

Lessons learned from one of New Zealand's most challenging civil engineering projects: rebuilding the earthquake damaged pipes, roads, bridges and retaining walls in the city of Christchurch 2011 - 2016.

Crisis Management Plan

Story: SCIRT Management Plans

Theme: The SCIRT Model

A plan which provides SCIRT with clear direction and guidelines regarding communication in the event of a crisis.

This document has been provided as an example of a tool that might be useful for other organisations undertaking complex disaster recovery or infrastructure rebuild programmes.

For more information about this document, visit www.scirtlearninglegacy.org.nz



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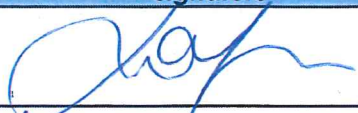
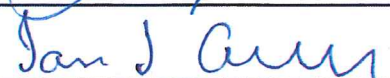


Crisis Management Plan

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1 INTRODUCTION

Stronger Christchurch Infrastructure Rebuild Team (SCIRT) is an alliance between Canterbury Earthquake Recovery Authority (CERA), Christchurch City Council (Council), New Zealand Transport Agency (NZTA), City Care, Downer, Fletcher, Fulton Hogan and McConnell Dowell Constructors Ltd. SCIRT is rebuilding Christchurch's earthquake-damaged, publicly owned fresh water, wastewater, storm water pipes, roads and other infrastructure.

This Crisis Management Plan (CMP) has been developed to provide SCIRT with clear direction and guidelines regarding communication in the event of a crisis.

The CMP deals with the **communication** response to a major incident or event that may impact negatively on SCIRT or its parent organisations. SCIRT's Emergency Response Plan (ERP) has been developed to deal with a **physical** event, such as a natural disaster, environmental incidents, or any other incident or emergency event effecting the construction works under the control of SCIRT.. The CMP should be used in conjunction with the ERP.

The objective of this plan is to promote the effective handling of any crisis that may arise to minimise the impact on SCIRT, its participant organisations and stakeholders, and aid in all parties returning to normal business operations as quickly as possible and with minimal negative long-term impact.

This document comprises four sections:-

- Crisis pre-planning and preparedness
- CMP activation
- Crisis resolution and wind down
- Crisis evaluation.

2 PRE-PLANNING AND PREPAREDNESS

In the event of a crisis, a Crisis Management Centre (CMC) will need to be established. This is the physical location where people involved in managing the crisis will be based. It will be determined based on a number of criteria such as the location of the crisis, the type of crisis etc.

It is assumed that if possible the SCIRT offices at 1 Magdala Place will be used as the CMC. It is therefore important that equipment be set aside for use in the event of a crisis. More information is provided in section 3.7 of this plan.

The Receptionist has responsibility for all equipment needed at the CMS to manage a crisis. This equipment is itemised in section 3.7 of this plan. The equipment is ideally only to be used in the event of a crisis. It is stored at in the storeroom and clearly labelled CMC.

Up to date contact information is critical for effective crisis communication. The Personal Assistant to the Executive General Manager has responsibility for maintaining the currency of

contact details in this plan, which are to be checked for currency and updated accordingly every three months. The updated contact details should then be provided to each of the nominated Crisis Management Team (CMT) members and alternates for inclusion in their CMP packs.

CMT members and alternates will be issued with a CMP pack which will include a copy of this plan. Each CMT member/alternate has responsibility for keeping a copy of their CMP packs in their office and on a data stick at home.

CMT members need regular practice in how a crisis should be activated, how the team is mobilised, and how to manage a crisis situation. A 'mock' crisis scenario should be practiced with the team at least annually.

3 CRISIS MANAGEMENT PLAN ACTIVATION

3.1 WHEN TO ACTIVATE THE CMP

The SCIRT Executive General Manager will be responsible for determining whether to activate the CMP. The Executive General Manager will confer with the Board Chairman in making this decision.

The table below provides general guidelines regarding when the CMP should be activated, however, this decision will depend on a number of factors.

Crisis scenario types and guidelines for whether to implement CMT

| Impact Areas | Consequences | | | |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Public or Private Asset Impact | Asset damaged, but repairable in short timeframe. Minimal to some impact on use. | Asset damaged, but repairable in a longer timeframe. Minimal to some impact on use. Dependant on asset owner's response. | Asset damaged. Significant time to repair. Significant impact to end users. | |
| Harm to People | Injury or Illness resulting in Lost Time with no Permanent Disability | Major Injury or Illness resulting in more than 3 days lost time and or permanent disability | Permanent Disability to one or more persons. Single Fatality | Single to multiple fatalities. |
| Harm to Environment | Reportable but not necessarily significant | Significant Environmental harm or contamination that needs weeks to recover. | Very serious long term environmental harm or contamination that needs months to years to recover. | Severe Irreversible environmental damage. |
| Impact/Damage to Infrastructure | Asset damaged, repair or replaceable within a short timeframe. 1 to 7 Days | Moderate damage sustained affecting buildings or plant/equipment and infrastructure Up to 7 days | Major impact to infrastructure. Extensive damage resulting in requirement to clear and redevelop singular or various areas of infrastructure 1 week to 1 Month | Significant impact to infrastructure. Extensive damage resulting in requirement to clear and redevelop infrastructure Longer than 1 Month |
| Loss in Business Continuity | No more than 1 day | Up to 1 Day | 1 to 5 days | Longer than 5 days. |
| Damage to Reputation or Legal | Some Government scrutiny. A breach of legislation with some investigation and reporting. May incur fines. | Obvious Government scrutiny. Serious breach of regulations with investigation and report authorities, fine likely. | Media or public attention. Major Breach of regulation and major litigation. | Serious public and national media outcry. Significant prosecution and fines. Serious litigation. Class actions. International outrage. |
| | Consideration given to initiating CMT and response but not likely. | | Highly likely that the CMT and process should be initiated. | |

3.2 LEAD ORGANISATION

SCIRT may not necessarily take the lead in crisis management. The nature of the crisis will determine the lead organisation. Irrespective of which organisation is determined to be the lead, SCIRT CMT members will do whatever they can to assist with management of the crisis and a CMC may still need to be established to assist with management of the situation. i.e. SCIRT will be prepared to either lead, or support the lead agency.

Where SCIRT is implicated in the causation, SCIRT will undertake an internal investigation to determine opportunities to improve systems and processes to prevent future occurrences.

The following table is indicative of which organisation plays the lead role in responding to various crises.

| INCIDENT | LEAD AGENCY |
|----------------------------------------------------|-------------------------------------------------------------------------------------------|
| Single or Multiple fatality event | New Zealand Police, Ambulance New Zealand, New Zealand Fire Service, Department of Labour |
| Failure of infrastructure – injury | St John Ambulance, New Zealand Fire Service Infrastructure Owner (Council or NZTA) |
| Failure of infrastructure – no injury | SCIRT and Infrastructure Owner (Council or NZTA) |
| Chemical/oil spill/environmental damage | Environment Canterbury, Council, Police, Fire Brigade |
| State of Emergency and natural disaster | Civil Defence |
| Local impact on road operations (Local Roads Only) | Christchurch City Council |
| Impact on State Highway operations | NZTA |

It should be noted that in the case of an earthquake or other natural disaster, that SCIRT's ERP would be activated to assist with the event.

3.3 CRISES INVOLVING SCIRT NON-OWNER PARTICIPANTS

There is a high likelihood that one of SCIRT's non-owner participants will be at the forefront of a crisis, if it relates to work in the field. If the crisis relates to work undertaken for SCIRT, the SCIRT CMP will be activated, even if the incident principally involves a head contractor (non-owner participant). Examples of this may be a serious injury/fatality, infrastructure failure, environmental damage.

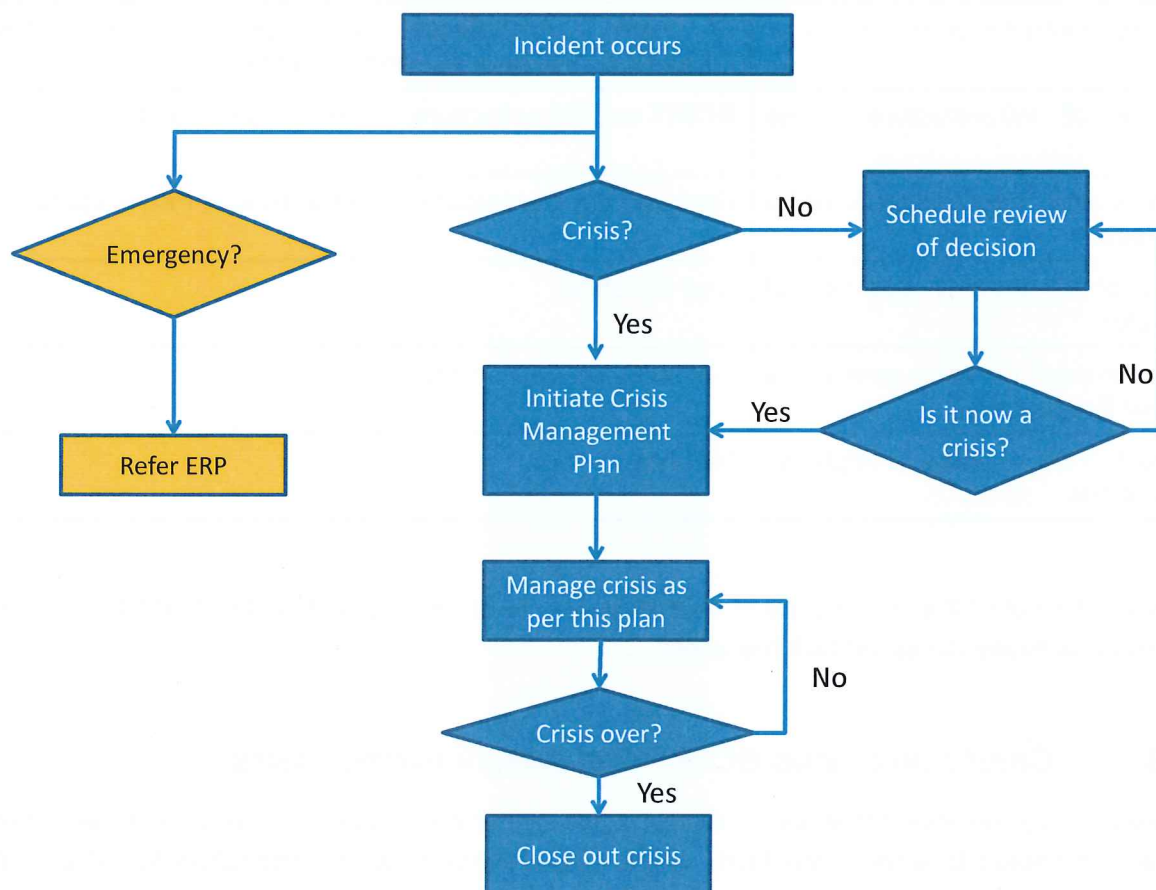
It is important that non-owner participant communication follows the protocols set out in this CMP. For example, all communication about an event which is associated with SCIRT work must be approved by SCIRT's Owner Participants. Refer to 3010.2 for information about the

media protocol, which is based on the Client Communication Protocols Plan. This includes situations where a non-owner participant has obligations to report the incident to shareholders or other stakeholders.

