

Crisis Management Plan Lord Somers Camp & Power House for 2014-2015

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Introduction

The purpose of this document is to outline the procedures to enact the Lord Somers Camp & Power House Crisis Management Plan (CMP) in the event of a crisis at an event organised by, or at the facilities of, Lord Somers Camp & Power House. The document has been designed to outline the preparedness arrangements and procedures required in the event of a crisis.

Emergency

An emergency occurs occasionally and requires the activation of the LSC & PH Emergency Management Plan (EMP). The incident response requiring interaction with police and emergency services is handled within the EMP.

Crisis

A crisis occurs rarely, is an event that requires an organisational response due to the scale of the event and further requires the activation of both the EMP and CMP.

A crisis needs to also manage a strategic response that involves liaising with family, government, hirers, LSC&PH members and the media as well as affected persons, or is likely to result in legal action.

Incidents

An incident may be:

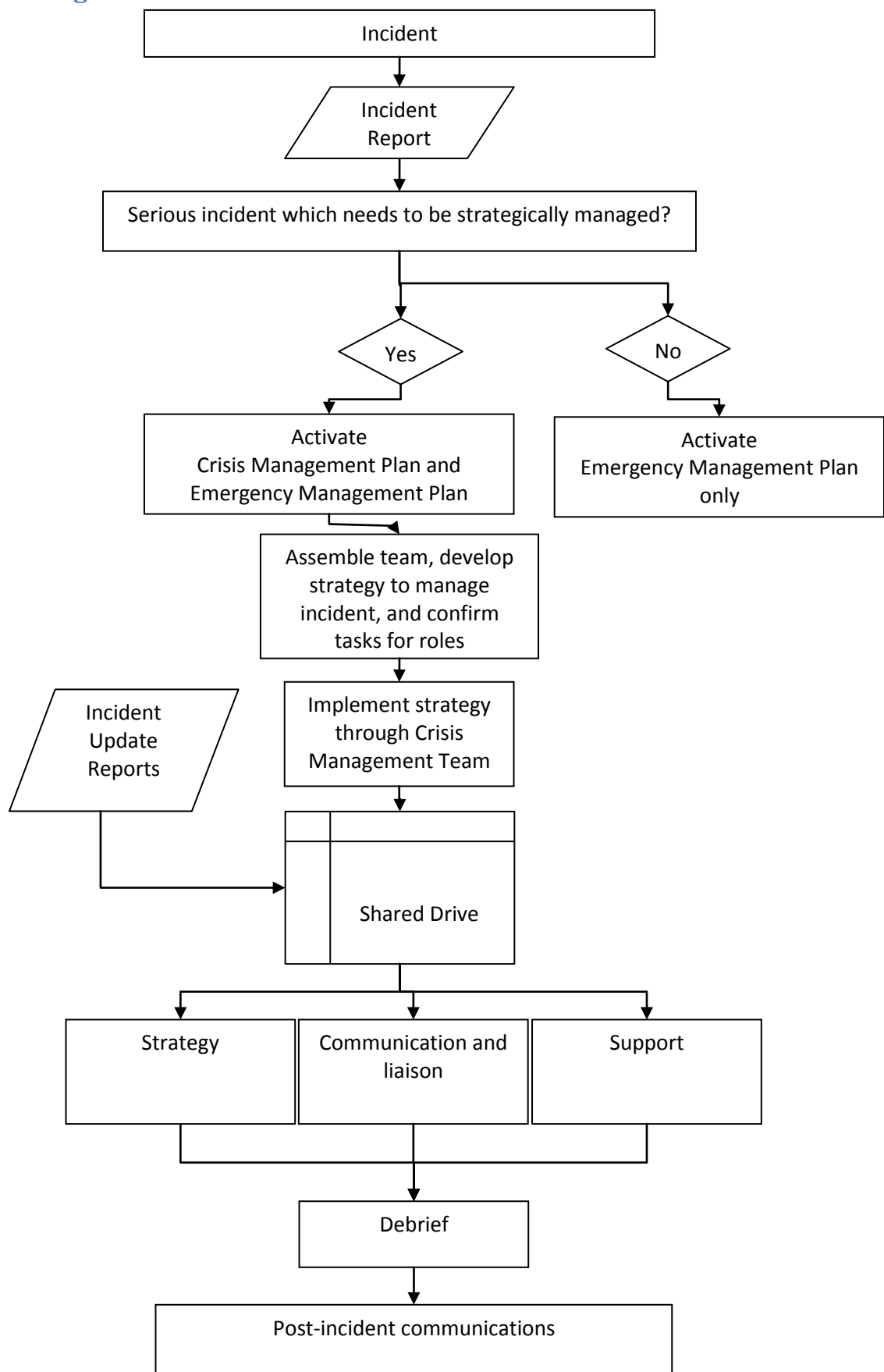
Crisis and Emergency

Structural collapse
Fatality en route
Bomb threat
Significant fire
Significant accident
Dangerous intruders
Prolonged power failure

