Major Emergency Response Plan

SHANNON FOYNES PORT

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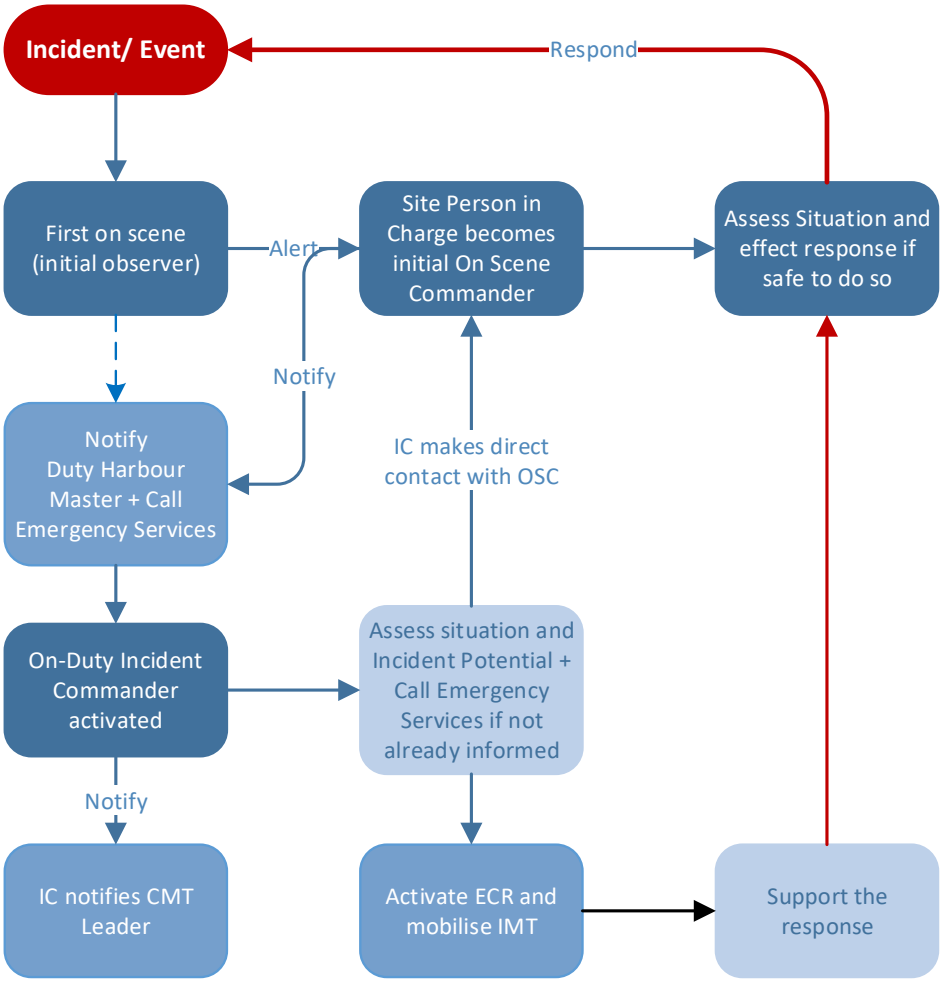
Incident Management Plan Activation

In the event of incident or emergency:
Contact Duty Harbour Master
Daytime +353 6973103
Out-of-hours +353 (0)87 2542266



Crisis Management Lead must be notified within 30 minutes of activation.

Once activated go to Section 2 – page 22 for Role Guides

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Scope and Application

This plan will guide the Shannon Foynes Port Company Incident Management Team through an effective and efficient start-up, assessment and response to an emergency covered by the scope of the plan.

The scope of this plan includes all emergencies within the jurisdiction of the SFPC or that the SFPC is directed to manage by appropriately designated authorities – national or local authorities including but not limited to the National Emergency Coordination Committee, Irish Coast Guard or other emergency service.

Plan Hierarchy

This plan is the Core and Over-Arching Document forming a hierarchy of incident management and response plans developed by the SFPC within the National Framework for the Management of Major Emergencies.

All Emergency Management and Response Plans held by SFPC are activated and operated within the framework, instruction and guidance of this plan.

The design and scope of this plan:

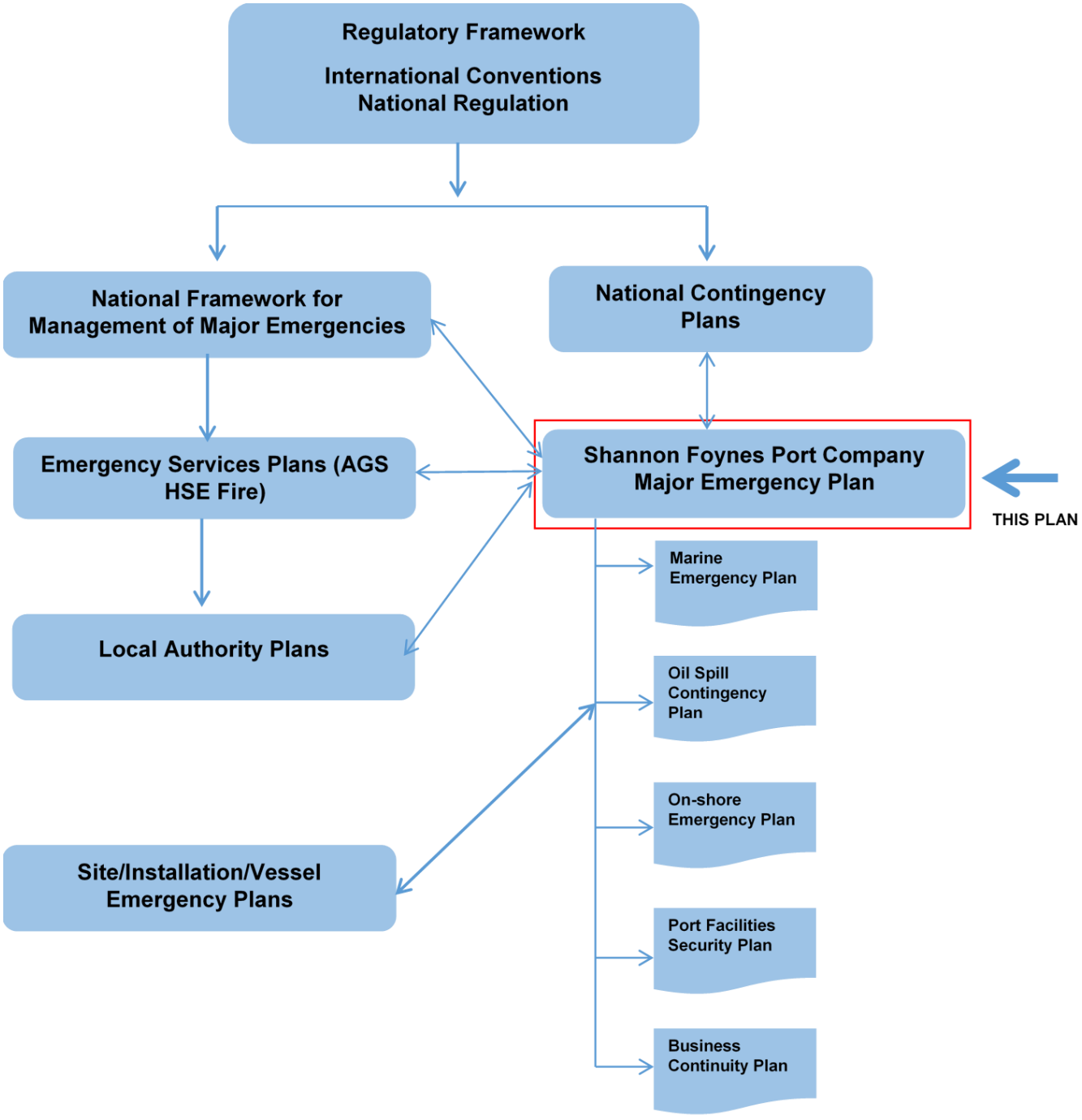
- Identifies the major risks potentially impacting business operations and local communities.
- Describes the response strategies and the management organisation.
- Sets out the roles and responsibilities of the key personnel involved.
- Contains internal and external notification procedures, response organisation charts, resources and personnel.
- Describes how SFPC will establish communications to manage the impacts of the incident.
- Links with all other SFPC emergency plans including the Crisis Management Plan for accessing additional support resources and developing policy guidelines.

This plan will be applied in responding to an actual or potential incident. This plan covers all operations and activities carried out by SFPC including incidents or emergencies (but not limited) to the following foreseeable emergency scenarios:

- Collision / allisions
- Grounding of vessels
- Spill Incidents
- Fire / Explosion
- Road transport incidents
- Mass Casualty / Medical Evacuation
- Missing Personnel / Persons in water
- Security Event / Bomb Threat / Terrorism
- Natural Disaster (e.g. Storm, Flood)

The Incident Management Plan applies to all SFPC facilities, property, personnel and all SFPC operated entities. The Plan applies to all situations, incidents, events, and occurrences that adversely impact or have the potential to adversely impact personnel and normal business activities.

Activation of this Plan will activate an SFPC Incident Commander, who will select and activate an Incident Management Team suitable for the response required. Although committed to Prudent Over-Reaction and urged to escalate a response early the Incident Commander will determine the size and makeup of his team. To the best extent possible and advisable, incidents are managed at the lowest possible level of the response organization.



Types of Incident

Events Led: an actual incident such as a collision, explosion, fire, oil spill, security event etc. It is obvious, probably directly connected to the company's operations and usually happens without warning.

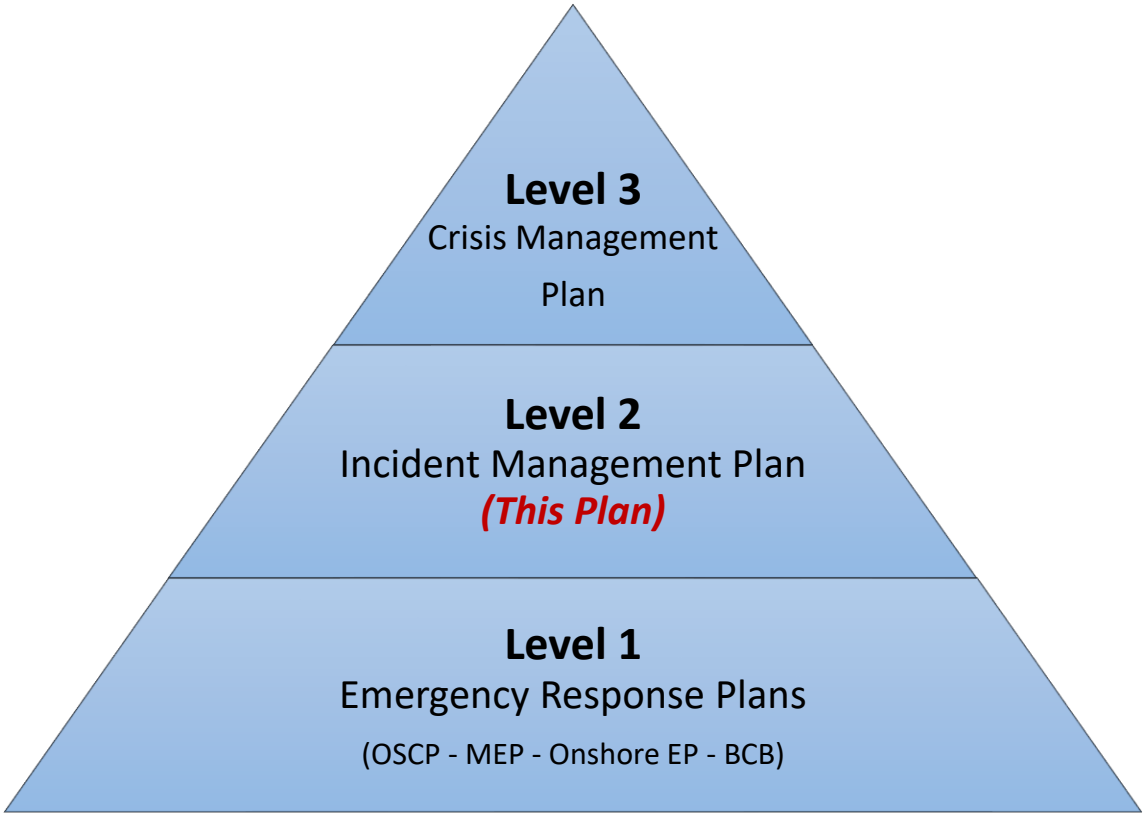
Bottom-up approach / response

Issues Led: a situation that evolves, such as a potential for major storm, potential for an incident (notification of vessel in danger), external event which may impact port operations. It is less obvious than an incident, is not always directly connected to the company's operations and may take days or weeks to mature. It is therefore more difficult for the organisation to decide when it needs to respond and recognise that it may be an emergency management situation.