If one of SCIRT's non-owner participants is involved in a crisis that is **not** related to SCIRT, it is still desirable for the non-owner participant organisation, through its SCIRT Board representative or delegate, to advise the SCIRT Executive General Manager for information purposes and so that any media enquiries can be appropriately managed. The Executive General Manager will in turn advise the relevant people within SCIRT and SCIRT Owner Participants, via the Client Liaison Manager, if this is relevant.

3.4 INITIATION AND ROLL OUT OF CRISIS

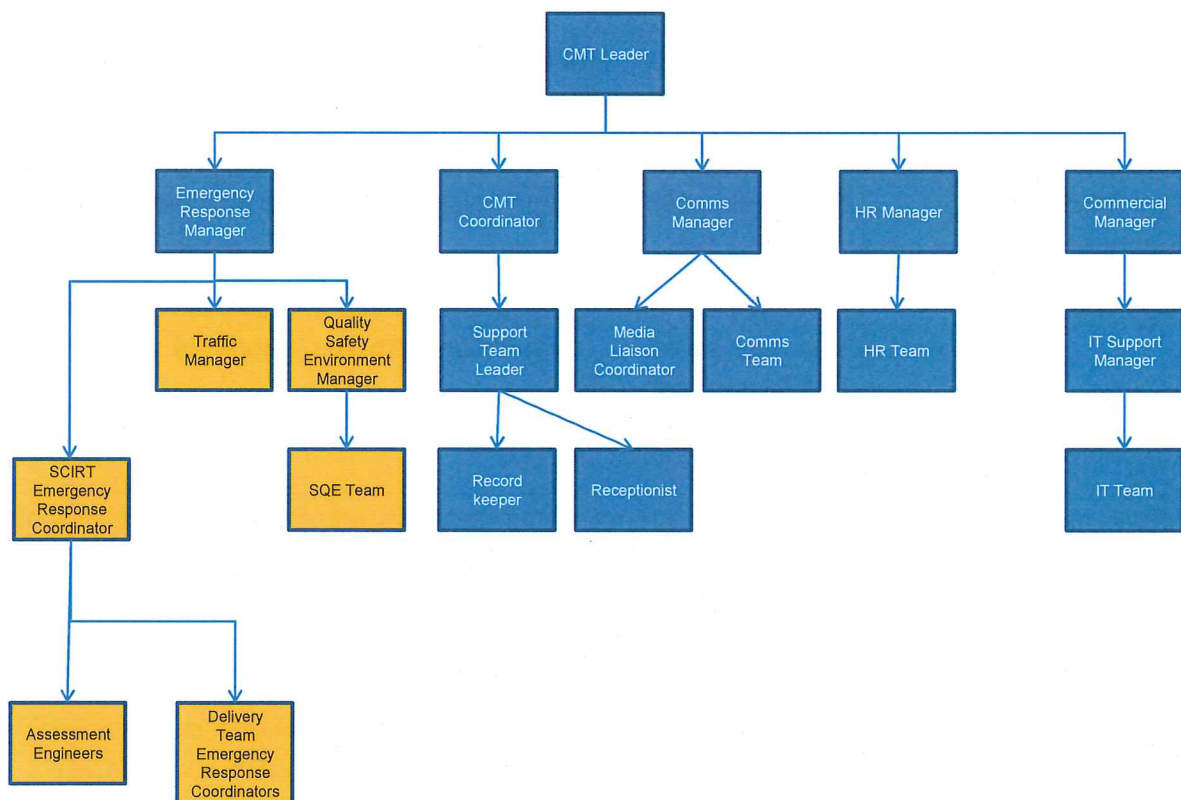
The Executive General Manager or alternate will use the following flowchart to initiate and roll out the CMP.



3.5 CRISIS MANAGEMENT TEAM (CMT)

3.5.1 CMT Structure

The Executive General Manager will determine the composition of the CMT and this will depend on the nature of the crisis. A general CMT structure is outlined below.



3.5.2 CMT Responsibilities

The Executive General Manager will act as the Crisis Management Team Leader (CMT Leader) unless unavailable, in which case this will be delegated to the nominated alternate.

The table below sets out the standard roles that may need to be filled in managing a crisis.

| Core CMT members | |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CMT Leader | Leads the crisis response; keeps Board and Owner-Participant's leadership informed |
| CMT Coordinator | Coordinates the operations of the CMT and CMC, and provides clarity on what information needs to be fed up to the Crisis Management Team |
| Communication Manager | Oversees external communication associated with the crisis |
| SQE Manager | Manages the health, safety and environmental response associated with the event, in conjunction with the efforts of the Emergency Response Team (ERT) |
| Commercial Manager | Manages commercial matters |
| HR Manager | Manages all internal communication with SCIRT personnel about the crisis as well as communication with trade unions and other HR stakeholders, and monitors CMT wellbeing |
| IT Support Manager | Coordinates IT services and equipment for the CMT |
| Emergency Response Manager | Manages the emergency response or operational issues if ERP is not activated. Acts as the conduit between the ERT and the CMT |
| Traffic Manager | Acts as the conduit between SCIRT and CTOC regarding traffic impacts and traffic management and coordinates SCIRT traffic management resources |
| Support Team Leader | Acts as the coordinator for administrative support |
| Record Keeper x 2 | Collates all information coming into the CMT, as well as documenting decisions made and actions taken: <ul style="list-style-type: none">• Updates the Status Board• Maintains a Record of Events |

| Support CMT members | | |
|----------------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Media Coordinator | Liaison | Manages how information is provided to the media by SCIRT about the crisis and monitors media coverage |
| Communication Team | | Assists with communication to all affected community stakeholders; monitors and responds to social media commentary; keeps owner participants' and other relevant organisations' communications teams updated |
| IT Team | | Assists the CMT as required with IT related matters |
| Legal Representative | | Provides advice of legal matters associated with the event |
| HR Support Team | | Assists with the provision of all internal communication with SCIRT personnel and wellbeing monitoring |
| Receptionist | | Deals with phone calls and visitors to the CMC |
| SQE Team | | Assists with the environmental and safety response, in conjunction with the ERT. |

3.5.3 CMT members and alternate contact details

In the event of a crisis, each CMT member or their alternate must report to the CMC as soon as possible. Each member must bring their CMP Pack, mobile phone, charger, laptop and any other materials required.

NOMINATED CMT LISTING

| Name | Job Title | CMT Role | Mobile | Home |
|------|---------------------------------------|-----------------------------------------|--------|------|
| | Executive General Manager | CMT Leader | | |
| | Commercial Manager | CMT Coordinator | | |
| | Communication and Stakeholder Manager | Communication Manager | | |
| | Senior Communications Advisor | Media Liaison Coordinator | | |
| | SQE Manager | Safety, Quality and Environment Manager | | |
| | Commercial Analyst | Commercial Manager | | |
| | HR Manager | HR Manager | | |
| | IT Systems Administrator | IT Support Manager (alternate) | | |
| | Delivery Manager | Emergency Response | | |

| | | | | |
|--|---------------------------|---------------------|--|--|
| | | Manager | | |
| | Traffic Planner | Traffic Manager | | |
| | EA to GM | Support Team Leader | | |
| | Design Team Administrator | Record Keeper | | |
| | Receptionist | Receptionist | | |

NOMINATED CMT 'ALTERNATES'

| Name | Job Title | CMT Role | Mobile | Home |
|-------------|--------------------------------------------------|------------------------------------------------------------------|---------------|-------------|
| | Commercial Analyst | CMT Leader (alternate) | | |
| | Professional Services Manager | CMT Coordinator (alternate) | | |
| | Communication Coordinator Strategy & Planning | Communication Manager (alternate) | | |
| | Senior Communications Advisor | Media Liaison Coordinator | | |
| | Safety Advisor Environmental Advisor | Health, Safety and Environment Management and advice (alternate) | | |
| | Finance Manager | Commercial Manager (alternate) | | |
| | Training Manager | HR Manager (alternate) | | |
| | IT Systems Administrator | IT Support Manager (alternate) | | |
| | Project Coordinator | Emergency Response Manager (alternate) | | |
| | Traffic Planner | Traffic Manager (alternate) | | |
| | Administration Support, Professional Services | Support Team Leader (alternate) | | |

OWNER-PARTICIPANT MEDIA LIAISON TEAM – SUPPORTS CMT

| Name | Job Title | CMT Role | Mobile | Home |
|------|------------------------|---------------|--------|------|
| | DPMC representative | Media Liaison | | |
| | NZTA representative | Media Liaison | | |
| | Council representative | Media Liaison | | |

OWNER-PARTICIPANT MEDIA LIAISON TEAM ALTERNATES

| Name | Job Title | CMT Role | Mobile | Home |
|------|------------------------|---------------|--------|------|
| | DPMC representative | Media Liaison | | |
| | Council representative | Media Liaison | | |

SOCIAL MEDIA & WEB CONTACTS

| Name | Job Title | Role | Email | Phone |
|------|---------------------------|---------------------|-------|-------|
| | Web manager (Catalyst) | Website assistance | | |
| | Web contractor | Website assistance | | |
| | Social Media | Council | | |
| | | | | |
| | Graphic designer | Graphic design help | | |
| | | | | |

NOMINATED CMT COMMUNICATION TEAM

| Name | Job Title | CMT Role | Mobile | Home |
|------|------------------------------------------------------|--------------------|--------|------|
| | Communication and Community Engagement Advisor | Communication Team | | |
| | Fulton Hogan | Communication Team | | |
| | Downer | Communication Team | | |
| | City Care | Communication Team | | |
| | Fletcher | Communication Team | | |
| | McConnell Dowell | Communication Team | | |

NOMINATED CMT IT TEAM

| Name | Job Title | CMT Role | Mobile | Home |
|------|---------------------|----------|--------|------|
| | IT Service Engineer | IT Team | | |

| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

NOMINATED CMT HR TEAM

| Name | Job Title | CMT Role | Mobile | Home |
|-------------|------------------|-----------------|---------------|-------------|
| | HR Coordinator | HR Team | | |

