Port of Tauranga
Connecting New Zealand and the World

Crisis and Emergency Management Manual

September 2024

1 Administration

1.1 Distribution

The Hard Copy of this manual is located at Port Control; printed hard copies are considered uncontrolled.

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1.2 Version Control

This manual is a controlled document subject to formal review, approval, and distribution processes.

Version	Date	Revised by	Comments
V1 Draft	07/05/2022		Drafted by Quadrant Resilience Partners (QRP)
V2	24/04/2024	Kellie Orchard	Review of content and update as required
V3	04/09/2024	Dave Bishop/Ricki Ross	Review of content and updated as required

1.3 Emergency Management Group

This manual is administered by the Emergency Planning Group (EMG) and is subject to annual review.

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Next Revision Due: August 2025

1.4 Glossary

AP	Action Plan
CIMS	Coordinated Incident Management System
CAP	Crisis Action Plan
CMC	Crisis Management Centre
CMP	Crisis Management Plan
CMT	Crisis Management Team
COPIC	Common Operating Picture
CEMM	Crisis and Emergency Management Manual
EMG	Emergency Management Group
EOC	Emergency Operations Centre
ERP	Emergency Response Plan
ERT	Emergency Response Team
ERTL	Emergency Response Team Leader
IC	Incident Controller
IMS	Incident Management System
IMT	Incident Management Team
MERP	Marine Emergency Response Plan
MIRR	Marine Incident Readiness Response
MPRS	Marine Pollution Response Service
MSDS	Material Safety Data Sheet
MNZ	Maritime New Zealand
MTA	Marine Transport Act
NSMS	Navigational Safety Management System
PHMSC	Port and Harbour Marine Safety Code
POTL	Port of Tauranga Limited
PPE	Personal Protective Clothing

1.5 Terms and Definitions

Terms	Definitions
Business Continuity	The capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident
Business Continuity Management	A holistic management process that identifies potential threats to an organisation and the impacts on business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities
Crisis	An abnormal and unstable situation that threatens the organisation's strategic objectives, reputation or viability
Crisis Management	Development and application of the organisational capability to deal with crises
Emergency	A serious, unexpected, and often dangerous situation requiring immediate action
Emergency Management	The organisation and management of the resources and responsibilities for dealing with all aspects of emergencies (reduction, readiness, response, and recovery).
Incident	An adverse event that might cause disruption, loss or emergency but which does not meet the organisation's criteria for, or definition of, a crisis
Incident Management	The coordination and control of a response to an incident
Incident Management System	The agreed methods and processes used to facilitate incident management
Risk	A situation involving exposure to danger
Risk Management	Coordinated activities to direct and control an organisation concerning risk

2 Introduction

The Port of Tauranga operates in a complex multistakeholder environment. The Port of Tauranga has 2,055m of linear (continuous) berth face on the Mount Maunganui side of the harbour. To the south of the Mount, Maunganui Wharf is the Tanker Berth dedicated to the transfer of dangerous goods in bulk.

The western side of the port is home to the Tauranga Container Terminal, situated at Sulphur Point. This facility features 770m of a heavy-duty wharf, nine container cranes and 38 hectares of paved container yard.

Many Port activities incur an inherent level of managed risk with overlapping emergency responsibilities. The Crisis and Emergency Management Manual (CEMM) is the primary guide to crisis and emergency response practices established at the Port of Tauranga. Crisis and Emergency response plans are developed based on the guidance provided in the CEMM.

2.1 Purpose

The purpose of the manual is to:

- To provide clear guidance for any person who may be expected to undertake or participate in response to a crisis or emergency incident
- To ensure incidents are managed in a structured and safe way
- To provide an efficient and effective response to crises or emergencies with seamless emergency service integration
- To minimise any impacts caused by any incident
- To clarify overlapping roles and responsibilities to facilitate the seamless response to incidents.

Pre-incident planning material is aimed at achieving the following objectives:

- Control or limit any effect that an emergency may have, particularly to decrease the risk to life, property and the environment.
- Ensure a coordinated response to any emergency and provide appropriate assistance to external emergency services (Fire Brigade, Police and Ambulance).
- Ensure good communication of all vital information as soon as possible to stakeholders and any external agencies involved in the emergency response.
- Facilitate recovery and resumption of normal operations when appropriate.
- Provide relevant training in this plan to ensure that all personnel maintain an appropriate level of emergency preparedness; and
- Provide a basis for revision of this plan.

2.2 Scope

This CEMM has been prepared for the Port of Tauranga, which comprises the following facilities:

- Commercial wharves at Mount Maunganui and Sulphur Point
- Berths for vessels owned or operating under contract to the Port of Tauranga Limited
- Covered and open storage areas within the Port area
- All Port of Tauranga Limited property

The scope of this manual covers the following crisis and emergency situations:

- Which threatens property and/or life within the port area.
- Where personal injury has occurred or could occur due to the emergency.
- Where damage has occurred, or the property is in danger due to the emergency.
- Where the possible impact of the emergency could result in severe environmental damage.
- Where incidents occurring at neighbouring facilities have the potential to impact property and / or life within the port area

The contents of the CEMM do not preclude third-party Operators' or external agencies' obligations to follow their established response procedures. These may include oil spill response plans, pipeline transfer plans, Emergency Response Plans or plans within the Harbour Safety Management System arrangements.

2.3 Primary Legislation

Key stakeholders listed within this plan all have legal obligations concerning maintaining a safe harbour and working environment. This plan is written to align and comply with the following documents:

- Port Companies Act 1988
- Maritime Transport Act 1994
- Maritime Security Act 2004
- Port and Harbour Marine Safety Code
- Port Harbour Marine Safety Code - Key Principles for Marine Risk Management
- BOPRC Port and Harbour Navigational Safety Management System
- International Safety Guide for Oil Tankers and Terminals (ISGOTT)
- Health and Safety at Work (General Risk and Workplace Management) Regulations 2016
- Health and Safety at Work (Hazardous Substances) Regulations 2017
- Fire and Emergency New Zealand Act 2017
- Fire and Emergency New Zealand (Fire Safety, Evacuation Procedures and Evacuation Schemes) Regulations 2018
- Hazardous Substance and New Organisms act 1996
- Hazardous Substance (Emergency Management) Regulations 2001
- Health and Safety at Work Act 2015
- HSNO Control Regulations 2012

2.4 Emergency Planning Assumptions

The Port environment surrounding the Tauranga Harbour is highly active, where incidents can occur at any time; therefore, therefor the following assumptions apply:

- Crisis and emergency response efficiency may vary significantly depending on the time of day and the day of the week
- The use of response resources such as Tugboats, portable fire pumps, and firefighting foam will be subject to their availability and staffing to mobilise them. POTL will rely heavily on resource support from stakeholders and response agencies
- Marine response stakeholders will access the marine emergency VHF channel for communications.

3 Governance

Port of Tauranga governance doctrine prioritises protecting people, assets and the environment. The safety of staff and stakeholders are paramount at all times, including during the response to an emergency. Crisis and emergency response material is established to align with policy objectives and external legislative requirements.

Crisis and emergency response practices are established and maintained by the Crisis and Emergency Management Group (CEMG); the members include:

- Mel Dyer (Chair)
- Pat Kirk
- Ricki Ross
- Lachlan Philp
- Brent Clinton
- David Bishop
- Vaughan Lewis
- Blair Hamill
- Aaron Peeters
- Aaron Samuel

The CEMG is responsible for:

- Establishment, maintenance and annual review of crisis and emergency response planning material
- Horizon scanning of new and emerging hazards and risks
- Management of approved evacuation processes and procedures
- Management of crisis and emergency response training and exercises
- Incident response investigations, reviews and continuous improvement practices

3.1 Policy

Crisis and Emergency Management practices have been developed to align and support the following POTL Policies.

3.1.1 Risk Management Policy

Risks are managed in alignment with the ISO 3100:2018 Risk Management Guidelines. Crisis and emergency response plans integrate the operational elements of the risk management policy (identification, assessment, control and review practices). The Corporate Services Manager is responsible for maintaining the critical risk log.

3.1.2 Health and Safety Policy

The Health and Safety Policy describes the Port's commitment to zero harm. Crisis and emergency response practices aim to ensure incidents are managed safely, with hazards actively managed throughout.

The following table reflects the health, safety and risk roles established within crisis and emergency response plans:

Location	Designation	Responsibility
Incident Ground	Emergency Response Team Leader	To lead the initial safe response to incidents
Emergency Operations Centre	Safety Officer	To coordinate safety matters with Emergency Services and site management
Crisis Management Centre	Health and Safety Advisor & Risk Manager	To manage the strategic level health, safety and risk response to a crisis

3.1.3 Environmental Policy

The Port endeavours to act as the environment's stewards and advocate for responsible environmental practice. The policy includes the following risk and emergency provisions:

- All port users must consider and undertake diligent environmental performance at all times for all activities (including during an emergency)
- The Port will work with relevant stakeholders to create and update operational environmental standards to reduce environmental risk.
- The Port will Investigate all environmental incidents and act on any remedial recommendations to improve environmental outcomes.

3.1.4 Media Policy

Crisis and emergency events can attract significant public interest, particularly when information is shared on social and traditional media platforms. The Port

of Tauranga Media Policy describes how internal and external communications will be managed.

The media policy applies to all permanent employees, contractors, and temporary workers and must be applied at all times.

The media policy must be considered and applied during crisis and emergency events.

4 Systems, Manuals and Plans

Port of Tauranga Crisis and Emergency Management practices are governed by the following documents:

Systems	Purpose
The POTL Incident Management System	The POTL IMS aligns with the New Zealand Coordinated Incident Management System (CIMS). It features a fusion of crisis and emergency response methodologies that link Strategic, Tactical and Operational response practices. It promotes a safe, effective response while simultaneously minimising adverse business impacts. The tailored IMS provides the underpinning foundation for the Ports incident planning material.
The POTL Safety Management System	The Port has an obligation under the Port and Harbour Marine Safety Code to establish and maintain a Safety Management System that aligns with the Bay of Plenty Regional Council Navigational Safety Management System. The POTL SMS covers; Traffic management Pilotage Harbour management Tugs and towage Harbour craft (Pilot Launches, survey vessels)
Manuals	**Purpose**
Crisis and Emergency Management Manual	A reference manual reflecting the POTL Crisis and Emergency Management practices
Evacuation Management Manuals	Manuals detailing the specific FENZ-approved evacuation procedures relevant to Port buildings.

Systems	Purpose
Plans	**Purpose**
TCT and Tanker Berth Emergency Response Plans	Site-specific emergency response guidance which includes: A description of the site Emergency Planning assumptions Communication protocols and emergency contact information Emergency response procedures specific to identified risks Evacuation procedures Hazardous Substance information Command and Control information Resource, facility and equipment information Recovery, training and exercise information
Natural Hazard Plan	*The NHP provides Port-wide response and recovery information specific to natural hazard events:* Earthquake and liquefaction Tsunami Storm surge and flooding Extreme wind and tornados Volcanic eruption
Crisis Management Plan	The CMP outlines the process that will be followed to identify, assess, respond and recover from a potential or actual crisis. Crisis Management practices are based on British Standard 11200:2014 Crisis Management Good Practice and Guidance. The core objectives of the CMP are to describe the incident management procedures, roles, responsibilities and functions that will be utilised to manage a crisis effectively. Senior Management Team members (SMT) will typically execute the CMP. The CEO, Operations Manager or delegate will assess the situation and determine if the incident would benefit from mobilising a full CMT.

Systems	Purpose
Marine Emergency Response Plan	The MERP has been developed in close consultation with the Harbour Master to provide a coordinated and efficient response to marine-related incidents in the Port's operating area. These include: Collision between vessels Contact between a vessel and an object Grounding Crane Collapse Loss of stability Ship fires and explosions Hazardous substance spills/leaks Oil spills from a vessel or pipeline Mooring breakout Weather events Medical events
Tug and Pilot Boat Wharf Tier 1 Oil Spill Response Plan	The Tier 1 Oil spill response plan describes the processes and procedures that will be implemented in response to an oil or diesel spill resulting from activities undertaken at the POTL tug & pilot boat wharf at Mount Maunganui.

4.1 External Systems and Plans

The Port of Tauranga has published 'Port User Protocols', which outline shared user expectations. Key stakeholders and Port Users will have their own specific emergency response processes and procedures. While stakeholders may initially plan their response independently, it is vital that they collectively communicate and coordinate their response efforts with other affected parties. Coordination may be achieved through a single command point or collaboration between command points.

Port of Tauranga systems and plans align with the requirements of:

- The New Zealand Coordinated Incident Management System (CIMS)
- The Integrated Maritime Incident Response Plan (Maritime NZ)
- The Maritime Security Plan (Maritime NZ)
- The National Oil Spill Contingency Plan (Maritime NZ)
- The Bay of Plenty Regional Council Oil Spill Response Plan
- The Tauranga Harbour Navigational Safety Management System Manual (BOPRC)

5 Overlapping Responsibilities

Key stakeholders share several overlapping responsibilities. The New Zealand Port and Harbour Marine Safety Code promotes the collaboration of key stakeholders to protect people, assets and the environment.

The Code is intended to assist Port operators, Councils, and Maritime NZ in working together to manage the safety of marine activities in New Zealand's ports and harbours by providing a voluntary standard to support national and local legislation. It promotes a high level of collaboration between operators of commercial ports, councils (or unitary authorities) and Maritime NZ as the local and national regulators to provide a safe operating environment within ports and harbours.

The following parties have a crucial role in marine safety under the Code:

a. Port operators
b. Councils and unitary authorities
c. Harbourmasters
d. Maritime New Zealand (Maritime NZ) and its Director
e. Ministry of Transport.

5.1 Port of Tauranga

Port operators must operate, maintain and service their ports to avoid unnecessary risk or danger to people, the environment, or property on ships. Port operators that are port companies also have a statutory objective in the Port Companies Act 1988 to operate as successful businesses.

Each port operator is accountable for the safety of the port's marine operations. POTL will take all practical steps to assist other key stakeholders in response to any maritime emergency.

5.2 Maritime New Zealand

Maritime NZ has a statutory function to promote marine safety and security and protect the marine environment in New Zealand in accordance with New Zealand's international obligations. Maritime NZ's functions include providing information and advice about maritime transport, marine protection, ships' licensing, operations, and crews. Maritime NZ also has oversight of all aids to navigation in New Zealand.