Top-down approach / response

Plan Interface

From the beginning, this Plan is designed to co-exist with a Level 1 and Level 3 core plans and linked Tactical plans to support event specific responses.



Document Structure

Section 1 – Strategy: Incident Management Framework

- Defines the framework within which this plan was prepared, and the response processes maintained by SFPC.

Section 2 – Tactics: Actions, Roles and Responsibilities

- Contains initial response actions to ensure the safety and effectiveness of a response to any risk or hazard
- Section 2 details mobilisation and early response activities

Section 3 – Resources: Forms and checklists

Contains a set of forms and aide memoirs for use during a response. Forms may be copied or taken from Digital Original held by Marine Operations

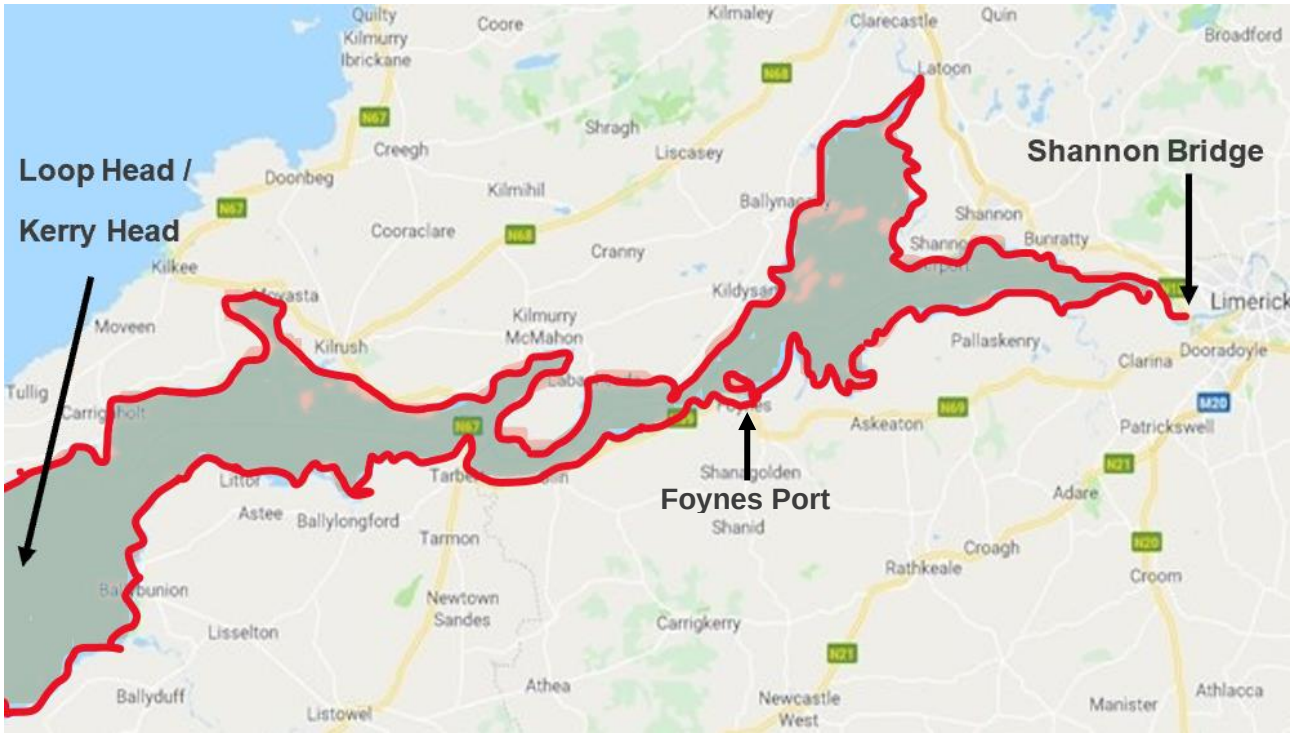
Section 4 – Reference Data

- This section provides additional information that is valuable to a response and additional forms / information / annexes considered supplementary to the plan.

Section 1 – Strategy

Area of Operation

The area covered by this plan includes all SFPC operational activities within the Shannon Estuary from the Shannon Bridge in Limerick City to a notional line between Loop Head in County Clare and Kerry Head in County Kerry; the Ports of Foynes and Limerick and associated jetties and onshore facilities.



SFPC is responsible for managing all incidents involving SFPC personnel and assets. It also has sole or joint responsibility for responding to and managing incidents within the Shannon Estuary not involving of SFPC personnel or assets by request (vessels in distress) or through its membership of the Shannon Estuary Anti-Pollution Team.

SFPC may be requested to mobilise personnel and assets to assist in the management of or response to emergencies/incidents not involving SFPC personnel or assets by the Irish Coast Guard or other agency. In any such case this Emergency Management Plan should be activated.

Five-Phase Incident Management Process

Phase 1 – Discovery, notification and mobilization:

An emergency/incident may be discovered and reported through any number of sources: the person/organization directly involved, a member of the public or other 3rd party or one of the blue light emergency services (*An Garda Síochána, County Fire and Rescue Services, HSE/Ambulance or* Coast Guard).

When an emergency or potential emergency occurs, it is vital that the alarm should be raised immediately.

On receipt of initial notification, information should be obtained using the mnemonic **ETHANE**:

- **E** – **E**xact location and type of incident
- **T** – **T**ype of incident (ship/aircraft/other, fire, spill/release of chemical/oil/gas),
- **H** – **H**azards involved (type and nature of substance)
- **A** – **A**ccess to Scene (approach route/staging area/hazards)
- **N** – **N**umber and severity of casualties
- **E** – **E**mergency Services required or responding

An Incident Report Form should also be completed.

It is essential to obtain as much information as possible in the early stages of the developing incident so that an appropriate response approach may be established.

Evaluation and identification of an incident:

On receiving a report of an emergency/incident the receiving officer shall:

- Obtain as much information as possible (ETHANE) using the Incident Report Form
- Instigate or arrange for an investigation to be immediately carried out in order to confirm the details surrounding the report
- Ensure the Duty Harbour Master or nominated deputy has been notified

Declaration of Major Emergency

The term **Major Emergency** is used to describe the most serious of emergency situations and incidents and is defined within the **Framework for Major Emergency Management** as:

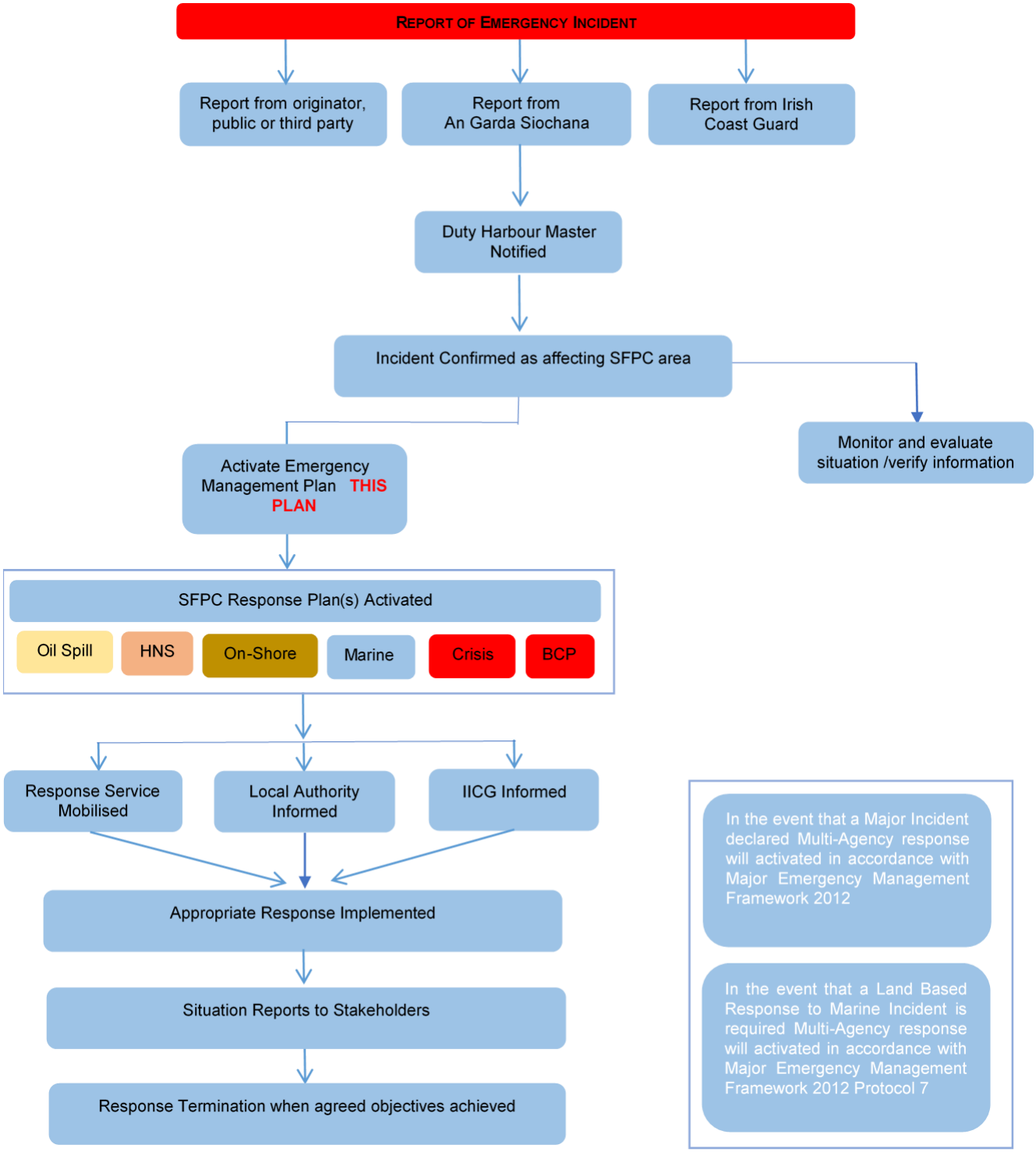
> A Major Emergency is an event which, usually with little or no warning, causes or threatens death or injury, serious disruption of essential services or damage to property, the environment or infrastructure beyond the normal capability of the principle emergency services in the area in which the event occurs, and requires the activation of specific additional procedures and the mobilization of additional resources to ensure an effective, co-ordinated response.
>
> ***A Major Emergency is declared by the lead Emergency Service.***
>
> ***(SFPC cannot declare a Major Incident)***

In the event of a port/marine centred emergency, the Harbour Master may be called upon to offer guidance and advice to the emergency services with respect to the seriousness, potential and escalation factors of an incident.

During a Major Emergency, this plan will be implemented concurrently with plans operated by National, Regional and Local Authorities and the Emergency Services.

Incident Notification and Response Process - Which Plan?

Reports of an emergency situation may be received by SFPC from a number of sources. Once received the Duty Harbour Master is responsible for assessing whether the incident requires a response by SFPC resources; activating the SFPC Emergency Management Process (this plan); assessing which of the internal SFPC emergency plans (including Port Facilities Plans) is most appropriate and making external notifications. The activation of this plan will most likely activate one or more other SFPC emergency plans.



Incident Management Team and Emergency Control room:

SFPC has adopted the Incident Command System (ICS) as a framework with which to manage major emergencies. The ICS has the following organizational and management principles:

Organizational Principles

- **Functional in Nature** - In the ICS, major functions have been identified that should serve as the foundation of an organisation: Command, Operations, Planning, Logistics and Finance.
- **Modular in Nature** - The organisation should expand and contract in relationship to the scope of work that needs to be done.
- **Hierarchical in Nature** – The ICS provides a clear chain of command.
- **Co-ordinated or Unified Command** – Co-ordinated or Unified Command should be viewed as a mechanism for bringing together the "commanders" of each major organisation involved in Emergency Response operations which involve multiple organisations and/ or government bodies.