CMT LEADER – EXTERNAL SUPPORT (WHERE REQUIRED)

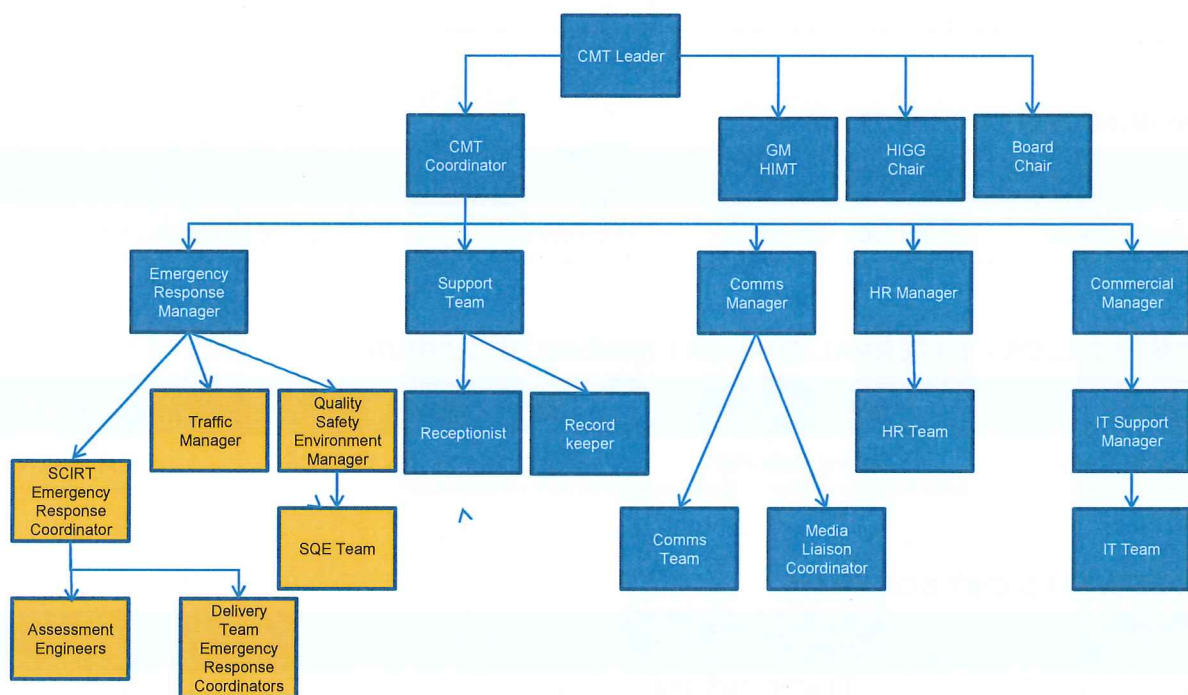
| Name | Role | Title or Team | Mobile |
|-------------|------------------|---------------------------|---------------|
| | Senior Solicitor | Christchurch City Council | |

NOMINATED CMT SQE TEAM

| Name | Role | Title or Team | Mobile |
|-------------|-------------------------------------|----------------------|---------------|
| | Environment and Quality Coordinator | SQE | |

3.6 CMP CALL OUT PROCEDURE

If the Executive General Manager or alternate activates the CMP, CMT members will be contacted according to the following Call Out Procedure.



3.7 CRISIS MANAGEMENT CENTRE (CMC)

On activating the CMP, the CMT Leader will nominate a Crisis Management Centre (CMC) which will act as the muster point and site from which the crisis will be managed.

The principal CMC will be the SCIRT office at 1 Magdala Place, Middleton.

Alternate possible venues are:

- McConnell Dowell SCIRT office, Unit 7A, 4-6 O'Briens Road, Sockburn Downer SCIRT office, 32-42 Wordsworth Street, Sydenham
- Fulton Hogan SCIRT office, Owles Terrace New Brighton.

The following equipment is needed in the CMC:

- Power generator
- Desks
- Overhead projector/s connected
- Live TV
- UHF Radio Units
- Telecommunications

- Networked computers with internet access
- Notepads, pens and other stationary
- Portable and printable white boards
- Telephones and mobile phones
- Spare phone chargers.

3.8 CMT BRIEFINGS

The CMT Coordinator should organise regularly (initially half hourly) briefings for the CMT. This is critical for the effective functioning of the CMT and helps ensure each team member is aware of the latest facts/status and of activities being carried out by each CMT member. These should be attended by all CMT members.

Briefings should be kept brief and to the point. The CMT Coordinator is responsible for keeping these discussions on track. CMT briefing sessions are to be “no phone zones” to avoid calls disrupting proceedings.

Briefings should include the following types of information:

- Status of crisis – refer to the Status Board
- A two minute summary from each CMT core member
- Immediate priorities
- Areas where assistance is needed and what is proposed
- Key messages for what can be communicated internally and externally
- Longer term priorities & strategic considerations.

3.9 ACCOUNTING FOR PERSONNEL

It is essential that if a crisis occurs, all personnel within the vicinity are accounted for, including the status of all staff (injury, non-injury). A roll call will occur as part of the activation of the CMP for Magdala Place. This will be carried out by the SQE Manager or SQE Team.

3.10 INFORMING OWNER- PARTICIPANTS, BOARD, ELECTED REPS

The Executive General Manager is responsible for informing the Chairman of the Board and the GM HMT informed when the CMP is activated, and keeping them updated as the crisis develops. This is to occur in parallel with the Communications Manager advising the Communications Leads for SCIRT’s Owner Participants.

Communications Leads for SCIRT’s Owner Participants are responsible for escalating the advice to the Minister for Canterbury Earthquake Recovery, Councillors and any other elected representatives. The Communications Manager is to ensure this has occurred.

The Executive General Manager may provide a personal briefing to the Minister, if this is deemed necessary by the Communications Manager, and the communications lead for the Owner-Participants.

3.11 MEDIA MANAGEMENT

3.11.1 Media protocol

It is important that the media teams of Owner-Participants and other relevant organisations are kept informed to ensure messages are aligned, and their support is sought if the situation requires it.

It is the responsibility of the Communication Manager to ensure Owner Participant's and other relevant organisation's communications leads are kept up to date, and this may be delegated to the Communications Team. This may be personally, by phone hook-up, or via group email.

Depending on the gravity of the crisis and the level of media interest, a Media Liaison Team may be convened as part of the CMT, either physically or virtually. In addition to the SCIRT Media Liaison Co-ordinator, this will comprise a representative from each owner participant organisation (CERA, Council and NZTA). The Media Liaison Team will liaise with the CMT via the CMT Communication Manager.

Note:

- A designated media spokesperson will be determined by the lead organisation (see section 3.2). No other person is authorised to act as a media spokesperson.
- In the early stages of a crisis, all personnel (in the IST, Delivery Teams, subcontractors) should be reminded not to speak to media and to refer media to the communication team (refer to HR Manager Duty Card).
- Any contact between the media by non-owner participant organisations, must be consistent with all agreed crisis key messaging. The Media Liaison Team is to be notified first of any intended message to be issued by a non-owner participant.

The Media Liaison Team will liaise with the CMT Communication Manager and CMT Leader to develop appropriate key messages and media information, and ensure this is approved for release by the client organisations. Social Media and radio should be considered as key means of information provision to the public, depending on the nature of the crisis.

The Media Liaison Team will also ensure the key messages, holding statements and media releases are provided to non-owner participant organisations for information purposes.

They will also be responsible for receiving and returning calls to the media, based on the agreed key messaging. If someone else is contacted by a media representative, which is quite likely, they should fill in a Media Enquiry Form (Appendix D) and pass this to someone in the Media Liaison Team for attention. Otherwise, refer the caller to the **Council Media Unit on**
or mediaenquiries@ccc.govt.nz

For record keeping purposes, all calls from the media and the responses provided must be recorded on a Media Enquiry Form (see Appendix D). All forms are to be kept as records.

3.11.2 Media Team Room

Provision should be made for the Media Liaison Team to move operations into a separate room, close to the Crisis Management Centre. This will ensure they don't disturb others as they work, and ensure they can operate efficiently and confidentially, close to decision makers, and new information as it comes to hand.

IT will assist with the move.

3.11.3 Media Centre

A crisis situation is likely to result in media scrutiny. The CMT Leader and Communications Manager need to determine if a media centre is needed at the site of the CMC. If one is needed, ensure it is located some distance from the CMC e.g. CMC will convene at Magdala Place in a boardroom. The best location might be the Training Room, which is physically removed from the main office area. A member of the Media Liaison Team should be assigned to co-ordinate logistics, and ensure media are clear on their boundaries.

Before inviting media into the Media Centre, ensure there is no confidential or inappropriate material left on white boards, desks or other areas.

If media representatives become difficult or demanding, politely request that they adjust their behaviour. It may become necessary to politely ask them to leave the premises. Feel free to ask for assistance with this.

The media liaison person managing logistics may need to ask media to wait outside the building or premises. Then station somebody at the SCIRT front door to ensure that SCIRT personnel and other visitors are still able to enter.

If a media centre is established, it should include the following equipment to make it straightforward for media representatives to do the work they need to do:

- Desks
- Live TV
- Stationary
- UHF Radio Units (available as part of ERP)
- Telecommunications
- Computers and internet access
- Refreshments such as tea/coffee and biscuits.

3.12 RECORD KEEPING

In a crisis situation it is vital that everyone keeps written notes of their activities, and is clear on what needs to be fed up to the Crisis Management team. There can be enormous pressure on people involved in managing a crisis, and keeping notes will help to avoid forgetting important information, and provide a record for any later investigation. There is an activity log at Appendix E.

Information that needs to be escalated to the CMT includes:

- Any change or development of the situation, either positive or negative
- New facts, information to hand
- Any misinformation that is circulating
- Public, media, stakeholder reactions, questions
- What is going well, what could be improved
- What's coming up that could impact the situation
- Unsubstantiated rumours or speculation that are affecting perceptions
- Staff issues

All log sheets, notes, telephone messages, internal communication documents and enquiries are to be handed to the CMT Support Team (Record Keeper). The Record Keeper – and it may be necessary for that to be two people:

- Updates the Status Board
- Maintains a record of events

No documents are to leave the CMC during the crisis without the approval of the CMT Leader.

Telephone messages taken by any CMT member will immediately be given to the intended recipient and a call log entered. Once actioned, the call log is to be noted as completed and given to the CMT Record Keeper for filing.