Incident Response Capability

Readiness for and response to large-scale, complex maritime incidents requires contributions from within Maritime NZ as well as cooperation from partnerships with domestic parties - national, regional and local government partners, communities, iwi and industry; as well as international partners - agencies, other coastal states, the international maritime sector as well as specialist technical entities.

The Maritime Incident Readiness and Response Team (MIRR) focuses on the non-oil aspects of a maritime incident, recognising that any response to such an incident must be operationalised in a complementary and cohesive manner with any concurrent search and rescue and oil spill response.

Search and rescue

MNZ operates a search and rescue response service in one of the world's most extensive search and rescue areas. It consists of 30 million square kilometres.
MNZ is also responsible for the Rescue Coordination Centre New Zealand (RCCNZ), which coordinates:

- Major maritime and aviation search and rescue missions in New Zealand's search and rescue region
- Land-based search and rescue missions arise from someone activating an emergency locator beacon.

The Police coordinate all other New Zealand search and rescue missions.

Oil spill response

As the lead oil spill response agency for New Zealand, the Marine Pollution Response Service (MPRS) is responsible for maintaining and developing the country's readiness to respond to marine oil spills.

MNZ manages responses to significant oil spill incidents and supports regional councils and oil industry representatives who deal with more minor incidents. They also manage the national response plan, maintain and supply response equipment, train response staff and run practice exercises.

Oil spill response aims to:

- Reduce the impact of oil pollution on New Zealand's marine environment as much as possible
- Reduce the recovery time for the oiled environment, by removing as much oil as possible, without causing further environmental damage.

5.3 Bay of Plenty Regional Council

Councils and all organisations conducting regional council functions have a statutory role in ensuring maritime safety within their regions and may regulate ports, harbours, waters and maritime-related activities in those regions.

BOPRC has formal Navigational Safety Management System interface arrangements with the Port of Tauranga Limited. The BOPRC and Port of Tauranga Ltd work together to implement the controls and procedures described by the NSMS Manual.

Regarding the Code, the council focuses on port and harbour marine safety, which covers all activities associated with the safe movement of ships entering, leaving, and navigating within ports and harbours.

5.3.1 Harbour Master

The council generally appoints Harbourmasters to manage maritime safety in their harbour.

Harbourmasters have:

- Functions and duties to be exercised to ensure maritime safety in relation to ports, harbours and the broader waters of their region
- Operational powers concerning the safety of marine activities in those areas.

Harbourmasters may direct:

- When and how ships enter, depart or move within their waters
- The position, mooring and placement of vessels – including the use of tugs and other forms of assistance
- How ships receive or discharge cargo
- How cargo is secured if there is a risk of being lost overboard and becoming a navigational hazard.

They may also regulate and control navigation whenever unusual or extraordinary maritime traffic occurs. To perform these functions effectively, the council ensures that an appropriately qualified Harbourmaster is contactable. The Harbourmaster can respond to exceptional circumstances or emergencies, identify risks, and take necessary action in response to such situations.

5.4 CDEM and Emergency Services

Civil Defence and the Emergency Services are mandated through legislation to plan, prepare, respond and assist in recovering from natural disasters and emergencies. The Port of Tauranga will actively engage with these organisations to maintain seamless, integrated response planning, preparedness and response capability.

Initial response agencies may include Fire, Police and Ambulance services. Emergency Service attendance may range from one or two personnel up to hundreds.

Once briefed, the response agency Officer will take command of the scene and begin operating as the Incident Controller (IC) under the CIMS model. The IC will continue to gain situational awareness from the Operator throughout this

dynamic period. This information transaction provides the IC with the intelligence they need to develop their Action Plan (AP).

As additional responders arrive, control of the incident may transfer to another Controller. This occurs when another agency is acknowledged as having the most appropriate legal mandate to take responsibility for the incident, e.g. Maritime New Zealand.

The lead agency may establish its Incident Management Team (IMT). The Controller's primary function is to lead the IMT to develop an Action Plan (AP) to determine how the incident will be resolved.

The POTL and emergency service response efforts must be collaborative.

5.5 Unified Command

Many international Incident Command Systems, includes provisions to apply a Unified Command approach to the management of incidents. Unified Command is an authority structure in which the role of the incident commander is shared by two or more individuals, each already having authority in a different responding agency. Unified command is one way to carry out command in which responding agencies and/or jurisdictions with responsibility for the incident share incident management.

A unified command may be needed for incidents involving multiple jurisdictions or agencies. A unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability. Under a unified command, a single, coordinated incident action plan will direct all activities. The incident commanders will supervise a single command and general staff organization and speak with one voice.

5.5.1 Incidents involving Vessels

Where an incident involves a vessel, the Captain must be included in the Unified Command structure as they are ultimately responsible for their crew, cargo and vessel.

If a Unified Command is needed, incident commanders representing agencies or jurisdictions that share responsibility for the incident manage the response from a single incident command post with the direct involvement of the Captain.

6 Port of Tauranga Incident Management System

The Incident Management System (IMS) describes the response framework and processes staff will use to achieve effective and coordinated incident management when responding to crisis and emergency adverse events. The system features the principles, characteristics, roles, structures and functions utilised in crisis and emergency pre-planning material.

The IMS aligns with the New Zealand Coordinated Incident Management System and the Crisis Management Standard; BS11200:2014.

6.1 Purpose

The POTL IMS is modelled from the Coordinated Incident Management System (CIMS) and tailored to meet organisational needs.

The purpose of the POTL IMS is to: ***enable personnel to respond safely and effectively to incidents with an underpinning focus on minimising adverse business impacts.***

This is achieved by establishing common structures, functions, and terminology in a flexible, modular, and scalable framework.

6.2 Objectives

The system methodologies are centred around the following objectives:

- Preserve life and care for the injured (including ensuring responder safety)
- Protect the environment, natural and physical resources
- Safeguard assets, including buildings and their contents
- Safeguarding business interests

6.3 Principles

1) Compatibility and interoperability with CIMS

   The Port IMS is based on CIMS and tailored to meet the organisation's needs.

2) Flexible, scalable, and integrated

   The Port IMS is highly versatile and can be utilised throughout every phase of an incident. It provides the early structure platform, laying the foundation for ongoing incident management and emergency service integration.

3) Simple and achievable in time-critical environments

   Simple processes and tools that can be immediately applied to any situation.

4) Effective interoperability

   The Port IMS integrates seamlessly with emergency services operations. It lays the foundation for effective briefings, efficient handover, collaborative planning and support. The system also accommodates the vital operational elements of

crisis management and business continuity, ensuring the organisation's broader interests are being considered from the outset.

6.4 Emergency Response Command Philosophy

Major Incidents will be managed using the Port Incident Management System (IMS). The system is based on the Coordinated Incident Management System (CIMs), the same system used by Maritime NZ, BOPRC and The Harbour Master.

The Incident Controllers will ensure POTL response practices are integrated with other agencies to ensure Action Plans are coordinated and aligned.

6.5 IMS Characteristics

The POTL IMS features the following CIMS characteristics:

Common structures, roles, and responsibilities

Common structures, roles, and responsibilities allow organisations to work effectively alongside each other and for personnel to interchange roles. They facilitate information flow and understanding of structures and relationships.

Common terminology

Common terminology for functions, processes and facilities prevents confusion, improves communications between organisations and supports more efficient and effective responses.

Interoperability

Interoperability is the ability of systems, processes, personnel and equipment to operate together effectively.

Management by objectives

Response objectives are established by the Controller, assisted by the Incident Management Team (IMT). These objectives are then communicated to everyone involved so that they know and understand the direction being taken and work towards the same end to achieve unity of effort. Objectives are reviewed regularly against the situation and against progress towards resolving the incident.

Consolidated planning through a Common Operating Picture

Consolidated planning in response and transition to recovery is the process that establishes the basis for the overall response. The planning process requires input from all the functions and organisations involved.

Consolidated planning supports:

- The development of effective Action Plans, Long-term Plans, Contingency Plans and Recovery Plans;

- Organisations involved to have a cohesive and efficient response;
- Situational awareness between agencies and organisations;
- Coordinated activities to achieve common response objectives; and
- Reduced risk, duplication of effort and conflicting actions.
- Integrated information management and communications

Integrated information management and communications between functions and organisations support situational awareness by developing and evolving a common operating picture (CoPic). This is essential for effective planning and response coordination, supporting the successful delivery of objectives and transitioning to recovery.

A CoPic is dependent on common information protocols, processes and procedures and, as far as possible, interoperable information management systems and consistent data standards. Integrated communications support consistent messaging to all stakeholders and communities.

The POTL IMS promotes the standardisation of crisis and emergency practices to facilitate the establishment of a CoPic.

Coordination of resources

Resource coordination involves the consolidation and control of resources. It maximises resource use across and between response elements, provides accountability and improves situational awareness. It requires an understanding of available capabilities and resources so that procurement and use of resources can be managed efficiently and appropriately. The Controller directs resource coordination with the support of the Incident Management Team (IMT).

Designated response facilities and locations

Designated response facilities and locations with clearly defined functions or purposes are essential in establishing the response structure and, when applicable, the hierarchy and relationships between response levels. POTL have two designated Emergency Operation Centres (EOC) and a Crisis Management Centre (CMC).

A manageable span of control

The IMS involves response structures at three levels; the team-based approach controls and coordinates the response efforts at each level. The scale and type of incident will determine the size of the Incident Management Team. The Port IMS defines the command structure that may be established during an emergency.

When response agencies arrive, they will either form their own command structure or combine it with another existing one. The POTL EOC (if established)

will integrate with the Emergency Services to support them as effectively as possible.

The span of control is the number of individuals or response elements one manager or Controller can manage effectively. The optimum span of control is between three and seven individuals or response elements, although this may be increased based on the following:

- Experience of the manager or Controller.
- Administration and technical support are available to the manager or Controller.
- Individuals' or response elements' competence or expertise.
- Familiarity, stability and complexity of the incident, and the level of responsibilities and delegations; and
- Availability of appropriate plans, processes and procedures.

6.6 Response

This section describes how POTL will mobilise and respond to an emergency or crisis event.

6.6.1 Response Objectives

An incident response aims to manage the consequences of hazards and establish the basis for recovery. Examples of common response objectives are listed below (priorities will vary depending on the incident):

- Preserve life (including ensuring responder safety)
- Provide safety and security measures for people and property
- Identify and attend to community needs
- Provide notifications and public messaging
- Prevent escalation of the incident or emergency
- Develop situational awareness
- Provide for the well-being of people
- Provide essential services
- Protect assets, including buildings and their contents
- Protect natural and physical resources
- Preserve economic and social activity
- Put in place effective arrangements for the transition to recovery

6.6.2 Incident Categorisation

It is helpful to understand the severity of the incident so that the appropriate level of response can be executed against identified priorities. Rating the severity using a standard matrix ensures that people at all levels of the organisation understand the event's level of urgency and significance.

Staff should be pragmatic about the use of the matrix. Use the tool to visualise the response severity in emergency operations rooms and the crisis management centre.

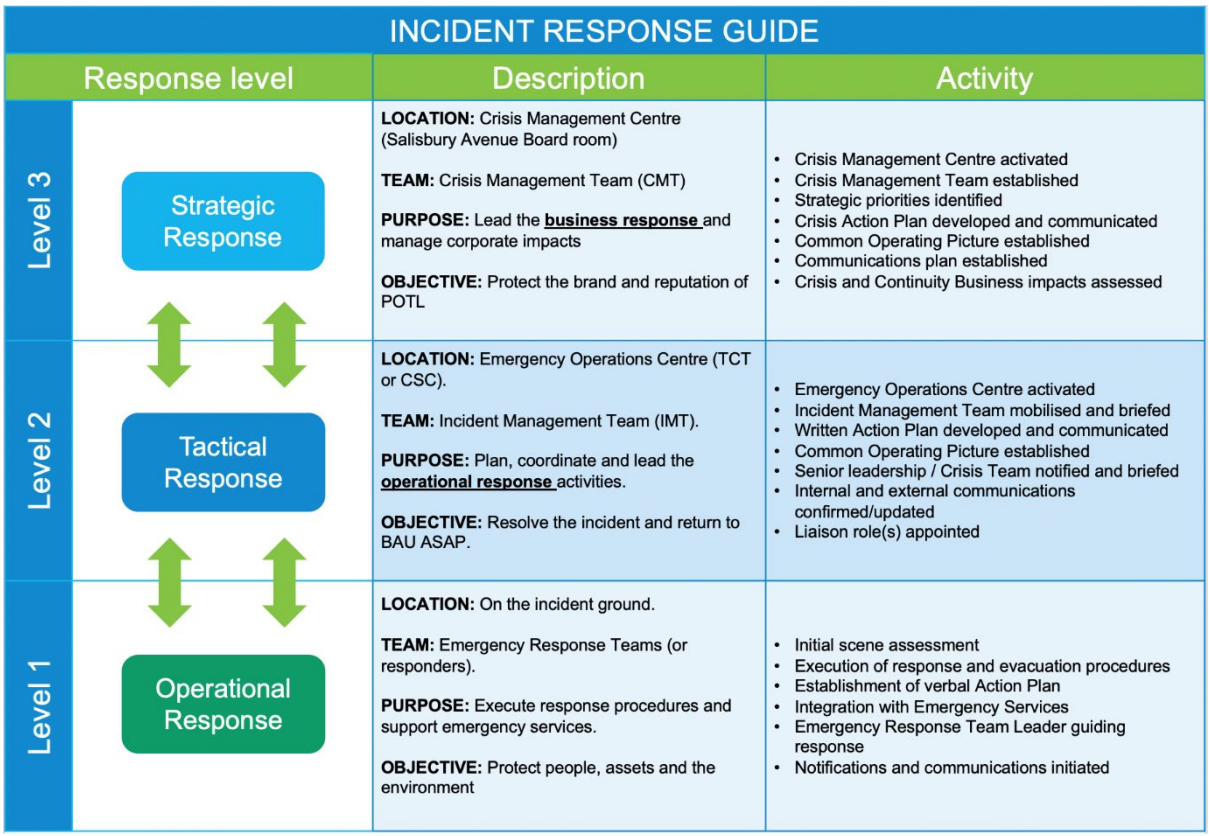
Figure 1: Incident Classification Matrix

Severity					
Category	Factors to consider	Minor	Moderate	Major	Severe
Impacts	• People • Environment • Assets • Reputation	Minor or no injuries, little or no environmental impact, limited or insignificant damage, very little chance of reputational harm.	Moderate injuries, some environmental impact, moderate damage to plant and facilities, potential for reputational harm	Serious injuries, significant environmental impact, major damage to plant and facilities, Likely reputational damage.	Numerous serious injuries or fatalities, widespread environmental impact, total loss of some buildings, plant and facilities, reputational damage imminent.
Resources	Capacity to manage – response equipment, funding, technical expertise, manpower, contractors	Manageable within available resources.	Manageable but will likely need logistical support	Resource limits and capacity are stretched.	Resource limits are exceeded.
Internal & External Interest	Degree of expected interest in the event: • Media • Neighbours • Stakeholders • Public	Minimal to no interest and can be routinely managed. Senior leadership notified.	A moderate degree of local interest. Senior leadership involved and leading the communications response.	Significant degree of local or regional interest likely to become National. Senior Leadership formalising communications strategy and plan.	National and possibly International interest. Senior leadership, key stakeholders and Directors involved.
Response and Recovery	Expected duration, ability to contain, potential to escalate, complexity, urgency, familiarity, level of disruption	Familiar/routine/ predictable Known solutions to familiar/routine/ predictable problems.	Mostly familiar/routine/ predictable with some degree of irregularity. Mostly known solutions to known but irregular problems.	Mostly irregular with some degree of familiarity and predictability. Mostly known solutions to irregular and possibly unknown problems.	Unfamiliar/ unprecedented/ unpredictable. Mostly unknown solutions to unknown problems

6.6.3 Response Levels

POTL will apply a structured approach to incident management. This is achieved by mobilising response capability at functional levels. Each level provides an additional layer of response capability, and the graduating response levels can be layered upon each other to meet the needs of the incident.