Emergency

Unsafe workplace

Crisis Management Flowchart



Crisis Response

Crisis Management Team

The Crisis Management Team (CMT) has the following functions:

- Command
- Control
- Coordination
- Information management, and
- Decision making

Principles

The following principles are embedded in the CMP and the operations of the CMT:

- Duty of care
- Skill-based positions
- Calm in a crisis
- Restricted access to information

Duty of care

The duty of care extends to everyone. However, a particular duty of care is required when it is known that a person is: a child, sick, elderly, mentally or physically frail or a guest.

Skill-based positions

Skill-based positions will result in the most appropriate person for the job. This may mean a young member may be more appropriate for a role than a senior member.

Calm in a crisis

It is essential for the CMT to remain calm and professional.

Restricted access to information

Access to information needs to be restricted so that a single message can be delivered.

Activation

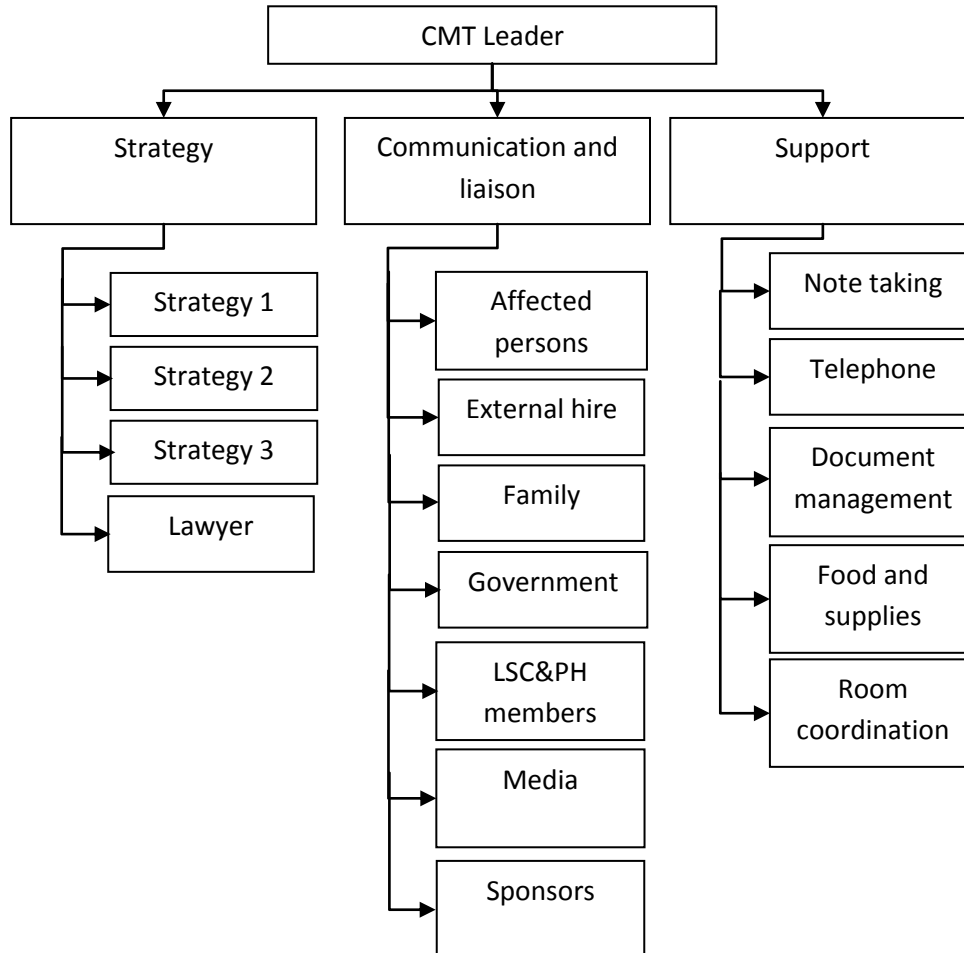
The CMT will be activated on determination that the incident needs to use the EMP and needs to also manage a strategic response that involves liaising with family, government, hirers and the media as well as affected persons, or is likely to result in legal action.