Management Principles

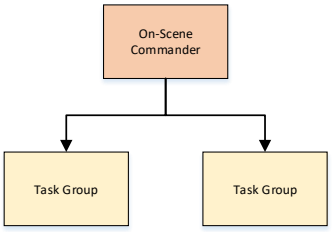
- **Common Terminology** - The ICS promotes the use of common terminology.
- **Manageable Span-of-Control** - Manageable span-of-control relates to the supervisory ratio between an individual and the number of people, resources and responsibilities they are asked to manage or perform. Although the limit varies by individual and circumstance, the Incident Command System (ICS) recommends five as the optimum number.
- **Action Plan**–The ICS requires a formal Action Plan to be prepared as a hand-over tool for each operational period and as a consistent chain of evidence showing ERT & IMT activities.
- **Comprehensive Resource Management** - Comprehensive resource management applies to the classification of resources by "kind" and "type," and the categorization of resources by their status – *"assigned," "available,"* and *"out-of-service".*
- **Pre-designated Facilities** – Specific, safe locations are to be selected in advance of an Emergency Response operation. This includes locations for the on-scene Emergency Response, resource staging, and the location from which an Incident Commander organises and manages Emergency Response operations.
- **Integrated Communications** - Focuses on both "soft" and "hard" communications during Emergency Response operations. "Soft" communications refer to the exchange of information among the individuals working on Emergency Response operations. "Hard" communications refers to communications equipment, and how it is organised and used during Emergency Response operations

It should be understood that the positions shown within the ICS process and framework represent ***tasks to be undertaken rather than positions to be filled*.** In the early stages of an incident the Duty Harbour Master and initial IMT response may fulfil a number of roles.

The initial response to any abnormal event or incident is carried out by the site Emergency Response Team (ERT). The ERT Leader or another nominated person will fulfil the role of On-Scene

Commander (OSC). The OSC will direct initial emergency response activities and report back to the Incident Commander.

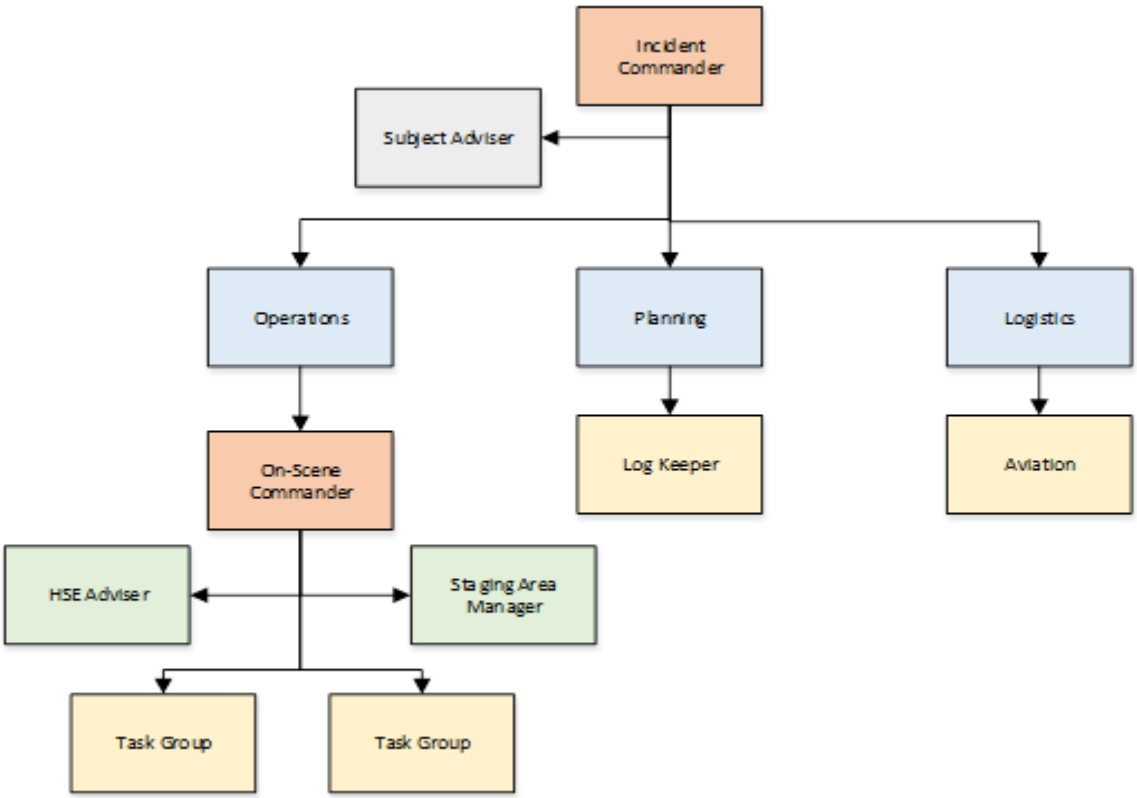
In this manner, the simplest response organisation is an On-Scene Commander delegating tasks to site personnel to remedy a situation. At SFPC facilities, the role of ERT Leader and initial OSC will normally be at Supervisor level.



Following an assessment of the incident and its potential, the alerted Incident Commander may decide not to activate an Incident Management Team. The IC will remain in contact with the OSC and mobilisation may be escalated at any time. In most cases the OSC will resolve the matter using local resources.

If the incident is larger than can be managed using on site 'first aid' measures the Incident Commander may consider activation of an IMT. In practice, this will involve the Duty Harbour Master as the initial Incident Commander, consulting with the Port Services Manager to consider the appropriate Emergency Plan(s) to be activated and the further notifications that are required.

It remains at the IC's discretion as to how he populates his IMT. In the first instance the core roles (Operations, Planning and Logistics) should be mobilised. While making the initial assessment the IC should ask the OSC "what can we do to help?" understanding the on-site requirements will allow the IC to send immediate tactical support to the OSC. An initial IMT will begin to take on the appearance of the diagram below.



The Incident Commander will define the structure and size of the IMT. There is no minimum or maximum population and adoption of SFPC response ethos to Over-React places everyone at his disposal.

Crisis Management Team – see Crisis Management Plan

The CMT has direct responsibility for managing any issues arising from the incident that could have corporate or brand implications.

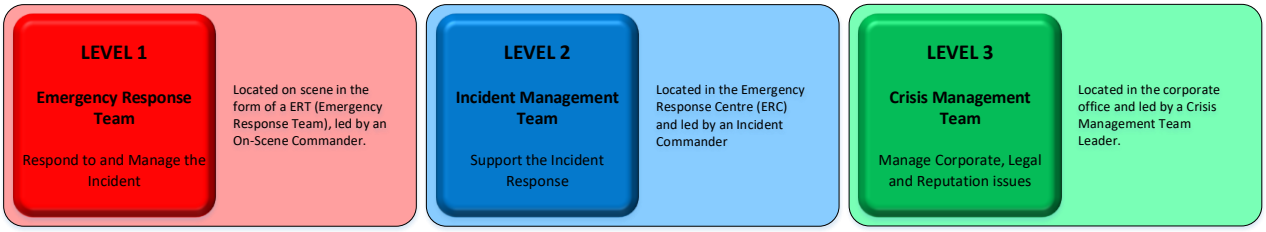
Attributes of the CMT are:

- Members are selected as appropriate to the situation and the team may be quite small in number
- It can work as a virtual team or it can meet and work from the Lead Executive/Manager's office location or use the SFPC Board Room.
- There is only one CMT. It is based at the company's headquarters, though team members may be located at other locations and dial in remotely.
- It is activated when the Lead Executive/Manager after reviewing the situation with other senior leaders, decides the situation requires the support of the CMT
- It convenes, reviews the situation and determines a strategic action plan for others to implement, then stands-down. This cycle continues until the crisis is resolved.
- It does not give tactical commands to the IMT or the ERT.
- Strategic actions that are decided by the CMT are implemented at the IMT Level.
- It supports the IMT, and considers Company-wide implications, considering "worst case scenarios" and thinking "outside-the-box".
- The Lead Senior Executive will consider activating a CMT at times when an incident has the potential to impact the Company itself, or when it requires a greater degree of co-ordination than the IMT can provide alone..

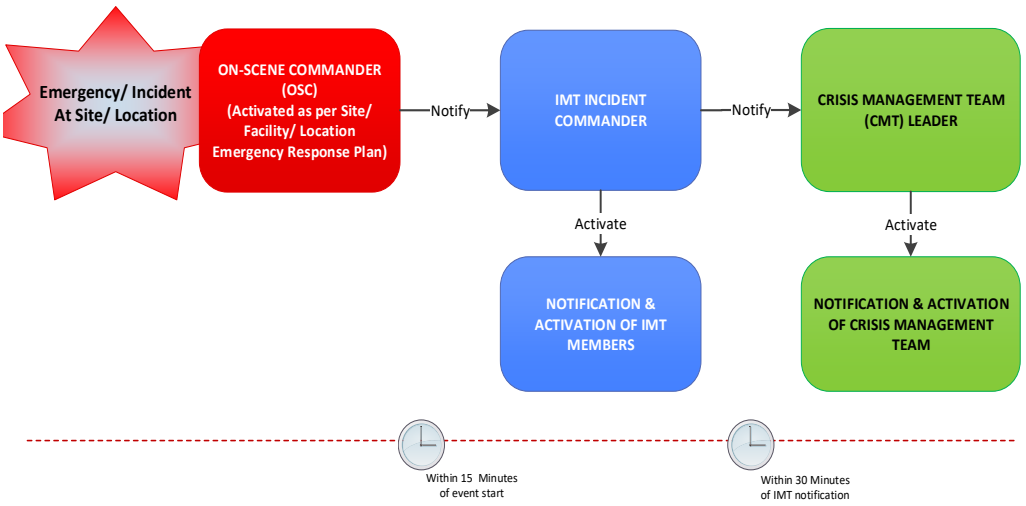
Team Integration – Three team process

The SFPC approach to emergency management utilises a three level/ team system.

The physical response is undertaken by ***Emergency Response Teams*** under the leadership of an On-Scene Commander. Support and guidance is given from the ***Incident Management Team*** and in the event of a major incident affecting the organisation, support is from the corporate ***Crisis Management Team.***



A line of communication exists between each team and at the point of mobilisation there is an obligation to notify the next team in the chain. In this manner, as soon as the IMT Incident Commander makes a decision to mobilise an IMT, he must notify the CMT Leader that his team has been activated.



A regular process of communication will be established between the teams. The IC and OSC will agree the interval between communications and the preferred means of communication. In addition to regular communications between the IC and OSC, the IMT shall produce regular written Situation Reports (SitReps) detailing events, response activities and change.

Incident Assessment

Upon receiving the emergency or incident call notification from the relevant Site / Facility via the On-Scene Commander (OSC), the IMT Leader will gather initial information to assess the impact of the situation on SFPC people and operations. Gathering the initial information should be focused on ***who, what, where, when, and why*** of the current situation. This information should include:

- date and time of incident
- nature of incident
- location of incident
- affected asset(s)
- description of the incident
- status of personnel
- number, location and extent of casualties (next of kin notification)
- status of response operations
- status of incident – escalating or under control
- status of external involvement (government, media, stakeholders)
- type and quantity of materials spilled or emitted

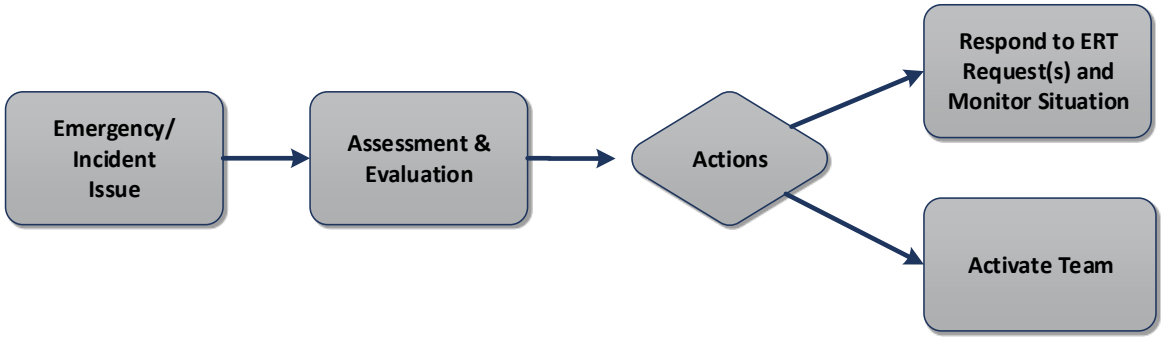
The nature and scale of the emergency or incident shall be assessed to determine:

- SFPC accountabilities relating to the emergency or incident (ownership, operator status), to determine the appropriate leadership or support role required
- Incident or crisis potential
- Business impact and local, national, and/or global focus

The Incident Commander may consult with other key IMT members to analyse the initial information, the potential impact of the situation, and decide whether to activate the IMT.