Figure 2: POTL Response Levels



6.6.4 Response Escalation

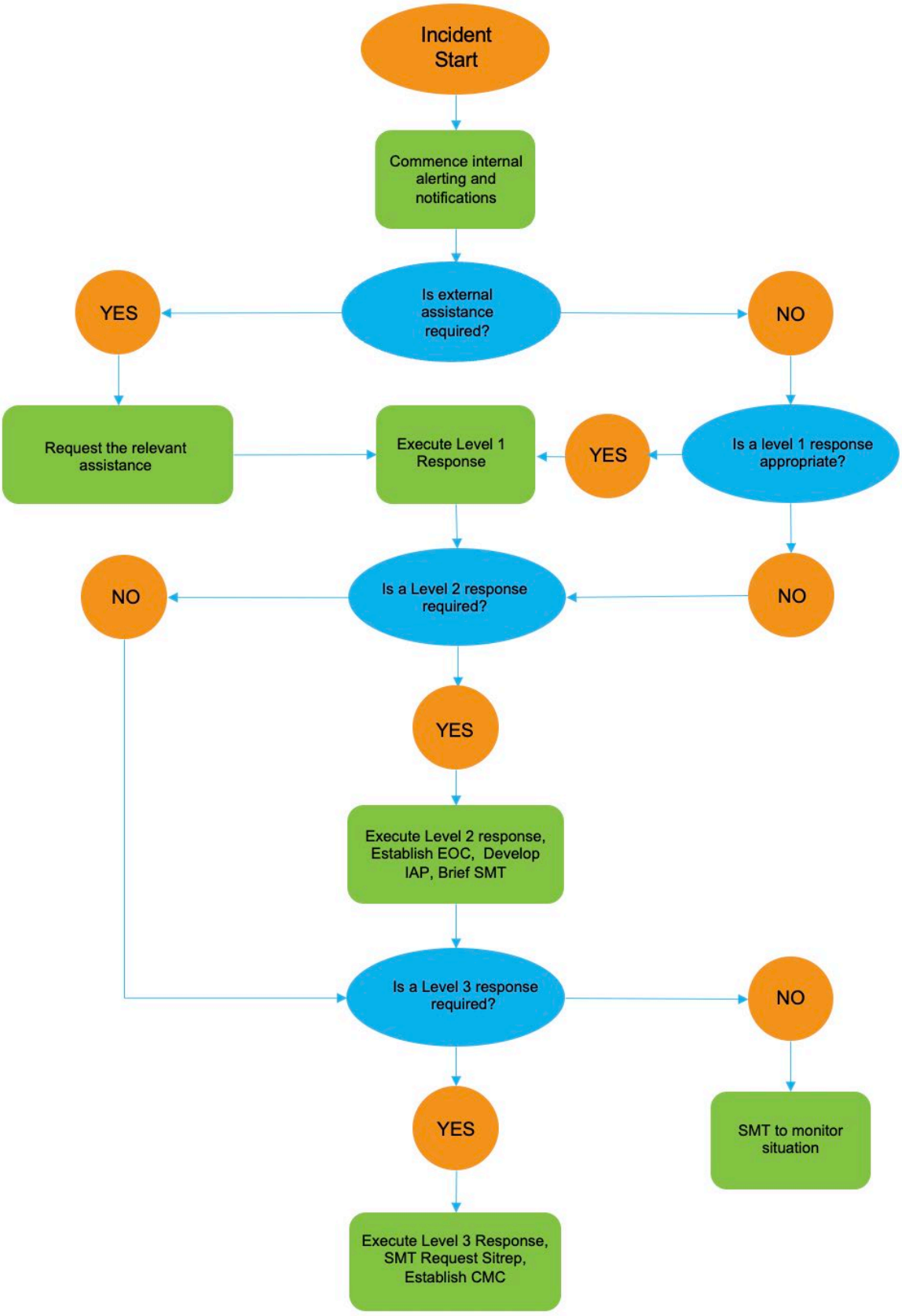
Once the impact of the incident is understood, consideration needs to be given to the appropriate scale and type of response required to meet the incident needs. The scale is determined by considering a specific range of incident factors. For low-level incidents, the response requirements may be minimal, with little coordination required. For more serious incidents, the coordination of the response becomes more and more critical.

Understanding an incident's severity will help ensure that the response meets the incident's needs. A response may escalate through levels 1 to 3, or it may be any combination of levels. A protracted response may scale up and down several times throughout the lifecycle of the incident.

Each level of response is considered against the severity of the incident. The Response Level Guide helps identify and confirm the anticipated response and potential escalation and de-escalation trigger points.

Site-specific Emergency Response Plans detail the escalation process shown in **Figure 3.**

Figure 3: Escalation Decision Process



6.6.5 Mobilisation Process

The person responsible for leading the initial response must remain mindful of the incident's potential. If the incident has the potential to escalate or require additional support, the Controller must anticipate and scale the response accordingly.

Site-specific Emergency Response Plans must detail the site mobilisation process in flow chart form.

Anyone who discovers an emergency or a situation likely to give rise to an emergency (except bomb threats) must immediately raise the alarm and alert others.

A marine emergency can be communicated by VHF radio or phone notification to the POTL Port Control office (Port Control).

Port Control will communicate the nature of the incident to management and request the relevant emergency services, agencies or organisations for assistance. Management will determine whether the EOC is required to be mobilised.

Due to some marine incidents, immediate access to the scene may not be practical or achievable. On these occasions, the POTL will identify and communicate a suitable location to support the arrival and staging of the responding services.

Responding agencies should be advised when the POTL EOC is established.

6.6.6 Staff call out process.

Senior staff can be contacted after hours for assistance at emergency events. Requests for additional staff can be requested through the Port Control.

Port Control will inform the Marine Operations Manager, who will determine what personnel are required to be notified and/or requested to report to the site.

6.6.7 All Stop Procedure

Some incidents that involve land-based elements may require the immediate halt of operational activities to allow time to determine appropriate response actions. An "all stop" may last minutes or hours, depending on the severity of the incident.

An "All Stop" may be called by any person who determines the action will be the most appropriate initial response action to protect life, property and the environment.

6.6.8 Emergency Service Integration

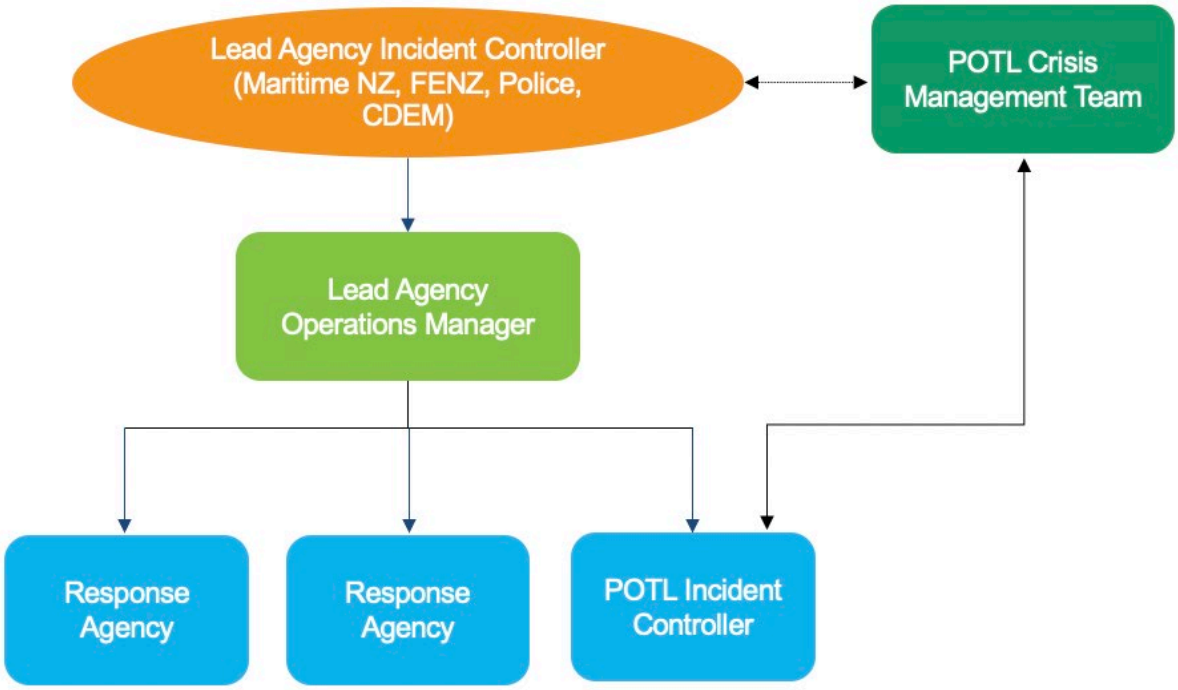
Initial response agencies may include Fire, Police and Ambulance services. Emergency Service attendance may range from one or two personnel up to hundreds.

Once briefed, the response agency Officer will take command of the scene and begin operating as the Incident Controller (IC) under the CIMS model. The IC will continue to gain situational awareness from the Operator throughout this dynamic period. This information transaction provides the IC with the intelligence they need to develop their Action Plan (AP).

As additional responders arrive, control of the incident may transfer to another Controller. This occurs when another agency is acknowledged as having the most appropriate legal mandate to take responsibility for the incident, e.g. Maritime New Zealand.

The lead agency may choose to establish its Incident Management Team (IMT). The Controller's primary function is to lead the IMT to develop an Action Plan (AP) to determine how the incident will be resolved.

Figure 4: Integration Structure



6.7 Incident Alerting & Communication

6.7.1 Alerting process

POTL has several methods of alerting an emergency; the primary method is to notify the Port Control office (Port Control). Port Control will process the information and either facilitate the requests immediately or escalate the request based on internal communication procedures.

Communications can be pushed out to internal stakeholders via E-Text, email or messaging Apps (Slack or Teams). External contacts will be managed through the Communications Manager, who Port Control will notify.

Port Control will initiate an occurrence log via Teams, that will accessible at both Port Control EOC and TCT EOC, and will be visible in read only mode at the CMT.

6.7.2 Incident Communication Methods and Protocols

It is essential that POTL proactively manage incident communications.
Note: The Communications Manager or delegate is responsible for leading communications at incidents greater than **Level 1**.

Site-Specific Emergency Response Plans must include a communications process flowchart that details response communication procedures.

Due to the time-critical nature of emergencies, incident information must be shared quickly and precisely. The POTL has adopted two standardised incident communication methods to facilitate effective and consistent communication practices.

C.A.N Message

The C.A.N message is a simple briefing process to summarise the incident CONDITIONS, response ACTIONS, and immediate response NEEDS. The verbal process is designed for briefings, updates and handovers on the incident ground. Passing information in this format will ensure critical information is not lost in the heat of the moment.

Situation Report (Sitrep)

A Sitrep is a brief written summary describing the incident situation and the activities undertaken to resolve it. Sitreps should be developed, updated and distributed to the Crisis Chair or CEO at intervals that meet the incident needs.

In order to reduce duplication, the Incident Controller is encouraged to simply send a copy of the Status Board and Action Plan display resource. If required, the Sitrep can be followed by an explanatory phone call.
The shared occurrence log will be available at all EOC's and CMT, to maintain a high level of situational awareness at all Incident response levels.

6.8 Incident Management

The POTL IMS practices align with the 2018 ISO Guidelines for Incident Management (ISO 22320).

The standard states that at each level of command, the organisation should:

- Establish incident command and internal organisational structure,
- Assess the risks in the affected area,
- Determine objectives,
- Determine the decision-making process,
- Create an action plan,
- Organise the site and develop an organisational structure,
- Manage the resources,
- Create a common operational picture,
- Review and modify plans,
- Manage additional facilities,
- Manage additional resources,
- Manage logistics, and
- Keep records.

6.8.1 Incident Structure

The Controller will establish a command structure that reflects the scale of the response by delegating a combination of CIMS functions.
The Controller establishes an Incident Management Team (IMT) to ensure appropriate coordination and communication between the respective functions and organisations. The IMT supports a Controller at any response level.

The IMT typically consists of:

- The Controller; and
- Function managers of the respective CIMS functions that have been established or delegated.

In addition, especially in complex incidents, the IMT may also include:

- A Response Manager;
- Senior Support Agency Representatives;
- A Recovery Manager;
- Iwi-mandated Representation;
- Technical and Science Advisors with knowledge relevant to the incident; and
- Risk and Legal Advisors.