Participants will be advised that the CMT has been activated, the position they will fill (depicted in the roles and reporting hierarchy and detail in the role and responsibility cards) and the time they are required at the CMT location.

Participants should advise of their estimated arrival time if different from the required time, so arrangements can be made until such time as they arrive. Roles should be filled from top of the reporting hierarchy down until qualified person arrives for their position.

The CMT will be activated for as long as it is required; this could span from a couple of hours to a week. During peak phases this may require working through the night; none the less, fatigue will be carefully managed.

Roles and Reporting Hierarchy



Room Location and Set Up

In the first instance, the CMT location will be the office at Lord Somers Camp & Power House at Somers. If this location is not appropriate, it is important that the CMT has the required resources and it is recommended that the CMT be isolated from the incident, where access can be restricted.

Minimum requirements to be set up on activation are as follows:

- Log books and forms
- x incoming phone lines and x outgoing lines / mobiles
- Conference phone
- Email accounts and internet
- Computers connected to the shared drive and administrative records
- Whiteboards/ butchers paper

The CMT and the room will be operated on a 24-basis if required, resulting in a requirement for a roster.

Appendices

Role and Responsibility Cards

CMT leader

The purpose of this role is to lead the CMT.

What	When	How
Meet with President, CEO and nominated Board members	As required	<ul style="list-style-type: none">• In person• Via teleconference
Ensure fatigue management is implemented	Always	<ul style="list-style-type: none">• Provide advice to rostering function
Advise the room coordinator of the expected duration for the purposes of rostering and catering	On-going	Consider: <ul style="list-style-type: none">• Duration of incident• Duration of recovery• Ongoing implications
Provide instruction as to which participants are to be added to the roster	As required	Both: <ul style="list-style-type: none">• Members• Consultants (such as media)
Approve expenditure	Initial process and on-going approvals	<ul style="list-style-type: none">• Within policies and procedures, or seek special exemption

Strategy

The purpose of this role is to receive information and advice, to develop and implement the strategy designed to manage the incident.

What	When	How
Interpret the initial incident report	Immediately	
Determine whether a member of the strategy team is required on site	ASAP	<ul style="list-style-type: none">• Consider the incident report and discuss with the CMT Leader
Seek advice	As soon as practicable	<ul style="list-style-type: none">• In consultation with the CMT Leader
Develop a strategy	As soon as practicable	<ul style="list-style-type: none">• Publish a brief but effective document
Implement the strategy	On-going	<ul style="list-style-type: none">• Utilise the Communications and liaison team for formal communications• Follow requirements outlined in the CMP

Communication and liaison

The purpose of these roles is to ensure official information is communicated to the appropriate people in an appropriate and timely fashion. These roles are: affected person liaison; external hire liaison; family liaison; government liaison; LSC&PH liaison; media spokesperson and sponsor liaison. All roles must be carried out, but, depending on the size of the incident, each function may require a dedicated person.

What	When	How
Affected persons liaison	On-going	<ul style="list-style-type: none">On advice from the Strategy function
External hire liaison	On-going	<ul style="list-style-type: none">On advice from the Strategy functionIn compliance with regulation, legislation and accreditation requirements
Family liaison	On-going	<ul style="list-style-type: none">On advice from the Strategy functionIn compliance with regulation, legislation and accreditation requirements
Government liaison	On-going	<ul style="list-style-type: none">For incoming contacts, work closely with the CMT LeaderFor outgoing contacts, on advice from the Strategy functionIn compliance with regulation, legislation and accreditation requirements
LSC&PH members	On-going	<ul style="list-style-type: none">On advice from the Strategy function
Media spokesperson	On-going	<ul style="list-style-type: none">On advice from the Strategy functionA trained person is required for this task.A script must be used and no deviations from the script are permissible.
Sponsors liaison	On-going	<ul style="list-style-type: none">On advice from the Strategy function

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Support

The purpose of these roles is to support the functioning of the CMT and the room in which it is located. The roles are: note taking, telephony, document management, food and supplies and room coordination. All roles must be carried out, but, depending on the size of the incident, each function may require a dedicated person.

