **DP** EMT Incident Controller	☐
13. Log events, actions/decisions, and check for accuracy when time allows	☐

Emergency and Crisis Management Plan (ECMP)

Rev 3.1 – January 2020

Appendix B
CMT Roles & Responsibilities Checklist

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
0	8 April 2016	Authorisation for issue	Jim Morrison (**add energy**)	DP GMO	DP CEO
1	30 January 2018	Update logo, DP contacts & DP roles	Alleen Breward Executive Assistant	DP GMO	DP CEO
1.1	12 June 2018	Content Review	Ian Niblock	GMO	
1.2	12 June 2018	Update profile and responsibilities for legal and finance/insurance/ business support services roles	Alleen Breward	Executive Assistant	
1.3	19 June 2018	PMG Review		PMG	
1.4	26 June 2018	Staff Review		DP Personnel	
1.5	27 June 2018	Content Approval	Ian Niblock	GMO	
2.0	27 June 2018	Authorisation for issue	Terry O'Connor	CEO	CEO
2.1	20 May 2019	Content Review	Gary Bawden	DOM	
2.2	14 June 2019	Content Approval	Ian Niblock	GMO	
3.0	14 June 2019	Authorisation for Issue	Terry O'Connor	CEO	CEO
3.1	15 January 2020	Contacts Updated Only – Approval Not Required	Alleen Breward	EA	N/A

APPENDIX B – CMT ROLES & RESPONSIBILITIES CHECKLIST

DP CMT LEADER

Role Profile

- Consults and liaises with the **DP** Managing Director (MD) during any event, as required;
- Primary role is to lead the CMT in assessing, re-establishing and/or stabilising **DP** operations back to normal business as quickly as possible;
- Lead the CMT in managing an escalating emergency or crisis event from a corporate strategy perspective, while providing guidance and support to any EMT requiring CMT support;
- Classifies the crisis event.

Key Activities
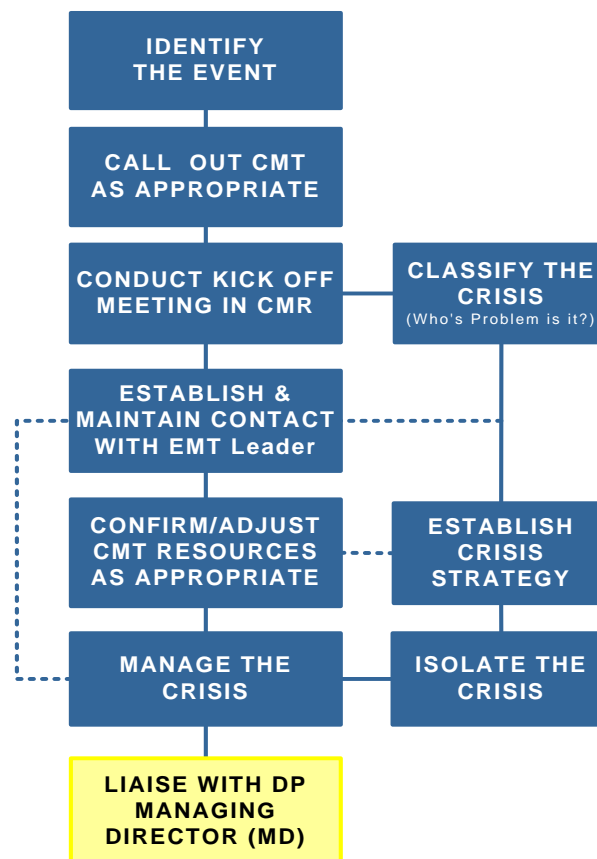
Preparatory Actions

1) Be aware of the range and potential impacts of operational and/or corporate events that **DP** could be exposed to ☐

2) Identify and implement appropriate risk reduction measures in areas in which potential recovery actions may be pre-planned ☐

3) Maintain familiarisation with the **DP** ECMP and associated documents ☐

4) Maintain a detailed understanding of your role and responsibilities as part of the CMT ☐

5) Ensure your emergency contact details are kept current ☐

6) Maintain awareness of current contact / call up procedures ☐

7) Establish / maintain dialogue with all relevant contacts (i.e. Stakeholders, JVPs, Media) ☐

CMT Leader - Initial Response Actions (1st Hour +/-)

1) Obtain/review initial situation report and verify facts – **use 'Initial Mobilisation Checklist'** (**Appendix D.2**) to assist receipt of incident information from EMT Leader and/or person reporting incident ☐

2) **IDENTIFY THE CRISIS EVENT**, including parameters and likely strategic requirements ☐

3) Confirm/exchange contact details with EMT Leader and determine briefing schedule ☐

4) Establish and maintain contact with the CMT Information Coordinator ☐

5) Initiate CMT mobilisation (or elements of) and initial (CMT) kick-off briefing (by phone if necessary) ☐

6) Conduct crisis event impact assessment based on CMT members' initial summaries/report ☐

7) Ensure any **DP** Senior Management not directly involved in the crisis event are excluded from response activities (i.e. let them focus on normal business) ☐

8) Identify any additional information that is required and initiate actions to obtain same ☐

9) Assess status of strategic response to date, classify the incident, reclassify as required ☐

10) Call out relevant CMT personnel; remind Members to initiate a Personal Response Log ☐

11) Request Legal advice as appropriate, including review/comment on all media releases ☐

12) Advise/update **DP** MD & any high priority stakeholders; determine ongoing briefing schedule ☐

13) With CMT External Affairs, consider media and/or social media monitoring and implications ☐

14) Consider initial Media 'Holding Statement' and Media strategy (with EMT Leader as appropriate) ☐

Ongoing Actions

1) Determine **DP**'s initial corporate position relative to the potential outcome of crisis events ☐

2) Ensure contact information for Next-of-Kin (NOK) of any employee fatality or missing person is passed on to Police at the earliest opportunity to facilitate formal advice to the NOK ☐

3) Protect EMT Leader from unnecessary interference (media, authorities, stakeholders etc.) ☐

4) Identify impact minimisation options/long-term strategic responses; assign personnel ☐

5) Advise CMT of any briefings and **DP** M/Director (MD) of any commercial response to the incident ☐

6) Follow up on absent CMT members and re-allocate their responsibilities to others (if required) ☐

7) Ensure notification or updates have been initiated for CMT members in-transit/traveling ☐

8) Set time for Media Release schedule in consultation External Affairs (and with EMT if appropriate) ☐

9) Obtain early advice from EMT re implications in relation to fatality (or potential for) or injury of workers, contractors or community members ☐

10) Identify if area(s) of significant cultural interest to local communities are (or may be) impacted ☐

11) Encourage regular discussions, lateral thinking and subject input from CMT Members ☐

12) Keep CMT Members on track with response/communication/strategic objectives ☐

13) Initiate trauma counsellor assistance for handling calls from NOK/affected personnel ☐

14) For protracted incident, ensure scheduled relief/stand-down of CMT members + effective hand-over ☐

Post Crisis Event Actions

1) Chair CMT debriefing; provide Personal Response Log to CMT Information Coordinator ☐

2) Develop a recovery strategy (in consultation with EMT if appropriate) ☐

3) Request, and follow up on, full incident reports and recommendations ☐

4) Conduct debrief with **DP** Managing Director (MD) ☐

DP CMT Finance / Insurance / Business Support Services

Role Profile

- Reports to **DP** CMT Leader;

- Primary role is to ensure **DP**'s financial and/or insurance position is determined and maintained and to assist in coordinating CMT Members throughout a crisis event; provide guidance to CMT Members on their roles/responsibilities and maintain a strategic overview of the crisis event;

- Provides a financial and/or insurance direction, ensuring the CMT (and EMT if appropriate) recognise actions which may have adverse governance impacts on **DP**;

- Provide support and relief to the CMT Leader throughout a crisis event;

- Ensures all applicable financial notifications are conducted and that adequate funds are available to support the incident response;

- Provides financial and/or insurance information/direction to the CMT Leader.

- Principal point of contact with/for the relevant EMT Leader; support the two-way flow of information;

- Advises (and assists) any relevant EMT requiring CMT support.

Key Activities
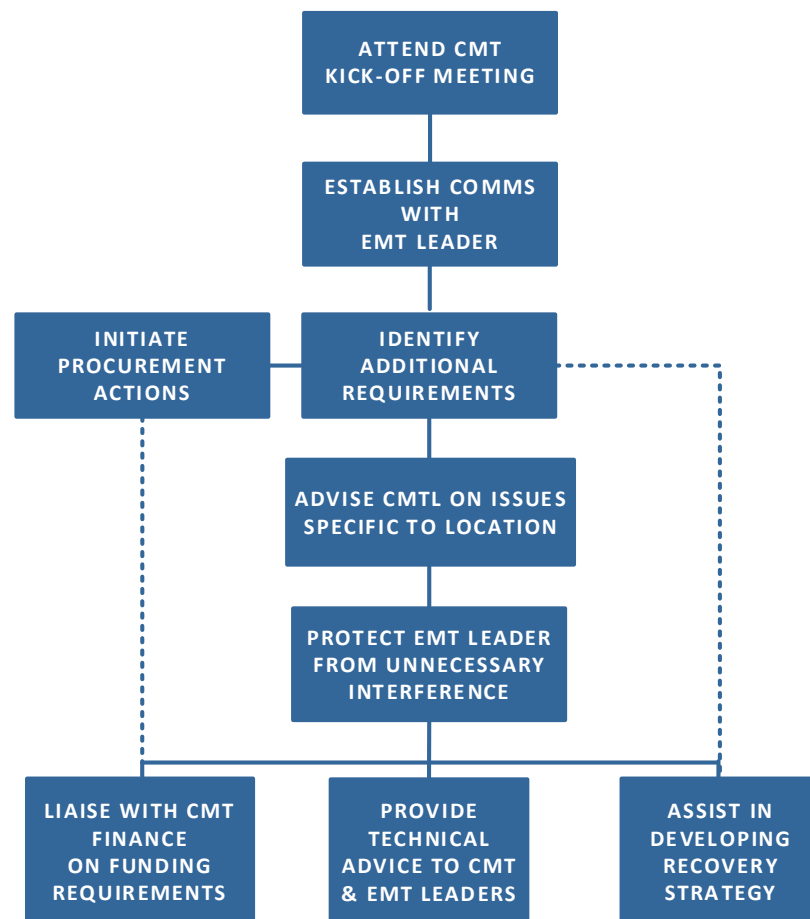
Preparatory Actions

1) Be aware of the range and potential impacts of operational and/or corporate events that **DP** could be exposed to ☐

2) Maintain familiarisation with the overall **DP** ECMP and associated documents ☐

3) Maintain a detailed understanding of your role and responsibilities as part of the CMT ☐

4) Ensure your emergency contact details are kept current ☐

5) Maintain awareness of current contact / mobilisation procedures ☐

6) Establish/maintain dialogue with all relevant insurance/financial interfaces (brokers, clients, bankers etc.) ☐

CMT Finance / Insurance / Business Support Services - Initial Response Actions (1st Hours)

1) Obtain and review initial incident report/s and verify facts ☐

2) Attend CMT kick-off meeting and determine likely requirements/support options ☐

3) Assist CMT Leader to identify / address the actual crisis event issues, while supporting the EMT ☐

4) Confirm/exchange contact details with EMT Leader; establish protocols for SITREP briefing schedule – i.e. between ERT/EMT and CMT – where possible, as a minimum, **every 30 minutes** ☐

5) Determine any financial issues and advise CMT Leader ☐

6) Start a Personal Response Log of key actions, decisions, taskings etc. ☐

7) Confirm classification of crisis event (i.e. organisational / reputation / site or facility specific event) ☐

8) Obtain current status of event, classification and consider potential impact or escalation factors ☐

9) Determine who the likely stakeholders are, or that could be eventually involved ☐

10) Obtain ongoing incident briefings from EMT Leader and likely support requirements ☐

11) Advise CMT Leader on status of CMT members mobilisation (e.g. arrived, unavailable etc.); assess if composition is appropriate for crisis event requirements; re-allocate roles as necessary ☐

12) Identify any additional information that is required and initiate actions to obtain ☐

13) Liaise with EMT HSSE/HR for support regarding HSE aspects, or evoking Security Plan (as required) ☐

14) Take necessary steps to advise **DP**'s insurers of any impending claim against **DP** as and when details of the crisis event become known ☐