3.13 CMT WELLBEING

Each member of the CMT should monitor themselves and other team members for signs of fatigue or stress.

If a crisis is likely to extend beyond 4 hours, the support team should obtain food and drinks for the CMT. These should be a combination of high energy food such as chocolate and nutritious food that provides sustained energy.

Tips for maintaining wellbeing during the crisis:

- Drink water
- Eat nutritious food
- Take short breaks for five minutes. Walk outside and clear your head.
- Try to maintain your composure. Count to 10 if you encounter a challenging situation.
- Be prepared to ask for help.

If a crisis situation is likely to extend for more than 12 hours or if any CMT members show signs of stress/exhaustion the CMT Coordinator should mobilise CMT alternates. Stagger staff changes so sufficient knowledge of the situation remains in the CMC.

Each staff member leaving the CMC must do a complete brief of the situation to the relieving staff member and stay until they are sure that the reliever is fully conversant with the issues.

3.14 TRAFFIC IMPACTS

If a crisis situation has affected or has the potential to affect traffic flow in the city and the ERP has not been activated, a CMT Traffic Manager should be called in as part of the CMT.

Keep in mind the need to update the community about any traffic impacts. Notify CTOC Communication when this needs to happen.

3.15 MANAGING THE PUBLIC AT MAGDALA PLACE

In the event of a crisis, it is likely that members of the public, media or others may converge on Magdala Place, or other locations close to where the event occurred or places associated with SCIRT operations.

The receptionists in these locations need to be alerted to this possibility and provided with assistance to manage any visitors. It is advisable to restrict access at the gate if this is possible. Judgement needs to be applied. For example, if family of a staff member involved in the crisis arrive they should be welcomed and escorted to a room where they can be met by the HR Manager or other manager.

It may be helpful to station some SCIRT personnel at the front doors to help direct people appropriately, for example, to direct media to the Media Centre. The CMT Coordinator may need to enlist the support of security personnel if this becomes difficult to manage.

3.16 COMMUNICATION PRINCIPLES

3.16.1 The importance of facts

In the heat of a crisis with intense pressure to provide information it is critical that only **confirmed facts** are provided publicly. All information must be thoroughly scrutinised, tested for veracity and confirmed by people who are in a position to do so.

All **facts** should be displayed for the CMT to see clearly in the CMC. Refer to the suggested templates at Appendix C. Consider displaying these on printable whiteboards.

Where no facts are available or information is unconfirmed, appropriate holding statements need to be provided so that stakeholders know that more information will be provided. Note that it is the responsibility of the Police to make any public announcements around fatalities.

Key messages should be the basis of all internal and external communication, remembering that anything issued internally may be distributed externally. These messages will be developed by the Media Liaison Team in consultation with the CMT Leader and CMT Communication Manager. The CMT HR Manager should be consulted for internal messages as these may differ from external messages.

3.17 WEBSITE UPDATES

The SCIRT, CERA, Council, NZTA and Transport for Christchurch websites must be kept up to date during the crisis (depending on the nature of the crisis) and will be a key point of reference

for the public.. The Communication Manager will notify Catalyst (03 928 1766) regarding the crisis and that there will be a need to upload information onto the website in a timely manner.

3.18 CALL CENTRE NOTIFICATION

In normal circumstances, the Council Call Centre is the first point of contact for questions about SCIRT generally. Questions about specific pieces of work are directed to the relevant Delivery Team's freecall number.

During a crisis, the call centre should be provided with key messages to provide to callers, via the Council's communications lead..

3.19 SOCIAL MEDIA

Part of the role of the communication team is to monitor information that may appear on the internet and social media, and correct any misinformation circulating. SCIRT's Twitter account should also be used to provide updates.

SCIRT does not have its own Facebook account. SCIRT can respond on Facebook via CERA or Council.

The Media Liaison Team Member and other communications personnel should consider whether a temporary Facebook page should be established for the issue. One could be implemented if the CMT Leader agrees it is appropriate/helpful.

3.20 INTERNAL COMMUNICATION

The HR Manager will manage the flow of information to internal stakeholders.

Internal stakeholders must be informed urgently and updated regularly, otherwise rumours may begin to circulate. Internal messages must be consistent with the information provided to external stakeholders. Note that any announcements around fatalities can only be made by Police.

The nature of the crisis will dictate the type of message required. It is vital that messaging is respectful of the SCIRT team's need for information; this needs to be balanced with ensuring the message is factual and is empathetic of anyone involved.

It is natural for everyone associated with SCIRT to have a high interest in the crisis and want to talk about it with colleagues, friends and family. Unfortunately this can sometimes mean that non-factual information is 'leaked' out of the organisation and can make its way into the media. This can be detrimental to anyone involved in the crisis (e.g. friends and family) and the organisation itself. It is therefore very important that internal communication:

- Seeks the commitment of SCIRT people to stick to the facts, avoid speculation and avoid comment to anyone outside the organisation.
- Reminds the team wider SCIRT Team that SCIRT has official spokespeople and no one else is permitted to communicate with or send information to the media, including photographs.

- Reminds the wider SCIRT team that it is not acceptable to comment about the event on any form of social media or to engage in conversation with anyone until the facts are fully confirmed.

If the crisis involves a member of SCIRT, particularly in the event of a serious injury or suspected fatality, provision of counselling services should be seriously considered. These will be through the existing Employee Assistance Programmes for each parent organisation.

4 CRISIS RESOLUTION AND WIND-DOWN

4.1 CRISIS CLOSE-OUT

Refer to the **CMT Leader Duty Card** for more information on helping to determine if a crisis is over.

Once the CMT Leader determines the crisis is over, the following steps need to be taken:

- CMT Leader briefs the CMT
- CMT agrees a time for a crisis close-out meeting, which is the final meeting for the crisis. CMT members will each supply to the CMT Leader a report on the incident and their part in its management, including recommendations for improvements to this crisis management plan. CMT members are to use a Post-crisis evaluation form (Appendix F) to help determine if management of the crisis was effective within 24 hours of the crisis finishing. This will also be considered as part of the evaluation process set out in the next section.
- CMT Leader prepares the post crisis report on the incident and its management, which incorporates reports and recommendations provided by the other CMT members.
- Ensure counselling remains available for CMT members and others as required.

4.1.1 CMT Close out meeting

The purpose of the close out meeting is to tie off any loose ends before the CMT is disbanded and the CMC is disassembled. It needs to cover things such as:

- Ensuring any loose ends are identified and dealt with
- Ensuring all CMT records are collected and handed to the support team for collation
- Ensuring all key stakeholders have been briefed on the status and are aware that the crisis is over
- Ensuring the website and all other external communication is up to date.

5 EVALUATION

Within a week of the crisis finishing, the Communication and Stakeholder Relations Manager will organise an Evaluation workshop to review the events leading up to the incident, its management and opportunities for improvement. This will be shared as appropriate within SCIRT and its Client Organisations. The CMP should then be updated accordingly.

APPENDIX A – STAKEHOLDER CONTACTS

Emergency Services Contact List

| Organisation | Phone | Address |
|--------------------------------|-------------|-----------------------------------|
| Medical Centres | | |
| Lincoln Road Medical Practice | 03 338 8595 | 92 Lincoln Road Spreydon |
| Upper Riccarton Medical Centre | 03 348 3074 | 318 Riccarton Road Riccarton |
| Riccarton Medical Practice | 03 348 8711 | 59 Division Street Riccarton |
| Hospitals | | |
| Christchurch Hospital | 03 364 0640 | Cnr Riccarton Ave & Oxford Tce |
| Ambulance | | |
| St John | 111 | 77 Wrights Road, Christchurch |
| Police | | |
| Emergency Call | 111 | |
| Non-Emergency Call | 03 363 7400 | |
| Fire Service | | |
| Emergency Call | 111 | |
| Non-Emergency Call | 03 341 0266 | |
| Civil Defence | | |
| Christchurch | 03 367 3059 | Level 3, 7 Winston Ave Papanui |

Key Stakeholder List

| Organisation | Name | Position | Phones | Email |
|-------------------------------------------|------|---------------------------------------------------------------|--------|-------|
| SCIRT Board | | | | |
| DPMC | | Manager, Asset Rebuild/Horizo ntal Infrastructure | | |
| Christchurch City Council | | Head of Water and Waste | | |
| Christchurch City Council alternate | | CEO | | |
| NZTA | | Regional Director Southern | | |
| NZTA alternate | | | | |
| City Care | | CEO | | |
| City Care Alternate | | SCIRT Manager | | |
| Downer | | CEO | | |
| Downer alternate | | Executive GM – Major Projects & Water | | |
| Fletcher | | Executive General | | |

| | | | | |
|----------------------------------|--|-------------------------------------------------------|--|--|
| | | Manager | | |
| Fletcher alternate | | Operations Manager | | |
| Fulton Hogan | | Chief Operating Officer Infrastructure NZ | | |
| Fulton Hogan alternate | | Delivery Team Manager | | |
| McConnell Dowell | | Managing Director | | |
| McConnell Dowell alternate | | South Island Manager | | |
| HIGG contacts | | | | |
| CCC | | | | |
| NZTA | | | | |
| CCDU | | | | |
| HIMT contacts | | | | |
| | | | | |
| | | | | |
| Human Resources contacts | | | | |
| <i>SCIRT partners</i> | | | | |
| City Care | | Human Resources Manager | | |

| | | | | | |
|---------------------------------------------------------------------|--|----------------------------------|--|--|--|
| Downer | | Human Resources Business Partner | | | |
| Fulton Hogan | | HR Manager | | | |
| MacDow | | HR Manager | | | |
| City Council | | HR Manager | | | |
| Fletcher | | Human Resources Manager | | | |
| Community stakeholders (refer to the list in Project Centre) | | | | | |
| <i>Website contacts</i> | | | | | |
| Catalyst (SCIRT website) | | | | | |
| Transport for Christchurch | | | | | |
| Emergency IT contact for issues not between 7am and 7pm | | | | | |
| <i>Community Board members</i> | | | | | |
| Lyttelton-Mt Herbert | | Chairperson | | | |
| Lyttelton-Mt Herbert | | Deputy Chairperson | | | |
| Riccarton-Wigram | | Chairperson | | | |