Without removing the overall responsibility and ultimate decision-making of the Controller, the IMT collectively carry the responsibility for resolving the incident by:

- Maintaining a collective understanding of what has happened, what is happening and what is likely to happen (i.e. a common operating picture) and communicating this;
- Engaging with affected people and stakeholders to determine their needs and intended actions
- Agreeing on an Action Plan;
- Supporting the establishment and sourcing of necessary resources;
- Managing staff effectively;
- Implementing the Action Plan and monitoring its progress;
- Keeping the respective response elements informed of the decisions and the Action Plan; and
- The IMT should meet as frequently as necessary and ensure that records of their deliberations and decisions are kept.

6.8.2 Incident Management Facilities (Coordination Centers)

In establishing an incident management structure, the Controller must establish an incident control or coordination facility (or facilities) from where the incident management structure or structures will operate.

POTL has two designated Emergency Operation Centres (EOC's) to coordinate Tactical Level response, one located at Port Control and one at TCT. A Strategic level Coordination Centre (Crisis Management Centre) is located at the Sailsbury Avenue Headquarters Board Room. The back up CMT location is the Port of Tauranga Surf Rescue Centre, or through Teams if neither CMT location is available.

6.8.3 Incident Management Team

IMT's operate either as a hierarchy, a set structure that relies on command and control or as a network, which is more flexible and based on relationships between roles. CIMS operates as a combination of the two — a networked hierarchy. This is necessary as it allows for cooperation among response elements and focused decision-making, direction and action.

The Controller should arrange the IMT to support a manageable control span, usually two to seven people. ***The Controller or delegate must assume any roles and functions that are not delegated***.

An IMT undertakes a critical incident response coordination function that:

- Improves situational awareness
- Consolidates response planning
- Improves communication
- Facilitates decision making
- Reduces confusion
- Reduces risk to responders
- Enhances safety and welfare outcomes
- Streamlines response agency integration

The Port IMS harnesses the availability, skills, and experience of supervisors and managers to collaborate in a group as an Incident Management Team (IMT). The IMT initially operates as a networked "think tank" to brainstorm, problem solve and develop an Action Plan (AP).

As the response develops, the Controller may choose to formalise IMT roles to facilitate a more focused response.

The primary functions of the IMT are to:

- Assist the Incident Controller in developing an Action Plan (AP)
- Manage the execution of the AP
- Support the response activities being undertaken by the Emergency Response Team Leader

- Coordinate all internal and external notifications and communications (including media)
- Facilitate the integration with emergency services
- Support emergency service response and resource requirements
- Facilitate links to strategic leadership or crisis management team
- Manage internal business continuity matters
- Manage recovery planning and associated activities
- Lead an internal debrief

The Incident Management Team assist the Incident Controller by providing advice, specialist knowledge, and handling detailed work. If necessary, each of the roles can be complemented with assistants. The core members of the IMT are:

Note – roles and functions must be established and applied to meet the incident needs. Additional lead or support roles can be added where necessary. The Controller must determine the most appropriate combination based on:

- The availability of key personnel
- The incident needs
- The potential incident escalation and emergency service integration practicalities.

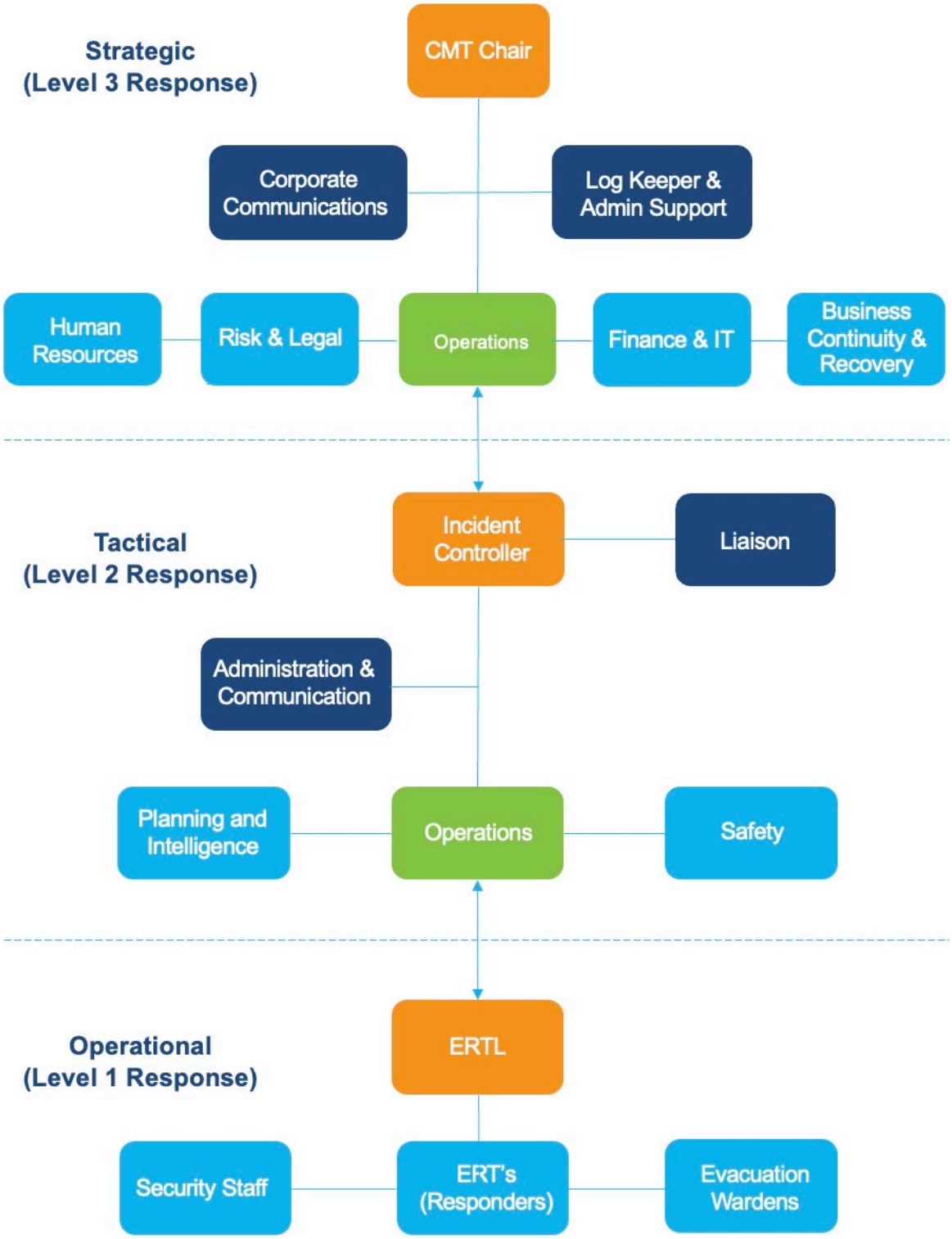
6.8.4 CIMS Functions

The incident response will require a range of activities to be carried out. CIMS divides the responsibilities for these activities into CIMS functions, established as needed and then operating in a networked hierarchy.

6.9 POTL Primary Organisation structures

The POTL IMS features three organisational structures to clarify incident control at each response level. Role cards are established in the resource kits at EOC and CMC locations detailing the individual roles and responsibilities for each CIMS position.

Figure 5: Primary Structures



6.10 Action planning

This section describes the response planning process and the tools to assist in developing an Incident Action Plan.

6.10.1 Overview

When an incident occurs, the response is initially managed internally by staff undertaking procedures aligned with their emergency response plans. A simple Initial Action Plan (IAP) will be established and verbalised to staff.

Once response agencies arrive at the scene, they will assume control, establish an incident management structure and develop their Action Plan. The response agency's Action Plan will represent the overall incident management objectives and activities they will use to manage the incident.

Once the response has been handed over to emergency services, the site operator can pivot to a dual focus across their internal business matters and supporting response agencies. As the incident de-escalates and enters the recovery stage, emergency services will hand control back to the Operator, who will continue managing the recovery.

6.10.2 The Action Planning Process

When an incident occurs, response decisions are required almost immediately; however, instantly developing a comprehensive Action Plan is not practical at this point. The solution is to plan in stages based on the availability of information, time and resources.

Stage 1 – Once the Controller has gained some situational awareness, a mental "plan of attack" can be established. This becomes the foundation Initial Action Plan (IAP), which is simply verbalised to others.

Stage 2 – As time and circumstances permit, the mental plan can evolve into a written IAP. The Controller should work closely with the site IMT to gather information and develop the formalised IAP.
An effective IAP:

- Increases and maintains situational awareness
- Promotes a focused and cohesive response
- Coordinates activities towards a common goal, and
- Reduces risk, duplication, and conflicting actions.

Stage 3 – As the response matures and a Common Operating Picture (CoPic) is established, the comprehensive AP can be developed.

An AP covers the duration of the incident or an operational period as defined by a Controller. The operational period needs sufficient time to achieve the Initial Action Plan's objectives. New Action Plans should not be developed at arbitrary periods, such as the start of a new shift. New Action Plans are developed:

- When the objectives in the original Action Plan are achieved
- If the situation changes significantly and the original Action Plan objectives cannot be achieved, or
- The Controller changes the objectives.

Action Plans are documented to be effectively communicated and ensure continuity of operations (particularly during changeover periods). Issuing an Action Plan in a face-to-face briefing allows the Controller to emphasise the critical elements of the plan, answer any questions, and gauge understanding of the Controller's intent.

6.10.3 Incident Phases

Incident planning can be simplified by understanding the life cycle of incident response. Incidents consist of a combination of phases and stages. Incident Phases are split into two distinctive areas, the Reactive and Proactive phases.

Reactive Phase – This represents the period from the initial incident occurrence to the point where planning and incident management become formally established. This phase can last for minutes, hours or even days, depending on the scale and complexity of the event.

The reactive phase can present a multitude of challenges that may be:

- Time-critical
- New, unfamiliar, not previously planned for or anticipated
- Include compromised plant or infrastructure
- Visually shocking or traumatic
- At the limits of the skills or training of site responders
- Beyond site resources
- Overwhelming due to the sheer scale or complexity of the event

To meet these challenges, the response during this phase must be:

- Decisive, agile and adaptive.
- Be supported by effective pre-planned response procedures
- Executed efficiently through well-trained and resourced responders

- Effectively led and coordinated by experienced staff who can confidently make sound intuitive decisions

Proactive Phase – This represents the period where the initial reaction to the incident has reduced, and the response settles into a more structured and calculated approach. This phase can also last for minutes, hours or days and features a recurring planning and organising stage that continues through to the incident recovery.

The challenges of this phase include the management of:

- The welfare, availability and rotation of staff and responders
- The disruption to business as usual
- The potential negative impact on the business reputation
- Extensive internal and external communication requirements
- Funding the response

To meet these challenges, the response must:

- Be focused on people first and then assets, the environment and the company's reputation
- Be well informed with decisions made from timely, accurate and reliable information
- Integrate effectively with emergency services and other agencies
- Be led by a capable, well-structured response coordination team
- Be supported by strategic leadership that may include business continuity or crisis management, teams

6.10.4 Operational Stages

Throughout the lifecycle of an incident, the response will move through a series of three distinctive operational "stages". The stages are Response, Incident Management and Recovery.

The ***Response Stage*** begins at the incident outset and occurs only once in the lifecycle. It typically involves operators executing emergency procedures and developing an initial action plan. The coordination of the response is managed internally until the arrival of emergency services. The response stage must include consideration of the potential for the incident to scale into the management stage.

The response stage is followed by the ***Incident Management Stage*** (sometimes called the consolidation stage), where the incident is proactively managed through a continuous cycle of planning and organising. The Incident Management stage consists of four sequential planning steps that lead to developing and executing an Action Plan.

When emergency services arrive, they will usually take over the control of the incident and lead activities working under the national incident management system. Emergency services will typically focus on resolving the emergency and returning the scene to a status that can be declared "safe".

Once this has been achieved, emergency services will hand the responsibility of the scene back to the site representatives. If emergency services are delayed or unavailable due to a widespread emergency/disaster, the incident management stage must be undertaken internally.

Recovery should be considered as the incident reaches maturity; the recovery should be incorporated into the planning cycles to assist the transition to the ***Recovery Stage***. During this stage, the focus shifts to activities centred on returning the scene and business to normal operations. As per the Response Stage, the Recovery Stage only occurs once in the incident lifecycle.

The phases and stages of response can be associated with the shape of the letter R concerning how they relate to each other; this is referred to as the ***RESPOND "R"***.

Figure 6: The RESPOND "R" The phases and stages of the incident lifecycle

The timing of the phase transitions is highly dynamic and dictated by numerous incident factors. These factors will also affect the scale and management approach to the incident.

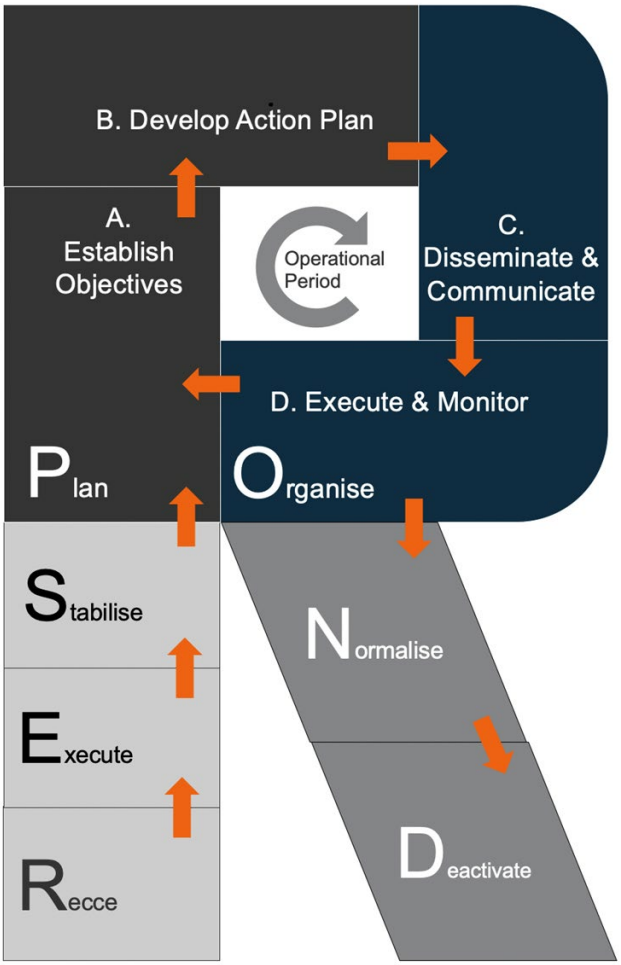
The elements may include:

- The time of day that the incident occurs
- The presence and effectiveness of emergency infrastructure (fixed detection, automatic suppression and safety systems)
- On-scene conditions and challenges (created as a result of the incident)
- Staff availability day/night
- Response capabilities of staff (level of response training and experience)
- Response resources
- The availability of response agencies and their access to the scene (particularly during natural disasters or severe weather events)
- The proximity of local response agencies to the scene (affecting the timing of their arrival)
- The resource capability of local response agencies

6.10.5 The "RESPOND" Process

Applying a structured approach to the incident will provide the best platform for a successful outcome. The RESPOND "R" process promotes a systematic and structured approach to incident response and planning that can be applied to ***any*** incident. The process follows the path of the RESPOND "R".