Ongoing Actions

1) Monitor operational activities; provide updates to CMT Leader, as received from the EMT ☐

2) Advise CMT on issues specific to the location and/or background of the event ☐

3) If fatalities involved (or likely), provide advice on insurance position ☐

4) Carry out early assessment, including DP's financial position, in relation to the incident:

   a) Any failure to meet insurance requirements that has occurred ☐

   b) Potential responsibility / liability issues ☐

   c) Safe insurance position versus potential operational or outage impacts ☐

5) Mobilise additional financial / insurance support staff as necessary ☐

6) Contribute insurance / financial input to CMT strategic planning discussions ☐

7) Determine potential insurance / financial liabilities or injunctions ☐

8) With the EMT/CMT Leaders, assist in development of operational strategy or potential BC impacts ☐

9) Assist in developing a clear, documented CMT strategy; monitor decisions and assist in close-outs ☐

10) Obtain latest Personnel Manifest / Head Count (from impacted sites/facilities) from EMT Leader ☐

11) Protect EMT Leader from unnecessary interference (Stakeholders, NT Govt. Agencies etc.) ☐

12) Provide cost estimates and internal records (with updates if an escalating incident) ☐

13) Provide CMT with technical advice/update on likely technical specialists required ☐

14) Continually update EMT Leader with status of response and/or available support options ☐

15) Comply with and support established Media Response strategy and ensure Legal review/comment ☐

16) Notify EMT/CMT Leader immediately of any significant change in the crisis event/incident status ☐

Post Incident Actions

1) Advise CMT Leader when the crisis event response has stabilised and/or is under control ☐

2) Assist in developing a recovery strategy (in consultation with EMT Leader if appropriate) ☐

3) Provide Personal Response Log to CMT Information Coordinator ☐

4) Attend and contribute to the CMT debriefing session ☐

5) Request/compile incident reports and recommendations from EMT Leader ☐

6) Assist CMT Leader to prepare for and conduct a debrief with **DP** Managing Director (MD) ☐

DP CMT Information Coordinator

Role Profile

- Reports to the **DP** CMT Leader;

- Primary role is to maintain a chronological record of crisis event reports/responses (including key decisions/actions) for reference purposes during and subsequent to any response;

- Ensures information entering the Crisis Control Centre (CCC) is noted, validated and brought to the attention of all relevant CMT Members;

- Works with relevant EMT Information Coordinator to ensure all functional requirements of the major emergency or crisis event are being managed;

- Manages Log Keeper/s and (where required) Telephone Support Team.

Key Activities
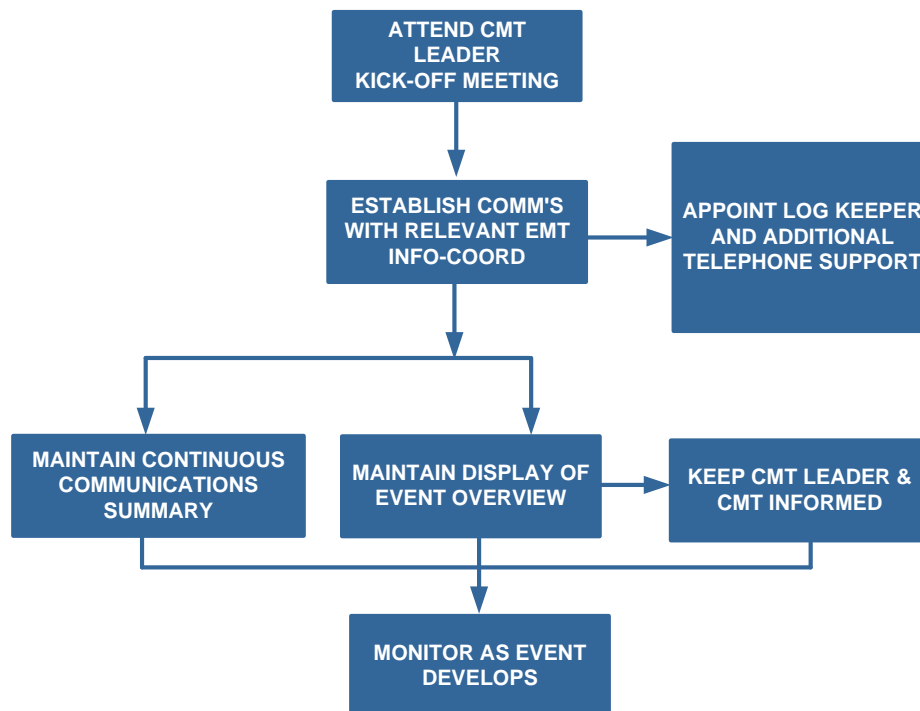
Preparatory Actions

1) Maintain familiarisation with the overall **DP** ECMP and relevant site/facility ERPs	☐
2) Maintain a detailed understanding of your role and responsibilities as part of the CMT	☐
3) Ensure your emergency contact details are kept current	☐
4) Maintain awareness of current contact / mobilisation procedures	☐

CMT Information Coordinator - Initial Response Actions (1st Hours)

1) Attend CMT kick-off meeting ☐
2) Start a Master Log and commence a chronological record of response reports and actions ☐
3) Document full details of the crisis event, in terms of the hazard/risk/injury to people, environment, corporate impacts, property damage and actions taken and in hand ☐
4) Brief **DP** switchboard / reception staff; monitor their workload (Incl. stress/endurance levels) ☐
5) Mobilise relevant CMT support team personnel/Telephone Support Team members (as required) ☐

Ongoing Actions

1) Ensure a recording secretary attends any CMT briefings and/or meetings ☐
2) Ensure a chronological record of crisis event reports/responses (including key decisions/actions) are maintained and regularly validated for accuracy ☐
3) Monitor the overall response to the event; liaise with other Information Coordinators (i.e. EMT) to ensure that all response functions/actions are being consistently addressed across all locations ☐
4) Arrange with EMT HSSE/HR for the establishment/maintenance of building security and access control for personnel who may be mobilised to supplement/support the CMT ☐
5) Ensure switchboard staff follow ECMP protocols; establish and monitor maintenance/use of incident Telephone Log Sheets and do not release any information not authorised for release ☐
6) Ensure effective 'flow' of hard copy communications is maintained and Master copies retained ☐
7) Liaise with CMT Legal/Finance/Insurance regarding CCC information flow – refer as required ☐
8) Arrange other administrative support to CMT Leader as required ☐
9) Monitor information being received on crisis event notification forms ☐
10) Stay alert for any anomalies/errors by CMT, regarding recording of chronology of incident events ☐
11) Prepare and maintain an appropriate overview log of the event on the CCC whiteboard(s), and/or visually project within the CCC via projector ☐
12) Establish an effective information gathering and distribution system, ensuring that: ☐
   a) CMT Members are kept informed of pertinent decisions made in their absence ☐
   b) predictable demands for information are catered for in advance ☐
   c) unpredictable demands are catered for in a (minimum) reasonable time frame ☐
13) During a protracted incident, manage arrangements for the relief of support staff ☐
14) Ensure effective hand over to suitable Alternate and that shifts are organised for support ☐
15) Collect notes/Personal Response Logs of CMT members and retain for collation with Master Log ☐
16) Comply with established Media Response strategy ☐

Post Incident Actions

1) Collect/collate documentation and records relating to the incident including those generated by the EMT and incident site; ensure these are safely and securely stored; regulate access to file ☐
2) Provide copies of all documentation to the CMTL for follow up investigation, potential compensation, insurance and litigation purposes and for regulatory or NT Govt. reporting requirements ☐
3) Attend CMT debriefing session as recording secretary ☐

DP CMT Legal

CMT Role Profile

- Reports to the **DP** CMT Leader;

- Primary role is to ensure **DP**'s legal position is determined and maintained;

- Provides a legal direction, ensuring the CMT (and EMT if appropriate) recognise actions which may have adverse governance impacts on **DP**;

- Ensures all applicable legal notifications are conducted;

- Provides legal information/direction to the CMT Leader.

Key Activities
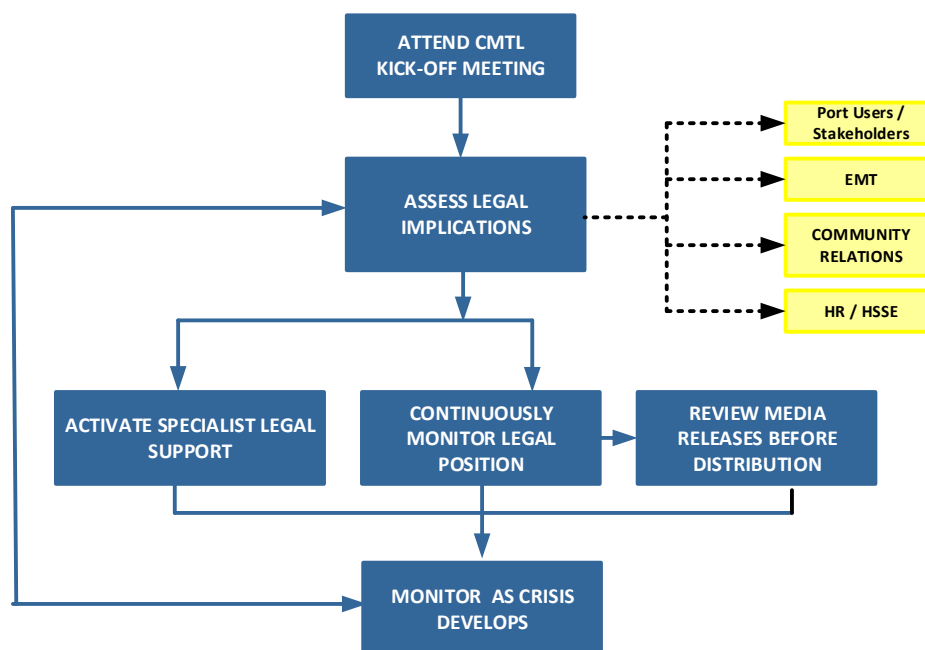
Preparatory Actions	
1) Maintain familiarisation with the overall **DP** ECMP	☐
2) Maintain a detailed understanding of your role and responsibilities as part of the CMT	☐
3) Ensure your emergency contact details are kept current	☐
4) Maintain awareness of current contact / CMT mobilisation procedures	☐
5) Establish/maintain dialogue with all relevant legal interfaces (brokers, clients, bankers etc.)	☐

CMT Legal – Initial Response Actions (1st Hours)

1) Attend CMT kick-off briefing meeting – establish incident facts / likely impacts / initial requirements ☐
2) Determine any legal privilege/disclosure issues and advise CMT Leader ☐
3) Commence and maintain a Personal Response Log – i.e. key actions, decisions and provided advice ☐
4) Review any previously issued external reports / or media releases for (potential) legal implications ☐
6) Consider need for instruction for internal investigation and implementation of strict information and document control ☐

Ongoing Actions

1) Review relevant details on the status of any injury / fatality ☐
2) If fatalities involved (or likely), provide advice on legal position ☐
4) Mobilise additional legal support staff as necessary ☐
5) Ensure Port User, Stakeholder notifications (& updates) are maintained, as per requirements ☐
6) Review press releases with CMT Leader; advise on legal 'soundness' (consider potential of negative public image/social media issues can occur if insensitive wording is used) ☐
7) Provide legal advice/comment regarding ongoing communication with media, regulators etc. ☐
8) Contribute legal input to CMT strategic planning discussions ☐
9) Determine potential legal liabilities or injunctions ☐
10) Review any pre-drafted standard clauses (i.e. legally safe "apology" etc.) ☐
11) Prepare any useful phrases/clauses that you feel may be needed for media statements or meetings with Port Users, Stakeholders, Regulatory and/or NT Government Departments ☐
12) Make and maintain contact with any Port User / Stakeholder legal / representatives ☐
13) Assess the position of Port User / Stakeholder intend to take ☐
14) Do not communicate with the Media without CMT Leader's authorisation ☐
15) As required, ensure effective hand-over to suitable Alternate for yourself and support staff ☐

Post Impact Actions

1) Provide advice on organisation, control and collection of all documentation relating to the incident, which might be required for an inquiry, claims or other legal process ☐
2) Provide Personal Response Log of events, actions, decisions to CMT Information Coordinator ☐
3) Attend and contribute to CMT debriefing session ☐

DP CMT External Affairs

CMT Role Profile

- Reports to the **DP** CMT Leader;

- Primary role is to identify and evaluate the short and long term implications of the incident for corporate image, operability and impact on commercial position;

- Provides strategic communications advice to the CMT Leader;

- Develops the external affairs communication strategy for the media and senior representatives of key external parties for approval by the CMT Leader;

- Ensures all incident information released by **DP** is controlled in order to present consistent and factual information to best protect **DP**'s interests.