| | | | | | |
|--------------------------------|--|-----------------------|--|--|--|
| Riccarton- Wigram | | Deputy Chairperson | | | |
| Shirley- Papanui | | Chairperson | | | |
| Shirley- Papanui | | Deputy Chairperson | | | |
| Spreydon- Heathcote | | Chairperson | | | |
| Spreydon- Heathcote | | Deputy Chairperson | | | |
| Akaroa- Wairewa | | Chairperson | | | |
| Akaroa- Wairewa | | Deputy Chairperson | | | |
| Burwood- Pegasus | | Chairperson | | | |
| Burwood- Pegasus | | Deputy Chairperson | | | |
| Fendalton- Waimari | | Chairperson | | | |
| Fendalton- Waimari | | Deputy Chairperson | | | |
| Hagley- Ferryroad | | Chairperson | | | |
| Hagley- Ferryroad | | Deputy Chairperson | | | |
| <i>Elected representatives</i> | | | | | |

| | | | | | |
|------------------------------------------------------|--|--------------------------------------|--|--|--|
| Minister for Canterbury Earthquake Recovery | | Minister | | | |
| Member for Christchurch East | | MP | | | |
| Member for Port Hills | | MP | | | |
| MP for Christchurch Central | | MP | | | |
| Christchurch City Council | | Mayor | | | |
| Christchurch City Council | | Councillor – Banks Peninsula | | | |
| Christchurch City Council | | Councillor – Burwood Pegasus | | | |
| Christchurch City Council | | Councillor – Burwood Pegasus | | | |
| Christchurch City Council | | Councillor – Fendalton Waimari | | | |
| Christchurch City Council | | Councillor – Fendalton Waimari | | | |
| Christchurch City Council | | Councillor – Hagley Ferryroad | | | |
| Christchurch City Council | | Councillor – Hagley Ferryroad | | | |
| Christchurch City Council | | Councillor - Riccarton Wigram | | | |
| Christchurch | | Councillor - | | | |

| | | | | | |
|----------------------------------------|-------------------|---------------------------------------|------|--------|--|
| City Council | | Riccarton Wigram | | | |
| Christchurch City Council | | Councillor – Shirley Papanui | | | |
| Christchurch City Council | | Councillor – Shirley Papanui | | | |
| Christchurch City Council | | Councillor – Spreydon Heathcote | | | |
| Christchurch City Council | | Councillor – Spreydon Heathcote | | | |
| | | | | | |
| Delivery Team Project Directors | | | | | |
| | | Home | Work | Mobile | |
| City Care | | | | | |
| Downer | | | | | |
| Fletcher | | | | | |
| Fulton Hogan | | | | | |
| MacDow | | | | | |
| Utilities | | | | | |
| | | | | | |
| | Contact Energy | | | | |
| | Contact Energy | | | | |
| | Contact Energy | | | | |

| | | | | |
|---------------------------------|--------------|--------------------------------------------------------------------------------------------------|----------------------|--|
| | Chorus | | | |
| | Enable | | | |
| | Enable | | | |
| | Vodafone | | | |
| | Orion | | | |
| | Orion | | | |
| | Transfield | | | |
| | Telstraclear | | | |
| Commercial stakeholders | | | | |
| | | Marsh | | |
| | | Council Lawyer | | |
| Environment stakeholders | | | | |
| Environment Canterbury | | (03) 366 4663 or 0800 76 55 88 Pollution hotline, staffed 24/7 on a roster | | |
| Safety stakeholders | | | | |
| Worksafe | | 0800 20 9020 | 110 Wrights Road, | |

| | | | | | |
|------------------------------------------------------|--|--|--------------------|--|--|
| | | | Middleton, ChCh | | |
| Traffic stakeholders | | | | | |
| CTOC Manager | | | | | |
| CTOC Traveller Information Team Leader | | | | | |
| CCC Corridor Operations Manager | | | | | |
| CTOC | | | | | |
| CCC Road Corridor Operations | | | | | |
| NZTA Highways manager (North Canterbury) | | | | | |
| CERA Transport Planner | | | | | |
| CTOC | | | | | |
| ECan Public Transport | | | | | |
| ECan Public Transport | | | | | |

| | | | | | |
|----------------------------------|--|-----------|--|--|--|
| Central City stakeholders | | | | | |
| SCIRT | | | | | |
| CCDU | | Deputy GM | | | |

| | | | | | |
|--------------------|--|---------------------------------------|--|---------------------------------------------------------------------------------|--|
| | | Implementati on / Director CCDU | | | |
| CCDU | | | | | |
| CCDU | | | | | |
| CCDU | | | | | |
| Rebuild Central | | 941 8999 | | rebuildcentral @ccc.govt.nz | |
| | | | | | |
| | | | | | |

6 APPENDIX B – CMT MEMBER DUTY CARDS

6.1 CMT LEADER - DUTY CARD 1

Role purpose: Lead the crisis response.

Act to ensure a coordinated approach for all team activities.

| | |
|--|--------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Document decision to activate the CMP |
| | Notify CMT Coordinator of crisis and ask them to notify other members as per the call out procedure |
| | Advise Board and HIGG Chairs, and HIMT GM as per crisis notification flowchart |
| | Brief your 2IC to take control of existing work commitments if appropriate |
| | Organise initial briefing of CMT members |
| | Deliver messages to the media (if nominated as spokesperson) |
| | Act as the 'public face' for all concerned stakeholders, media and the public (if nominated as spokesperson) |
| | Keep Board, HIGG and HIMT GM up to date |
| | Work with the Media Liaison Team to prepare regular updates to the media |
| | Direct the SCIRT crisis response |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

Remember to let someone know if you begin to feel fatigued or unable to perform your duties.

6.2 CMT LEADER DUTY CARD

CRISIS CLOSEOUT

The following questions will assist in determining if a crisis situation has ended and when the post-crisis strategy should be implemented:

| | |
|--|--------------------------------------------------------------------------------|
| | Have remediation / stabilisation works been completed? |
| | Have emergency services handed back control of the site? |
| | Has the frequency of media coverage significantly reduced? |
| | Has the level of negative media cover substantially diminished? |
| | Are business functions generally back to normal operations? |
| | Has business activity increased to acceptable levels of output? |
| | What types of queries are being received from key stakeholders? |
| | Has the impact on the project and project partners' reputation been mitigated? |

The following issues should be considered in developing a post-crisis checklist of actions:

| | |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Membership of core post-crisis management team (suggest a combination of ERT and CMT members) |
| | Oversight of any ongoing operational, community relations and media issues |
| | If Executive General Manager is post-crisis management team leader, can this role effectively be undertaken in conjunction with ordinary project or business responsibilities? |
| | Ongoing spokesperson |
| | Responsibility for external (verbal and written) communication with stakeholders, government, statutory authorities, project partners, client (clear authority should rest with one person) |
| | Requirements to liaise with statutory authorities regarding any investigation? |
| | Establish meetings for post-crisis team |

CRISIS CLOSE-OUT STEPS

At the immediate end of a crisis situation the crisis close out procedures will need to be put into action. The crisis close-out procedure includes the following steps

| | |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Declare the crisis over |
| | Debrief and thank all member of the CMT |
| | Debrief and thank the wider project team |
| | Call meeting with CMT to agree post-crisis strategy implementation, including allocation of communications, personnel and other resources required |
| | Prepare post crisis report on the incident and its management, including own recommendations which in turn includes summaries of the CMT member reports and recommendations for improvements to the CIMP |

6.3 CMT COORDINATOR - DUTY CARD 2

Role purpose: Effectively coordinate the operations of the CMT.

Act to ensure a coordinated approach for all team activities.

| | |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Notify CMT members as per the Call Out Procedure |
| | Notify your 2IC to take control of existing work requirements, if appropriate |
| | Once at the CMC, brief core members of the CMT, confirm roles and responsibilities |
| | Implement a CMT Status Board, as per the template outlined in Appendix C. Keep this updated with confirmed facts |
| | Consider stationing SCIRT personnel at the front door to limit access to authorised people and to direct media to the Media Centre. Consider using security personnel if this becomes a problem |
| | Organise and chair regular briefing and strategy meetings of the CMT - every 30 mins initially |
| | Help establish priorities, allocate resources and coordinate CMT activities to address crisis requirements |
| | Oversee Human Resources coordination of CMT rosters and alternate team handover responsibilities |
| | Mobilise CMT alternates if likely to extend beyond 12 hours or if CMT members show signs of fatigue or an inability to perform their duties |
| | Oversee CMT activities, identify any issues and put mechanisms in place to manage challenges |
| | Manage the operations of the Support Team to ensure the smooth delivery of support to the CMT |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

**Remember to let someone know if you begin to feel
fatigued or unable to perform your duties.**

6.4 COMMUNICATION MANAGER - DUTY CARD 3

Role purpose: Oversee external communication associated with the crisis.

Act to ensure a coordinated approach for all team activities.

| | |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Notify the Media Liaison Team members as per the Call Out Procedure |
| | Call in the Communication Team as per the Call Out Procedure |
| | Brief the Receptionist on script for callers |
| | Notify the Delivery Team Communication Coordinators and provide them with appropriate scripts for their respective Receptionists to use |
| | Work with the Media Liaison Team in developing holding statement during the initial 20 mins of declared crisis or as soon as possible thereafter |
| | Contact (as appropriate) stakeholders and deliver agreed messaging with help from the communication team |
| | Work with the Media Liaison Team and CMT Leader on media releases/key messages |
| | Attend CMT briefings and provide strategic advice, direction and counsel on the impacts on reputation, media interest and positioning, and consideration of the implications for the community and key stakeholders |
| | Determine and implement community engagement strategy with Communication Team |
| | Identify any stakeholders who need on the ground assistance e.g. if negatively affected by our works |
| | Oversee the drafting and remoulding of key information for distribution including FAQs, web updates |
| | Brief receptionist on script for callers |
| | Coordinate traffic communication/messages with CTOC Communication Team |
| | Implement strategies for contact and briefings for key stakeholders |
| | Assist Human Resources Manager with the preparation of staff information messaging |
| | Oversee the volume and nature of calls to reception and determine if other resources are needed. If yes, choose a Delivery Team hotline number and liaise with Communication Coordinator regarding messaging |
| | Review crisis plan and procedures following event |
| | Attend all briefings |

Report to CMC as soon as possible following notification. Bring your CMP pack, mobile phone and charger.

Remember to let someone know if you begin to feel fatigued or unable to perform your duties.

6.5 COMMUNICATION TEAM - DUTY CARD 4

Role purpose: Assist with communication to all affected stakeholders.