The options for next actions are:

1. Respond to specific OSC requests, and monitor the situation
2. Activate and populate the Emergency Control Room



Define Incident Potential Assessment

The IMT Incident Commander must assess the potential of the incident, including worst case scenarios, to determine the IMT response objectives and notification requirements. Anticipating problems and identifying ways to avoid or mitigate them is an important aspect of a proactive response effort. As quickly as possible, the Incident Commander and key IMT/Section Chiefs personnel should consider incident potential in order to determine:

- What is known and what remains unknown about the incident
- What initial actions are required by the IMT
- Which additional staff may be required in the ECR
- If external or sensitive environmental and/or economic resources will be impacted.
- If there will be a high level of interest by government officials, the public, media and other stakeholders in the incident or response operations

The recommended approach is for each member to think about incident potential as they engage in the assessment procedure, and for the topic of incident potential to be discussed during the first Assessment Meeting. At any point, the IMT Incident Commander can also instruct the Planning Section Chief to work with other appropriate members of the IMT to prepare a more formal analysis.

The Incident Potential Worksheet (IPW) is provided to assist in determining potential

The following are considerations for conducting the incident potential assessment. If the answer is **"yes"** to any of the questions, the Incident Commander shall immediately notify the Crisis Management Team (CMT) Leader of the current situation.

- Are the actual or potential impacts of the incident beyond the scope and/or control of the IMT?
- Can the situation jeopardize SFPC relationship with employees and contractors, partners, government agencies, media, or other stakeholders?
- Does the situation threaten a license to operate or the ability to pursue new business opportunities?
- Can the situation result in regulatory penalties or sanctions?
- Are there actual or potential Business Continuity issues associated to the incident?

Emergency Control Room

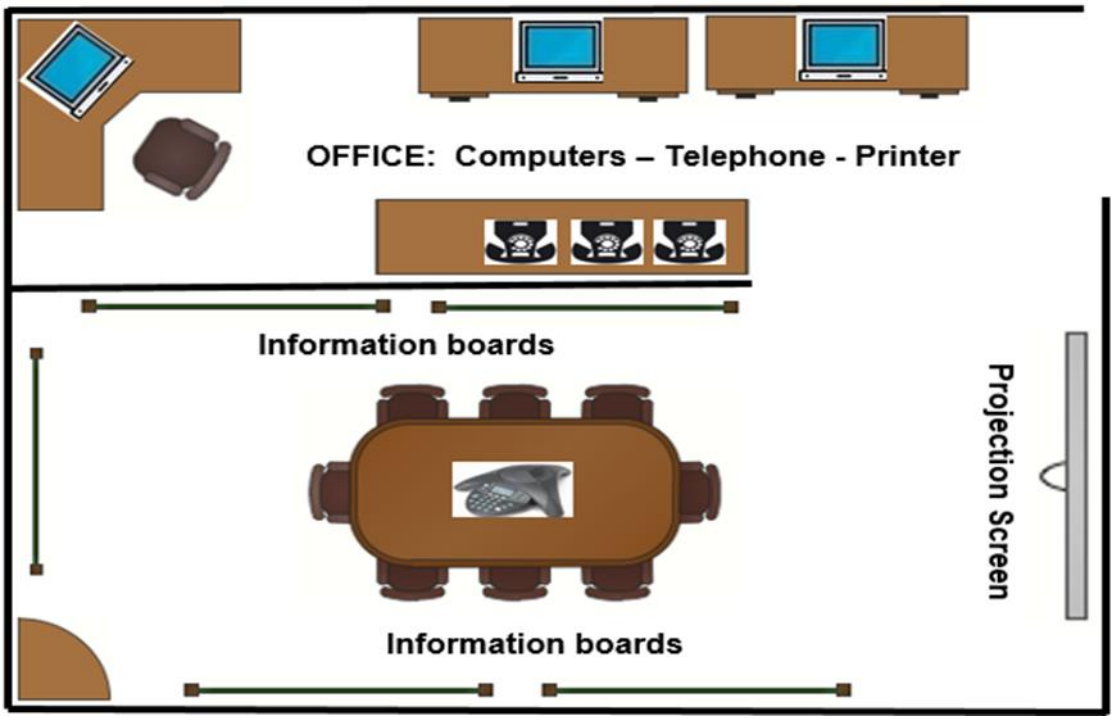
The Incident Commander will activate the core IMT members to the ECR.

As the emergency or incident evolves, the Incident Commander may decide to activate non-core or additional IMT members as appropriate if the situation escalates or dismiss the team members if the role is no longer essential to the emergency or incident response.

A critical event when activating the IMT is getting all members up to speed on the initially available information. As IMT members enter the ERC, there may be differences between what they and the Incident Commander know about the situation, and a lack of clarity over what the Incident Commander wants them to focus on as they initiate the emergency response operations. These problems are addressed by conducting an Initial Incident Briefing (in ICS terminology, we call this an Arrivals Briefing).

It is also a critical step for the IMT to establish and maintain contact with the On-Scene Commander (OSC). As quickly as possible, this responsibility is assumed by the Operations Section Chief who will establish and maintain communication with the OSC and will advise the Incident Commander and the IMT members accordingly as well as to define the contents and timing of routine updates from the affected site or facility.

The ERC will normally be located in the Marine Ops office in Marine Operations. Depending on the nature, scale, location and likely duration of the incident, a dedicated ERC may be established elsewhere. This may include SFPC facilities at Limerick.

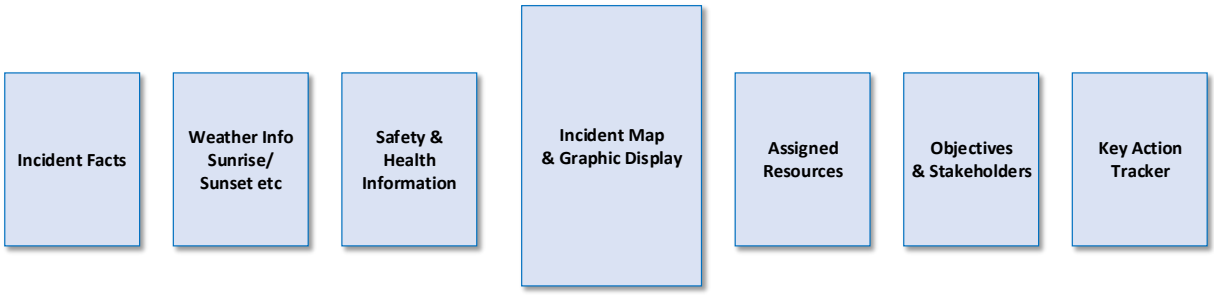


Information Display

It is important to continuously assess and analyse the situation as the emergency or incident evolves and as response actions are implemented. The Incident Commander shall monitor the key incident objectives and ensure the response actions are effective. The Incident Commander shall establish a schedule for meetings, including situation briefings and Assessment Meetings, to review the

progress against the objectives and appropriate response actions. The objectives and IAP should be adjusted accordingly.

In order to maintain "***situation awareness***", through accurate and up-to-date information an Information Display in the ECR should be established. A recommended layout of Status Boards is shown below.



The focal point of the Information Display is a situation map that visually presents information on:

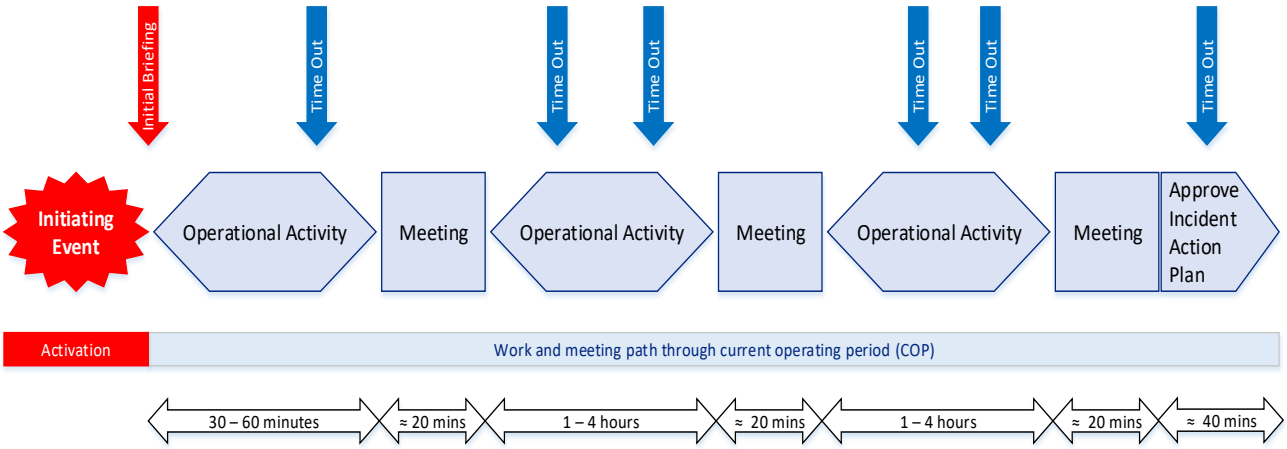
- Location of the source and position of spilled or emitted materials
- Location of incident-related facilities
- Location of tasks underway

Incident Briefings

The Initial Incident Briefing is usually facilitated by the Incident Commander and is to introduce members of the IMT and to ensure that all members understand the emergency or incident, what actions are being taken or planned, initial strategies and issues/ action items that must be addressed or resolved. Following the initial incident briefing the Incident Commander will inform the CMT Leader of the situation.

Subsequent Briefings

Additional briefings will be given when new information is received that is of interest to the IMT members. This may be the receipt of significant information regarding the status of the emergency or incident to advise the IMT whenever there is a need to make a strategic change in the response to the emergency or incident. These Time-Out briefings are a "one way" communication for information purposes to the IMT. Any questions which arise due to the information provided are to be taken outside of the Briefing.



Phase 2 – Development of Incident Action Plan:

Response Priorities

Response Priorities are clearly in all SFPC Response documents. The number one response priority is people and this remains so no matter what the incident. The Priorities, in order of importance, are:

- People
- Environment
- Assets
- Reputation

Response Ethos

Lessons learned across industry have shaped an operational standard for the way we respond to incidents.

At first notification of an incident or event we adopt the policy of 'prudent over-reaction'. This allows us to escalate our response early and it helps to protect us from being overwhelmed or caught out as an incident progress.

• **O**ver-react	Over-reaction means we call for support earlier and ready resources quicker
• **A**ssess	We start the physical response with a formal assessment. In addition to confirming incident facts it also allows us to define ownership and project needs.
• **R**espond	We undertake, manage and continuously review our response. Maintaining our PEAR response priorities, we effect a response appropriate to the incident.
• **S**tand Down	Using Objectives set by the IMT and CMT we consciously stand-down when the response is no longer beneficial, or our objectives have been met.

Specific Emergency Response Plans

SFPC has developed several specific emergency response plans covering major risk scenarios:

- Oil Spill
- Hazardous and Noxious Substances
- Marine Incidents
- On-Shore related incidents (quayside / road transport)
- Security
- IT (Business Continuity Plan)

Each of these plans contain specific Incident Action Plans (IAP), detailing actions to be taken. These should be consulted alongside this plan.

In the event that no Specific IAP is in place to cover the type or nature of the occurrence, an IAP should be developed.

Incident Action Plan

The Incident Action Plan (IAP) is a formal and approved document that sets out clear objectives and strategy for incident response, which is then converted into an operational, tactical plan/response by the Incident Management Team.