Key Activities
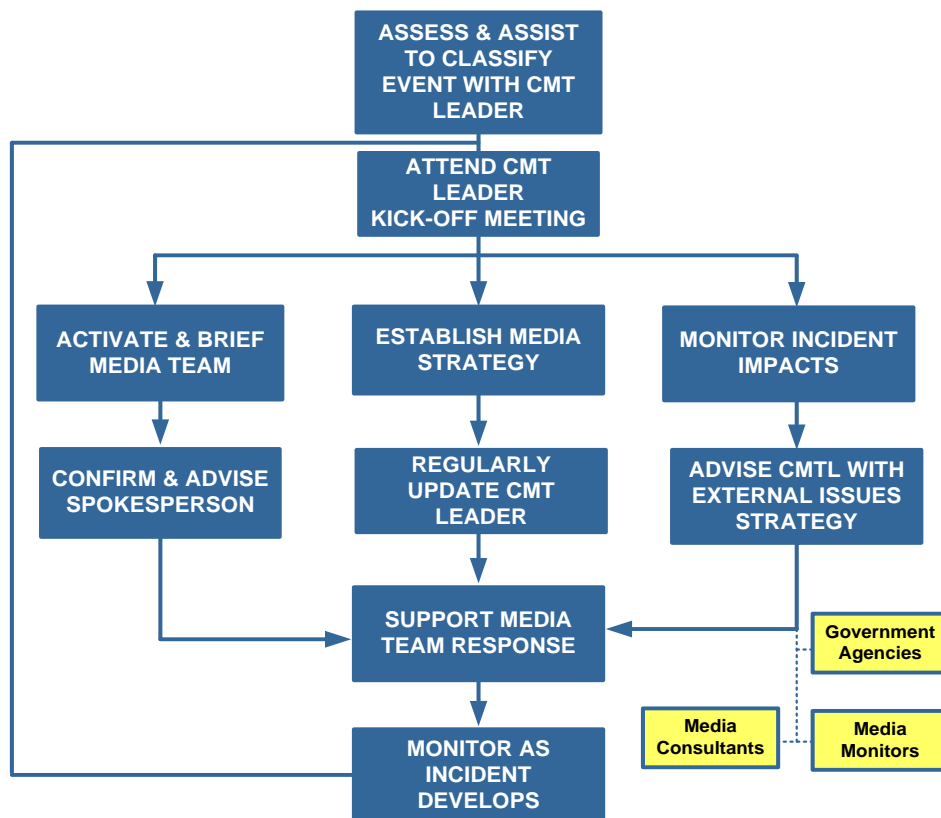
Preparatory Actions

1) Maintain familiarisation with the overall **DP** ECMP and associated documents	☐
2) Maintain a detailed understanding of your role and responsibilities as part of the CMT	☐
3) Ensure your emergency contact details are current	☐
4) Maintain awareness of current contact / CMT mobilisation procedures	☐
5) Establish/maintain dialogue with relevant external affairs contacts (i.e. media, agencies, media monitors, Social Media analysts etc.)	☐

CMT External Affairs - Initial Response Actions(1st Hours)

1) Attend CMT kick-off meeting – establish facts of crisis event and likely requirements ☐
2) Obtain incident briefing – i.e. impact on any personnel, community, environment, assets, reputation ☐
3) Establish media management team, develop initial media strategy and communicate protocols ☐
4) Ensure all CMT, Port User/Stakeholder and contractors are briefed on media contact policy/protocols ☐
5) Map and prioritise Port User / Stakeholders – commence preparation of communications strategy ☐
6) Identify/evaluate strategic issues, implications for **DP**'s public image and operability ☐
7) Ensure all CMT personnel, Port User/Stakeholder and contractors are suitably briefed on dealing with stakeholder enquires to ensure that all responses are consistent and appropriately managed ☐
8) Mobilise additional External Affairs assistance/support and external consultants as necessary ☐
9) Consider any Port User / Stakeholder, alliance or other stakeholder External Affairs involvement ☐
10) Prepare Media 'Holding Statement' and submit for review/comment by Legal Team and approval ☐

Ongoing Actions

1) Consider use of 'Media Monitoring' by contracted provider ☐
2) Coordinate strategic planning, prioritising and management of External Affairs activities ☐
3) Brief CMT Leader on approved media strategy (objective, security/access) – provide advice ☐
4) Prepare (obtain CMT Leader approval for) and issue regular Media Releases per release protocols ☐
5) Decide with CMT Leader who is to be the company Spokesperson(s) and prepare/brief accordingly ☐
6) Consider need for external Media Consultant assistance and/or Spokesperson(s) on site ☐
7) Establish suitably equipped Media Centre at appropriate location ☐
8) Consider need for CMT observer/photographer at incident location ☐
9) Liaise with EMT HSE/HR to ensure contact with relatives and other external parties is consistent and that unauthorised information is not being released ☐
10) Review all media distribution lists and select appropriate distribution channels ☐
11) Prepare 'Key Messages' and anticipated questions & answers ☐
12) Establish news conference schedule as appropriate, prepare presentation material to be used – as approved by the CMT Leader ☐
13) Conduct news conference(s) if Spokesperson role not assumed by another member ☐
14) Ensure media attendees are 'logged' at news conferences by name, organisation etc. ☐
15) In conjunction with Security, issue media access passes by name and organisation and maintain a list of pass holders including phone and fax numbers ☐
16) Ensure all material distributed to media is logged and filed ☐
17) Conduct a community impact assessment ☐
18) Consider actions in regard to notifying effected parties ☐
19) Establish employee information distribution channels and notify CMT Leader ☐
20) Ensure Next of Kin (NOK) have been formally notified before releasing any details about fatalities/injuries ☐

Ongoing Actions (cont.)

21) Develop draft 'scripts' for different call scenarios (e.g. media groups, community etc.) ☐

22) Develop contact program for any affected community and have sanctioned by CMT ☐

23) With CMT Legal/Finance/Insurance, assess benefits of providing timely financial compensation to members of public/community immediately affected by the incident ☐

24) Coordinate offers of assistance from outside groups ☐

25) With EMT HSE/HR/Regulatory continually monitor which Government/regulatory authorities have already been notified by others and update schedules ☐

26) Define/ensure Government/statutory requirements for notification and compliance ☐

27) Consider which authorities should receive media releases ☐

28) Advise CMT as authority contacts are completed ☐

29) Develop/implement strategy for Regulatory progress reporting (CMT approved) ☐

Stakeholder Communication

1) Identify, analyse and prioritise stakeholders (internal and external) ☐

2) Develop incident communications strategy / reporting protocols ☐

3) Provide regular media updates following review of content by **DP's** Legal Team ☐

4) Monitor effectiveness of media / other components of strategy ☐

5) Monitor impact on government and financial markets ☐

6) Identify emerging opinions and modify strategy as appropriate ☐

Post Incident Actions

1) Attend CMT debriefing session ☐

2) Provide a Personal Response Log of events, actions, messages and decisions and provide to the CMT Information Coordinator ☐

3) At the end of a crisis event, ensure all necessary expressions of appreciation and regret have been communicated to Port Users/Stakeholders who were adversely affected, including: ☐

    a) employees and/or associated families ☐

    b) emergency services and associated agencies ☐

    c) relevant members of the public ☐

    d) community focus groups ☐

DP CMT Business Continuity Management/Technical (BCM/Tech)

CMT Role Profile

- Reports to the **DP** CMT Leader;

- Role is activated as required, subject to the relevant event and support required;

- Primary role is to focus on the management of continuing business activities during and after an emergency/crisis event impacting **DP**

- Responsible for ensuring that critical business processes are recovered and maintained

- Assists with coordinating technical/engineering (Tech/Eng) related elements of a CMT response.

Key Activities

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                    ┌──────────────────────┐
                    │   ATTEND CMTL        │
                    │   BRIEFING MEETING   │
                    └──────────────────────┘
                               │
            ┌──────────────────┴──────────────────┐
            │                                     │
 ┌────────────────────────┐        ┌────────────────────────┐
 │  ASSESS BCM/TECH ENG'R │        │ INITIATE EXTERNAL BCM  │
 │   IMPACT ON DPC        │        │ TECH ENG'R SUPPORT AS  │
 │   OPERATIONS           │        │        REQ'D           │
 └────────────────────────┘        └────────────────────────┘
       │           │                         │
 ┌───────────┐ ┌───────────────┐  ┌──────────────────────┐
 │ COORD BCM │ │ MONITOR &     │  │ ASSIST CMTL WITH     │
 │ TECH      │ │ REPORT ON BCM │  │ STRATEGIC PLANNING   │
 │ RESPONSE  │ │ & TECH        │  └──────────────────────┘
 │ STRATEGY  │ │ RESPONSE      │
 └───────────┘ └───────────────┘
                    │
           ┌──────────────────────┐
           │ MONITOR AS INCIDENT  │
           │ DEVELOPS             │
           └──────────────────────┘
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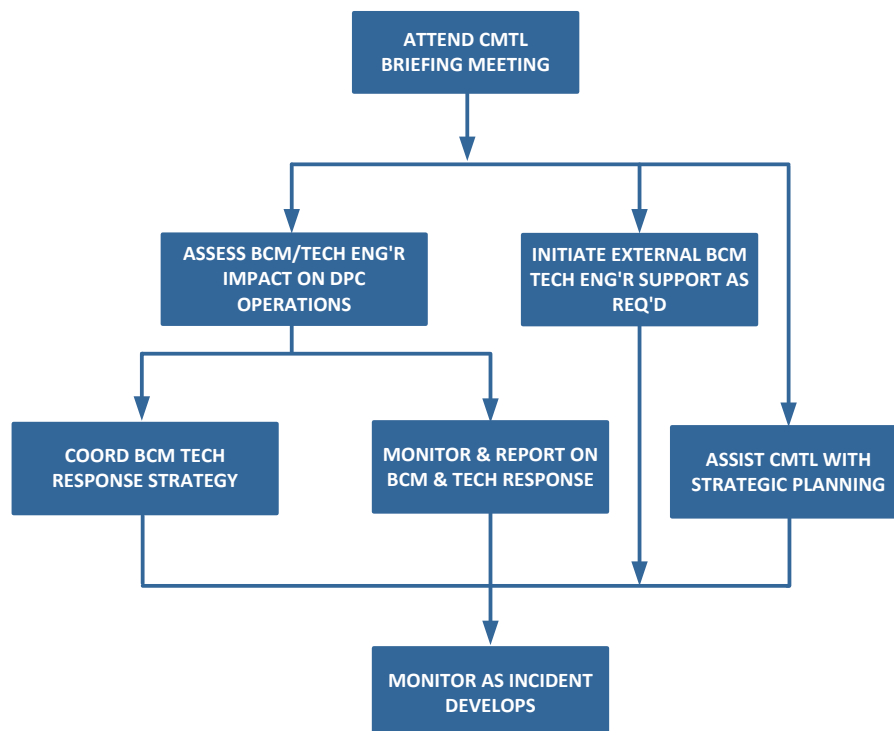
Preparatory Actions

1) Be aware of the range and potential BCM/Tech impacts of operational and/or corporate events that **DP** could be exposed to ☐

2) Identify and implement appropriate risk reduction measures in areas in which potential recovery actions may be pre-planned ☐

3) Maintain a detailed understanding of your role and responsibilities as part of the **DP** ECMP ☐

4) Maintain a detailed understanding of the **DP** Business Continuity Plan (BCP) / Strategy ☐

5) Ensure your emergency contact details are kept current ☐

6) Maintain awareness of current contact / CMT mobilisation procedures ☐

7) Maintain access to a customer profile list and appropriate contract and contact data ☐

8) Establish/maintain dialogue with all relevant Business Continuity Management/technical (BCM/Tech) contacts ☐

CMT BCM/T - Initial Response Actions (1st Hours)

1) As required, attend CMT briefing meeting, obtain details on BCM/Tech implications; with each CMT Member, identify any likely BCM/Tech requirements they may have ☐

2) Liaise with CMT for BCM/Tech briefing, strategy development and likely requirements ☐

3) Liaise with other **DP** Senior Management not involved in the crisis event response, as required ☐