What	When	How
Note taking	Always	<ul style="list-style-type: none">• Provide services for CMT Leader• Take official minutes for each meeting and significant decisions
Telephone	Always	<ul style="list-style-type: none">• Record all incoming telephone calls and allocate call to function for the issue at hand
Document management	Always	<ul style="list-style-type: none">• Ensure no documents are disposed• Implement a filing system to ensure hard, electronic and email documents are maintained for potential legal action
Food and supplies	Always	<ul style="list-style-type: none">• Ensure each CMT participant has the required resources• Ensure food is available to maintain energy levels and manage fatigue
Room coordination	Always	<ul style="list-style-type: none">• Supervise the above roles• Maintain a roster to manage fatigue

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Contacts

CMT Skilled Persons List

	Name	Contact 1	Contact 2
CMT Leader & Strategy	Mal Cater	0428 869 568	
Legal Coordinator	Marnie Lassen	0402429404	
Affected Persons Liaison	Lady Somers Camp – Felicity Dakin	0438332576	
	Safety Officer – Tess Falconer	0423 622 657	
	Lord Somers Camp - Tyson Goldsworthy	0438 897 664	
	Safety Officer – Tim Car	0412 173 408	
	VSK - Em Davies	0437 243 661	
	Mirabel - Em Davies	0437 243 661	
	Max - Brigi Canny	0431 302 663	
	SailAway - Em Davies	0437 243 661	
	Camp Diversity - Em Davies	0437 243 661	
	emPOWERme - Brigi Canny	0431 302 663	
	Power2Lead – Kate Reid	0400 057 857	
	Oldies / Goldies – Jean Bowes	0407 557 837	
Chair Risk Committee	Andrew Webster	0430 016 095	
Family Liaison	TBC		
Government Liaison	Claire Sime	0409 155 004	
LSC&PH Members Liaison	Mark Thomson	0414 333 687	
Media spokesperson	Mal Cater	0428 869 568	
Food and supplies (LSC&PH admin)	Internal management		

It may be possible that there are insufficient names on this list. When recruiting, the following criteria should be taken into account. Knowledge, skills, competency and experience should be considered before selecting CMT members. Other people who would have relevant skills would be

External Contacts List

WorkSafe	132 360	In writing within 48hrs	
DHS - emergency	03 9784 3100 (24hrs)	emb@dhs.vic.gov.au	
Victoria Police	(03) 5970 7800 (Hastings)	Tim Hardiman – Youth Affairs 03 9247 5280	
Local Government	1300 322 322		
VicSES	132 500	media@ses.vic.gov.au	
Police Fire Ambulance	000		