Each incident requires a specific Incident Action Plan (IAP) tailored to the incident. The incident action planning process requires collaboration and participation among all incident management leaders and their staffsMost incidents / emergencies follow two distinct stages;

Stage 1 – Reactive: during this period events can move quickly as new information appears, incident teams are mobilised and response efforts commence. Decisions may be taken quickly and are often verbal.

Stage 2 – Proactive: during this period the incident has moved into 'project' stage. Personnel and resources are in place. The response phase may last weeks or months.

The incident action planning process is built on the following phases:

i. Understand the situation
ii. Establish incident objectives
iii. Develop the plan
iv. Prepare and disseminate the plan
v. Execute, evaluate, and revise the plan

The product of this process, a well-conceived and complete IAP, facilitates successful incident response operations and provides a basis for evaluating performance in achieving incident objectives. The IAP identifies incident objectives and provides essential information regarding incident organization, resource allocation, work assignments, safety, and weather.

Incident Objectives

Incident Aims and Objectives drive the incident organization as it conducts response, recovery, and mitigation activities. Incident Objectives are set by the Incident Commander (IC) in consultation with Operations, Planning and Technical Advisors from appropriate authorities and agencies. The IC will take full cognisance of Response Priorities

IAP Development

In the event of a major incident the Planning Section creates the IAP for execution by the Operations Section. The plan takes account of the Incident Aims and Objectives, turning these into discrete tactics and work tasks. In the initial stages an Initial IAP may be developed by the responding team.

IAP Approval

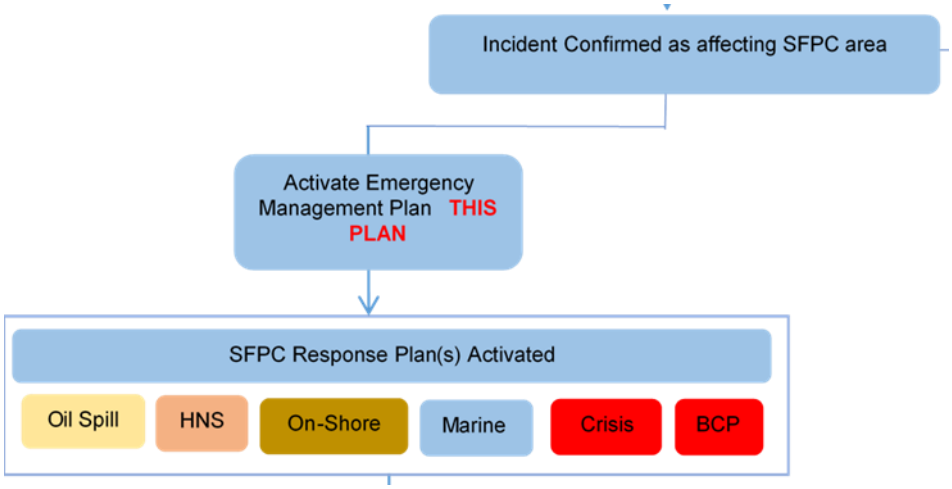
The completed IAP is presented to the Incident Commander for approval. Additional approvals may be required from the Irish Coast Guard in the event of an Oil Spill, for example, with concurrence from other agencies such as local authority and Environmental Protection Agency.

Phase 3 – Response Plan Implementation:

SFPC has developed a number of discrete Emergency Plans to cover a range of major emergency situations.

Once an emergency has occurred, the nominated Incident Commander will:

1) Activate this plan
2) Decide whether one of the existing specific emergency plans covers the scope and nature of the incident. If it does, that plan should be activated
3) If it does not, develop an Initial Incident Action Plan as per the guidance in Phase 2 above.



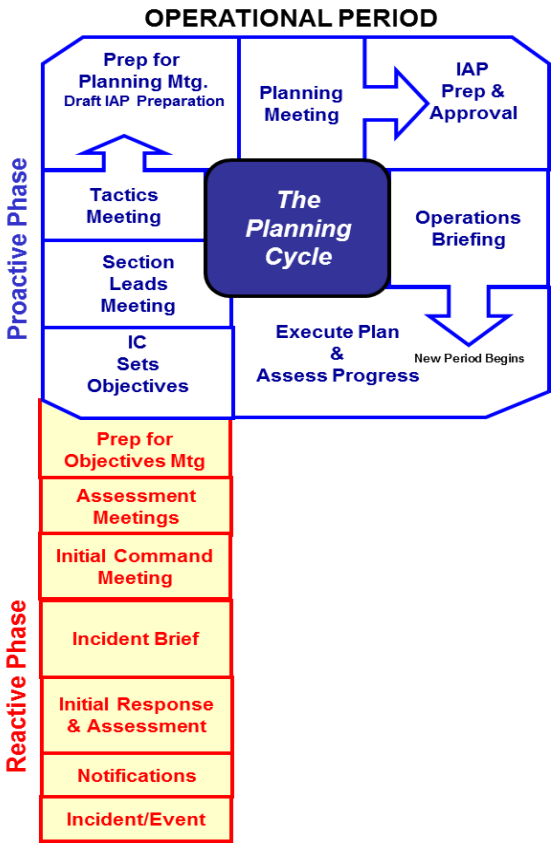
It should be borne in mind that the actions in the specific plans may be general and require review before implementation. The IC and IMT should view the incident in context and ensure any actions are appropriate in the given circumstances.

Planning Cycle

The Incident Command Team is accountable for the effective implementation of the IAP. The implementation process following a *Plan – Do – Assess – Adjust* cycle within the Incident Command Structure.

As discussed above, the typical response to an incident falls into two distinct phases: Reactive Phase and Pro-Active Phase. Response during both periods is managed through the application of the 'Planning Cycle'. The Planning Cycle is a step-by-step process through which the Incident Commander and IMT can develop and implement an IAP in response to and in anticipation of developing events. The Planning Cycle is shown graphically as a "**P**".

The Planning "**P**" is a guide to the process and steps involved in planning for an incident.



The top of the leg of the "**P**" depicts the operational planning cycle. In this circular sequence, a series of pre-set meetings drive the response and execution of the IAP.

The leg of the "**P**" describes the initial response period:

Once the incident/event begins, initial steps include IMT mobilization early notifications, Initial Response & Assessment, Incident Briefing

Planning begins with a thorough assessment that provides information needed to make initial management decisions – following the principle of *prudent over-reaction*.

Phase 4 – Response Termination and Demobilisation

The Incident Commander, in consultation with the other responding parties, including Local Authority, Emergency Services, Irish Coast Guard and other appropriate Government agencies may terminate any SFPC response and stand down the IMT.

There are no fixed criteria for the termination of a response, but factors to be considered include:

- Objectives have been achieved
- Incident response has been adequately completed
- Level of response is out of proportion to the requirement
- Cost of response activities outweigh the benefits
- Other agencies have assumed control and SFPC involvement no longer required

It should be borne-in-mind that the incident response may be terminated, notwithstanding that remediation work may be on-going. Such a decision may be contentious and therefore all responding parties should be aligned on the rationale for standing-down the response.

Response termination involves the recovery, cleaning and maintenance of all equipment used during the response as well as the demobilisation of all personnel involved in the response and replacement of all consumables. It also involves the collation and completion of all documentation associated with the spill response, including expenditure reports.

Debriefing

A thorough debriefing of all key personnel involved in the response will be held. This will enable a review of the formal plans, response strategies and overall management of the response so that lessons can be learnt and improvements made.

Phase 5 – Post Incident Operations – documentation of Cost/Litigation

Policy:

It is the policy of SFPC to recover all costs of incident and emergency response wherever it is reasonably practicable, or legal or other standards permit.

Financial System:

The arrangements for the control of expenditure, cost recovery and financial authority limits are contained in SFPC financial protocols.

It should be noted that costs will most likely continue to be incurred for some time after the termination of a response and remediation phases of an incident. This is particularly relevant in the case of an oil spill. It will therefore be necessary to ensure a method for collating and accruing such additional costs.

Legal advice and considerations:

Most incidents culminate in actions by various parties to seek cost recovery, compensation or other forms of legal action, both criminal and civil. Any response must be conducted within the legal framework taking full consideration of health, safety and environmental protection. It is therefore necessary to seek early guidance from legal counsel and be mindful of legal requirements during the development and execution of response plans and activities.

Media and Stakeholder Communications

Identifying, involving and communicating with all incident stakeholders (i.e. those parties who are impacted by the event and/ or could influence the response in addition to all statutory authorities and regulators) is critical to any successful incident response.

It is beneficial to identify all stake holders early in the response and then recognise the lead for communicating with each stakeholder.

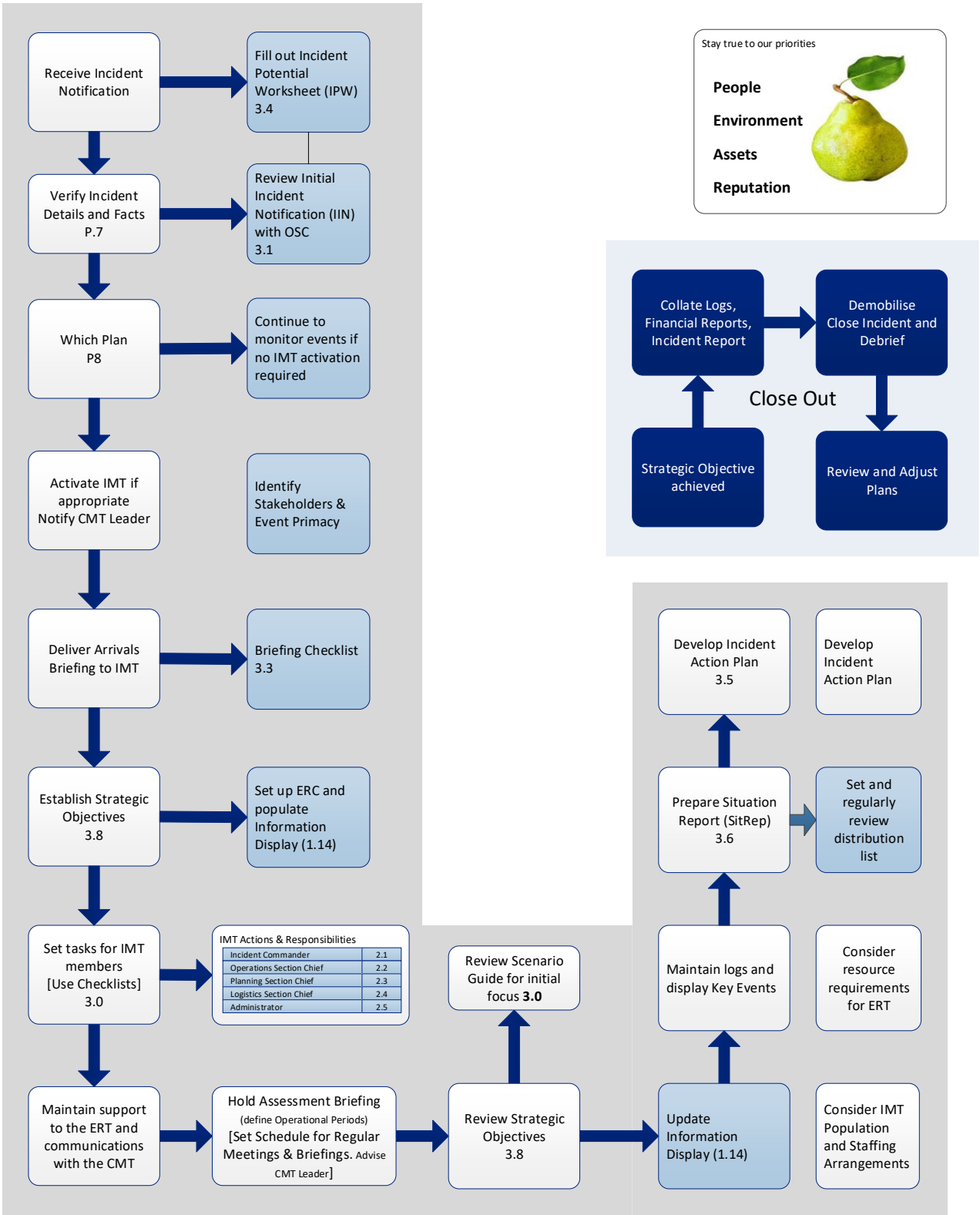
The media are a section of the stakeholder group for which special arrangements, preparation and engagement should be planned. The media both television and radio will be invaluable in the overall stakeholder engagement and management process through their ability to communicate information from the Incident Command Team to large groups of the community.