4) Establish and maintain liaison with affected **DP** site (including suppliers) and ascertain likely BCM/Tech requirements to ensure continuity of/return to normal business ☐

5) Liaise with customers/clients/stakeholders likely to be impacted by product delivery delays ☐

6) Start a Personal Response Log ☐

7) Consider likely **DP** Asset Protection Strategies required ☐

Ongoing Actions

1) Review likely **DP** requirements and initiate any BCM/Tech support resources/personnel ☐

2) Take an active role in 'brainstorming' for development of proactive commercial responses, strategic planning and setting of recovery goals ☐

3) Prepare initial Commercial Impact Assessment; provide strategy briefing to CMT. ☐

4) Maintain BCM/Tech overview and likely effects on any other **DP** operations, infrastructure, critical processes, functions or key internal/external dependencies ☐

5) Discuss with CMT possible financial impact/default on contracts, suppliers, external replacement purchases, immediate claims against **DP** or *force majeure* issues ☐

6) Collect, assess and disseminate relevant BCM/Tech assessment information likely to affect/be affected by the event, maintain ongoing assessments as appropriate ☐

7) Coordinate all external BCM/Tech resources on behalf of CMT and ensure adequate support is available and maintained ☐

8) Work with the CMT External Affairs to enable prompt establishment and regular updating of **DP**'s Internet site as a key communication medium for information concerning the crisis event/incident ☐

Technical / Engineering Support

1) Gather relevant engineering/technical information (plans, diagrams etc.) for review ☐

2) Coordinate engineering assessment of incident location regarding potential return to business activities and in developing technical/engineering strategies on critical issues ☐

3) Advise technical engineering support specialists to standby for likely assistance ☐

4) Determine BCM/Tech personnel required for engineering and integrity assessments of structures/equipment in recovery phase ☐

5) Ensure effective hand-over to suitable Alternate for yourself and assigned support staff ☐

6) Review, edit and input on any BCM/Tech information prior to media release ☐

Post Impact Actions

1) Attend CMT debriefing session ☐

2) Provide CMT with all financial activity details (charge account numbers etc.) associated to BCM/Tech purchases ☐

3) Review efficiency of BCM/Tech support and prepare report for CMT ☐

DP CMT Spokesperson (as required)

CMT Role Profile

- Role is nominated and activated from within **DP** CMT as required;
- Reports to the CMT Leader and/or CMT External Affairs representative.