Act to ensure a coordinated approach for all team activities.

| | |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Assist with communication to key stakeholders as agreed with Media Liaison Team |
| | Assist the Media Liaison Team Member to prepare a Media Centre in the Training Room at Magdala Place if needed. Ensure there is no sensitive material in the room. |
| | Assist with identification of any stakeholders who have been impacted or are likely to be impacted by the crisis and determine what type of information is required to keep them informed. Refer to stakeholder list in Project Centre |
| | Determine which information tools will be needed and develop written or printed material for distribution in the community e.g. posters, work notices, flyers etc, based on key messages developed by Media Liaison Team |
| | Assist with answering the 1800 number if that is activated, ensuring all calls are logged using the Stakeholder Enquiry Form |
| | Draft FAQs and web content as required and once approved organise uploading to SCIRT website |
| | Monitor all web and social media for reference to the matter. Check its accuracy and take steps to respond as appropriate, including via Council and CERA's Facebook accounts |
| | If required, assist the Media Liaison Team to provide information to the media |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

Remember to let someone know if you begin to feel fatigued or unable to perform your duties.

6.6 MEDIA LIAISON COORDINATOR - DUTY CARD 5

Role purpose: Manage the interface between SCIRT and the media during the crisis.
Act to ensure a coordinated approach for all team activities.

| | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Convene with other Media Liaison Team members |
| | Use the Stakeholder/media enquiry form to record all media queries (Appendix 8) |
| | Organise media monitoring and provide regular updates as required |
| | Log all queries/contact, the responses provided, by whom and when on the Media/social media log form (Appendix 9) |
| | Consider whether a temporary 'issues based' Facebook page should be established and implement this if agreed with CMT |
| | Identify any emerging trends in queries |
| | Liaise with the CMT Communication Manager for a briefing on the situation |
| | Determine if a Media Centre is required and where it should be located in relation to the CMC |
| | Oversee signage to the Media Centre (arranged by the Support Team Leader) |
| | Ensure Media Centre is equipped for media |
| | Determine media spokesperson |
| | Prepare the media spokesperson for their role, including role playing and anticipated questions. If necessary, obtain external assistance for the spokesperson in terms of managing the media |
| | In consultation with the CMT Leader and CMT Communication Manager, agree key messages and prepare media holding statements and updates |
| | Remain in regular contact with the CMT Communication Manager for the latest news and developments on the crisis situation |
| | Respond to all media contact as per agreed messaging |
| | Identify any incorrect media information and prepare messaging to correct this |
| | Continue to keep media well informed throughout the process |
| | Attend all briefings |

Report to CMC as soon as possible following notification. Bring your CMP pack, mobile phone and charger.

Remember to let someone know if you begin to feel fatigued or unable to perform your duties.

6.7 SAFETY, QUALITY AND ENVIRONMENT MANAGER - DUTY CARD 6

Role purpose: Oversee the health, safety environmental response to the crisis

Act to ensure a coordinated approach for all team activities.

| | |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Provide advice and direction in relation to health, safety and environmental issues |
| | At the earliest appropriate time, ensure you brief your 2IC to take control of existing workload and priorities |
| | Engage and deploy wider health, safety and environmental team as appropriate |
| | Develop strategies to minimise health, safety and environmental impacts |
| | Review proposed actions for compliance with health, safety and environmental laws |
| | Liaise with health, safety and environmental regulatory bodies (if notifiable consider invoking Common Interest Legal Professional Privilege – Board members need to invoke) |
| | Liaise with external environmental consultants (if required). |
| | Liaise with regulatory and statutory bodies such as Worksafe |
| | Check and compile facts on safety procedures and performance (against company and legislative standards) as required |
| | Attend all briefings |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

Remember to let someone know if you begin to feel fatigued or unable to perform your duties.

6.8 SAFETY, QUALITY AND ENVIRONMENT TEAM - DUTY CARD 7

Role purpose: Assist with the environmental and safety response to the crisis.

Act to ensure a coordinated approach for all team activities.

| | |
|--|------------------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Provide assistance in relation to health, safety and environmental issues |
| | At the earliest appropriate time, ensure you brief your 2IC to take control of existing workload and priorities |
| | At the earliest appropriate time, do a roll call to ensure everyone is accounted for at the relevant location |
| | Develop strategies in conjunction with the SQE Manager to minimise environmental and safety impacts |
| | Assist with reviewing of proposed actions for compliance with environmental laws |
| | Assist with checking and compiling of facts on safety procedures and performance (against company and legislative standards) as required |
| | Attend all briefings |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

**Remember to let someone know if you begin to feel
fatigued or unable to perform your duties.**

6.9 COMMERCIAL MANAGER - DUTY CARD 8

Role purpose: Oversee all commercial matters associated with the crisis and ensure appropriate action is taken to minimise commercial impacts.

Act to ensure a coordinated approach for all team activities.

| | |
|--|--------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | At the earliest appropriate time, ensure you brief your 2IC to take control of existing workload and priorities |
| | Assess financial risks and provide commercial advice to the CMT leader |
| | Provide cost estimates on the impact of the crisis on the programme and Alliance partner's profitability where possible. |
| | Liaise with legal advisor and insurance advisor |
| | Obtain regular updates on insurance status. Advise brokers of initial incident and any changes to status |
| | Maintain customer/supplier contact where required |
| | Develop strategies to minimise financial impacts |
| | Review all legal claims |
| | Review all insurance claims |
| | Attend all briefings |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

**Remember to let someone know if you begin to feel
fatigued or unable to perform your duties.**

6.10 HR MANAGER - DUTY CARD 9

Role purpose: Oversee all internal communication with SCIRT personnel about the crisis as well as communication with trade unions and other HR stakeholders.

Act to ensure a coordinated approach for all team activities and monitor the wellbeing of the CMT.

| | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Call in the relevant members of the HR Support Team |
| | Develop key messages for staff and contractors in conjunction with the CMT Leader, Communication Manager and Media Liaison Team |
| | Determine information tools to communicate these messages e.g. SMS, telephone, email, in person visits |
| | Identify if any unions are involved and the appropriate messaging |
| | Identify other key HR stakeholders and the appropriate messaging |
| | Prepare and send message to remind all SCIRT personnel not to comment to media |
| | Consider whether a briefing is needed for the Integrated Services Team, what it should include and who will run this |
| | Monitor progress of any human injuries/harm to SCIRT personnel |
| | Coordinate notification of next-of-kin in close consultation with appropriate authorities |
| | Organise counselling for affected personnel, families and members of the public. Consider using existing EAPs for parent organisations. Refer to Appendix A for this information. |
| | Develop rosters and alternate team handover responsibilities in conjunction with the CMT Coordinator |
| | Liaise with HR managers of SCIRT partners |
| | Monitor the health and wellbeing of the Emergency Response Team and Crisis Management Team, particularly for stress and fatigue |
| | Attend all briefings |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

Remember to let someone know if you begin to feel fatigued or unable to perform your duties.

6.11 HR TEAM - DUTY CARD 10

Role purpose: Support the provision of all internal communication with SCIRT personnel about the crisis as well as communication with trade unions and HR stakeholders.

Act to ensure a coordinated approach for all team activities.

| | |
|--|----------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Communicate key messages to staff and contractors as per the approved messages |
| | Determine human resources and assist with industrial relations strategy |
| | Monitor progress of any human injuries/harm to SCIRT personnel |
| | Determine if all staff are accounted for |
| | Coordinate notification of next-of-kin in close consultation with appropriate authorities. |
| | Advise wider team of how to access counselling for affected personnel and families |
| | Disseminate communication to staff, consistent with messages developed by the Media Liaison Team and HR Manager |
| | Liaise with human resources advisors of Alliance partners |
| | Monitor the health and wellbeing of the Emergency Response Team and Crisis Management Team, particularly for stress and fatigue. |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

Remember to let someone know if you begin to feel fatigued or unable to perform your duties.

6.12 IT MANAGER - DUTY CARD 11

Role purpose: Manage all IT services for the CMT.

Act to ensure a coordinated approach for all team activities.

| | |
|--|----------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Establish and provide IT support necessary to ensure effective communications between the ERT, the CMT and external stakeholders |
| | Established shared file server and maintain system security |
| | Turn on the computer in the CMC and consider bringing in other computers. Set up quickly |
| | Organise clean-up and repair of equipment if required |
| | Attend all briefings |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

Remember to let someone know if you begin to feel fatigued or unable to perform your duties.

6.13 IT TEAM - DUTY CARD 12

Role purpose: Assist the CMT as required with IT related matters.

Act to ensure a coordinated approach for all team activities.

| | |
|--|----------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Establish and provide IT support necessary to ensure effective communications between the ERT, the CMT and external stakeholders |
| | Established shared file server and maintain system security |
| | Check all equipment is switched on and operational |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

Remember to let someone know if you begin to feel fatigued or unable to perform your duties.

6.14 LEGAL REPRESENTATIVE - DUTY CARD 13

Role purpose: Provide advice on legal matters associated with the event.

Provide legal advice on matters associated with the crisis.

| | |
|--|-------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Identify legal exposure and advise the Commercial Manager and CMT Leader |
| | Develop strategies to minimise legal exposure |
| | Liaise with Media Liaison Coordinator on communication activities |
| | Record and review all legal claim |
| | Review insurance claims |
| | Liaise with external legal advisor if required |
| | Liaise with CMT Leader, Operational Leader, HR Manager and Communication Manager on legal and compensation issues |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

**Remember to let someone know if you begin to feel
fatigued or unable to perform your duties.**

6.15 EMERGENCY RESPONSE MANAGER - DUTY CARD 14

Role purpose: Manage the emergency response (or operational issues if ERP not activated) and act as the conduit between the ERT and the CMT.

Act to ensure a coordinated approach for all team activities.

| | |
|--|--------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | At the earliest appropriate time, ensure you brief your 2IC to take control of existing workload and priorities if appropriate |
| | Maintain regular contact between the ERT and the CMT. Ensure all details are fact and are added to the status board |
| | Provide direction in relation to SCIRT issues to Emergency Response Team |
| | Engage and deploy wider SCIRT operational team as appropriate |
| | Develop strategies to minimise operational impacts for any affected work sites |
| | Review proposed actions for compliance with operational constraints i.e. tired workers, plant availability etc. |
| | Liaise with parent organisations and external suppliers for required resources and materials |
| | Attend all briefings |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

**Remember to let someone know if you begin to feel
fatigued or unable to perform your duties.**

6.16 SUPPORT TEAM LEADER - DUTY CARD 15

Role purpose: Provide administrative support to ensure the smooth functioning of the CMT.