Consideration should be given to engaging with media representatives in the pre-planning phase and training and exercises in order to establish a relationship.

Following an emergency, increased media interest and activity should be anticipated, and it is imperative that all agencies engage in a shared, consistent media strategy.

Further guidance on Stakeholder management can be found in ANNEX 1

Section 2 – Tactics: Actions, Roles and Responsibilities



SFPC Role Allocation

Crisis and Emergency Management Role	SFPC (or other) appointee
CRISIS MANAGEMENT TEAM	
Crisis Team Leader	
Team Member – HSE	
Team Member – HR	
Team Member – Legal	
Team Member – Community	
Team Member – Finance	
INCIDENT MANAGEMENT TEAM	
Incident Commander	
Operations Section	
Planning Section	
Logistics Section	
Finance Section	
Administrator	
ADDITIONAL IMT MEMBERS	
ON-SCENE COMMANDER(S)	
ERT MEMBERS	
SPECIALIST PERSONNEL	

Role Guides

The following checklists are provided for the core IMT roles.

Roles are seen as tasks to be completed as opposed to roles to be filled in initial stages.

Each Section Chief should consider the needs of any incident and populate his team accordingly.

The guides are an aide memoire for initial actions and considerations, they do not replace the plan.

COMMAND SECTION
• The Command function is strategic in nature (on scene command remains with the On-Scene Commander). • It generates Strategic Objectives, determines response priorities, and ensures that emergency response operations are carried out in a safe and timely fashion.
OPERATIONS SECTION
• The Operations function provides strategic direction to the work of the On-Scene tactical responders as it relates to emergency response operations. • The Operations Section Chief is the Liaison via the “hot line telephone” to the effected asset. • Operations is responsible for keeping the IMT informed about the nature and status of response operations, and the needs of the responders.
PLANNING SECTION
• The Planning function takes the lead in short-term and long-term planning. • Planning manages information associated with emergency response operations by establishing and maintaining an information display and collecting/ preserving documentation. • When required, Planning provides health, safety and environmental expertise
LOGISTICS SECTION
• Supports operations by supplying personnel, equipment, materials, and supplies. • Arranges services necessary to sustain operations, including: food, water, housing, clothing, transportation, security, fuel, and anything else to keep people and equipment working in a safe, productive fashion. • Maintains the Status Board identifying the status levels of logistical support resources ordered.
ADMINISTRATION SECTION
• Supports the emergency response by ensuring that all records are collated from the Section Chiefs. • Maintains the Incident Log electronically. • Ensures records of meetings are maintained. • Assists in the updating of ERC boards.

2.1 Incident Commander (IC) Checklist

Incident Commander	
The Incident Commander is responsible for the overall management of the response to an emergency or incident at an operating location and/or facility. (The Incident Commander role is differentiated from the On-Scene Commander role, which is responsible for managing the physical response on location).	
Major Responsibilities	
☐	Receive Emergency Notification, gather initial information, and provide initial assessment and analysis of the Emergency or Incident, including accountabilities for the incident and response.
☐	Activate the IMT as appropriate and mobilise the Emergency Response Centre (ECR).
☐	Notify the CMT Leader of the Incident and request support as appropriate.
☐	Make further Notifications as appropriate to initiate other required emergency response mobilisations.
☐	Ensure critical communication links are established (e.g. CMT and On-Scene Commander).
☐	Ensure that personnel safety is accorded the highest priority during incident response operations. Casualties dealt with prompetly and next of kin informed by appropriate agency – consider company liaison/point of contact.
☐	Establish and maintain an organisation that is capable of providing management direction to, and support for, on-scene tactical response operations.
☐	Ensure emergency or incident response resources are being tracked and managed.
☐	Establish the initial objectives for the IMT (in collaboration with Deputy or Planning Section Chief).
☐	Establish a communication schedule with the Management and/or CMT for regular updates, including the issue of SitReps.
☐	Maintain the overall response prioritisation of people, environment, assets and reputation.
☐	Ensure any strategic objectives of the CMT are implemented by the IMT.
☐	Regularly reassess Incident Potential Worksheet as the situation evolves and ensure objectives and plans are adjusted as required.
☐	Review IMT & ERT resources and ensure the adequacy and organisation of the resources is appropriate.
☐	Determine when it is appropriate to stand down the IMT and make the appropriate notifications.
☐	Ensure a project plan is established to close out outstanding issues.

2.2 Operations Section Chief Checklist

Operations Section Chief	
The Operations Section Chief is responsible for providing strategic direction and support to the On-Scene Commander and Tactical Responders. Also responsible for receiving information on nature and status of at-the-scene tactical response operations, and for providing information to the Incident Commander and other members of the IMT.	
Major Responsibilities	
☐	When notified of an emergency or incident proceed to the ERC. Ensure you sign into the entry log.
☐	Help to set up the ERC and receive a brief on the situation.
☐	Liaise with the Incident Commander & OSC to determine correct communications protocol to the emergency or incident scene. Act as the focal point for operational support.
☐	Consider mobilisation of additional specialist support (depending on the incident).
☐	Report directly to the Incident Commander and update at regular intervals.
☐	Use plot plans / maps to build up a picture of the incident.
☐	Advise the Incident Commander on the potential escalation points of the operational support.
☐	Assist Planning Section Chief in preparing an Incident Action Plan (IAP) by preparation of field assignments (use existing, pre-prepared IAPs as available).
☐	Ensure that personnel involved in at-the-scene tactical response operations have sufficient personnel, equipment, materials, and supplies needed to carry out those operations in a safe, effective and efficient manner.
☐	Work closely with other IMT members to ensure resources are effectively utilised.
☐	Ensure the On-Scene Commander is aware of the issues and activities of the IMT.
☐	Keep On-Scene Commander informed of changing weather conditions
☐	Assess the field operational requirements – consider “credible worst case” scenario.
☐	Develop objectives with the Incident Commander for each period as the emergency or incident develops.
☐	Utilise the Briefings/ Time-Outs to update the IMT of the ongoing situation.
☐	Maintain a personal log of events of all activities undertaken during the incident lifecycle.
☐	Consider the need for personnel change over during the incident lifecycle.

2.3 Planning Section Chief Checklist

Planning Section Chief	
The Planning Section Chief is responsible for provision of short-term and, if necessary, long-term planning; the compilation and display of information on the nature and status of an emergency or incident and the emergency response operations; and the compilation and retention of documentation	
Major Responsibilities	
☐	When notified of an emergency or incident proceed to the ECR. Ensure you sign entry log.
☐	Report to the Incident Commander for a briefing and assist in the preparation of initial response objectives & strategies including set-up of the ECR
☐	Establish information requirements and reporting schedules for all ICS organisational elements for operational periods, incident action plan preparation and information dissemination
☐	Provide input to the Incident Commander and the Operations Section Chief in preparing the Incident Action Plan (IAP).
☐	Facilitate preparation and distribution of IAP and any other incident specific plans, reports, or other required documents to IMT Members and for transmission to the CMT.
☐	Facilitate collection and posting of information on nature and status of incident and incident response operations on the Information Display Boards.
☐	Advise Incident Commander on all environmental aspects of source control and response operations, and ensure compliance with environmental laws, regulations, and/or government directives.
☐	Chair planning meetings and participate in other meetings as required.
☐	Establish special information collection activities as necessary (e.g. weather, environmental, toxic's, etc.).
☐	Assemble information on all available and alternative strategies.
☐	Report any significant changes in emergency or incident status and compile and display incident status information.
☐	Facilitate collection and retention of all incident related documentation.
☐	Oversee preparation and implementation of the Incident Demobilization Plan.
☐	Maintain a personal log of events of all activities undertaken during the incident lifecycle.
☐	Consider the need for personnel change over during the incident lifecycle.

2.4 Logistics Section Chief Checklist

Logistics Section Chief	
The Logistics Section Chief is responsible for obtaining the personnel, equipment, materials, and supplies needed to mount and sustain emergency or incident response operations, and for providing the services necessary to ensure the emergency response operations are carried out in a safe and efficient fashion.	
Major Responsibilities	
☐	When notified of an emergency or incident proceed to the ECR. Ensure you sign entry log.
☐	Report to the Incident Commander for a briefing and assist in the preparation of initial response objectives & strategies including set-up of the ECR.
☐	Consider mobilisation of additional specialist logistical support depending on the emergency or incident.
☐	Arrange for the provision of all logistical requirements to aid the incident response.
☐	Work closely with the Operations & Planning functions to ensure that the supply of logistical support is effective.
☐	Assist Planning Section Chief in preparation of Incident Action Plans (IAP).
☐	Ensure that logistics support and service needs are met in a timely and efficient manner that maximises personnel safety and efficiency of response operations.
☐	Ensure that guidelines, procedures, forms and data management systems necessary to manage acquisition of response resources and control inventory are followed by Logistics Section.
☐	Ensure that an overall inventory and inventory management system is maintained of all equipment, materials, and supplies purchased, rented, borrowed, or otherwise obtained during the incident.
☐	Ensure records are maintained on equipment and services provided and contracts executed during the emergency response operations.
☐	Ensure that the Resources Status Board is maintained with the up to date information.
☐	Where appropriate give estimated time of arrival for all logistical support.
☐	Utilise the Meetings/Time Outs to update the OSC of the ongoing situation regarding logistical support.
☐	Ensure that all external logistics support is stood down following the emergency or incident.
☐	Maintain a personal log of events of all activities undertaken during the incident lifecycle.
☐	Consider the need for personnel change over during the incident lifecycle.

2.5 Administrator/ Document Controller Checklist

Emergency Response Administrator/ Document Controller	
The Administrator is responsible for compiling documentation and establishing and maintaining emergency or incident files, providing duplication and distribution services to the IMT.	
Major Responsibilities	
☐	When notified of an emergency or incident proceed to the ERC. Ensure you sign into the entry log.
☐	Report to the Planning Section Chief.
☐	Work with Incident Commander to develop documentation use/ management guidelines.
☐	Establish systems to document important actions and/or decisions, particularly those made during IMT Assessment Meetings.
☐	Distribute Log Forms to all IMT members; collect completed Log Forms.
☐	Establish duplication and distribution services within ERC e.g. IPWs, Situation Reports, etc.
☐	Check outgoing messages or communications have been received
☐	Assist IMT members in ad-hoc secretarial / clerical duties such as printing, photocopying & etc.
☐	Establish documentation filing system.
☐	Duplicate and file all official forms and reports.
☐	Organize and maintain documentation files in a convenient, secure location.
☐	Check records for completeness and accuracy prior to filing.
☐	Obtain approval from Incident Commander prior to release of documentation.
☐	Document meeting and submit Meeting Minutes to Incident Commander for review and approval.
☐	Arrange for catering for IMT members
☐	Ensure that all emergency or incident event documentation is retained and collected for the post incident investigation phase.
☐	Maintain a personal log of events of all activities undertaken during the incident lifecycle.
☐	Consider the need for personnel change over during the incident lifecycle.