Figure 7: The RESPOND "R"



Note: Each evolution of the planning and organising steps (A, B, C, D) is known as an "operational period". The Controller will determine the duration of the operational period. The operating period will be established at a time frame that will allow enough time for progress on the incident objectives before being reviewed and revised.

6.10.6 The Respond Process in Detail

R – Reconnaissance (Recce)

The term **"Recce"** is originally derived from the military and defined as the "exploration of an area to gain information". Emergency responders commonly use the term when describing their approach to gathering information to inform decision-making.

When an incident occurs, it is critical to assess the situation as soon as possible. While it is natural to react instinctively, that urge must be controlled, and a disciplined approach is taken. Reactive decisions made without fully understanding the situation can lead to a spiral of bad choices that may make it very difficult to recover.

The Controller will base their decisions on the way they interpret a situation. Good situational awareness is vital to understanding things coherently and helps predict likely developments. By assessing the situation, a decision-maker can understand the current characteristics and details and consider the desired end state. **The Recce ascertains what the Initial Action Plan (IAP) will be**. An IAP:

- It uses the action planning process, but with shortened timeframes and less detail
- Focuses on immediate life-saving activities, mobilisation of response assets, and information collection
- It does not aim to set the conditions for a transition to recovery, and
- Maybe issued verbally, though a written record must be kept.

Decision-makers should continually assess the situation to support an accurate awareness. They should gather relevant information while making the best use of the time available.

E – Execute

This step involves the initial mobilisation of response personnel and executing immediate response actions as per the site Emergency Response Plan. Low-level incidents may only require the dispatching and monitoring of response staff to perform their standard procedures. Incidents where emergency services will not attend, will usually transition from the Response Stage directly to the Recovery Stage at this point.

The response may involve more comprehensive task briefings, close coordination, and direct supervision for more complex or larger-scale incidents. The situation must be continuously monitored to ensure that the initial verbal Initial Action Plan meets the Controllers objectives. Early direction and leadership from the Controller provide the response foundation to give enough time for the action planning process to be completed in full.

S – Stabilise

For incidents that have the potential to escalate, this step reflects the consolidation of the initial response activities and preparation for the transition to the “incident management” stage. This effectively progresses the response towards the “proactive phase” of the incident lifecycle.

This is a critical step in the response process, bringing a reassuring level of organisation to what may have been a relatively chaotic initial response period.

P – Plan

This step marks the beginning of the “Incident Management” stage and focuses on developing an Action Plan using a series of processes and tools. The planning step aims to review activities and formalise an action plan for the next operational period.

O – Organise

This step links closely to the previous step and involves the communication and execution of the Action Plan. This step is critical to the efficiency of the operational response and requires excellent coordination to ensure that the Action Plan is executed effectively.

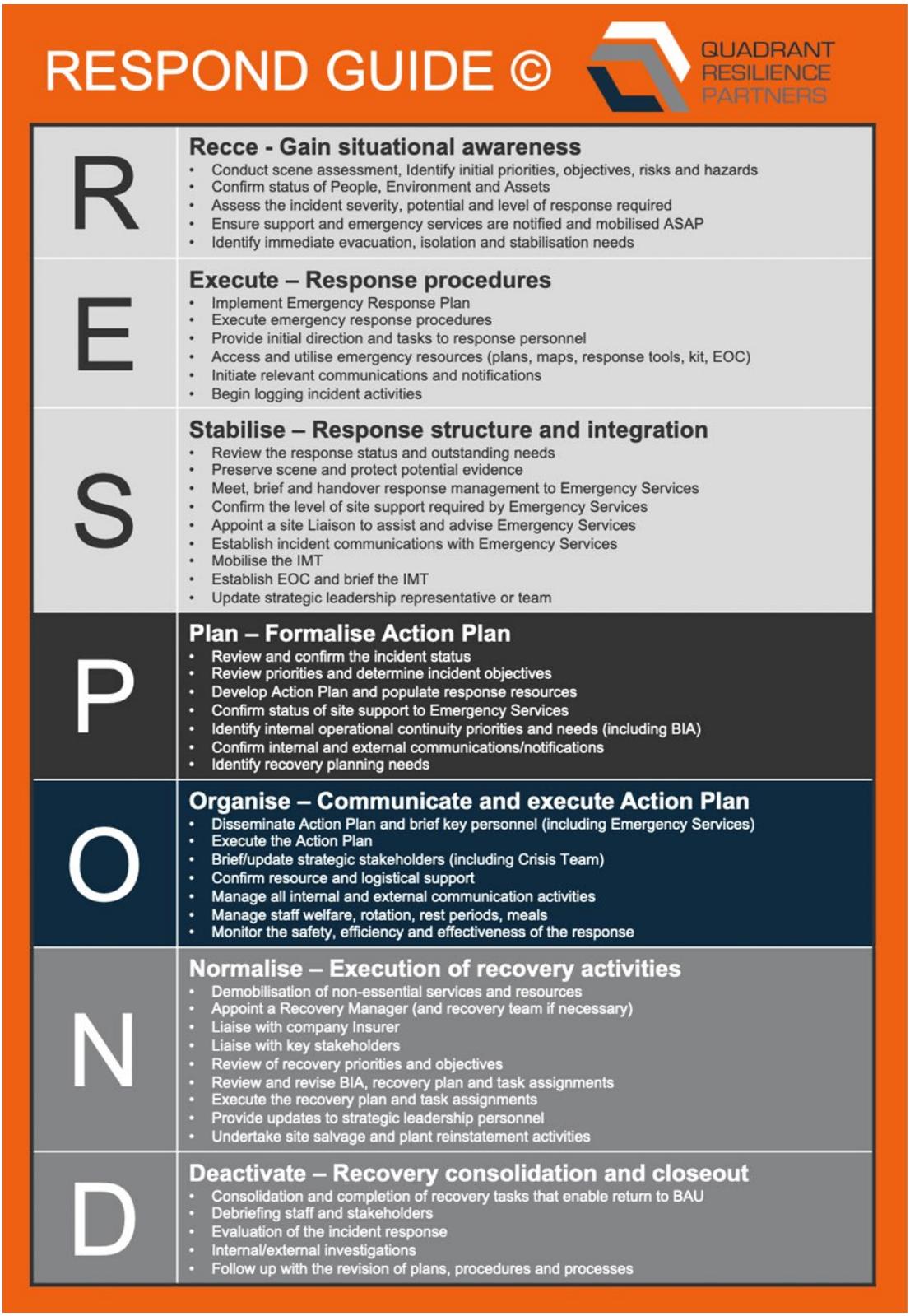
N – Normalise

This step marks the move from the incident management stage to the recovery stage of the incident. While planning for the recovery should occur in the closing period of the incident management stage, the normalisation step is where the recovery becomes the primary focus and through the execution of recovery activities.

D – Deactivate

This step is the final element of the recovery stage and culminates in the consolidation of recovery activities through three essential activities, debriefing, evaluation and investigation.

Figure 8: The Respond process guide



6.11 Incident Planning Resources

This section describes the IMS tools that can be utilised during an incident.

6.11.1 Overview

Level one incidents usually don't require a great deal of formal planning; however, longer duration and more complex incidents will need a more structured approach. Protracted incidents that require considerable coordination can quickly become overwhelming; response resources comprise a range of tools used to streamline and support the process. The tools intend to support the development of an overall **Incident Action Plan (IAP)**. The IAP details the desired outcome and critical tasks for responding to the incident.

6.11.2 Common Operating Picture (COPIC)

A Common Operating Picture is the name given to the standardised layout of incident response tools. This approach can dramatically improve response efficiencies.

There are numerous benefits to using practical response resources and a COPic:

- Enhances situational awareness
- Provides a standardised and modular approach across an organisation that becomes familiar and routine
- Promotes efficient and effective response coordination and management
- Provides a quick and straightforward method of informing and updating vital internal stakeholders. A simple photo of the Copic or sections of it gives an instant snapshot of the response.
- Provides a best practice approach that is understood by response agencies and aligns with standard incident management practices used by Emergency Services

6.11.3 IMS Tools

The POTL IMS has several resources designed to support incident planning. Some incidents may not require all resources, and the Controller must decide what combination of tools will best support the response efforts. The IMS preformatted tools include:

- Flipcharts and checklists to help Level 1 responders
- Wall mountable Action Plans for Level 2 response at either of the dedicated Facility Emergency Control Centres; and
- Wall mountable Action Plans for Level 3 response at the Crisis Management Centre

Note: Response tools are an "aid" to support response and should not become a distraction from the actual management of the incident. An effective IMT must balance the tools' benefits while remaining focused on the response.

6.11.4 Visual Information Sources

Whenever possible, the tools should be complemented with a **visual display** to support building a complete picture of the incident. The resources form one coherent representation of the response activities, collectively becoming the Incident Action Plan **(IAP)**.

A visual display provides intelligence and situational awareness to the Controller and IMT. The display is an integral element of the Common Operating Picture. Any visual information that may add to the situational awareness can be encompassed in the visual display; consider utilising:

- CCTV and security monitors
- Maps and plans
- Technical drawings
- Aerial images
- Photo's
- TV monitors
- Weather Station Monitor

6.11.5 Level 1 Resources

Due to the rapid nature of incident development, Level 1 resources must be limited to simple, quick prompts, readily accessible to those who may need to use them. The primary tools used by POTL responders are the scenario-based flipcharts and role prompt cards.

6.11.6 Level 2 (EOC Resources)

The EOC must feature a resource inventory that includes:

- A list of Tabards (including roles cards)
- A list of the incident management tools (wall charts etc.)
- Communication resources
- IT resources – including a shared occurrence log
- Ancillary resources (stationary, whiteboards etc.)

6.11.7 EOC Resource establishment process

The typical establishment sequence for EOC resources is as follows:

- Assess and confirm the need to establish the EOC
- Appoint an assistant to commence recording activity using the Occurrence Log
- Mobilise and brief the IMT

- Collectively populate the Situation Status Board
- Collectively populate the Incident Action Plan
- Delegate supporting roles and functions
- Populate other EOC tools to meet the incident needs.

Situation Status Display

This is the primary resource to capture what has occurred and should be populated before developing the Incident Action Plan. It will help to quantify and confirm what has happened and what activity is currently being performed.

Incident Action Plan

The IAP is the primary planning tool for capturing the incident status and the response. The IC or Operations Manager should lead this task as it is essentially the formalisation of their initial mental plan. The IAP features a linear workflow across three standard incident priority fields, which lead to individual tasking. In the early stages of an incident, the plan should be continuously revised to meet the dynamic nature of the incident.

Note: Take photos of the planning tools before each update to assist in recording incident events.

Occurrence Log

The Action tracker (either through the electronic occurrence log, or hard copy trackers) is usually populated by an Administrator or Assistant if available, and provides a detailed record of incident activities and occurrences. Aside from the recording and timeline benefits, the log provides a visual narrative that helps gain and maintain situational awareness.

Command Structure display

This tool displays the organisational structure of the IMT and lists the staff with the training and authority to assume the various roles.

6.11.8 Level 3 Response Resources

The Crisis Coordination Centre must feature a resource inventory that includes:

- A list of Tabards (including roles cards)
- A list of the incident management tools (wall charts etc.)
- Communication resources
- IT resources
- Ancillary resources (stationary, whiteboards etc.)

The response to a crisis is undertaken by using a simple suite of crisis response tools that help to guide activities. The primary resources are supported with role-specific planning information developed by functional leaders or teams, E.g., Finance, Risk, legal, and HR.

6.11.9 CMC establishment

The typical establishment sequence for CMC resources is as follows:

- Assess and confirm the need to establish the CMC
- Receive a Sitrep and clarify as much information as possible
- Mobilise and brief the CMT
- Delegate an assistant to commence logging activities on the Action Tracker
- Establish the CMC resources
- Complete the Crisis Action Plan
- Delegate roles and functions
- Request development of Functional Action Plans

6.11.10 Crisis Action Plan (CAP)

The CAP depicts the CMT's plan to control and resolve the incident. The population of the tool should be led by the CMTL and used in the early brainstorming stage of the incident as the CMT are attempting to gain situational awareness. The tool will help capture the incident priorities and effectively delegate essential response and recovery tasks.

7 Port Control

This Port Control provides telephone and radio communications to all areas of the Port along with weather, shipping and navigation information and operates 24 hours per day.