Act to ensure a coordinated approach for all team activities.

| | |
|--|----------------------------------------------------------------------------------------|
| | Produce and put up signs to the CMC and Media Centre |
| | Arrange furniture and equipment in the CMC |
| | Ensure equipment is switched on and operational |
| | Provide stationery |
| | Identify any ways to ensure the smooth running of the centre from an admin perspective |
| | Post CMC key contact details and project information on the walls or whiteboard |
| | Take minutes of all CMT briefings; include date and time and post onto walls |
| | Organise CMT refreshments , accommodation and other logistics for team members |
| | Collect and organise all records so they are easy to access and in a logical order |
| | Assist CMT members as required |
| | Review crisis plan and procedures following event |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

**Remember to let someone know if you begin to feel
fatigued or unable to perform your duties.**

6.17 RECORD KEEPER - DUTY CARD 16

Role purpose: Support the smooth functioning of the CMT with record keeping.

Act to ensure a coordinated approach for all team activities.

| | |
|--|---------------------------------------------------------------------------------|
| | Log all information received into the CMC as per Appendix C Status Board Update |
| | Log all decisions made by CMT as per Appendix C Status Board Update |
| | Log all actions taken by CMT as per Appendix C Status Board Update |
| | Review crisis plan and procedures following event |

Report to CMC as soon as possible following notification.

Bring your CMP pack, mobile phone and charger.

**Remember to let someone know if you begin to feel
fatigued or unable to perform your duties.**

6.18 RECEPTION - DUTY CARD 17

Role purpose: Deal with all phone calls and visits to the CMC.

Act to ensure a coordinated approach for all team activities.

| | |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Field all incoming calls |
| | Direct media enquiries to the Media Liaison Team |
| | Direct all stakeholder enquiries to the Communication Support Team |
| | Ensure that the procedure for visitors is provided by the CMT Coordinator and stick to the procedure |
| | Greet visitors. Direct visitors to the appropriate area e.g. media to the Media Centre (if at this location). |
| | Notify the CMT Coordinator of any visitors who should not be at the CMC e.g. residents or other stakeholders. Take these people to a separate 'waiting room' until they are met by the CMT Coordinator. |
| | Assist with other administrative support tasks if time permits. |

Report to CMC as soon as possible following notification.

Bring your CIMP pack, mobile phone and charger.

**Remember to let someone know if you begin to feel
fatigued or unable to perform your duties.**

6.19 TRAFFIC MANAGER - DUTY CARD 18

Role purpose: Assist with the necessary traffic response to the crisis as well as helping inform communication from CTOC.

Act to ensure a coordinated approach for all team activities.

| | |
|--|---------------------------------------------------------------------------------------------------------------------|
| | Log all information received and actions taken |
| | Liaise with CTOC as appropriate and keep CTOC informed, including taking account of potential wider network effects |
| | Provide necessary advice and direction in relation to traffic management |
| | Engage and deploy wider project traffic management team as appropriate via delivery team traffic managers |
| | Establish communication with on-site traffic manager or STMS to monitor traffic conditions |
| | Provide strategic advice and direction in relation to traffic management |
| | Assist with other support tasks if time permits. |

Report to CMC as soon as possible following notification.

Bring your CIMP pack, mobile phone and charger.

**Remember to let someone know if you begin to feel
fatigued or unable to perform your duties.**

7 **APPENDIX C - STATUS BOARD TEMPLATE**

Use tables similar to the ones shown below in the CMC to keep key information on display and to distinguish between fact and unconfirmed information.

| Date | Time | UNCONFIRMED INFORMATION | Provided by | Decisions made (what, who and when) | Actions taken (what, who and when) |
|------|------|-------------------------|-------------|-------------------------------------|------------------------------------|
| | | | | | |
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| Date | Time | FACTUAL INFORMATION | Confirmed by | Decisions made (what, who and when) | Actions taken (what, who and when) |
|------|------|---------------------|--------------|-------------------------------------|------------------------------------|
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8 APPENDIX D – STAKEHOLDER/MEDIA ENQUIRY FORM

| | | | |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--|
| Enquiry taken by | | | |
| Date | | Time | |
| Name | | | |
| Position | | | |
| Organisation/publication | | | |
| Telephone | | Facsimile | |
| Address | | | |
| E-Mail | | | |
| Request Type - COMMUNITY | <input type="checkbox"/> Project information <input type="checkbox"/> Traffic & Access <input type="checkbox"/> Safety <input type="checkbox"/> Injured person/s <input type="checkbox"/> Access <input type="checkbox"/> Family member <input type="checkbox"/> Community & communication <input type="checkbox"/> Environment <input type="checkbox"/> Other | | |
| Request Type - MEDIA | <input type="checkbox"/> Information <input type="checkbox"/> Comment <input type="checkbox"/> Interview <input type="checkbox"/> Graphics / Video <input type="checkbox"/> Other | | |
| Subject | | | |
| Details | | | |

| | | | |
|---------------|--|----------|--|
| Date required | | Deadline | |
|---------------|--|----------|--|

All completed Stakeholder Enquiry forms to be handed to the Communication Support Team.

All Media Enquiry forms to be handed to the Media Liaison Team.

9 MEDIA/SOCIAL MEDIA LOG

| Date | Time | Media organisation | Response required time | Summarise response provided, when and by whom |
|------|------|--------------------|------------------------|-----------------------------------------------|
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10 APPENDIX E – CMT MEMBER EVENT LOG

| Name & Position | | Duty Card Name or Number | | |
|-----------------|------|--------------------------|-----------------|----------|
| | | | | |
| Date | Time | Action/Task | Action Required | Complete |
| | | | | |
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11 APPENDIX F - POST CRISIS EVALUATION FORM

How did you find out about the crisis?

What impact has the incident had on the project completion date and profitability?

How well did the Emergency Response Team respond?

What were the challenges faced by the ERT and are there any future concerns or modifications required for the ERT?

Was the Crisis Management Plan adequate? ☐ Yes ☐ No. If NO, why?

Does the Risk & Opportunity Register require revision? ☐ Yes ☐ No

Were external resources effective? ☐ Yes ☐ No. If NO, why?

Are Employee Counselling Services ongoing? ☐ Yes ☐ No

What lessons have been learnt?

Can anything be done to avoid similar situations arising in the future?

How can Crisis plans and procedures be improved?

Is an effective recovery plan in place (including message strategy to stakeholders)?

Have all external agencies and relevant advisors, insurers and risk managers been effectively notified? ☐ Yes ☐ No

Was the situation fully investigated? What is the potential for a secondary crisis?

How could the notification process be improved?

How many hours were spent managing the crisis?

Rank how you feel that the CMT and ERT teams handled the crisis and explain?

(Ranking 1-10, 1=Poor and 10 Excellent)

Rank the public relations/media response

12 APPENDIX G – TIPS FOR PUTTING INFORMATION TOGETHER

What to do?

1. What is the worst case scenario?
2. What is the best case scenario?
3. What steps need to be taken to move towards best case scenario?
4. Confirm action steps
5. Allocation responsibilities and timelines
6. Seek legal advice
7. Seek other external advice as required and appropriate.

Who needs to know?

Identify appropriate audiences. Use your comms people to assist but think widely.

Start briefings as quickly as possible.

Ways of informing

- Phone calls
- Meetings/briefings
- Memos
- Media release/media briefing
- Advertising
- Email
- Fax
- Door knocking
- Open days/ public meetings

13 APPENDIX H – EXAMPLE CRISES, KEY MESSAGES AND MEDIA STATEMENT TEMPLATES

13.1 HR ISSUE

Risk: Major industrial action

Impacts:

- Staff morale
- Business stability rumours
- Operational delivery
- Operational cost
- Reputation as an employer

Key messages (will vary depending on the exact situation)

SCIRT is not a financial entity and does not employ people directly. Employment is through its head contractors, consultancies or other contractors.

- SCIRT/Contractor has been in negotiations with xxx union, which represents its (division?) with (total numbers) of staff
- We have indicated our willingness to continue negotiations to resolve the outstanding issues so our staff can return to work
- Meanwhile we have contingencies in place to ensure we continue to provide essential services to our clients as contracted (briefly identify contingencies)

Who needs to know?

- All staff
- Key interested parties identified within HR plan

Internal communication

- Team briefings and meetings (before anyone else is told)
- Follow-up with letters/e-mail containing background information

Media relations – media release (reactive)

EXAMPLE MEDIA STATEMENT

(Date)

XXX Contractor doing work on behalf of SCIRT is hoping to continue negotiations with the xxx union in an effort to resolve the issue and get its yyy staff back to work. “We have been negotiating with xxx union representatives in good faith and want to keep talking with them to resolve (issue),” says (name) (title).

“xxxxx takes these negotiations very seriously. We are currently focused on continuing our discussions with the union representatives so they can keep staff informed rather than discussing the situation in the public arena.

“We are doing all we can to continue to provide timely and contracted services to our clients and look forward to returning to full services as soon as possible.”

ENDS

13.2 OPERATIONAL DAMAGE

Risk: Damage to private property

Impact:

- Reputation – sloppy and poorly managed workers
- Financial – repairs
- Site access and permission to operate may be compromised

Key Messages

- SCIRT takes damage to private property very seriously
- SCIRT contractors will rectify any damage to private property caused by them or their operations
- If the damage was caused by negligence or any deliberate act by a contractor working for SCIRT, it will be dealt with using appropriate internal disciplinary measures

Who needs to know?

- Management and team leaders
- Staff working in the area

Internal communication

- Team briefings and meetings (before any external comment is made)
- Follow up with letter/e-mail reiterating key messages and company policy

Media relations – media release (reactive)

EXAMPLE MEDIA STATEMENT

(Date)

XXX Contractor working on behalf of SCIRT is in discussion with the owner of (property type) damaged (when) by one of its workers.

“SCIRT takes damage to private property very seriously and have assured Mrs xxx we will repair/replace the (property type) (by when),” says SCIRT (role) (name)

“We have begun an internal investigation to get all the facts. If the damage is found to have been caused through negligence by an employee, we will deal with that using appropriate internal disciplinary measures.”

ENDS

13.3 CRIMINAL ALLEGATION

Risk: Theft, fraud or inappropriate behaviour by an employee

Impact:

- Reputation - poor management or control systems
- Business risk (depending on size of fraud)

Key messages

- SCIRT takes allegations of employee theft or fraud, at any level, very seriously
- A full investigation is being undertaken to determine what happened, and the person accused has been stood down on full pay until this investigation has been completed
- SCIRT is also reviewing its systems and will make any changes it deems necessary if wrongdoing is proven
- SCIRT has zero tolerance if allegations proven, including dismissal of the person involved
- Meanwhile there are legal matters to be considered in regard to the allegation

Who needs to know?