Section 3 – Resources

IMT Response Forms

3.1 – Initial Incident Notification (IIN) Form *(MANDATORY)*
3.2 – ECR Staffing Log
3.3 – Initial Incident Briefing Checklist
3.4 – Incident Potential Worksheet (IPW) *(MANDATORY)*
3.5 – Incident Action Plan (IAP) *(MANDATORY)*
3.6 – IMT Assessment Meeting Agenda
3.7 – Situation Report (SitRep) *(MANDATORY)*
3.8 – Individual Action Log Sheet *(MANDATORY)*
3.9 – IMT Strategic Objectives Form

3.1 Initial Incident Notification Form

Mandatory Form: Initial Incident Notification (IIN) Form
Purpose: Incident Notification Form to follow-up with a verbal notification. May also be used to gather relevant information during the first emergency or incident report.
Responsible Party: ERT Leader

Initial Incident Notification				
URGENT Confidential when Completed				
A	Impacted Area / Asset Name:			
B	Location:	**C**	Specific Location:	Lat Long
D	Date of Emergency: (YY/MM/DD)	**E**	Time of Emergency: (Local)	
F	Person Notifying:	**G**	Contact Number:	
H	Brief account of Emergency:			
I	People Impact (Employee, Contractor, Public, Medical Emergency):			
J	Environmental Impact/Damage:			
K	Property/Asset Impact/Damage/Loss:			
L	Reputation/ Business Impact (Damage/Loss):			
M	External Agencies/ Stakeholders Involved:			
N	Media Coverage:			
O	What assistance has been requested:			
If oil or chemical release, please complete P to T				
P	Type of product spilled ☐ Crude Oil ☐ HFO ☐ Other Oil ☐ Chemical ☐ Other			
Q	Quantity of product spilled (if known)			Tons/ m^3/ bbl. (circle value)
R	Is the spill ☐ Continuing ☐ Stopped ☐ Unknown			
S	Weather Conditions (include wind speed and direction)			
T	What Actions Have Been Taken			

3.2 Staffing Log

Mandatory Form: IMT Staffing Log Form
Purpose: This Check-in / Check-out Form is used to record IMT members arriving at or departing from the designated Emergency Response Centre (ERC)
Responsible Party: All IMT Staff

Staffing Log

Event _____ **Date** _____

Name	Role	Time In	Time Out

Sheet #

3.3 Initial Incident Briefing Checklist

Purpose: As IMT members arrive in the ERC, the initial incident briefing is provided by the Incident Commander with basic information regarding the emergency or incident situation and resources allotted to the emergency or incident. Suitable for briefing individuals newly assigned to their roles and responsibilities in the ERT.
Responsible Party: IMT Incident Commander

Initial Incident Briefing Checklist
Incident description: • What has happened, where, and when did it happen? • Are all personnel accounted for? Casualties? • Potential to escalate - what is potentially at risk? • What is the impact on the business / Operations? • Initial assessment - how and why could it have happened?
Incident Status: • Review (or develop) IMT objectives and priorities (what are you trying to make happen / prevent from happening?) • What actions are being taken and who is taking them? • What resources (equipment / manpower) are being used? • Determine the effectiveness of existing strategies and response efforts and are they appropriate? • Evaluate the need to apply and/or make policy decisions
Briefing from each IMT Member: • What is the status of each IMT function relative to the current situation? • Is each IMT function staffed and/or prepared to support the situation? • Are there any issues that the IMT function needs to make everyone else aware of?
Determine appropriate level of IMT involvement / activation: • Define the IMT expected role and relationship to affected location • Determine, or be prepared to make recommendations to SFPC Leadership
Identify, prioritise and assign initial incident support issues for deliberation and resolution
Identify and assign Action Items. Schedule next Assessment Meeting

3.4 Incident Potential Worksheet (IPW)

Mandatory Form: Incident Potential Worksheet (IPW)
Purpose: The IPW is designed to facilitate the comprehensive and rapid analysis of incident potential at the IMT level, and as input information to the CMT for its use in analysing crisis potential.
Responsible Party: IMT Planning Section Chief

Date/Time Completed: Completed By: Reviewed by:

People	
1. Does the incident pose a risk to staff or contractors?	☐ Yes ☐No ☐ Don't know ☐N/A
2. Does the incident pose a risk to the public?	☐ Yes ☐No ☐ Don't know ☐N/A
3. Are there any people missing?	☐ Yes ☐No ☐ Don't know ☐N/A
4. Are there any fatalities?	☐ Yes ☐No ☐ Don't know ☐N/A
5. Are there any injuries?	☐ Yes ☐No ☐ Don't know ☐N/A
6. Are additional people needed to help with the response	☐ Yes ☐No ☐ Don't know ☐N/A
Environment	
1. Has there been a release of hydrocarbon product?	☐ Yes ☐No ☐ Don't know ☐N/A
2. - If yes, is the release continuing?	☐ Yes ☐No ☐ Don't know ☐N/A
3. - If yes, is the release contained?	☐ Yes ☐No ☐ Don't know ☐N/A
4. Is there a potential for the release of product?	☐ Yes ☐No ☐ Don't know ☐N/A
5. Are there sensitive resources in the vicinity?	☐ Yes ☐No ☐ Don't know ☐N/A
Assets	
1. Is property at risk?	☐ Yes ☐No ☐ Don't know ☐N/A
2. Nature of risk:	☐ fire ☐ explosion ☐ security ☐ flood ☐ Other:
3. Are there 3rd party facilities at risk or involved?	☐ Yes ☐No ☐ Don't know ☐N/A
4. Nature of risk to 3rd party facilities?	Define:
Reputation	
1. Is there potential for problems with regulators?	☐ Yes ☐No ☐ Don't know ☐N/A
2. Will the incident generate public and / or media interest?	☐ Yes ☐No ☐ Don't know ☐N/A
3. Are there any legal issues?	☐ Yes ☐No ☐ Don't know ☐N/A
4. Are there any weather constraints?	☐ Yes ☐No ☐ Don't know ☐N/A
5. Are there any security issues?	☐ Yes ☐No ☐ Don't know ☐N/A
6. Are there any political sensitivities / issues?	☐ Yes ☐No ☐ Don't know ☐N/A
7. Is the incident escalating	☐ Yes ☐No ☐ Don't know ☐N/A
Approved & Reviewed by Incident Commander:	

3.5 Incident Action Plan (IAP)

Mandatory Form: Incident Action Plan (IAP) – Incident Summary
Responsible Party: IMT Planning Section Chief & IMT Incident Commander

Incident Action Plan: Incident Summary **Confidential When Completed**			
Emergency Name:			
Emergency Location:		**Lat/Long:**	**IAP Number:**
Date / Local Time Occurred:		**Time of Report Issue:**	
Operational Period		**From (Date/Time):**	**To (Date/Time):**
Nature of the Emergency:			
People Involved:			
Asset/Facility/Property Involved:			
Third Parties Involved:			
Brief account of the Emergency:			
Plan Prepared by: (Planning Section Chief)			
Plan Approved by: (IMT Incident Commander)			

3.5.2 IAP – General Objectives

Mandatory Form: Incident Action Plan (IAP) – General Objectives and Response Activity
Responsible Party: IMT Planning Section Chief & IMT Incident Commander

Incident Action Plan: General Objectives and Response Activity Confidential When Completed		
Emergency Name:	**Date:**	**IAP No:**
Operational Period	**From (Date/Time):**	**To (Date/Time):**
Incident Objectives People, Environment, Property		
Response Actions / Activity Summary of main features		
Notes:		
Prepared By:		

3.5.3 IAP – Resource Summary

Mandatory Form: Incident Action Plan (IAP) – Resource Summary
Responsible Party: IMT Planning Section Chief & IMT Logistics Section Chief

Incident Action Plan: Resource Summary Confidential When Completed		
Emergency Name:	**Date:**	**IAP No:**
Operational Period	**From (Date/Time):**	**To (Date/Time):**
Summary of Major Resources Committed		
Major Items / Units *List major items such as aircraft, vessels etc.*		
Equipment *Summary of main types, numbers etc.*		
Contractors *Summary of organisations, nature of service and scale of operations*		
People *Other expertise/support/advisors etc. not already listed in staff resources*		
Other		
Prepared By:		

3.5.4 IAP – HSE Issues

Mandatory Form: Incident Action Plan (IAP) – Health & Safety Issues
Responsible Party: IMT Planning Section Chief & IMT HSE Officer

Incident Action Plan: Health & Safety Issues **Confidential When Complete**		
Emergency Name:	**Date:**	**IAP No:**
Operational Period	**From (Date/Time):**	**To (Date/Time):**
Health & Safety Issues		
Major Hazards and Risks		
Mitigation and Protection Measures *Brief narrative of key steps taken and measures in place*		
Prepared By:		

3.5.5 IAP – Environmental Issues

Mandatory Form: Incident Action Plan (IAP) – Environmental Issues
Responsible Party: IMT Planning Section Chief & IMT HSE Officer

Incident Action Plan: Environmental Issues **Confidential When Completed**		
Emergency Name:	**Date:**	**IAP No:**
Operational Period	**From (Date/Time):**	**To (Date/Time):**
Environmental Issues		
Overview of Environmental Releases		
Priorities for Protection and/or Mitigation Measures *Itemise and indicate priority, motivation and outcomes*		
Wildlife Assessment and Rehabilitation *General situation, any special features and rehabilitation activities*		
Regulatory Requirements / Permits etc. *Burning, waste, etc.*		
Other Environmental Concerns *Anything of significance, not covered above*		
Logistical and Expert Support Needs *Indicate need for particular support and/or expert technical advice/presence*		
Prepared By:		

3.5.6 IAP – Security Issues

Mandatory Form: Incident Action Plan (IAP) – Security Issues
Responsible Party: IMT Planning Section Chief & IMT Security Officer

Incident Action Plan: Security Issues **Confidential When Complete**		
Emergency Name:	**Date:**	**IAP No:**
Operational Period	**From (Date/Time):**	**To (Date/Time):**
Security Issues		
Major Risks/ Threats		
Mitigation and Protection Measures *Brief narrative of key steps taken and measures in place*		
Prepared By:		

3.5.7 IAP - Map

Mandatory Form: Incident Action Plan (IAP) – Map
Responsible Party: IMT Planning Section Chief & IMT Operations Section Chief

Incident Action Plan: Map Confidential When Completed		
Emergency Name:	**Date:**	**IAP No:**
Operational Period	**From (Date/Time):**	**To (Date/Time):**
Emergency or Incident and Working Site Locations		
Prepared By:		

3.6 Situation Status Report (SitRep)

Mandatory Form: Situation Status Report (SitRep)
Purpose: This SitRep is a communication tool to be used to update and keep stakeholders apprised of the situation and activities taking place to manage the Emergency or Incident. The frequency of the SitRep reports will be set by the Incident Commander.
Responsible Party: IMT Planning Section Chief

<table>
<tr><th colspan="4">Situation Report (SitRep)</th></tr>
<tr><td>Report Number:</td><td colspan="2">Report Date:</td><td>Time of Report Issue (24-Hour):</td></tr>
<tr><td colspan="2">Name of Emergency:</td><td colspan="2">Date of Emergency (YY.MM.DD):
Time of Emergency (24-Hour; GMT):</td></tr>
<tr><td>Emergency Location:</td><td colspan="2">Lat:
Long:</td><td>Facility Affected:</td></tr>
<tr><td colspan="4">Emergency Status / Summary of Actions:</td></tr>
<tr><td colspan="4">Response Objectives:
People

Environment

Assets

Reputation</td></tr>
<tr><td colspan="4">Photos Attached: □ Yes □ No</td></tr>
<tr><td colspan="4">Report Completed By: (Planning Section Chief)</td></tr>
<tr><td>Email:</td><td colspan="2">Office:
Mobile:</td><td>Fax Number:</td></tr>
<tr><td colspan="4">Approved By: (IMT Incident Commander)</td></tr>
<tr><td colspan="4">Distribution Frequency:
As initial notification of the Emergency, and as determined by the IMT Incident Commander thereafter.</td></tr>
<tr><td colspan="4">Include revised Incident Potential Worksheet if updated</td></tr>
</table>

3.7 Log Sheet

Mandatory Form: Individual Action Log Sheet (ICS 214)
Purpose: This Individual Action Log Sheet is used to log information on actions taken, events observed or record down messages for intended recipient.
Responsible Party: All IMT Members

Log Sheet	
Emergency Name:	**Date Prepared:**
Emergency Location:	**Time Started:**
Position:	**Name:**

Time	Information / Action / Event

3.8 IMT Strategic Objectives Form

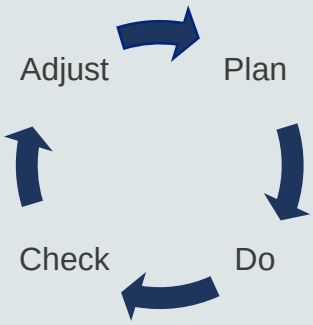
Optional Form: IMT Strategic Objectives Form (ICS 202)
Purpose: This Objectives form is used to list overall Strategic Objectives. This Objectives form will be reproduced with the IAP and given to all Section Chiefs and Officers. The Objectives form is prepared by the Planning Section Chief and approved by the IC.
Responsible Party: Planning Section Chief