Systems

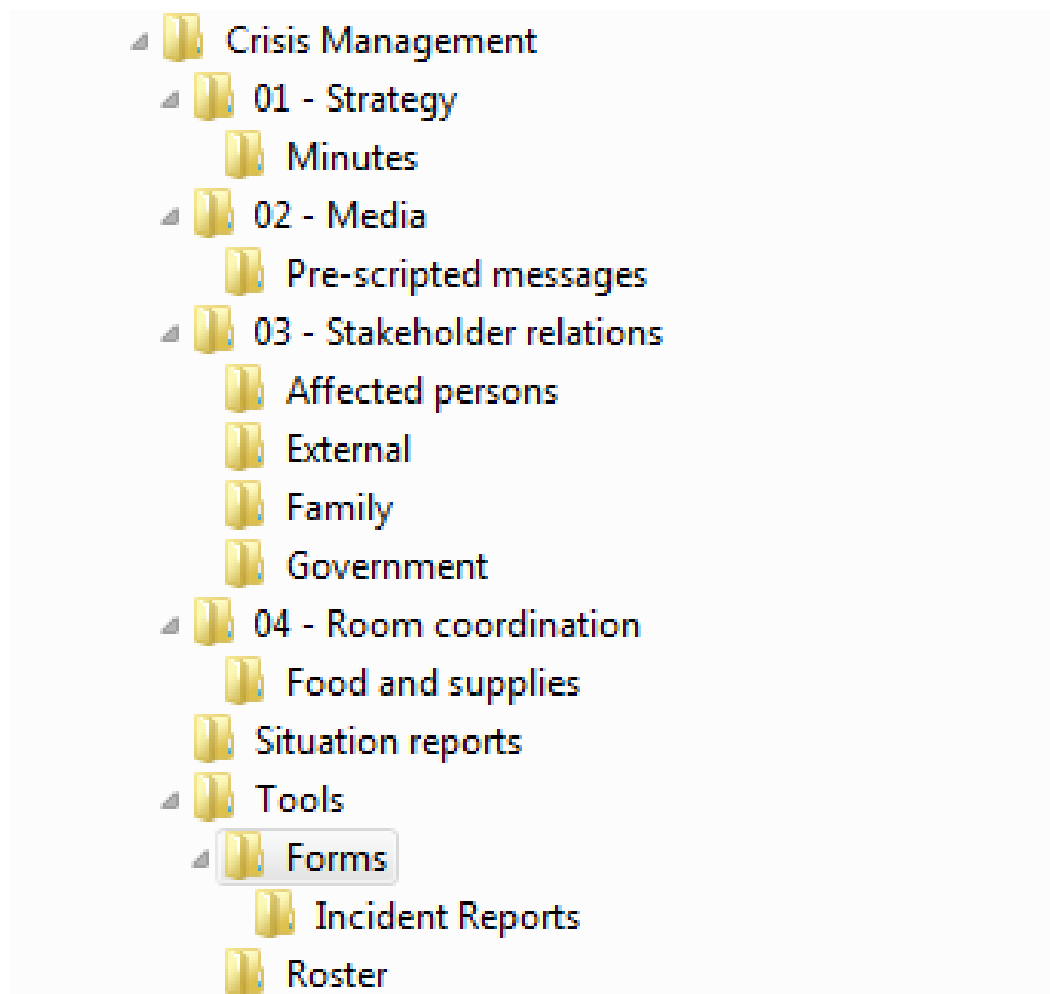
Document Management

Nothing is to be thrown out. Each function is to hold onto the electronic and hard copies. This includes emails, word docs, log books.

Documents

Logbooks, Incident Reports

Shared Drive



Email Accounts

info@lordsomerscamp.org.au

Logbook

Person:

Role:

Date:

Time	Communication Type (V T E N)	Message	Action complete

V = Verbal T = Telephone E = Email N = Note

Incident Report

See EMP template.

Communication Protocol

If the crisis management plan has been activated it is important that communication is handled centrally to ensure a single message is given and proper attention can be paid each group's needs.

At times, this approach slows communication. However, official communication is of the essence.

Affected persons

External hire

Family

Government

LSC&PH members

Media

Sponsors

Pre-scripted Messages

Same message should be used for SMS, website, print, radio, social media (such as facebook).

A message should be sent to all members, via all forms of communication, that the incident has occurred, that a team has been assembled to respond to the situation, and that under no circumstance are they to talk to the media, unless they are an official spokesperson.

Debrief

Debriefs should occur within each team that contributed to resolution of the incident, and if appropriate, an overall debrief should also be conducted.

Debriefs are not counselling sessions. They are designed to ask what went well and what should be improved in each phase of the incident response (prevention, preparation, response and recovery) including supporting mechanisms (this procedure, IT systems etc). For example, consider suitable procedures, resources (people and equipment).

Should be implemented not to blame individuals, but look at improving the response.

If participants are familiar with the debrief process it is possible to simply ask: what was the plan?; what actually happened?; and what needs to change? However, less experienced participants may appreciate the following prompting questions:

1. Preparation:

Was everything ready? Which aspects should have been more ready?

2. Assessment:

Was everyone immediately accounted for? What steps were taken to locate missing victims? Where were the victims finally found?

How was the incident initially assessed? What could factors could have resulted in an improved assessment?

3. Response:

Was information received in a timely fashion? Which pieces of information should have been received early?

What factors affected response?

Was safety maximised though out the response? What were the hazards? What control measures were initiated? How could this be improved?

4. Support Operations:

Was the total operation properly coordinated? If not, why not? What support operations were required? Was support sufficient? What can be done to improve support operations?

Was appropriate communication delivered to all affected groups?

5. Hot Debrief:

Was a hot debrief conducted? Were all appropriate people present? What was covered? What could have improved the effectiveness of this process?

6. Recovery:

Was the transition to normality effective? What factors could have improved this?

7. General:

What additional systems and equipment could have improved efficiency in this operation?

Any other comments relevant to the effective conduct of the rescue operation?