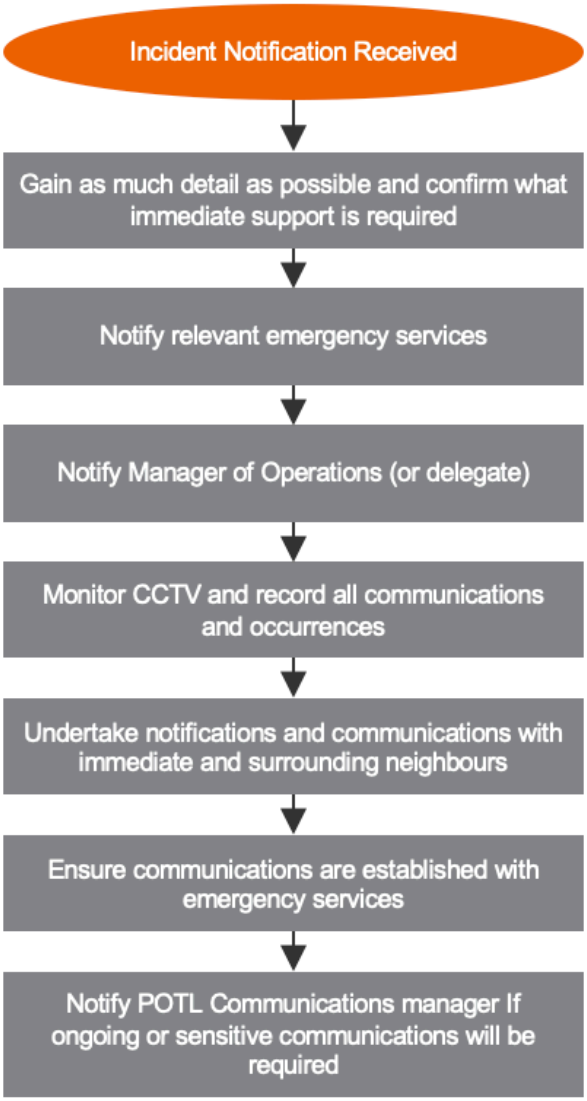
7.1 Mobilisation

Upon notification of an incident, Port Control will lead initial incident communications through the facilitation of all internal and external communications.

VHF radio can be used to communicate between the Port of Tauranga Limited and emergency services. The Security Guard at the Tanker Berth Gate will facilitate this process.

Port Control shall keep a log of all incident details through the electronic occurrence log in the Incident Management groups team channel.

Figure 9: Incident Communication Process



8 Communications Protocol

8.1 Emergency Contact Information

The Port Control is staffed 24 hours per day by dedicated personnel operating from the Salisbury Ave HQ building. The Port Control is the primary communication hub for the POTL and is responsible for facilitating communications and notifications to support POTL response operations. A list of emergency contacts is listed in **Appendix A.**

8.1.1 Handheld Radio Communications

Radio Telephone communications may also be used during an emergency; these include:

- Tauranga Port Radio - VHF Channel 12
- Marine emergencies - VHF Channel 16

8.1.2 Media Management

It is essential to consider the speed and power of the Media and Social Media. Information sharing is almost instant; therefore, POTL will aim to be proactive in their approach to Media Management.

Media and public information releases will be strictly controlled per the procedures detailed in the POTL IMS. **No unauthorised media releases are permitted.**

The IC or the Communications Coordinator for the POTL may (in conjunction with the Emergency Services if present) consider providing a brief acknowledgement statement.

The information should:

- Be factual, acknowledging what has happened (in summary only)
- Confirm the good things that have been done to minimise the impact
- Show compassion for those affected
- Explain the high levels of cooperation and communication with stakeholders (including Emergency Services)

Do not get drawn into discussing possible cause or fault (these will be investigated).

Senior Management will determine how more detailed information will be released in accordance with company policy.

8.1.3 Mandatory Notifications

Notifiable incidents must be declared when any unplanned event that requires the emergency plan to be implemented.

The initial notification may be given by telephone or in writing, including email or other electronic means, but must be provided by the fastest possible means.

WorkSafe may require written notice of the incident within 48 hours of being informed of the requirement, and WorkSafe will provide an acknowledgement of having received information.

All copies of the notification documentation must be kept for two years.

The Health and Safety Manager/Advisor will be responsible for:

- Ensuring all notifiable incidents are notified to WorkSafe
- We are preparing a detailed written report on the notifiable incident and sending it to WorkSafe within 30 days or a time specified in writing by WorkSafe.
- Distributing the report to all site personnel.
- Keeping a copy of the report and associated documentation.

8.2 Public Relations and Media Liaison

In the case of an emergency incident, it is the policy of the Port of Tauranga Limited that only the Chief Executive or his delegate/s make press releases or liaise with media members. This policy allows for a more consistent release of information to the various media groups.

If a member of the media approaches you as an individual, politely refer them to the Head of Division if one is on-site nearby; otherwise, to the administration building where a media liaison will be set up in the case of a prolonged incident.

9 Evacuation Schemes and Procedures

9.1 Legislation

Port of Tauranga buildings have Evacuation Schemes established in accordance with the following legislation:

- Fire and Emergency New Zealand (Fire Safety, Evacuation Procedures, and Evacuation Schemes) Regulations 2018
- Fire & Emergency New Zealand Act 2017 (Section 75 – 79)
- Health and Safety at Work Act 2015
- Health and Safety at Work (General Risk and Workplace Management) Regulations 2016
- NZ Police Crowded Places Strategy and guidance

9.2 Schemes

The Port of Tauranga has thirty-two buildings with approved evacuation schemes. The buildings qualify because they meet one or more of the following criteria:

- The gathering together, for any purpose, of 100 or more persons
- Providing employment facilities for ten or more persons
- Providing accommodation for more than five persons (other than in 3 or fewer household units)
- Storing or processing hazardous substances in quantities exceeding the minimum amounts prescribed in Schedule 2 of the Fire and Emergency New

Zealand (Fire Safety, Evacuation Procedures, and Evacuation Schemes) Regulations 2018

9.3 Evacuation Management Manual

An Evacuation Management Manual has been produced and supplied to every building with an approved evacuation scheme. The manuals detail the following information:

- An introduction and overview
- General building information
- A description of the Fire fighting and evacuation resources
- Provisions for people requiring assistance
- Fire Action Notices
- Trial Evacuations and training information
- Evacuation Plan coordinator contact information
- Workplace orientation requirements
- The "R.A.C.E" – Fire Response Procedure
- Building and Fire Warden instructions and procedures
- Instructions and information for building occupants
- Responsibilities of contractors and Self-Employed Personnel
- An explanation of the classes of fire
- The locations of firefighting equipment and how they use them
- Examples of the Personal Emergency Evacuation Plan (PEEP)
- Examples of the Fire Action Notice
- A copy of the Wardens Register
- A copy of the Evacuation Checklist
- A Fire Training Record
- A Building Assistance Register

9.4 Scheme Responsibilities

9.4.1 Port of Tauranga

The POTL is responsible for maintaining the evacuation schemes and supplying an Evacuation Management Manual to the building tenant. POTL is accountable for notifying FENZ of the completion of trial evacuations, changes to the building's evacuation scheme, main structure or usage.

9.4.2 Tenants

It remains the tenant's responsibility to follow the provisions and procedures specified in the Evacuation Management Manual to ensure that all staff/permanent occupants have been appropriately trained and that an appointed warden is present at all times.

The tenant must notify the POTL of the completion of trial evacuations and any changes to the building's evacuation scheme, main structure or usage.

9.5 Procedures

All occupants entering buildings with schemes should familiarise themselves with the procedures and location of any portable fire-fighting equipment and note the exits to be used in an emergency.

In case of a fire or other emergency requiring evacuation, appointed wardens shall assist with the direction of occupants, in line with these procedures. The primary focus is the prevention of injury or death of any occupant.

It is essential that every continuous sounding of the alarm, warning of fire or any other danger is treated as a genuine emergency, and all occupants shall comply with the direction of this scheme to ensure a prompt, safe and orderly evacuation is achieved.

A copy of the evacuation scheme must be freely available to all staff, and personnel should sign the Record of Training as proof of understanding.
These Procedures Identify:

- What to do if you discover a fire
- The duties and roles of Wardens appointed to supervise the evacuation
- How to safely evacuate the building promptly
- How to account for all building occupants during an evacuation
- How to ensure that all persons with impairments, including staff, customers and visitors, are assisted and accounted for during an evacuation
- Procedures for making a 111 call/calling FENZ
- How to maintain the evacuation scheme and keep appropriate records

9.6 Mass Evacuation

When a decision is made to evacuate any Port of Tauranga building or the Port area, the following notification systems and procedures will apply:

- On the advice of a recommendation to evacuate, the on-duty Port Control operator will advise all port staff and port users, using email and text message, of the appropriate recommended action to take.
- Port operations will take guidance from emergency response agencies and authorities (CDEM, BOPRC, TCC, FENZ, Police etc.)
- All exit gates from the port will be opened to facilitate evacuations if required.
- Port Security staff on mobile patrol will advise the senior officer of the emergency service present of any incident which may require expert emergency attention.
- Masters of ships in port should, on receipt of any evacuation warning, immediately contact Tauranga Port Radio on VHF channel 12 for further advice and information.
- If the emergency demands immediate evacuation of Port Control and staff cannot instigate the evacuation process, Port Control staff or senior Port staff

member present shall alert the Rail Desk at Tauranga Container Terminal (24 hours) Tel: 572 8765 or extension 765.

The POTL Natural Hazard Plan details the mass evacuation procedures for Tsunami events.

9.7 Mass Text and Alert

Use the following process to send mass texts or emails:

a. Create new email
b. Send to – Port Emergency Notification
c. Subject – enter the nature of the emergency
d. Write a message in consultation with Senior Management personnel
e. Send

Sending SMS Message (text message)

a. Open SMS message software
b. Create new message
c. Select groups and Port of Tauranga Emergency Notification List
d. Write a message in consultation with Senior Management personnel
e. Send

9.8 Marine Evacuation

The vessel's captain is responsible for managing a safe evacuation; this can be achieved through lifeboats, ship-to-ship transfer or aerial extraction using a helicopter.

The POTL Marine Manager will liaise closely with the ship's Captain and Harbourmaster to select the most appropriate evacuation method. POTL will ensure that the evacuation of any injured people is coordinated with emergency services.

Masters of ships in port should, on receipt of any evacuation warning, immediately contact Tauranga Port Radio on VHF channel 12 for further advice and information.

Where a stevedore or crew member becomes involved in a situation on board any vessel that requires extraction or on-site first-aid assistance and specialised extraction equipment is needed, the following procedures shall apply:

- The stevedore, foreman or supervisor shall immediately provide first-aid assistance as appropriate.
- The stevedore, foreman or supervisor shall immediately contact emergency services and request assistance.
- Provide the Port of Tauranga Port Control office (07 572 8888) with a situation report and make any immediate requests for assistance.

The Port Control office will:

- Offer and provide any assistance as required.
- Send a mobile Security patrol to the scene to assist—security to take any appropriate safety/rescue equipment (defibrillator, first aid kit).
- Call emergency services as required.
- Arrange for POTL Security to escort emergency services from the security gates to the incident scene.
- Call for specialised rescue equipment as deemed appropriate by the scene commander.
- Seek advice from the scene commander regarding the assistance or equipment needed to affect any rescue.

The Marine environment involves either evacuating people from vessels or evacuating vessels from a nominated area. Marine evacuations will be managed by implementing one of the following methods:

9.8.1 Evacuation via lifeboat

The POTL will prioritise the immediate tasking of marine assets to rendezvous with the lifeboats to offer support, towage or urgent medical assistance.

9.8.2 Evacuation via ship-to-ship transfer

The POTL will prioritise the immediate tasking of marine assets to facilitate the transfer of evacuating personnel. The captains of the vessels involved will manage the coordination of the transfer.

9.8.3 Aerial Extraction

Other than facilitating communication, the POTL is unlikely to be involved in the organisation of an aerial extraction as Maritime NZ or the Police will generally lead them.

9.8.4 Marine Zone Evacuation

Under certain circumstances, ships and other marine craft may need to be evacuated from a particular area, zone or possibly the entire harbour. This could occur due to the risk of explosion, toxic fumes, volcanic eruption, severe weather events or tsunamis.

A marine evacuation will be led by either the Harbourmaster or Maritime NZ. The POTL will support the lead agency in facilitating the evacuation by any means practical.

9.8.5 Mayday Procedure

Maritime NZ is the lead agency for a response to a Mayday broadcast. RCCNZ, the Coastguard or Taupo Maritime Radio will receive and coordinate these events. POTL (through Port Control) will support and relay the receipt of any Mayday calls. The Marine Operations Manager will be notified to determine if support can or should be offered on these occasions.

10 Hazardous Substances

10.1 In Storage

All hazardous substances used and handled by the Port of Tauranga must be stored in secured areas that are safe, clean and compliant. Hazardous Substances storage areas must include a register that itemises the type, volume, hazards, and safety information for the contents of the storage facility.

The register must be readily available near the storage facility at all times.

10.2 Dangerous Goods Certificates

All hazardous substances stored within the Port of Tauranga wharf area for importing/exporting have a Dangerous Goods Certificate supplied by the importer/exporter of the substance before or when the goods are received.

Copies of the Dangerous Goods Certificate are distributed to the following:

- Cargo Supervisor
- Cargo Shed Office (inside storage only)
- Port Control office
- Truck driver (delivering / receiving substance)
- Tauranga Container Terminal

10.3 Hazardous Substances in Transit (Piped)

All hazardous substances piped over the Port of Tauranga wharf area to or from neighbouring companies' storage facilities have a Ship's Manifest and Customs Clearance Certificate detailing each substance.

The relevant ship's agent supplies a manifest before the vessel arrives in port, and NZ Customs Department provides a Customs Clearance Certificate. These two items are distributed to the following:

- Cargo Supervisor
- Port Control office (if substance unknown, the New Zealand Fire Service to be advised)
- Shipping agent
- Stevedore or company responsible for the discharge

- Importing company

10.4 Hazardous Substance Residue

If incoming containers or cargo are suspected of having hazardous residue, the Public Health Service must be notified. They will liaise directly with Custom's Integrated Targeting and Operations Centre (ITOC) and the Ministry of Health Environmental and Border Health to obtain further information about the vessel and cargo.

10.4 Sites Storing Toxic Gas

There are three sites on POTL land that store bulk supplies of toxic gas, the following points apply to all three locations:

- Establish the wind direction as soon as possible, utilise the windsocks located in the area or use Enview
- Immediately evacuate the building and immediate vicinity (100m minimum)
- Establish an evacuation zone according to the Initial Emergency Response Guide (IERG) – indicated immediately under the "Public Safety" heading

10.4.1 Cool Stores Nelson

Cool Stores Nelson (CSN) operates an Ammonia based cool store at TCT. Ammonia is extremely toxic and presents a critical threat to life when uncontrolled. CSN has an Emergency Response Plan for their site, and TCT has emergency procedures for dealing with toxic gas leaks. Both stakeholders must urgently communicate and coordinate the response to Ammonia leak incidents.