Key Activities
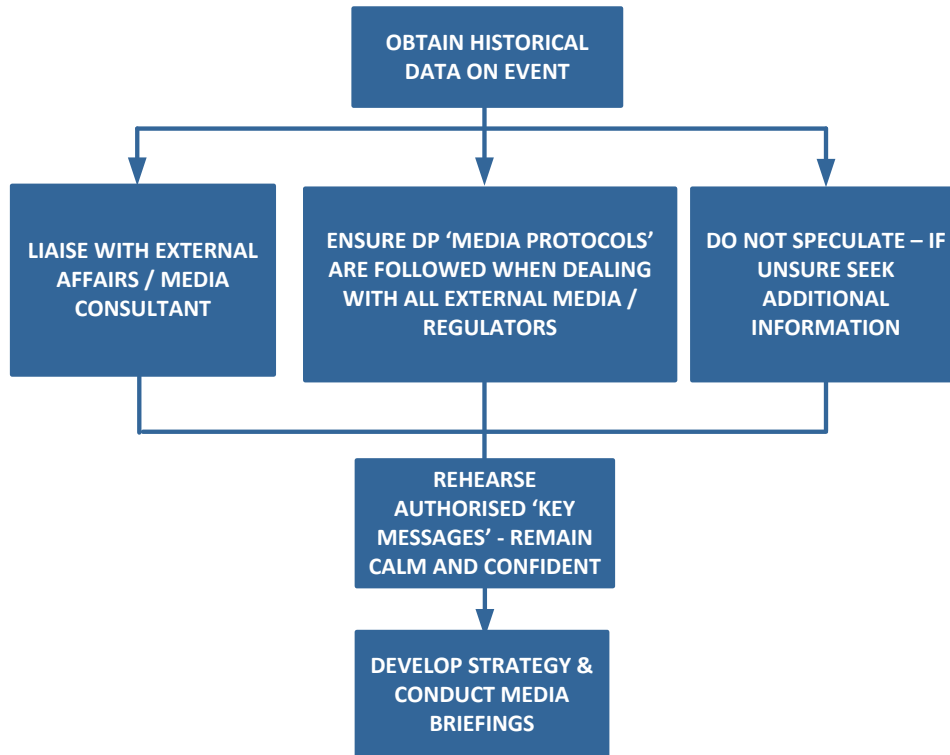
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        ┌──────────────────────────┐
        │   OBTAIN HISTORICAL      │
        │   DATA ON EVENT          │
        └──────────────────────────┘
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| LIAISE WITH EXTERNAL AFFAIRS / MEDIA CONSULTANT | ENSURE DP 'MEDIA PROTOCOLS' ARE FOLLOWED WHEN DEALING WITH ALL EXTERNAL MEDIA / REGULATORS | DO NOT SPECULATE – IF UNSURE SEEK ADDITIONAL INFORMATION |

```
        ┌──────────────────────────┐
        │  REHEARSE AUTHORISED      │
        │  'KEY MESSAGES' - REMAIN  │
        │  CALM AND CONFIDENT       │
        └──────────────────────────┘
        ┌──────────────────────────┐
        │  DEVELOP STRATEGY &       │
        │  CONDUCT MEDIA            │
        │  BRIEFINGS                │
        └──────────────────────────┘
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Preparatory Actions

1) Maintain familiarisation with the overall **DP** ECMP ☐
2) Maintain a detailed understanding of your role and responsibilities as part of the CMT ☐
3) Ensure your emergency contact details are kept current ☐
4) Maintain awareness of current contact / CMT mobilisation procedures ☐

CMT Spokesperson - Initial Response Actions

1) Liaise with CMT Leader and CMT External Affairs representative for briefing/likely requirements ☐

2) Determine with CMT External Affairs on general approach to be taken when dealing with media ☐

3) With CMT Leader/External Affairs (and/or Media Consultant), assist in establishing and implementing an effective media strategy ☐

4) Liaise and advise strategy with Remote Spokesperson (if in place) ☐

5) Review media monitoring key issues ☐

6) Liaise with any external response agency and/or Contractor spokesperson(s); coordinate media release data and strategy; maintain liaison ☐

7) Consult with CMT Information Coordinator for most current incident information ☐

8) Review media conference material with CMT External Affairs / Media Consultant and **DP** Legal Team ☐

9) Establish time of initial/next media conference; do not 'stall' past media deadlines ☐

Ongoing Actions

1) Review and contribute to preparation of 'Key Messages' – always rehearse before media conference, interviews or releases; include Remote Spokesperson (if appropriate) ☐

2) Always portray a positive company image during media conferences ☐

3) Ensure visual conference aid material (charts, maps, plans etc.) and relevant technical support personnel are available ☐

4) Debrief and assess effectiveness of each media conference with CMT External Affairs / Media Consultant ☐

5) Ensure delivery on all 'promises' (authorised undertakings) made during media conferences ☐

6) Regularly update CMT Information Coordinator of all key events and media items ☐

7) Remember you are the official face and voice of **DP**: ☐

   a) prepare and rehearse 'Key Messages' – keep to the facts, never guess, and don't promise (undertake on) what you cannot deliver ☐

   b) keep answers short and to the point and continually deliver 'Key Messages' in every response ☐

   c) remember the public aren't impressed with endless technical details ☐

   d) don't blame others ☐

   e) be genuine and compassionate, show your concern, and stay cordial no matter what ☐

8) As time permits, maintain log of events for collection at end of incident; provide to CMT Information Coordinator ☐

Post Crisis Event Actions

1) Attend CMT debrief ☐

2) Review Spokesperson response; provide recommendations for improvements or CMP updates ☐

3) At the conclusion of any incident, prepare a complete report; provide to CMT Information Coordinator ☐

Emergency and Crisis Management Plan (ECMP)

Rev 3.1 – January 2020

Appendix C
Communication Protocols / Checklists

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
0	8 April 2016	Authorisation for issue	Jim Morrison (**add energy**)	DP GMO	DP CEO
1	30 January 2018	Update logo, DP Contacts & DP Roles	Alleen Breward Executive Assistant	DP GMO	DP CEO
1.1	12 June 2018	Content Review	Ian Niblock	GMO	
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3.1	15 January 2020	Contacts Updated Only – Approval Not Required	Alleen Breward	EA	N/A

C.1   Reception Desk – 'Initial' MEDIA RESPONSE (Level 1) Script

Within 1st Hour Only

On receiving early calls from the media or stakeholders, please refer to the proforma information provided below as a guide to responding to questions that may be asked.

ENSURE APPROPRIATE REVIEW / COMMENT / INPUT BY DP LEGAL TEAM

Thank you for your call.

1. **Can I just take a moment please and get your full contact details;**

    Name of Caller:

    Company:

    Phone No.:

    Mobile No.:

2. **Thank you;**

3. **What we are able to tell you at this stage is that DP can confirm there has been an (incident / event at ………………………….);**

4. **We cannot provide more detail at this point but are hopeful of doing so shortly;**

5. **As you would appreciate, we are currently seeking to determine the full circumstances surrounding the (incident/event);**

6. **We expect to have more detailed information available by ……………..;**

7. **Can we call you on the number you have provided?**

8. **Is there someone else on at that time that we should ask for?**

9. **Or are you happy to call back then?**

10. **Be assured, we are answering all media calls as a matter of priority;**

11. **Can I just repeat your contact numbers?   - - - - - - - - - - - - - - - -**

12. **Thank you for calling.**

NOTES:

C.2 'Initial' Media HOLDING STATEMENT on DP Letterhead (Level 1)

[Use the format below to prepare a **MEDIA HOLDING STATEMENT**]

ENSURE APPROPRIATE REVIEW / COMMENT / INPUT BY DP LEGAL TEAM

News Release:

Release Time:

Date:

Release Number:

DARWIN PORT

HEADLINE (factual – non emotive)

LOCATION

Darwin Port regrets to advise that a *(insert description of event e.g. fire, explosion etc.)* occurred at *(insert location e.g. East Arm etc.)* at approximately *(insert local time)* today.

Darwin Port emergency response teams and associated procedures have been activated and the company is currently directing all its efforts to ensuring the safety of all personnel in the area.

Few details about the extent of the incident are available at this time, but the environmental impact is expected to be *(negligible, slight, containable, substantial etc. as appropriate)*.

Further information will be made available as it comes to hand. Please direct all enquiries to:

(Name):

(Title):

(Phone):

C.3	Reception Desk – 'Subsequent' MEDIA RESPONSE (Level 2) Script

[On receiving subsequent calls from the media or stakeholders, please refer to the proforma information provided below as a guide to responding to questions that may be asked.]

(i.e. after the establishment of the Emergency Control Centre or Crisis Control Centre, connecting media callers to **DP** with CMT External Affairs or designated Media Spokesperson…)

ENSURE APPROPRIATE REVIEW / COMMENT / INPUT BY DP LEGAL TEAM

Thank you for your call;

1. **Can I just take a moment please and get your full details;**

   Name of Caller:

   Company:

   Phone No.:

   Mobile No.:

2. **Thank you.**

3. **{NAME / NAME} are handling our initial media inquiries;**

4. **Can I put you through to them?**

5. **Before I do, if it helps you later in the day;**

6. **{NAME's} mobile number is _ _ _ _ _ _ _ _ _**

   or

   {NAME'S} is on _ _ _ _ _ _ _ _ _

   or come back to us through this switchboard number (If NAME or NAME lines engaged)

7. (if unavailable) **They are both on calls at the moment - as you would appreciate, we need to keep the switchboard as free as possible at this time.**

8. **Can I get NAME or NAME to call you shortly?**

9. **Be assured, we are answering all media calls as a matter of priority;**

10. **Can I just repeat your contact numbers? _ _ _ _ _ _ _ _ _**

Thank you for calling.

Notes:

| C.4 | 'Level 2' MEDIA RELEASE on DP Letterhead |

[Use the format below to prepare a **MEDIA RELEASE**.]

ENSURE APPROPRIATE REVIEW / COMMENT / INPUT BY DP LEGAL TEAM

News Release:

Release Time:

Date:

Release Number:

DARWIN PORT

HEADLINE (factual – non emotive)

LOCATION

Darwin Port advises that the *(insert description of event e.g. fire, explosion etc.)* which occurred at *(insert location e.g. East Arm etc.)* at approximately *(insert local time)* today has been *(give a brief, factual situation report on what has been, and is being done, and the current confirmed status)*.

- Number and status of casualties *(**DO NOT** give names and **DO NOT** mention deaths unless certification and Next of Kin notification has been completed)*.

- Brief statement on plans to further contain/recover from/investigate the incident.

- Brief, factual overview statement about effects of the incident on the general public and the environment.

- Make positive statements about the company's planning and response.

- Some caring, positive words of concern from the Darwin Port CEO or similar.

A further release will be made when more information is available.

(Signed):

(Title):

Please direct all enquiries to:

(Name):

(Title):

(Phone):

Within 1st Hour Only

[Designed for miscellaneous calls received at **DP** Administration reception, or at a **DP** site/facility, or directly by **DP** personnel where either NO information, OR minimal details are known about a developing event.]

(i.e. caller gives details to reception desk of who and what organisation and purpose for call – e.g. follow-up on plane crash)

ENSURE APPROPRIATE REVIEW / COMMENT / INPUT BY DP LEGAL TEAM

Reception desk or non-senior staffer.....Thank you for calling;

1. **Can I just put you on hold for a moment and check the availability of a senior manager.**

2. **(If available....) I'm now putting you through to ………………, our ………………......**

3. **………….....thank you for your call...what details of the incident do you have?**

   (Obtain caller details)

4. **………………..I'm sorry...we have not yet been advised of such an (incident / event) but from your information, it is obviously serious...**

5. **Can I ask where your information came from as we will need to make some urgent inquiries?**

   I will need 10-15 minutes to follow-up initially to determine the full circumstances surrounding the (incident). Can I call you straight back after that?

6. **Your direct phone number or mobile?**

7. **Thank you again; hopefully, we can have some more details for you shortly.**

C.6 Communications with Regulatory Authorities / Govt. – Checklist

EMT / CMT Regulatory Authorities Checklist	
1) Ensure understanding of call prioritisation and which calls are to be forwarded to EMT/CMT	☐
2) Release only *authorised / confirmed* (validated) information approved by the CMT Leader	☐
3) Identify and validate caller's details and associated regulatory body/organization	☐
4) Don't assume a telephone call is related to current incident	☐
5) If appropriate, forward telephone calls from regulators to EMT HSE/Regulatory Liaison	☐
6) Ensure accurate log taking of all call details – use Telephone Log Sheets	☐
7) Ensure procedures are followed for regular collection of log sheets by TST Leader	☐
8) Refer to TST Leader for difficult calls/advice	☐

9) For all information **requests / any questions received from the NT Government** (either via the **DP** Managing Director or otherwise), the following internal procedure applies:
 	
   a. All such requests will be immediately referred to the **DP** CEO or his/her delegate;
 	
   b. The **DP** CEO or CMT Leader will assess/validate each Government request and authorise a response on behalf of **DP**; and
 	
   c. Whether **DP's** response is in writing or verbally (by a person authorised to do so) will be at the complete discretion of the **DP** CEO or the **DP** CMT Leader.
	☐
	
	☐
	
	☐

C.7 Communications with Customer and/or Port User – Checklist

CMT Customers and/or Port User Checklist	
1) Ensure understanding of call prioritisation and which are to be forwarded to EMT / CMT	☐
2) Release only *authorised / confirmed* (validated) information provided by EMT / CMT Leader	☐
3) Identify and validate caller's details and associated organization	☐
4) Don't assume call is related to current incident or crisis event	☐
5) If appropriate, forward calls from Customers/Port User to EMT or CMT Leader	☐
6) Ensure accurate log taking of all call details – use Telephone Log Sheets	☐
7) Ensure procedures are followed for regular collection of log sheets by TST Leader	☐
8) Refer to TST Leader for difficult calls/advice	☐

C.8 Media Interface – Guiding Principles

	General Media Interface – Guiding Principles	
1)	If you are not normally part of the CMT External Affairs team, request advice and continue to liaise as required / instructed	☐
2)	Are you the right person to be making this communication?	☐