- All senior management
- Team leaders – as appropriate on a reactive basis

Internal communication

- Team briefings and meetings (before external comments are made)
- Follow up with letter/e-mail reiterating key messages and policy

Media relations – media release (reactive)

EXAMPLE MEDIA STATEMENT

(Date)

SCIRT is investigating claims an employee may have mishandled company funds.

(Role) (Name) says an investigation began (when), following (overview – for example, a direct complaint or an anonymous tip-off to media).

“We take any such suggestions very seriously, so a full investigation is underway to find the facts,” he/she says.

“We are investigating the possibility of revenue discrepancies and in accordance with our employment processes would take the appropriate action.”

“SCIRT is also reviewing company systems with a view to making any changes found to be necessary.”

ENDS

13.4 PUBLIC CRITICISM OF ACTIVITIES

Risk: Unauthorised or ill-informed comment concerning SCIRT

Impact:

- Reputation damage
- Negative perception and scrutiny from shareholder or regulators
- Business risk – could affect existing contracts (including SCIRT) or potential new contracts

Key messages

- SCIRT has very rigorous and thorough systems
- SCIRT staff are well trained and briefed for every job
- Safety and service are given the highest priorities

Who needs to know?

- All staff
- Clients
- Shareholder

Internal communication

- Team briefings (before external comments are made)
- Follow up with letter/e-mail reiterating key messages and company policy about representing the company correctly

Media relations – media release

EXAMPLE MEDIA STATEMENT

(Date)

Claims that SCIRT (substance of claim) are being investigated by the company's management.

(Role) (name) says SCIRT has a very good reputation for reliably providing services to more than 2 million people throughout New Zealand, through creating new infrastructure and amenities.

Mr/Ms (surname) says the company has rigorous systems and staff are well trained for every job they undertake.

"Safety and service are the highest priorities for us, so we take claims like these very seriously," he/she says.

ENDS

13.5 MAJOR EVENTS OR EMERGENCIES

Risk: System failure or 'Act of God'

Impact:

- Reputation damage
- Negative perception and scrutiny from shareholder or regulators
- Business risk – could affect existing contracts or potential new contracts

Key messages

- SCIRT has very rigorous and thorough systems
- SCIRT has extensive plans to deal with extreme events
- Safety and service are given the highest priorities
- Normal service will be resumed as soon as possible

Who needs to know?

- All staff
- Clients in affected areas
- Affected customers
- Shareholder
- Regulators

Internal communication

- Team briefings (before external comments are made)
- Follow up with letter/e-mail reiterating key messages and company policy

Media relations – media release (reactive)

EXAMPLE MEDIA STATEMENT

(Date)

SCIRT has begun an internal investigation into (event)

(Role) (name) says the company is gathering facts to fully understand what happened.

"Safety and service are our highest priorities and we have very rigorous systems," he/she says.

"We have extensive plans in place to deal with extreme events. Part of our procedures is a commitment to review those plans should an unforeseen event occur. We will do this to see what we can learn and to help us make any changes we might consider necessary.

"We are (action) and can assure clients and customers xxx (service) will be back to normal as soon as possible."

ENDS

13.6 ENVIRONMENTAL INCIDENT

Risk: Environmental effect in breach of RMA conditions or other regulations

Impact:

- Reputation damage
- Negative perception and scrutiny from shareholder or regulators
- Business risk – could affect existing contracts or potential new contracts

Key messages

- SCIRT has very rigorous and thorough environmental systems and is currently fully investigating this incident
- Everything possible will be done to clean up and mitigate the effects of this environmental incident
- SCIRT will undertake a thorough review of our processes to ensure this breach can not happen again
- We need to gather all the information before making any further comment.

Who needs to know?

- All staff
- Clients in affected areas
- Affected customers
- Shareholder
- Regulators

Internal communication

- Team briefings (before external comments are made)
- Follow up with letter/e-mail reiterating key messages and company policy and procedures

Media relations – media release (reactive)

EXAMPLE MEDIA STATEMENT

(Date)

SCIRT is reviewing all its procedures around (topic) in the wake of (event)
(Role) (name) says this is the first time (type of event) has occurred and the company is taking it very seriously.

“SCIRT provides services to more than two million people throughout New Zealand, in creating new infrastructure and amenities,” he/she says.

“We have rigorous systems and extensive plans in place should we have to deal with environmental incidents of this nature, so we are implementing these measures.

“Everything possible is being done to clean up and mitigate the effects of this incident and we will carry out a review later to see what we can learn from it and to ensure it doesn’t happen again.”

ENDS

13.7 HEALTH + SAFETY - ACCIDENT

Risk: Serious injury accident for a member of staff / member of public

Impact:

- Reputation damage
- Negative perception and scrutiny from shareholder or regulators
- Staff anxiety about safety on the job

Key messages

- SCIRT/xxxx Contractor working for SCIRT has launched a full investigation following this accident on site which has resulted in a serious injury to a person (staff / member of public)
- Xxxx staff are well trained in health and safety and are briefed for every new job
- Safety is given the highest priority and SCIRT has well defined procedures if an accident occurs
- We will be carefully reviewing our safety compliance systems following this accident to see if we can learn from what went wrong on this occasion.

Who needs to know?

- All staff
- Clients in affected areas
- Affected customers
- Shareholder
- Regulators

Internal communication

- Team briefings (before external comments are made)
- Follow up with letter/e-mail reiterating key messages and company policy and procedures

Media relations – media release (reactive)

EXAMPLE MEDIA STATEMENT

(Date)

SCIRT is reviewing its policies and procedures in the wake of (accident) which resulted in a staff member/members of the public/passers-by being hurt and taken to hospital.

SCIRT (role) (name) says the company has well defined safety procedures and takes them very seriously.

“We are very sorry one of our workers/a passer-by has been hurt and are working quickly to get the facts to understand what has happened,” he/she says.

“Our staff are well trained and briefed for every job and were following our procedures. At a later date, we will review our systems to see what if there is anything we can learn from this,” he/she says.

ENDS

13.8 HEALTH + SAFETY - DEATH OF STAFF MEMBER

Risk: Accident resulting in death of member of staff

Impact:

- Reputation damage
- Negative perception and scrutiny from shareholder or regulators
- Staff anxiety about safety on the job
- Public anxiety about safety of SCIRT sites/operations

Key messages

- SCIRT is very sorry for the tragic loss of a member of xxx Contractor staff and our immediate focus is providing help and support to the family and to those who worked alongside the person
- We have launched a full investigation and all activity on site has been stopped until this is completed
- SCIRT has comprehensive health and safety systems and our staff are well trained and briefed for every job - simply we do not compromise on safety
- SCIRT will ensure a full and transparent investigation is undertaken
- We will work closely with the official bodies such as the police who are leading this investigation
- Meanwhile, it would be inappropriate to make any further comment.

Who needs to know?

- All staff
- Clients in affected areas
- Affected customers
- Shareholder
- Regulators

Internal communication

- Team briefings (before external comments are made) – including discussion about/offer of counselling if appropriate
- Follow-up with key messages, company policy and procedure

Media relations – media release (reactive)

EXAMPLE MEDIA STATEMENT

(Date)

SCIRT, the organisation rebuilding the city's earthquake-damaged infrastructure, has expressed its sympathy to the family of the man/woman who died (explanation) Its (role), (name), says the company is deeply saddened by the tragic death and our immediate focus is in providing help and support to his/her family.

"This accident is a tragedy and our thoughts are with xxx's family," he/she says.

"Until we completely understand what has happened, we have halted all xxx (similar) activity on site to make sure we keep all our workers safe, and are offering professional support to all staff.

"We take safety very seriously. All our staff are well trained and we have rigorous safety procedures, but we will review what happened once all the facts are known."

ENDS

Note:

Any accident resulting in death will be a police matter and they will be responsible for notifying next of kin.

Until such time that this has occurred, SCIRT should NOT publicly identify the deceased.

13.9 HEALTH + SAFETY - DEATH OF MEMBER OF PUBLIC

Risk: Accident resulting in death of a member of the public

Impact:

- Reputation damage
- Negative perception and scrutiny from shareholder or regulators
- Staff anxiety about safety on the job
- Public anxiety about safety of SCIRT sites/operations

Key messages

- SCIRT offers sympathy to the family (consider personal visit from CEO and relevant senior manager)
- We are gathering facts
- SCIRT has very rigorous and thorough systems
- SCIRT staff are well trained and briefed for every job
- SCIRT has well defined procedures for when an accident occurs
- Safety is given the highest priority

Who needs to know?

- All staff
- Clients in affected areas
- Affected customers
- Shareholder
- Regulators

Internal communication

- Team briefings (before external comments are made) – including discussion about/offer of counselling if appropriate
- Follow-up with key messages, company policy and procedure

Media relations – media release (reactive)

EXAMPLE MEDIA STATEMENT

(Date)

SCIRT, the organisation rebuilding Christchurch's earthquake-damaged horizontal infrastructure, has expressed sympathy to the family of the man/woman who died when (explanation)

Its (role), (name), says the company is deeply saddened by the tragic death and is gathering the facts to better understand what happened.

"This accident is a tragedy," he/she says.

"We take safety very seriously. All our staff are well trained and we have rigorous safety procedures, but we will, as is standard procedure, review them once all the facts are known."

ENDS

Note:

Any accident resulting in death will be a police matter and they will be responsible for notifying next of kin. Until such time that this has occurred, SCIRT should NOT publicly identify the deceased.

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13.10 COURT CASES

Risk: SCIRT prosecuted for safety incident resulting in injury or death

Impact:

- Reputation damage
- Negative perception and scrutiny from shareholder or regulators
- Ongoing media coverage with possible daily stories

Key messages

- SCIRT does not compromise on health and safety
- We have very comprehensive and thorough systems
- SCIRT staff are well trained and briefed for every job
- SCIRT has well defined procedures for when an accident occurs
- Safety is given the highest priority
- Systems are reviewed after any serious safety incident
- We are fully co-operating with the official bodies

Who needs to know?

- All staff
- Clients in affected areas
- Affected customers
- Shareholder
- Regulators

Internal communication

- Team briefings (before external comments are made)

Media relations – media release (reactive)

EXAMPLE MEDIA STATEMENT

(Date)

SCIRT is fully co-operating with (department/police) in its investigation into (what happened)

Company (role), (name), says SCIRT does not and will not compromise on safety and the company is fully cooperating and assisting with the external investigation.

“We have comprehensive systems in place to ensure a full and transparent investigation is undertaken,” he/she says.

“At this stage, we don’t know how long the process will take, but we will continue to do all we can to assist the official bodies such as the police.

“Until all the information is known, it would be inappropriate for SCIRT to make any further comment at this stage”.

ENDS