TCT Considerations

- A complete site evacuation will be required if the spill is considered significant or fire is involved, and the IERG evacuation distance is greater than 800m. In this event, inform straddle team leaders of the situation and that all drivers evacuate the straddle amenities in a controlled and safe manner to muster in the south Terminal car park.
- Where vessel operations are occurring within the 800m evacuation zone, TCT Planners must coordinate the evacuation of all personnel located on board the vessel
- If the straddle amenities are outside the evacuation zone, advise all straddle drivers and reefer operators, the location of the incident and the wind direction and that they are to place their container down carefully and proceed to the straddle amenities building. Operators must remain clear of the evacuation zone and stay upwind of the incident site wherever possible. All personnel are to wait inside the straddle amenities for further instruction and roll call
- If the straddle amenities are inside the evacuation zone, all drivers and reefer operators must be alerted to the location of the incident so they can avoid the area. Operators must remain clear of the evacuation zone and stay upwind of the incident site wherever possible. All personnel must wait inside the stevedore amenities for further instruction and roll call.

TCT Operations to notify:

- Emergency services
- Port Control office
- Manager Terminal Operations & Terminal Logistics Manager
- Group Health & Safety Manager
- Service Provider Management (ISL / C3 / QM / CCC / KiwiRail)
- Transport Operators (if the main truck exchange must be closed)

TCT Planners to notify:

- On board personnel via hatch man or foreman
- Vessel's command
- Line Operator of vessels alongside
- Local Border Agencies (NZ Customs & MPI)
- Vessel Planning Supervisor & Shipping & Planning
- Accurate notes and details of activities are to be maintained during the emergency response process.

10.4.2 Fonterra Cool Store

The Fonterra Cool store is located at the northern end of the Port, near the Rata Street entrance. Ammonia is extremely toxic and presents a critical threat to life when uncontrolled. Fonterra has an approved Emergency response Plan for their site.

If an ammonia leak occurs at the site, Fonterra representatives must urgently communicate the incident to Port Control and assist in evacuating surrounding personnel. Port Control will ensure emergency services and other support are notified and mobilised.

10.4.3 Champion Flour Mill

The Mill is located approximately 500m north of the Hull Road entrance at Mt Maunganui. The Mill stores bulk Chlorine gas on site. Chlorine gas is extremely toxic and presents a critical threat to life when uncontrolled.

If a Chlorine leak occurs at the site, Champion Flour Mill representatives must urgently communicate the incident to Port Control and assist in evacuating surrounding personnel. Port Control will ensure emergency services and other support are notified and mobilised.

11 Accident Procedures

The Port Control office should be the first point of contact (07 572 8888) for them to arrange and guide emergency services or medical personnel to and from the scene of the accident.

11.1 Minor Incidents

Minor incidents include:

- Minor injuries
- Near miss incidents
- Minor damage to property or plant

Procedure

- POTL workers shall report all minor incidents to their supervisor/manager within
- one working day of the incident.
- All minor incidents must be entered into the POTL VAULT incident database no later than two working days of the incident.

11.2 Major Incidents include the following:

- Notifiable Events
- Lost Time Injuries
- Medical Treatment Injuries
- Significant Property Damage Events or Near Hits

Procedure

- Contact Port Control immediately.
- Port Control must notify the appropriate Divisional Manager and Group Health & Safety Manager as soon as possible by 'phone.
- The Group Health & Safety Manager must then notify the Corporate Services Manager, who must inform the Chief Executive and remaining Senior Management Team members as soon as possible by 'phone.
- The supervisor/manager must complete an incident report in the VAULT database
- as soon as reasonably possible but no later than one working day.

11.3 Notifiable Events

A notifiable event is when any of the following occurs as a result of work:

- A death
- Notifiable illness or injury
- Notifiable incident

For any notifiable event involving a POTL worker or activity, WorkSafe or Maritime New Zealand is to be verbally notified by the GM Health and Safetas soon as possible by either:

- Telephone 0800 030 040
- Complete the online notification form

11.4 Fatality Management Procedures

Initiate the following procedures for any incident involving the death of a POTL worker:

- The POTL Group Health & Safety Manager is to be verbally notified by phone (027 246 3548) as soon as reasonably possible.
- Group Health & Safety Manager notifies the Police and Corporate Services Manager immediately.
- Corporate Services Manager to immediately notify the Chief Executive and other members of SMT of the fatal incident
- Corporate Services Manager to invoke media blackout protocols on the incident.
- Group Human Resources Manager to seek immediate victim support assistance for the victims and their immediate family or partner

11.5 Scene Preservation Procedures

The POTL Manager in charge of the workplace or operation involved in the Notifiable Event must take all reasonable steps to ensure that the site is preserved until a WorkSafe Inspector attends.

The site may only be disturbed if:

- You need to assist the injured person
- It's essential to make the site safe or minimise the risk of someone else being hurt or killed
- Directed to do so by the Police
- Permitted by the WorkSafe or a WorkSafe Inspector

Preservation tasks may include:

- Isolate access to the immediate area with cordon tape and traffic barriers
- Do not change or alter the work set up of any plant, vehicles, structures, substances or other things involved in the event
- Stop any work that may interfere with the preservation of the scene

11.6 Notification Procedures

The Port Control office should be the first point of contact (07 572 8888) for them to arrange and guide emergency services or medical personnel to and from the scene of the accident.

Once assistance has been provided by staff or emergency services, contact the injured person's supervisor.

Supervisor

Secure site if a Notifiable Event, ensuring nothing is removed (unless it hinders personal safety). See "Preserve the site (Freeze the Scene)" for guidance.

- Ensure the area is safe to prevent any recurrence of the accident
- Immediately advise the appropriate Manager of the incident.

Manager

Notify their Divisional Manager and Group Health & Safety Manager immediately of the incident detailing the nature and severity of the incident.

- Notify WorkSafe or Maritime NZ and the scene frozen if the incident is a Notifiable Event.
- Record the incident in the VAULT database as soon as practicable.

Divisional Manager

Notify the Corporate Services Manager, Chief Executive and remaining Senior Management Team members.

Group Health & Safety Manager

Ensure WorkSafe NZ has been notified and the scene preserved if the incident is a Notifiable Event.

- Ensure Corporate Services Manager has been notified.
- Ensure Group Human Resources Manager has been notified.

11.7 Serious illness at work

Assess the situation and decide on the priorities of action.

- Call for assistance and apply first aid (if safe to do so)
- If emergency services are required, dial 111 (once you have an outside line). Provide precise details of the situation and its exact location on the wharf.
- Do not move the person unless there is immediate danger or difficulty in breathing makes it essential. If you must move the person, do so with extreme care.
- Contact the Port Control office (Port Control) to arrange for the guidance of the ambulance to and from the scene if necessary.
- Contact the Supervisor to arrange relief for the ill person.
- Notify the appropriate Manager

11.8 Incidents Onboard Vessels

Refer to the Marine Emergency Response Plan for more information about Marine incidents. General procedures involve:

- Raise the alarm and dial 111 ASAP. Provide precise details about the location of the vessel involved and where it is berthed, e.g. Mount Wharf, Sulphur Point.

- Contact Port Control office (Port Control) Ph: 07 572 8888 VHF Channel 16 or 12 (Tauranga Port Radio)
- Port Control will notify Marine Manage, and Duty Pilot as required.
- The Marine Manager will liaise with the Port Control to determine who of the following is to be notified:
  - Duty Pilot
  - Manager Port Control & Security
  - Security (if appropriate)
  - Harbourmaster
  - Maritime New Zealand
  - Ships' agents
  - Linesmen
  - Tugs
  - Pilot launch
  - Other vessels
  - Pilots
- The Marine Manager / Manager Port Control & Security/ Security / Duty Pilot (or as delegated by the former) is to provide liaison and communications between the emergency services and the Port of Tauranga Limited.

12 Recovery

Moving from response to recovery signals a shift in intent, objectives and priorities, including considering medium- and long-term priorities. The move must be carefully planned during the response, managed and communicated as it formally transitions coordination and accountability from response to recovery leadership and wraps up the response phase.

The Controller and Recovery Manager have leadership responsibilities during the shift from response to recovery to ensure that the process is seamless from an internal organisational and community perspective and communicated.

For affected parties, recovering and regaining a sense of usual daily functioning starts at the beginning of a response.

As with the response, recovery is scalable. Coordination arrangements for recovery are not one-size-fits-all, as they need to be based on the consequences of the relevant incident. Organisations should consider possible consequences that may need to be addressed in recovery and define scalable and adaptable coordination arrangements.

The arrangements and scale of recovery need to be built on the needs of the affected people. These needs will change over time, so the recovery approach needs to change, downsize, merge, grow, and be reorganised when and where required.

Recovery is activated as a planning function during the **Incident Management Stage** and executed through the **Recovery Stage** throughout the 'Normalisation' and 'Deactivation' periods.

12.1 Objectives

Recovery ensures that the affected parties and how they can be supported to recover from an incident are considered and incorporated during response. It also ensures that decisions or actions made during response consider any implications for recovery. Coordinating and integrating recovery with response means that:

- The consequences for people in the short-, medium- and long-term will be better understood;
- Recovery management considerations will be integrated with response decisions and actions will minimise the negative impact the response can have on recovery;
- Staff resources can be managed and allocated as effectively and efficiently as possible;
- There will be a planned, managed, and coordinated transition from response to recovery management arrangements;
- Recovery activities and priorities will be identified and aligned with response priorities;
- Recovery planning and coordination will be initiated as early as possible, with structures aligned where possible; and
- Engagement with key stakeholders and partners across the affected area will be initiated as early as possible.

12.2 Responsibilities

The POTL will assign a Recovery Manager to oversee the recovery and re-establishment of the site. The Recovery Manager will facilitate the damage assessment, investigation, repairs and clean-up of the plant and environment.

The Recovery Manager may establish a Recovery Team; the objective will be to recover from the emergency in a time-efficient manner effectively.

The Recovery Manager is responsible for:

- If appropriate, establishing core recovery team resources;
- Maintaining situational awareness and understanding from a Recovery perspective;
- Beginning initial recovery planning, including identifying what information gaps exist, and ongoing recovery arrangements, including the recovery team and office (if necessary), financial arrangements, and other resources and facilities;
- Discussing outstanding and ongoing needs of people with other functional members;
- Discussing key recovery messages with the Communications Manager to ensure that messages are consistent and priorities are aligned across all levels of response and into recovery;
- Establishing and maintaining liaisons and communications with key organisations and stakeholders in affected areas;
- Establishing an essential contact list for ongoing Liaison with those involved in the response in recovery;
- Holding briefings with the core recovery team (if established) to discuss consequences, new information and gaps, risks, response decisions and activities and recovery tasks;
- Working with the Controller and Planning groups to plan and manage the transition from response to recovery; and
- Attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the response's recovery aspects.

12.3 Welfare

POTL will support and facilitate the welfare of all personnel involved with the emergency throughout **response** and **recovery**, including neighbours affected by the emergency.

In an emergency, key welfare considerations include the provision of a suitable working environment, personnel working long shifts well outside standard day-to-day practices, or during unusual hours. Welfare considerations may include:

- Regular staff breaks;
- Hot and cold drinks;
- Regular snacks and meals (considerate of dietary requirements);
- Available psychological support and counselling; and
- Recognition of post-event personal needs.
- Ensure all personnel and contractors have breaks and are hydrated. Stress levels should be monitored as not all are professional emergency personnel.
- Ensure that all personnel do not put themselves into areas or places where they feel unsafe or threatened.

- The safety and well-being of all personnel on-site are paramount no matter what condition the plant may be in.
- All personnel involved in the emergency role will participate in a post-incident debrief, and all site personnel will have access to the Employee assistance program.
- Notify family if a staff member is late home due to an emergency.

All immediate and outlying neighbours affected by the emergency are entitled to the same care and attention as those on-site. This will be led by either POTL or the Operator, possibly with other agencies' assistance.

The IC will be responsible for:

- Provide general welfare support for those persons involved in the emergency
- Make arrangements to notify families of employees who may be unable to return home on time due to their commitments to the emergency
- Liaise with other welfare groups in regard to neighbours and any affected communities

13 Continuous Improvement

POTL aligns business practices with the **Plan – Do – Check – Act** continuous improvement model.

The PDCA cycle can briefly be described as follows:

- **Plan:** The first step in the cycle is planning, which includes defining objectives, policies, procedures, and processes, including measuring whether the processes are delivering the expected results.
- **Do:** Implement what was planned, applying policies and procedures, performing processes, and producing records.
- **Check:** This is where the results of the Do phase are analysed to determine the performance and effectiveness of the activities and actions taken during the Do phase, which includes analysing, monitoring, and measuring results, audits, and management reviews.
- **Act:** take actions to improve the performance, as necessary. The PDCA cycle should be an ongoing cycle that drives the organisation towards continual improvement.

Crisis and Emergency Management practices will be continuously improved through a continuous cycle of revision, consultation, training and exercising.

13.1 Post-incident Review Practices

Incident debriefing and response evaluations are essential improvement opportunities as standard post-incident practices at POTL. **These practices will apply to any Level 1 incident where the Controller believes learning opportunities exist and all incidents greater than a Level 1 response.**

13.1.1 Incidents debrief

An incident debrief should be held after the incident and include all staff involved in the response. Sometimes referred to as a "hot debrief", they can be undertaken in relevant groups at each response Level. Debriefs are **not** an evaluation of the response; they are informal people-focused discussions to confirm the impacts of the incident on them; the debrief may include:

- A discussion of how people have been emotionally or physically impacted
- Confirmation of any follow-up assistance required (e.g. welfare, peer support)

13.1.2 Incident review

This is a formal evaluation of the response, usually held a few days to a week after the incident. The review is led by the Controller (s) and can be undertaken at each response level or collectively. The review should include those who undertook essential activities on the response day; this may consist of external parties.

The process typically involves a facilitated "walk-through" of the incident and response. Participants discuss their involvement, observations and conclusions through the various response phases and stages. The evaluation aims to identify improvement opportunities that lead to reviewing associated plans and procedures. Training gaps may also be identified during this process.

The review is formal and must be documented on the POTL Incident Review Form. The completed form must be shared with participants and submitted to the POTL Operations Manager and Health and Safety Group Manager. The Incident Review form is located in M-files. An example of the state is shown below (first page of three).

13.2 POTL Investigations

Incident investigations may be mandatory through regulatory or company requirements and may be led by external parties, response agencies, or internal specialists. Investigations are a fact and evidence-based analysis of matters that lead to a specific outcome and typically result in a formal report detailing the findings.