3)	Unless you are authorised to speak on behalf of **DP** to the media, **DON'T!**	☐
4)	Release only *authorised / confirmed* (validated) information approved by the CMT Leader and that has received appropriate levels of review/comment by **DP's** Legal Team	☐
5)	Remain calm; do not be intimidated by aggressive/insistent demands for information	☐
6)	Do not get drawn into conversation or divulge unconfirmed/ unauthorised information	☐
7)	Refer to media response script as necessary	☐
8)	Refer all requests for media releases to the CMT External Affairs	☐
9)	Reassure any caller that media calls are being answered as a matter of priority	☐
10)	Ensure accurate log taking of all call details – use Telephone Log Sheets	☐
11)	Ensure procedures are followed for regular collection of log sheets by TST Leader	☐
12)	Refer to TST Leader for difficult calls/ advice	☐
13)	Media may be open minded but don't assume so – approved personnel are to treat them as friendly but only provide officially released information	☐
14)	Respond to aggressive questioning or rudeness with politeness and professionalism – gauge your self-esteem on how well you maintain control and not on how you are being treated (that is how media will rate you too)	☐
15)	Beware – the 'friend' in conversation may be the 'enemy' in print	☐
16)	Say nothing "off the record" unless you want it quoted loud, often and publicly – i.e. "nothing is off the record".	☐
17)	Remember, winning over the media in a single interview is unlikely – consistency in 'messages' is key	☐
18)	Be sincere, show regret, and commitment to rectifying the 'problem' – act like a genuine (moralistically) concerned human being and not just a representative of a company	☐
19)	Don't blame anyone for causing the event – at this point the 'root cause' is not a key objective and will be a central process during a thorough post incident investigation	☐
20)	If part way through a conversation/response, you realise you are not the right person to provide advice, appropriately advise the media contact of that fact up front and that you will arrange a discussion with the right person	☐
21)	In regard to priority contacts – if the person knows as much factual information as you, do not be induced into conjecture to ease the silence; concur that it would be advantageous if more information was available and state (and mean it) that you will ensure that they are informed as soon as more facts are known/become available	☐

Emergency and Crisis Management Plan (ECMP)

Rev 3.1 – January 2020

Appendix D
Response Aids / Misc Proformas

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
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APPENDIX D – RESPONSE AID / MISC PROFORMAS

D.1   INCIDENT / EVENT NOTIFICATION CHECKLIST

Notification Taken By:		Date/Time:
Notification Provided By:		Date/Time:

INCIDENT DESCRIPTION	DETAILS
What has happened?	
Where has the incident happened?	
When did the incident happen?	
What is currently at risk?	
Is everybody accounted for?	
Are there any known casualties?	

INCIDENT STATUS	DETAILS
Contained or escalating?	
Potential to escalate – what is potentially at risk?	
What are your objectives?	
What are you trying to make happen / prevent from happening?	
What actions are being undertaken?	
Is the area secured from unauthorised access?	
Who is undertaking these actions?	
Who is responding?	
What resources are currently being used?	

ADDITIONAL SUPPORT REQUIRED	DETAILS
Personnel	
Resources	
Specialist Equipment	

COMMENTS

This 'Checklist' is intended to be used by the EMT or CMT Leader (or Alternate)

As soon as possible after becoming aware of an incident, the **EMT / CMT Leader** shall consider the following checklist to assist in obtaining incident information from the ERT Leader or person reporting the incident:

Notification Taken By:		Date/Time:	
Notification Provided By:			Date/Time:

INCIDENT ISSUE	INCIDENT INFORMATION
Incident description:	
• What happened?	
• Where did it happen?	
• When did it happen?	
• How did it happen?	
• Is everybody accounted for?	
• What casualties (if any) have occurred?	
• How have you been notified and how accurate is the information?	
Incident status	
• Is the incident contained or escalating?	
• What is potentially at risk?	
• What are your objectives?	
• What actions are being taken?	
• Who is taking them?	
• What resources (equipment/manpower) being used?	
• Have regulatory authorities been informed?	
• Has there been any media attention?	
How effective is the response?	
• What support does IC / ERT need from EMT/CMT – immediate / long term?	
Initial incident assessment	
• What are likely impacts on HSE / community?	
• What are likely social / cultural heritage issues?	
• What are likely community, government, media and / or reputation issues?	
• What is operational impact – short, medium and long term?	
• Any impact on Business Continuity?	
• What are actual / potential consequence and severity ratings?	
Follow up	
• Exchange / confirm contact details	
• Establish time for next ERT / EMT / CMT call	
COMMENTS	

D.3   Telephone Log Sheet

(One Page Per Call)

Call Taken/Made By:		Call In:	☐	Call Out:	☐

Caller Details:	Extn. No:	Date:	Time:
Phone Number:			
Name:			
Title:			

Organisation:		Department:	
Mobile:		E mail:	
Message For:		Return Call By:	

Call Source:	Port User ☐	EPA ☐	Worksafe NT ☐	Mutual Aid ☐	AMSA ☐
Media ☐ Other:		Public ☐	Employee ☐	Employee Family ☐	Community ☐

Message/Response:

Comments:

Action required:	Call Them Back	☐	Meeting Req'd	☐
	Send /Email	☐	Will Call Back	☐

Other:

Actioned by:		Date:		Time:	

D.4   Situation Report (SITREP)

Information for internal **DP** use only

Emergency @		Report No:	

Date: **Time:**

Incident Type:	Injury:	Accident:	Other:

Release Details:

Injury Details	Number Of Fatalities:		Number Of Serious Injuries:		Number Of Minor Injuries:	

Do Not List Names on This Sheet[1]

Have names of fatalities and/or serious injuries been reported verbally to EMT/CMT?

Give details of cause(s):

Give details of injuries:

General Info	Weather:	Dry	Wet	Windy	Wind Direction/Speed
Impact on facilities		Facilities Damaged:			
Facilities Shutdown/Evacuated					
Operational /Commercial Impact					
External Assistance Requested	Medical	DIPL	Police	EPA	NTPFES

Other Information:

Response Forward Plan

Next 60 Minutes:

Next 6 Hours:

Next 12 Hours:

Last External Contact							
Agency	Contact Name	Time	By Whom	Agency	Contact Name	Time	By Whom

ECC Room Personnel	(Role & Person)	

Update Prepared By:	Update Approved By:

Distribution:	1. DP Managing Director
	2. DP CEO
	3. DP CMT Leader
	4. DP EMT Leader

D.5 Personal Response Log

Log Number:		Date:	
Name:		Position:	
Contact Numbers:			

Time:	Activity / Events / Key Actions

D.6 Emergency / Crisis Control Centre (ECC / CCC) Equipment – Checklist

Kick-off Checklist	✔
Emergency and Crisis Management Plan (ECMP) wall prompts	☐
Large location wall maps and blow-up photographs of incident area and coastline	☐
Site environmental wall map	☐
Large organisational wall chart identifying **DP** EMT and CMT incumbent roles	☐
1 x Copy of the **DP** site *Emergency Response Plan* & ECMP (minimum)	☐
1 x Copy of the **DP** *Oil Spill Contingency Plan* (minimum)	☐
1 x Copy of any relevant Port User / Contractor ERP (where applicable)	☐
2 x Dedicated direct dial telephone lines or immediate vicinity access (minimum)	☐
1 x Dedicated speaker-phone - direct inside line from incident site	☐
Local Phone Books	☐
Spare copies of the current **DP** Emergency Contact Directory	☐
Dedicated and labelled in/out communications trays and ring binders	☐
Mobile phone battery chargers or spare batteries	☐
1 x main ECC / CCC time clock (for use on all Log Sheets)	☐
White board(s) (electronic if possible)	☐
Computer with e-mail capability	☐
Close access to video recorder, television and AM/FM radio	☐
Close access to photo copy machine	☐
Access to projector and screen	☐
Port Map and facility description drawings	☐
Incident Notification proformas (padded and punched)	☐
Telephone Call Record proformas (padded and punched)	☐
Emergency Response Logs (padded and punched)	☐
Stationery material (solar/battery calculators, pens, pads, highlighters, staplers, punches etc.)	☐
Name tags (showing name, external company and role in the response)	☐
Personnel roster for monitoring relief timetables (for extended incidents)	☐
Refreshments (and contact details for ongoing replenishment)	☐
Response pack (lockable box, aluminium case etc.) to secure appropriate items	☐
Dedicated "Response Pack" Coordinator role allocated	☐

Notes:

Response Pack Contents Checked By:	**Name:** **Signature:**
Last Date Checked:	**Date**: ………/…………../………..

D.7   Event Status Board – pages 1 & 2

Update No.	Time	Chronological list of Events	Resource Assets		Page No.
			Resource Requirements	**Weather Conditions**	
				6 hour Forecast	
				12 hour Forecast	
				24 hour Forecast	

Resource Type	Status	Time/Date	Location Required
Personnel			
Transport			
Materials			
Hand Equipment			
Mobile Equipment			
Other			

D.8   Event Contact Tracking

Time	Contact Name / Organisation	Contact Number	DP Contact Person	Next Contact Required

D.9   Master Event Log

Title of Incident: [i.e. Emergency @...] …………………………………………………………..

Incident Date: /   / 20   **Name of Event Logger:**   **Page:**   of

Date/ Time	Message		Details of Message or Event	Comments / Action
	From	**To**		

D.10	Casualty Status Board

CASUALTIES (Fatalities / Injuries / Missing Persons)								
Name	Organisation	Condition	Verified	Current Location	Police Advised	NOK Notified	NOK Support	Remarks

D.11 Fatality Checklist		

INITIAL / IMMEDIATE ACTIONS	DETAILS	✓
Contact Emergency Services immediately:		☐
Bar access to fatality area until investigation has been concluded:		☐
Move all non-essential personnel away from the incident area:		☐
Identify deceased and ensure their dignity is preserved:		☐
Contact EMT Leader immediately – provide all available details:		☐
Ensure Police are notified:		☐
Ensure WorkSafe NT are notified:		☐
Check for relatives working on Site:		☐
Log date and time of incident:		☐
Log incident location details:		☐
Have photographs taken of incident area:		☐
Log details of any First Aid given:		☐
Advise employer of fatality:		☐
FOLLOW UP ACTION	**DETAILS**	✓
Ensure Ambulance transfer requested/arranged:		☐
Arrange notification to Next of Kin with Police (confirm certification of death first):		☐
Advise Safety Coordinator:		☐
Advise Trauma Counsellor(s):		☐
Obtain statement from initial witness or first person on the scene:		☐
Initiate incident investigation:		☐
Authorise Supervisor to collect deceased personal effects:		☐
Log who itemised personal effects:		☐
Witness to itemising of personal effects:		☐
Log who personal effects passed to:		☐
Log who Fatality checklist sent to:		☐
Comments:		
Signature:	Date:	Time:

D.12   Business Recovery Status Board

OBJECTIVES		
Priority Order	**Support activities**	**Remarks**

BUSINESS IMPACTS		
Issue	**Impact**	**Remarks**

RECOVERY CONSIDERATIONS		
Issue	**Considerations**	**Remarks**

D.13	**Bomb Threat Checklist**

Remember.......DO NOT HANG UP THE PHONE; obtain as much information as possible to assist with identifying the nature, location and likely support required for the emergency

EXACT WORDING OF THREAT

QUESTIONS TO ASK ...

1. Where is the bomb now?
2. When will it explode?
3. What does it look like?
4. What kind of bomb is it?
5. What will set it off?
6. Did you place the bomb?
7. Why are you doing this?
8. What is your name?
9. What is your address?
10. Where are you now?
11. When will you call again?
12. What group / cause do you represent?

COMMENTS (✓)

13. Is the voice familiar? ☐ Yes ☐ No - who does it sound like?

14. Did the caller appear familiar with operations? ☐ Yes ☐ No

15. Will the caller ring back with further information or demands? ☐ Yes ☐ No

OBSERVATIONS of the CALLER (✓)

☐ calm	☐ slurred	☐ soft	☐ deep breathing
☐ angry	☐ rapid	☐ loud	☐ cracking voice
☐ excited	☐ stutter	☐ laughter	☐ unusual accent
☐ slow	☐ clearing throat	☐ crying	☐ yelling
☐ fast	☐ disguised	☐ normal	☐ threatening

CALLER DESCRIPTION	**BACKGROUND SOUNDS (✓)**	
Sex: M / F Age: Race:	☐ clear	☐ motor

TELEPHONE (✓)	

Local	**Long/D**	**S/phone**	**Public**	**Mobile**
☐	☐	☐	☐	☐

☐ voices	☐ factory
☐ static	☐ office

CALL DESCRIPTION

☐ local	☐ street noise
☐ music	☐ animal noise

Time: AM/PM:

☐ crockery	☐ PA system

Duration: Sec/Min:

☐ booth	☐ train

Your Phone Number:

☐ aircraft	☐ house noises

Other Background Sounds:

	☐ children

	THREAT DELIVERY (✓)	
REMAIN CALM AND REPORT THE THREAT TO A SUPERIOR AND/OR THE AUTHORITIES IMMEDIATELY	☐ foul mouthed	☐ irrational
	☐ taped	☐ message read out
	☐ well spoken	☐ nervous

Remarks / Comments:

D.14	Establishing a Family Room – Guidelines

Family Room Equipment / Requirements – Considerations	✓
1. A quiet room away from traffic and the media	☐