Strategic Objectives Form
Date:
Strategic Objectives

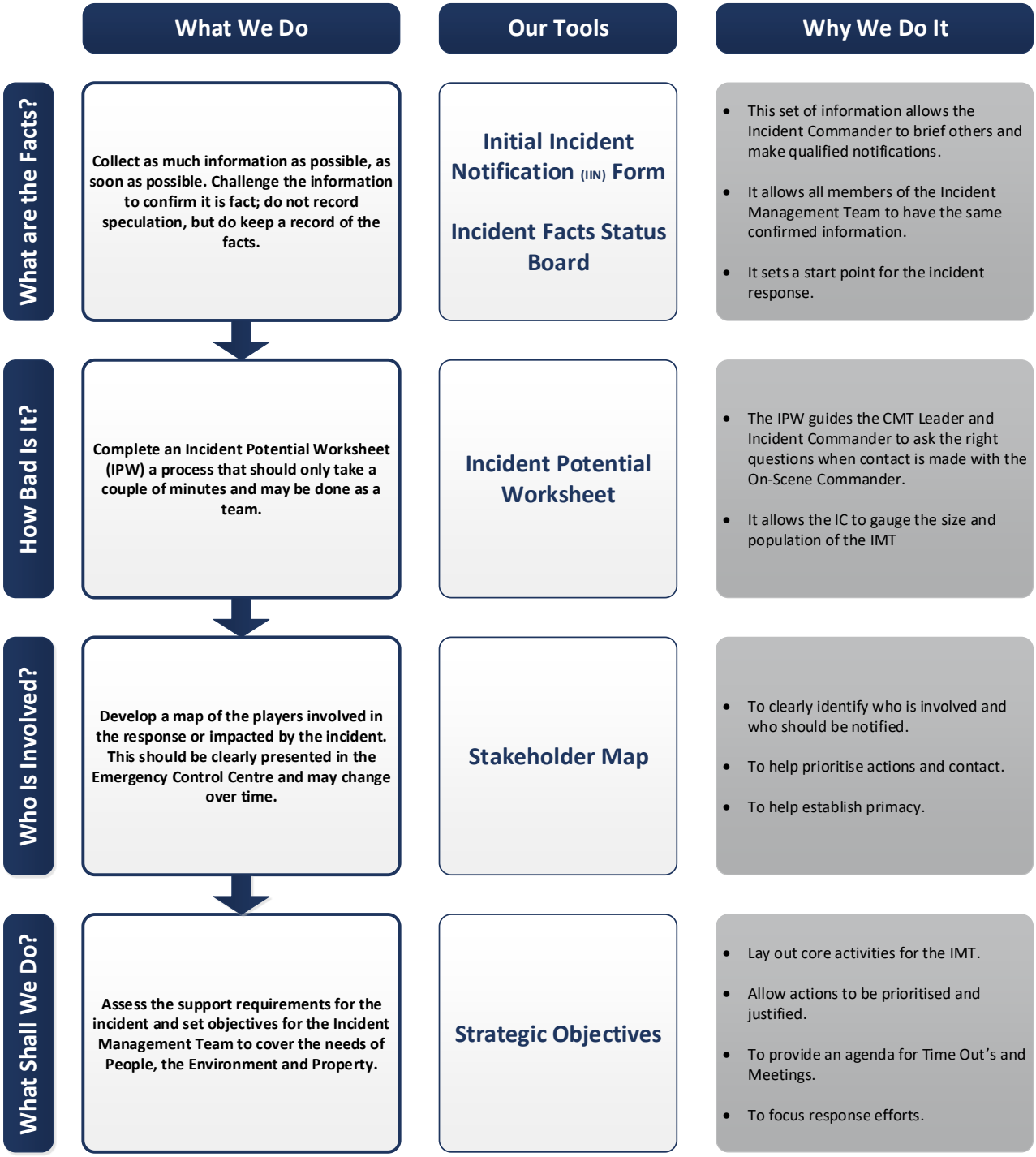
3.9 Response Process

Alert	
React	• Specific emergency response teams respond to alarms or notifications per their response procedures • The Site Supervisor assumes the role of On-Scene Commander and receives an update from the response team leader • Information is passed for immediate notification of the Incident Commander
Assess	• Based on the information received from the On Scene Commander, the IC will conduct an assessment of the incident and determine whether it is a minor or major emergency. • IC determines whether the incident triggers Incident Management Team activation • If triggered, the IC mobilizes the Incident Management Team

Respond	
(A) Plan	• IMT mobilizes in the Emergency Response Centre • IC briefs the IMT with the basic information regarding the incident situation and the resources that are responding • Complete the Incident Potential Worksheet • Based on the Incident Potential Worksheet, establish the incident objectives • Send Initial Emergency Response Report Form to the Business Support Team Leader and impacted asset Manager • Establish a regular meeting schedule with the BST • Develop tactical plans • Prepare an Incident Action Plan (IAP) • Issue a Situation Report (SITREP)
(B) Do	• Implement the IAP • Support the on-scene operations
(C) Check and Adjust	• Has the incident potential changed? • Are the incident objectives still valid? • Are new issues developing because of incident? • Prepare a plan for the next operational period



3.10 Our Start-up Tools



Section 4 – Reference Information

4.1 Training & Exercise Programme

Members of the IMT must be familiar with this Plan and be prepared to carry out emergency response operations in a safe, rapid, effective, and efficient fashion. This level of familiarity and preparedness is achieved through participation in the training and exercise programme described below.

	Incident Commander	Administrator	Operations Chief	Planning Chief	Logistics Chief
Knowledge of SFPC ER Policy	***	***	***	***	***
Knowledge of Regulatory & Legislative framework	***		***		
FFPC 3 Plan Process	***	***	***	***	***
ICS Structure	***	***	***	***	***
ICS Process, Forms & Communication	***	**	***	***	***
Notification Process	***	***	***	***	***
The Planning Cycle	***	**	***	***	***
Incident Action Plans	***	**	***	***	***
ERC Start-Up Process	**	***	***	***	**
Media & Reputation Management	***	*	***	*	
Facing the Media	***		***		

*	basic awareness and elementary knowledge	**	working knowledge and ability to describe the subject matter.	***	Able to guide and lead others in the subject matter.

	Incident Commander	Administrator	Operations Chief	Planning Chief	Logistics Chief
Crisis Management Acquaintance	✓	✓	✓	✓	✓
Introduction to ICS	✓	✓	✓	✓	✓
ICS Role Specific Training – Planning				✓	
ICS Role Specific Training – Operations			✓		
ICS Role Specific Training – Logistics					✓
ICS Role Specific Training – Finance					
ICS Role Specific Training – Command	✓	✓			
The Planning Cycle	✓	✓		✓	✓
Media & Reputation Management	✓		✓		
Introduction to Oil Spill Response	✓		✓	✓	

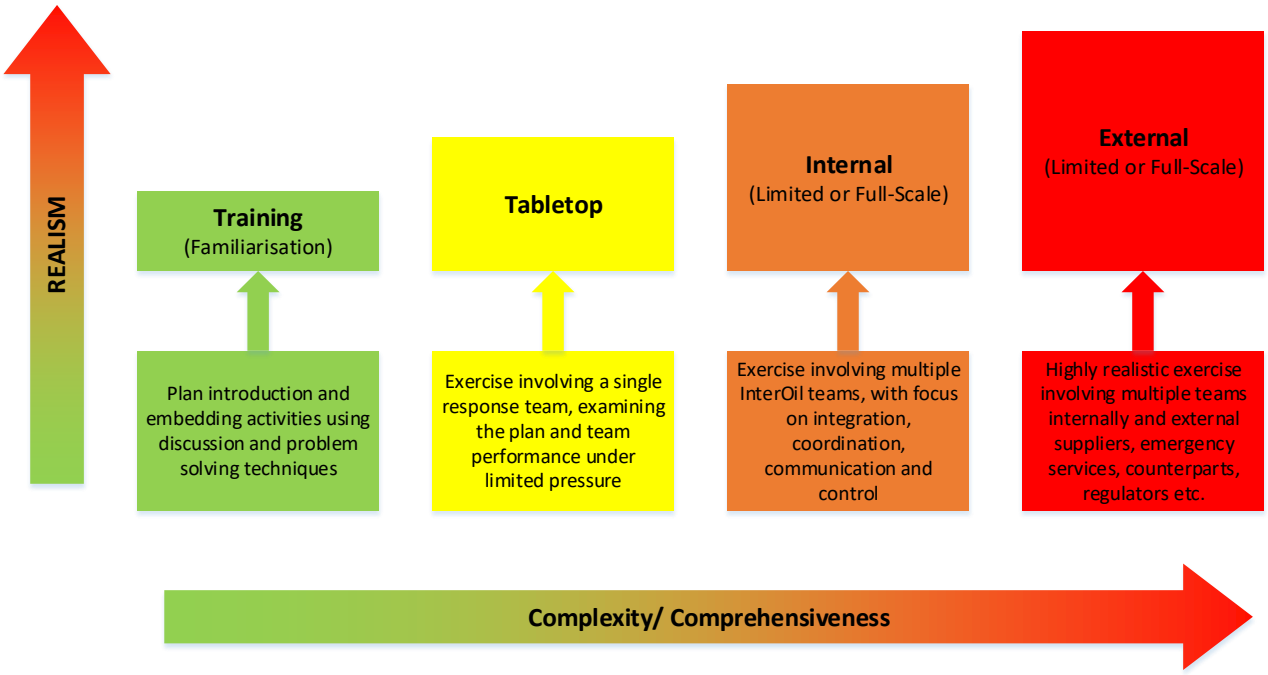
4.2 Training Programme

Crisis Management Acquaintance				
Description	General overview of the SFPC CEM Standards and the local response systems including their purpose, role and function.			
	Duration	1 hr	Materials	Slide pack
	Attendees	All involved persons		
Introduction to ICS				
Description	Broad introduction to the Incident Command System and its application within SFPC			
	Duration	1.5 hr	Materials	Slide pack
	Attendees	All ERT & IMT participants		
ICS Role Specific Training – Planning				
Description	Role specific guidance for Planning Section Chiefs and members of the Planning Section.			
	Duration	3 hr	Materials	Slide pack & Workbook
	Attendees	All Planning Section Staff		
ICS Role Specific Training – Operations				
Description	Role specific guidance for Operations Section Chiefs and members of the Operations Section.			
	Duration	3 hr	Materials	Slide pack & Workbook
	Attendees	All Operations Staff		
ICS Role Specific Training – Logistics				
Description	Role specific guidance for Logistics Section Chiefs and members of the Logistics Section.			
	Duration	3 hr	Materials	Slide pack & Workbook
	Attendees	All Logistics Staff		
ICS Role Specific Training – Finance				
Description	Role specific guidance for Finance Section Chiefs and members of the Finance Section.			
	Duration	2 hr	Materials	Slide pack & Workbook
	Attendees	All Finance Staff		
ICS Role Specific Training – Command				
Description	Role specific guidance for Command Staff Specialists.			
	Duration	3 hr	Materials	Slide pack & Workbook
	Attendees	All Command Staff Specialists and Support Staff		
The Planning Cycle				
Description	Instruction on the ICS Planning Cycle and successful planning for the ERT			
	Duration	2 hr	Materials	Slide pack & Workbook
	Attendees	All Planning staff, all Incident Commanders		
Media & Reputation Management				
Description	Workshop presentations on the role of communications in a crisis and the management of media bodies.			
	Duration	3 hr	Materials	Slide pack
	Attendees	All Incident Commanders, All Communications staff		
Introduction to Oil/ Chemical Spill Response				
Description	Workshop to explore the effects of spilt oil and chemicals on land and the response strategies available to the Emergency Response Team.			
	Duration	4 hr	Materials	Slide pack & Workbook
	Attendees	All Incident Commanders, All Operations staff & All Planning Staff		

4.3 Exercise Program

Type of Exercise	Monthly	Every 3 Months	Annually	Every 2 Years

IMT Communications Test	✓			
Full Communications Exercise		✓		
Table top/ Command Room Exercise		✓		
Limited Exercise			✓	
Full Scale Exercise				✓



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MWI RISK MANAGEMENT LTD