2. Ensure the family members are not visible to the media and are not in a position to overhear conversations from staff or senior management	☐
3. Consider privacy from other family/relatives/NOK vs. locating together	☐
4. Located in close proximity to amenities such as bathrooms	☐
5. At least a one dedicated phone line	☐
6. Sufficient and comfortable seating	☐
7. Tissues	☐
8. Computer (laptops) with internet and email access and a printer	☐
9. Stationery	☐
10. TV, radio and current newspapers	☐
11. List of appropriate **DP** contacts	☐
12. Tea and coffee-making facilities and/or catering services (or close access to these)	☐
13. Access to a counsellor / external counselling service	☐
14. Regular updates (in-person) on the situation and what information is being released to the media	☐
15. Consider grouping family/relatives/NOK against injury classification of victim – e.g. minor injuries vs. serious to life threatening.	☐

Relative Response / NOK Checklist	
1) Release only *authorised / confirmed* (validated) information provided by EMT or CMT Leader	☐
2) Maintain a calm, genuine, compassionate and professional manner at all times	☐
3) Obtain sufficient details from calling relative, family friend and/or NOK to establish bona fide verification of their identity and relationship with victim/injured party	☐
4) Establish whether the caller is an employee or a contractor	☐
5) Forward NOK/ relative/ friends' enquiry to appropriate contact if contractor	☐
6) Ensure relatives are not put through to message services	☐
7) Keep names of EMT / CMT members confidential unless authorised to use them	☐
8) Verify call back contact details before ending call	☐
9) Ensure accurate log taking of all call details	☐
10) Ensure regular collection of log sheets by TST Leader	☐
11) Refer to TST Leader for difficult calls/ advice	☐

D.15   Typical Media Briefing Room – Checklist

	EQUIPMENT / REQUIREMENTS	✓
1	Sufficient desks/seating for spokespeople, journalists, camera operators, sound and microphone technicians	☐
2	Large desk at the front of the room, where spokespeople would be seated (to enable radio media to prop their microphones if necessary)	☐
3	Stationery	☐
4	TV, DVD player, projector/screen, particularly if the spokesperson wishes to show video footage or other graphic material. Extension cords should also be available	☐
5	Copies of **DP** corporate information/media kits	☐
6	Professional **DP** banner or signage on the wall (i.e. this could be used as a backdrop for television media interviews)	☐
7	Small tape recorder/tapes or digital recording device (may be useful to record media conferences, for **DP**'s records)	☐
8	Tea and coffee-making facilities (or close access to these)	☐
9	Located in close proximity to amenities such as bathrooms, to avoid media walking extensively through the offices	☐

D.15.1   Typical Media Briefing Room – Layout
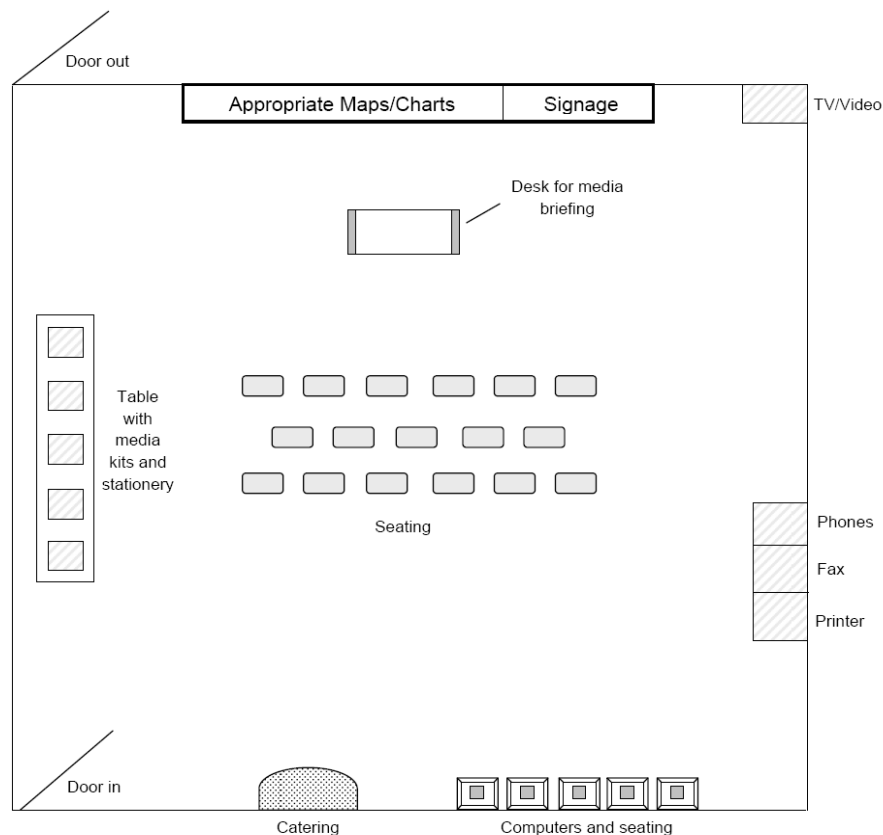
Emergency and Crisis Management Plan (ECMP)

Rev 3.1 – January 2020

Appendix E
Stakeholder Communication Guide

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
0	8 April 2016	Authorisation for issue	Jim Morrison (**add energy**)	DP GMO	DP CEO
1	30 January 2018	Update logo, DP contact & DP roles	Alleen Breward Executive Assistant	DP GMO	DP CEO
1.1	12 June 2018	Content Review	Ian Niblock	GMO	
1.2	19 June 2018	PMG Review		PMG	
1.3	26 June 2018	Staff Review		DP Personnel	
1.4	27 June 2018	Content Approval	Ian Niblock	GMO	
2.0	27 June 2018	Authorisation for Issue	Terry O'Connor	CEO	CEO
2.1	20 May 2019	Annual content review	Gary Bawden	DOM	
2.2	14 June 2019	Contents Approval	Ian Niblock	GMO	
3.0	14 June 2019	Authorisation for Issue	Terry O'Connor	CEO	CEO
3.1	15 January 2020	Contacts Updated Only – Approval Not Required	Alleen Breward	EA	N/A

APPENDIX E – STAKEHOLDER COMMUNICATION GUIDE

APPENDIX E – DP STAKEHOLDER COMMUNICATION GUIDE

Stakeholder Contact List

Certain groups, companies, authorities, agencies and individuals may need to be contacted as a result of the emergency or crisis event.

The following is a suggested guideline of contact responsibilities for **DP** personnel and groups. It must be noted that the level at which contact is made will vary depending upon the severity of the event and other relevant factors.

POSSIBLE CONTACTS	RESPONSIBILITY FOR CONTACT				
	EMT	CMT	CMTL	Date	Time Completed
1. **DP** Managing Director (MD)			√		
2. Federal Government Interface		√			
3. NT Government Departments		√			
4. Environment Agencies	√	√			
5. Regulators	√	√			
6. Employees		√			
7. Contractors		√			
8. Consultants		√			
9. Other **DP** Operations / Sites		√			
10. Relatives / Families		√			
11. Clients	√	√			
12. Suppliers	√	√			
13. Customers / Port Users		√			
14. Lawyers		√			
15. Insurers		√			
16. Financiers		√			
17. Local Emergency Services, Mutual Aid	√				
18. Media (including social media posts/blogs)		√			
19. Neighboring operations/facilities	√	√			
20. Local Affected Communities	√	√			
21. Third Parties	√	√			
22. Lobby / Action/Protest Groups		√			
23. Industry Associations		√			
24. Trade Unions		√			
25. Other ….					

REMEMBER: If you are unsure, it is better to notify and then cancel rather than notify late or not at all.

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Appendix F
Establishing EMT/CMT Control Centre

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (**add energy**)	DP GMO & PMG	
0	8 April 2016	Authorisation for issue	Jim Morrison (**add energy**)	DP GMO	DP CEO
1	30 January 2018	Update logo, DP contacts & DP roles	Alleen Breward Executive Assistant	DP GMO	DP CEO
1.1	12 June 2018	Content Review	Ian Niblock	GMO	
1.2	12 June 2018	Update F.1 First Person into Control Centre Checklist	Alleen Breward	Executive Assistant	
1.2	19 June 2018	PMG Review		PMG	
1.3	26 June 2018	Staff Review		DP Personnel	
1.4	27 June 2018	Content Approval	Ian Niblock	GMO	
2.0	27 June 2018	Authorisation for Issue	Terry O'Connor	CEO	CEO
2.1	20 May 2019	Annual content review	Gary Bawden	DOM	
2.2	14 June 2019	Content Approval	Ian Niblock	GMO	
3.0	14 June 2019	Authorisation for Issue	Terry O'Connor	CEO	CEO
3.1	15 January 2020	Contacts Updated Only – Approval Not Required	Alleen Breward	EA	N/A

APPENDIX F – DP ESTABLISHING EMT / CMT CONTROL CENTRE

F.1   1ST PERSON INTO DP EMERGENCY / CRISIS CONTROL CENTRE (ECC/CCC) – CHECKLIST

✓	1ST PERSON INTO ECC / CCC – ACTIVITY DESCRIPTION
☐	Open & prepare ECC/CCC (clear meetings, documents etc.)
☐	Initiate callout of all key EMT / CMT Members
☐	Establish contact with IC (if appropriate) to verify latest incident details & likely immediate requirements
☐	Verify primary / back-up ECC / CCC contact numbers
☐	Activate ECC / CCC (wall charts, area map, in/out phones, computer, incident board, log sheets, response box etc.)
☐	Place relevant event data (maps etc.) onto walls
☐	Ensure EMT/CMT teams mobile phones are operational
☐	Provide direction to reception (business hours) or enable telephone support (after hours)
☐	Ensure office equipment is operational
☐	Locate/set up white board(s) (electronic if possible)
☐	Ensure all relevant EMT/CMT documents are available for reference (site ERP; ECMP; BCP; Oil Spill; etc.)
☐	Initiate security requirements for ECC & building access
☐	Begin populating initial incident information onto boards
☐	Advise the **DP** EMT/CMT Leader when the ECC/CCC is operational
☐	Brief EMT/CMT Members on incident status as they arrive

F.2   DP EMT / CMT Initial Activities – Checklist

✓	EMT / CMT INITIAL ACTIVITIES – DESCRIPTION
☐	Initiate INCIDENT BRIEFING – assess potential classification
☐	Consider need to activate key positions within CMT
☐	Determine EMT absentees & allocate their responsibilities
☐	Verify initial IC/ERT SITREP, establish update schedule
☐	Establish communications schedule with IC / ERT Leader - verify support required – immediately vs 4-6hrs
☐	Establish initial EMT / CMT Strategic Action Plan
☐	Assess the status of the operational response to date – including immediate response issues (i.e. oil spill, fire, evac.)
☐	Review requests received (i.e. media, legal, insurance)
☐	Notify **DP** Managing Director (MD) if necessary (via **DP** CEO)
☐	Liaise with CMT External Affairs re. media issues
☐	Nominate **DP** Spokesperson (if not allocated already)
☐	Determine initial communications response/strategy
☐	Assess Government /media /community event sensitivity
☐	Determine commercial position & potential outcome
☐	Identify strategic response (regulatory, media, Port User, legal, technical, financial etc.) assign actions as appropriate
☐	Detail incident information on Master Event Log / Status Board
☐	Review Relative Response/NOK activities
☐	Assess individual responsibilities as detailed in the ECMP
☐	Set schedule for next EMT / CMT update briefing

✓	ONGOING INCIDENT ACTIVITY DESCRIPTION
☐	Hold regular EMT/CMT emergency briefing updates/timeouts
☐	Assess strategic response measures, clarify EMT/CMT priorities for next 4-6hrs or 1-3days (etc.) – assess weather
☐	Identify & recommend **Business Continuity** strategy
☐	Review Business Continuity options for return to operations
☐	Track all relevant contacts made & to be made
☐	Ensure EMT/CMT Information Coordinator is kept informed of all relevant incoming information
☐	Liaise with relevant Port Users & establish update schedule
☐	Develop agreed mutual communications strategy with Port Users / Customers
☐	Clarify Port User response intentions, assess impact on **DP**
☐	Develop an agreed mutual emergency response strategy with Port Users / Customers / Contractors (etc.)
☐	Liaise with relevant Port User Legal Teams (if appropriate)
☐	Ensure all follow up calls are made & documented
☐	Contribute to media HOLDING STATEMENT with CMT External Affairs
☐	Verify background information Community may require
☐	Ensure legal review of all media releases
☐	Notify relevant Port Users, Customers, Govt. contacts as appropriate
☐	Develop shift roster program for protracted incidents
☐	Arrange additional catering & support services
☐	Record incident financial activities, ensure they are maintained (i.e. charge accounts, cost centres etc.)

F.3   DP EMT / CMT Members – Personal Activity Checklist

✓	MEMBERS PERSONAL ACTIVITIES DESCRIPTION
☐	Inform your family you are not a victim of incident but a responder
☐	If your contact number changes, ensure any change is communicated to EMT / CMT Information Coordinator
☐	Keep personal communications with you at all times
☐	Ensure mobile phone battery remains fully charged &/or you have a battery charger available.
☐	Let other Team Members know if you intend to leave the ECC & where you can be contacted (in addition to mobile phone)
☐	Ensure EMT/CMT Information Coordinator is aware of all response actions you intend to take
☐	For an extended response, ensure an alternative is assigned to your role after **no more than 12 hours**
☐	Always fully brief your alternate with expectations for the period they will relieve you
☐	If travelling as a result of the event, nominate an alternate and communicate their name/contact details to EMT/CMT Leader
☐	If leaving the building, be aware of any security access procedures to ensure you can return as required
☐	Be aware of stress / fatigue / trauma levels of yourself & your EMT / CMT Members & support team
☐	Advise EMT / CMT Leader & Information Coordinator if unable to continue in your role
☐	Maintain Personal Response Log of Incident Activities

✓	**DP EMT / CMT Leader to declare an 'End of Event'**
	WHEN:
☐	Event site/facility has been returned to a safe condition
☐	All personnel involved in the event are accounted for
☐	Any injured personnel have been stabilised &/or evacuated
☐	No further threat to the environment
☐	All authorities, organisations & support services contacted, have been advised the event is over
	Incident Close-Out Considerations:
☐	Ongoing resources required for event control & recovery phase
☐	Next of Kin & Relative Response activities 'needs' assessed
☐	On-going environment assessments
☐	Close down additional security arrangements
☐	Finalise additional catering, hygiene & support services
☐	Arrange/continue trauma counselling of incident 'victims'
☐	Arrange schedule for appropriate event investigation, analysis & reporting
☐	Arrange ongoing media interface, briefings & monitoring
☐	DP employees & contractors have been updated with event status & stand down arrangements
☐	Debrief all personnel involved in the event

Emergency and Crisis Management Plan (ECMP)

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Appendix G
EMT/CMT Emergency Contact Directory

Revision History

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3.0	14 June 2019	Authorisation for Issue	Terry O'Connor	CEO	CEO
3.1	15 January 2020	Contacts Updated Only – Approval Not Required	Alleen Breward	EA	N/A

APPENDIX G – DP EMT / CMT EMERGENCY CONTACT DIRECTORY

CATEGORY	COMPANY	NAME	POSITION	MOBILE	OFFICE	EMAIL
Aviation	Air Services Australia/Canberra				1300 301 120 02 6268 4111 AH - 1800 801 960	_
Aviation	Airborne Solutions				08 8972 2345	info@airbornesolutions.com.au
Aviation	Albatross Helicopters	Dan Ward		0427 432 666	08 8978 9203	reservations@albatrosshelicopters.com.au
	Amateur Fishermens Association of the NT (AFANT)				08 8945 6455	research@afant.com.au
Fuel Provider	Ampol				08 8981 9672 08 8981 9452	_
DMSB	ASCO	John Cowan Kylie Arnel	H&S Manager MSB Manager	0488 650 043 0418 533 048	08 8922 9562 08 8985 9508	john.cowan@ascoworld.com kylie.arnel@ascoworld.com
Fuel Provider	AusFuel	Andrew Swart Darren Hill	Darwin Operations Manager Operations Logistics	0448 886 939 0428 777 618	08 8984 0840	andrew.swart@directhaul.com.au darren.hill@directhaul.com.au
Commonwealth Gov	AusSAR - Search & Rescue		General Aviation 24H Maritime 24H		02 6279 5746 1800 815 257 1800 641 792	_
ABF	Australian Border Force		Switchboard Marine Logistics	AH -1300 558 099 0419 515 859	02 6264 1111 08 8980 6677	marinesupport@border.gov.au
ABF	Australian Border Force Marine Logistics Darwin		Marine Logisitics	0419 515 859	08 8998 6211	marine.logistics@homeaffairs.gov.au
Commonwealth Gov	Australian Maritime Safety Authority (AMSA)		First Contact Head Office Switchboard Oil Spill Greg Witherall	0418 894 306	02 6230 6811 07 3110 6800 02 6279 5000 1800 641 792	rccaus@amsa.gov.au greg.witherall@amsa.gov.au

CATEGORY	COMPANY	NAME	POSITION	MOBILE	OFFICE	EMAIL
APPEA	Australian Petroleum Production & Exploration Association (APPEA)				Darwin - 08 8943 0675 Canberra - 02 6247 0960 Perth - 08 9426 7200	darwin@appea.com.au
Commonwealth Gov	Australian Transport Safety Bureau (ATSB)		24/7 Aviation, Marine, Rail Accident/Incident Notifications		1800 011 034	atsbinfo@atsb.gov.au
Misc	Baker Hughes	Kevin Smith		0419 817 613	08 8943 5603	Kevin.j.smith@bakerhughes.com
Marine Service Provider	Barge Express	Nathan Barrett Ken Conlon Peter Harrajon	General Manager Owner Engineering Manager	0403 356 966 0407 889 493 0447 889 493	08 8947 4960	gm@bargeexpress.com.au ken@bargeexpress.com.au shipping@bargeexprecc.com.au
Marina	Bayview Marina	Phil Doyle	Bayview Manager	0418 910 888	08 8981 3788	reception@northmanagement.com.au lockmaster@northmanagement.com.au
Marine Service Provider	Bhagwan Marine	Luke Morand Adam Kelly	NT Manager	0407 664 266 0437 574 673	08 8982 0600 08 8942 2691	luke.morand@bhagwanmarine.com adam.kelly@bhagwanmarine.com
BOM	Bureau of Meteorology (BOM)	Offices	Casuarina Alice Springs Gove Airport Tennant Creek		08 8920 3800 08 8952 1343 08 8987 2477 08 8962 2392	_
BOM	Bureau of Meteorology (BOM)	Telephone Weather	NT Services Darwin Temps & Weather Obs NT Tropical Cyclone Information NT Coastal & Land Weather Warnings		1900 955 367 1900 926 124 1300 659 211 1300 659 214	rdnt@bom.gov.au
Emergency Services	Bushfires				08 8922 0844	BushfiresNT.Compliance@nt.gov.au
Aviation	Civil Aviation Safety Authority (CASA)		Switchboard Confidential Hotline (For at risk report) Northern Region Darwin Airport Manager - Darwin Airport		131 757 1800 074 737 08 8943 2970 08 8943 2999	nt@casa.gov.au
LNG Terminal	ConocoPhillips LNG	Neel Sud	Marine Specialist and PFSO.	0409 029 173	08 8919 1606 DLNG 08 8919 1812 City	Neel.K.Sud@conocophillips.com

CATEGORY	COMPANY	NAME	POSITION	MOBILE	OFFICE	EMAIL
LNG Terminal	ConocoPhillips LNG	David Power	Darwin Marine Ops. Superintendent	0455 084 972	08 8919 1992	David.Power@conocophillips.com
ADF	Coonawarra Tower (Navy)	Craig Blakey Greg Watsford	Navy Harbour Master Wharf Manager	0407 612 052 0429 520 720	08 8935 5420 08 8935 5805	craig.blakey@defence.gov.au Postservices.darwin@defence.gov.au
	Coroner's Office				08 8999 7770	_
Commonwealth Gov	CSIRO				1300 363 400	csiroenquiries@csiro.au
Marina	Cullen Bay Marina Manager	Richard Corby Carmen King	Marine Operations Manager CFO Lockmaster (Radio CH - VHF 11)	0417 869 128 0488 057 888 0419 421 363	08 8942 0400	r.corby@cullenbaymarina.com.au c.king@cullenbaymarina.com.au admin@cullenbaymarina.com.au
Local Gov	Darwin City Council				08 8930 0300	darwin@darwin.nt.gov.au
Commercial Divers	Darwin Dive Co.			0428 438 527		info@darwindiveco.com
DMSB	Darwin Marine Supply Base (DMSB)	Kylie Arnel	Manager	0418 533 048	08 8985 9508	kylie.arnel@ascoworld.com
Darwin Port	Darwin Port	Mike Hughes	Managing Director		07 3020 0903	_
Darwin Port	Darwin Port	Darren Lambourn	Chief Executive Officer	0488 701 192	08 8919 0801	darren.lambourn@darwinport.com.au
Darwin Port	Darwin Port	Ian Niblock	General Manager Operations	0419 840 041	08 8919 0850	ian.niblock@darwinport.com.au
Darwin Port	Darwin Port	Peter Dummett	General Manager Port Development	0401 117 056	08 8919 0880	peter.dummett@darwinport.com.au
Darwin Port	Darwin Port	Celia Lloyd	Business Services Manager	0448 881 362	08 8919 0840	celia.lloyd@darwinport.com.au
Darwin Port	Darwin Port	Katherine-Anne Waldron	General Manager Legal	0433 056 663	08 8919 0823	katherine.waldron@darwinport.com.au
Darwin Port	Darwin Port	Rhys Jones	General Manager Engineering	0400 872 554	08 8919 0805	rhys.jones@darwinport.com.au
Darwin Port	Darwin Port	Alastair Black	Engineering Manager	0404 110 174	08 8919 0883	alastair.black@darwinport.com.au
Darwin Port	Darwin Port	Peter Raines	General Manager Facilities	0408 270 919	08 8919 0830	peter.raines@darwinport.com.au
Darwin Port	Darwin Port	Wayne Bodkin	Work Health Safety Environment and Security Manager	0448 658 652	08 8919 0818	wayne.bodkin@darwinport.com.au
Darwin Port	Darwin Port	Security Gatehouse		0401 110 320	08 8919 0816	security@darwinport.com.au
Darwin Port	Darwin Port	Harbour Control			08 8919 0821	harbourcontrol@darwinport.com.au
Darwin Port	Darwin Port	Cargo		0488 527 136	08 89190856	cargo@darwinport.com.au

CATEGORY	COMPANY	NAME	POSITION	MOBILE	OFFICE	EMAIL
Darwin Port	Darwin Port	Gary Bawden	Deputy Operations Manager	0438 425 394	08 8919 0853	gary.bawden@darwinport.com.au
Darwin Port	Darwin Port	Des Blanch	Cargo Operations Manager	0407 319 706	08 8919 0857	des.blanch@darwinport.com.au
Darwin Port	Darwin Port	Mauro Cammarano	Maintenance Manager	0448 694 534	08 8919 0832	mauro.cammarano@darwinport.com.au
Darwin Port	Darwin Port	Rob Smith	Vessel Group Manager	0401 117 061	08 8919 0855	robert.smith@darwinport.com.au
Darwin Port	Darwin Port	Alleen Breward	Executive Assistant to CEO	0487 303 979	08 8919 0802	alleen.breward@darwinport.com.au
Darwin Port	Darwin Port	Steve Boakes	Wharf Services Manager	0401 117 067	08 8919 0835	steve.boakes@darwinport.com.au
Darwin Port	Darwin Port	Jeremy Wu	IT Manager	0401 117 050	08 8919 0810	jeremy.wu@darwinport.com.au
Darwin Port	Darwin Port	Craig O'Connor	Business Systems Manager	0409 349 571	08 8919 0808	craig.oconnor@darwinport.com.au
Medical	Darwin Private Hospital				08 8920 6011	_
Recreation Marine	Darwin Sailing Club			0404 840 880	08 8981 1700	manager@dwnsail.com.au
Recreation Marine	Darwin Trailer Boat Club				08 8981 6749	admin@dtbc.com.au
Marine Service Provider	Darwin Tug & Line	Peter	General Manager	0417 886 048		info@dtls.com.au
NT Government	Darwin Waterfront	Paola McCarthy		0437 621 433	08 8999 5103	paola.mccarthy@nt.gov.au
NT Government	Department of Agriculture and Water Resources		Biosecurity Biosecurity Hotline Exotic Aquatic Pest Hotline Fisheries	0409 678 675	1800 900 090 1800 084 881 1800 891 136 08 8999 2144	_
NT Government	Department of Infrastructure, Planning & Logistics	Simon Saunders	Executive Director Transport, Safety & Services	0401 110 092	08 8924 7598	simon.saunders@nt.gov.au
NT Government	Department of Mines and Energy		Mines Directorate Energy & Petroleum Directorate	0401 110 356 1300 935 250	08 8999 6528 08 8999 5396	mineral.info@nt.gov.au petroleum.operations@nt.gov.au
Recreation Marine	Dinah Beach Cruising Yacht Club			0499 346 242	08 8981 7816	manager@dbcya.com.au
Marine Service Provider	DOF Subsea	Carole Cartledge Khann Sinclair	Base Manager Regional HSEQ Manager	0437 158 614 0414 498 207	08 8947 0996 08 9278 7800	carole.cartledge@dofsubsea.com khann.sinclair@dofsubsea.com

CATEGORY	COMPANY	NAME	POSITION	MOBILE	OFFICE	EMAIL
NT Government	Emergency Services (Police/Fire/ Ambulance)		Emergency Non Emergency		000 (112 from mobile) 131 444	_
Marina	Frances Bay Marina (Duck Pond) Lock	Angus Armstrong Greg Hocking Ana McKay	Business Manager Wharf Supervisor Smallship Scheduler	0438 924 274 0428 207 612	8924 7509 8922 0617	angus.armstrong@nt.gov.au gregory.hocking@nt.gov.au smallships.scheduler@nt.gov.au
Marina	Frances Bay Mooring Basin		Lock Operations	0427 910 220		_
Environmental Services	Global Environmental Modelling Systems	Dr Graeme D Hubbert	Managing Director	0418 366 336	03 8683 5405	graeme.hubbert@gemms.com.au
Environmental Services	GSR	Gavin Rahlf	Managing Director	0459 995 013	08 8947 5457	grahlf@gsris.com.au
Marine Service Provider	Hall Contracting	Mark McCurd	General Manager	0417 240 407		markmccurdy@hallcontracting.com.au
NT Government	Harbourmaster	Kylie McDonald	Acting Regional Harbourmaster	0428 181 480	08 8999 3867	Kylie.mcdonald@nt.gov.au
LNG Terminal	INPEX	Tara Newnham	Terminal Ops Coordinator LNG1 Panel – LNG Loading (24Hr) LNG2 Panel -LPG Loading (24Hr) Utilities Panel – Condensate Loading (24Hr)	0421 555 291	8983 81108983 8050/8983 8051 8983 8070/8983 8071 8983 8060	tara.newnham@inpex.com.au
Transport & Logistics	Intermodal Specialised	Dave Louden			08 8944 1100	intermodalspecialised.dwnoperations@tollgroup.com
	Intertek	Richard Lewis	Operations Manager	0409 596 875	08 8947 0510	richard.lewis@intertek.com
Aviation	Jayrow Helicopters				08 8945 0944	darwin.administration@jayrow.com.au
Transport & Logistics	Linx	John Featherstone Jason Cole	Darwin Stevedore Manager Senior Shift Manager	0457 505 586 0429 159 464	08 8984 4701 EXT 2	j.featherstone@linxcc.com.au j.cole@linxcc.com.au
NT Government	Marine Safety			0408 813 735	08 8924 7100	_
Shipping Agent	Monson Offshore	Dion Robinson	Senior Operations	0448 850 006	08 8947 2570	Darwin@monsonoffshore.com.au
NT Government	NT Emergency Services		Duty Officer	0408 896 245	08 8922 3630	territorydutyofficer.ntes@pfes.nt.gov.au

CATEGORY	COMPANY	NAME	POSITION	MOBILE	OFFICE	EMAIL
Environmental Services	NT EPA	Leonie Cooper	Marine Pollution Legislation	1800 064 567	08 8924 4218 08 8924 4208	pollution@nt.gov.au leonie.cooper@nt.gov.au
Emergency Services	NT Fire & Rescue	Mark Spain	Headquarters Chief Fire Officer		08 8946 4105 08 8946 4133	mark.spain@pfes.nt.gov.au
Emergency Services	NT Police				08 8999 0800	_
Environmental Services	NTRS				08 8984 1500	service@ntrs.com.au
Shipping	OM Manganese	Ian Wright	Port Supervisor	0429 676 790		Ian.wright@ommanganese.com.au
NT Government	Parks and Wildlife NT		Wildlife Rescue 24/7 24H Call Out Number	0408 885 341 0401 115 702	08 8988 6121 08 8995 5008	wildlife.management@nt.gov.au
Engineering	Pearl Marine Engineering				08 8901 2000	admin@dsre.com.au
Poisons Information	Poisons Information Centre				13 11 26	_
NT Government	Pollution Hotline		(24x7)		1800 064 567	pollution.epa@nt.gov.au
Transport & Logistics	Qube	Amanda Holtham	NT Port Manager	0401 542 106	08 8922 2303	amanda.holtham@qube.com.au
Transport & Logistics	Rentco				08 8947 4187	_
Medical	Royal Darwin Hospital				08 8922 8888	_
Marine Service Provider	Sealink NT (Mandorah Ferry)	Lee Fitch	Operations Manager	0456 902 637	1300 130 679	lee.fitch@sealink.com.au
Marine Service Provider	Seaswift	Keith De Saram	Operations Support	0456 857 157	08 8935 2400	keithd@seaswift.com.au
Marine Service Provider	Serco	Julie Latimore Shane Milsom	Operations Manager Operations Co-Ordinator	0411 073 880 0417 073 879	08 8935 5614	julie.latimore@serco-ap.com.au Shane.milsom@serco-ap.com
Marine Service Provider	Shorelands/ Shorebarge	Paul Wenger	Barge Manager	0427 220 031	08 8932 3344	pwenger@shorebarge.com.au
Emergency Services	St Johns Ambulance		General Enquiries		08 8922 6200	_

CATEGORY	COMPANY	NAME	POSITION	MOBILE	OFFICE	EMAIL
Marine Service Provider	Svitzer Tugs	Cheree Figg Tug Control	Port Manager Afterhours	0418 261 354 0408 603 253	08 7929 1100	cheree.figg@svitzer.com
Marina	Tipperary Waters Marina			0407 607 565		tipperarywatersmarina@bigpond.com
Transport & Logistics	Toll Remote Logistics	Catherine Byrne	On-Call contact	0407 773 955 0429 380 850		Catherine.byrne@tollgroup.com
Environmental Services	Toxfree				1300 869 373	info@toxfree.com.au
Environmental Services	Transpacific Cleanaway		Emergency Spills Hotline		08 8935 1111 1800 774 557	_
Environmental Services	Veolia Environmental			0419 448 255	08 8947 8947	customer.servicent@veolia.com.au
Misc	Vopak	Paul Birch Scott Kernahan	Terminal Manager Darwin Safety Co-Ordinator	0437 001 855 0437 839 789	08 8999 9121 08 8999 9104	Paul.birch@vopak.com scott.kernahan@vopak.com
Environmental Services	Waste Solutions				08 8947 3388	_
Emergency Services	Water Police				08 8922 3344 131 444	_
NT Government	WorkSafe	Workplace Health & Safety	For all accident notification, general enquiries & complaints		1800 019 115	ntworksafe@nt.gov.au