13.3 Navigational Safety Management System Incident investigations

The Investigation of incidents is an essential method of learning and providing the feedback needed to modify and improve the NSMS.

The Harbourmaster is responsible to BOPRC for investigating marine incidents in BOPRC harbour and offshore waters, both from the NSMS perspective (i.e. the cause/circumstance of the incident) and in the regulatory sense (whether there has been a breach of Council or other bylaws or regulations). The Harbourmaster may request an independent investigation of an incident.

It should be noted that the Harbourmaster has no formal powers of investigation. If circumstances show a need for such powers, a request for assistance is made to Maritime New Zealand.

The POTL will cooperate with the Harbourmaster to facilitate the investigation process.

An 'incident' is defined in the NSMS as:

'Any unplanned event which causes, or is liable to cause an undesirable outcome', this encompasses:

- Injury or death to one or more persons
- Damage to property (i.e. vessels, port infrastructure or aids to navigation)
- Damage to the environment
- Damage to port business (i.e. financial loss or damage to Bay of Plenty Regional Council or the Port of Tauranga's reputation)
- Non-compliance with a statute or regulation

13.3.1 Near miss incidents

Note: The inclusion of 'liable to cause' brings near misses into the definition of an incident for the SMS.

Examples of those to be considered include:

- Situations where a vessel or craft needs to take unconventional avoiding action
- A vessel passing another so close as to create a risk of collision or interaction
- A vessel passing so close to shoal water as to create a risk of grounding
- A ship or craft passing so close to a structure as to create a risk of contact

13.4 Training

Line Managers are responsible for ensuring that staff who may be expected to execute crisis and emergency plans are sufficiently trained in their use.

All Operators are required to receive annual training in the content and execution of crisis emergency plans.

Training for third parties or Contractors shall be organised and delivered by the third party or Contractors.

Training for POTL Security shall be organised and delivered by the Port Security Supervisor.

The Property Services Manager shall organise training for the Port's fire contractor (Fire Security Services).

Training for Port Control staff shall be organised and delivered by the Port Control Manager. The training must include monthly discussions about emergency response procedures and communication protocols.

The Property Services Manager shall organise training for the Port's fire contractor (Fire Security Services).

13.5 Exercises

POTL has a 3-year exercise schedule, which is agreed to by senior management. The purpose of testing the plan is to demonstrate that every procedure or action within the plan is workable and effective.

Testing of the plan must be undertaken on an annual basis. Should there be a change to the persons, procedures, or actions specified in the emergency response plan, the plan must be tested within three months of the change to demonstrate whether:

1. The persons can perform their functions under the plan; and
2. Each changed procedure or action is workable and effective.

Plans can be tested in several ways:

1. Desktop simulations
2. Practical exercises or drills
3. Practical exercise or mock incidents involving external agencies
4. Joint drills with stakeholders

13.5.1 Reporting

An exercise report must be produced and circulated to participants and kept on record for at least two years.

The report will be made available to the Compliance Certifier when they undertake EPL's hazardous substance Location Certification and to a WorkSafe inspector should they ask to see it.

The Line Managers or the CEMG will be responsible for:

- Scheduling and testing the plan
- Preparing the report from the testing of the plan
- Distributing the news to all site personnel
- Making changes to the plan when required and retesting
- Making the information available to Compliance Certifier during EPL annual LC

13.6 Consultation

POTL engage in regular consultation with the key stakeholders. Annual meetings must be held to discuss emergency management resources, procedures and current initiatives.

Emergency services, Maritime NZ and BOP Regional Council representatives must be regularly invited to participate in familiarisation, exercises and training. FENZ must be invited to undertake a formal review of all new or amended Emergency Response Plans.

13.7 Annual Review

All Crisis and Emergency Response Plans will be reviewed annually, after testing or after an incident. The recommendations and findings from the post-exercise report should be used to consider ways to improve the plan.

All staff who may be affected by changes to the plan must be consulted in any updates or amendments to the plan.

Appendix C – Hand Held Equipment and Emergency Lighting

Mount Maunganui Wharf

PTL Administration Building

Location	Equipment	Size	ID No.	PT/RC
Reception	hose reel	19mm	02005348	
Outside operations	hose reel	13mm	02005752	
Inside commercial	hose reel	13mm	02005349	
Upstairs management	hose reel	19mm	02005344	
Ground amenities	C02	3.5kg	02005751	2020
Operations	ABE	2.0kg	02005753	2018
Upstairs copy room	C02	2.0kg	02005342	2022
Upstairs amenities	ABE	1.0kg	02005345	2018
Upstairs management	ABE	2.0kg	02005343	2020
Upstairs amenities	hose reel	13mm	02005349	
Operations	C02	5.0kg	02005754	2019
Rear reception	C02	3.5kg	02005922	2020
Brent's Office	C02	3.5kg	02005857	2022
Sleep Hut	C02	3.5kg	02006767	2022

Shed 2

Location	Equipment	Size	ID No.	PT/RC
Office entrance	ABE	4.5kg	02005422	2020
Diesel room	ABE	2.2kg	02005421	2018
South east	hose reel	19mm	02005423	
South west	hose reel	19mm	02005424	
Middle east pylon	hose reel	19mm	02005425	
North	hose reel	19mm	02005427	
North west	hose reel	19mm	02005426	

Shed 3

Location	Equipment	Size	ID No.	PT/RC
North wall	hose reel	19mm	02005519	
East wall	hose reel	19mm	02005516	
South east wall	hose reel	19mm	02005517	
South west wall	hose reel	19mm	02005522	
West wall	hose reel	19mm	02005521	
North east	C02	5.0kg	02005518	2021
Diesel pump room	ABE	2.5kg	02005523	2018
North wall	ABE	2.2kg	02005520	2022
Cargo services kitchen	ABE	4.5kg		

Shed 4 – North

Location	Equipment	Size	ID Ref.	PT/RC
East wall	SPW	9.0l	02005440	2021
Rear Exit	C02	5.0kg	02005439	2019
Doorway	ABE	9.0kg	02006036	2021
North wall	hose reel	13mm	02005437	
West wall	hose reel	13mm	02005438	

Shed 5 – North

Location	Equipment	Size	ID Ref.	PT/RC
East wall	hose reel	19mm	02005497	
West wall	hose reel	19mm	02005498	
East wall	ABE	2.2kg	02005495	2019

Shed 5

Location	Equipment	Size	ID Ref.	PT/RC
West wall	hose reel	19mm	02005491	
South wall	hose reel	19mm	02005484	
South wall	hose reel	19mm	02005485	
East column centre	hose reel	19mm	02005493	
North wall	hose reel	19mm	02005488	
North wall	hose reel	19mm	02005499	
North wall	ABE	4.5kg	02005490	2019
West wall	ABE	4.5kg	02005496	2018

Shed 5 – South

Location	Equipment	Size	ID Ref.	PT/RC
East wall	ABE	4.5kg	02005498	2022
East wall	hose reel	13mm	02005492	
West wall	hose reel	13mm	02005494	

Shed 7

Location	Equipment	Size	ID Ref.	PT/RC
North wall	hose reel	19mm	02005532	
East wall	hose reel	19mm	02005530	
East wall	hose reel	19mm	02005531	
West wall	hose reel	19mm	02005533	

Shed 9

Location	Equipment	Size	ID Ref.	PT/RC
East wall	hose reel	19mm	02005417	
West wall	hose reel	19mm	02005416	

Shed 10

Location	Equipment	Size	ID Ref.	PT/RC
North west	ABE	9.0kg	02004958	2019
West	ABE	9.0kg	02004960	2018
South west	ABE	9.0kg	02005646	2019
South east	ABE	9.0kg	02005648	2019
South east	ABE	9.0kg	02005644	2019
East	ABE	9.0kg	02005650	2019
East	ABE	9.0kg	02005643	2019
Rear Wall	ABE	9.00kg		2019
Front of Shed	ABE	9.00kg		2019
Front of Shed	ABE	9.00kg	02005649	2019
Upstairs	ABE	2.5kg		2019
Under stairs	C02	5.0kg		2021
Smoko room	ABE	4.5kg	02006766	2022
Upstairs office	ABE	2.7kg		2019
Nth east	HYDRANT			
Nth west	HYDRANT			
South west	HYDRANT			
Switch room	HYDRANT			

Shed 22 & 23

Location	Equipment	Size	ID Ref.	PT/RC
Shed 2-49 south	ABE	9.0kg	02004906	2020
Trackside	SPW	10.0l	02006947	2020
Shed 1-10 training	C02	3.5kg	02004916	2018
Shed 1-63 nth wall	SPW	10.0l	02005130	2020
Shed north wall	SPW	10.0l	02004919	2020
Shed 1-19 south no	C02	3.5kg	02005131	2019
Shed 1-27 south no 2	ABE	9.0kg	02005133	2020
Shed 1-28 south no 2	ABE	9.0kg	02005128	2020
Shed 1-33 east	SPW	10.0l	02006946	2020
Shed 1-34 east	SPW	10.0l	02005118	2020
Shed 2-35 west	SPW	10.0l	02005141	2020
Shed 2-36 west	ABE	9.0kg	02005140	2020
Shed 2-40 south no	ABE	9.0kg	02005145	2020

Location	Equipment	Size	ID Ref.	PT/RC
Shed 2-41 south no	SPW	10.0l	02005146	2020
Shed 2-43 south no 3	ABE	9.0kg	02005121	2020
Shed 2-10A Training	SPW	10.0l	02004917	2019
Shed 2-50 south	SPW	10.0l	02004911	2020
Shed 2-51 south	ABE	9.0kg	02004910	2020
Shed 2-52 south no 4	ABE	9.0kg	02005120	2020
Shed 2-53 south no 4	ABE	9.0kg	02004909	2020
Shed 2-58 east	ABE	9.0kg	02004904	2020
Nth side of sheds	SPW	10.0l	02005137	2020
Nth side of sheds	SPW	10.0l	02005139	2020
Nth side of sheds	SPW	10.0l	02005135	2020
Nth side of sheds 63	ABE	9.0kg	02006944	2020
Nth side of sheds	SPW	10.0l	02004901	2020
Nth side of sheds	SPW	10.0l	02004903	2020
Whitehouse 3 hallway	C02	2.0kg	02006945	2020
Shed 1-9 training room	C02	2.0kg	02004918	2018
Office 22	C02	3.5kg	02006943	2020
Trackside	C02	3.5kg	02004902	2020
Shed 1-16 west db	ABE	9.0kg	02005129	2020
Shed 1-18 south no	C02	3.5kg	02005125	2018
Shed 1-25 south	C02	3.5kg	02005425	2018
Shed 1-30 south	C02	3.5kg	02004908	2018
Shed 2-39 south no	C02	3.5kg	02005144	2019
Trackside	C02	3.5kg	02005136	2020
Shed 2-47 south	C02	3.5kg	02004913	2020
Nth side of sheds	C02	3.5kg	02005136	2020
Office 4 outside	hose reel	19mm		
Shed 1-8 west	hose reel	19mm	02005134	
Shed 1-17 west	hose reel	19mm	02005132	
Shed 1-23 south no	hose reel	19mm	02005127	
Shed 1-24 south	hose reel	19mm	02005126	
Shed 1-26 south	hose reel	19mm	02005124	
Shed 1-32 east	hose reel	19mm	02005123	
Shed 1-32a east	hose reel	19mm	02005122	
Shed 2-37 west	hose reel	19mm	02005142	
Shed 2-38 west	hose reel	19mm	02005143	
Shed 2-45 south no 3	hose reel	19mm	02004915	
Shed 2-46 south	hose reel	19mm	02004914	
Shed 2-48 south	hose reel	19mm	02004912	
Shed 2-55 east	hose reel	19mm	02004907	

Location	Equipment	Size	ID Ref.	PT/RC
Shed 2-56 east	hose reel	19mm	02004905	
Office	hose reel	19mm		
Office 5 smoko room	ABE	2.3kg	02004920	2020

Tanker Berth

Location	Equipment	Size	ID Ref.	PT/RC
Security hut	ABE	2.5kg	02005782	2018
Diesel shed	ABE	2.2kg	02005783	2018
Wharf	hose reel	19mm	02005781	
Observation Hut	ABE	4.5kg		2020
Mobile unit	ABE	50kg	02005780	2019
Mobile unit	ABE	50kg	02005779	2019
Switch room	C02	4.5kg	02005787	2019

Butters Workshop

Location	Equipment	Size	ID Ref	PT/RC
Office	ABE	2.5kg	02005328	2020
Electrical	C02	2.0kg	02005329	2018
Electrical	ABE	2.2kg	02005330	2019
Lunchroom	ABE	2.2kg	02005331	2022
Workshop	ABE	2.5kg	02005333	2022
Workshop	C02	3.5kg	02005332	2019
Goods Store Bunker	ABE	4.5kg		2018

Cargo Services Office

Location	Equipment	Size	ID Ref.	PT/RC
Lunchroom	ABE	4.5kg	02005537	2020
Upstairs	hose reel	13mm	02005538	

Weigh Bridge

Location	Equipment	Size	ID Ref.	PT/RC
Office	ABE	2.7kg		

Substations – Mt. Wharf

Location	Equipment	Size	ID Ref.	PT/RC
Sub 1	C02	3.5kg	02005499	2020
Sub 2	C02	3.5kg	02005500	2021
Sub 3	C02	3.5kg	02005539	2019
Sub 4	C02	3.5kg	02005445	2018
Sub 5	C02	3.5kg	02005541	2018

Sub 6	C02	5.0kg	02005542	2018
Sub 7	C02	3.5kg	02005543	2019
Sub 8	C02	3.5kg		2019
Sub butters	C02	3.5kg		

Quarantine Transfer Station

Location	Equipment	Size	ID Ref.	PT/RC
Stair landing	C02	3.5kg	02005302	2019
Office	ABE	2.2kg		2020
Rear wall	ABE	2.2kg	02005303	2020
Next to the roller door	ABE	9.0kg	02005301	2020

Hull Road Gatehouse

Location	Equipment	Size	ID Ref.	PT/RC
Gatehouse	ABE	2.26kg	02005305	2020

Rata Street Gatehouse

Location	Equipment	Size	ID Ref.	PT/RC
Guardhouse	ABE	2.0kg	02005304	2018

Oceania House

Location	Equipment	Size	ID Ref.	PT/RC
Ground floor	C02	3.5kg	02005337	2022
Ground floor	ABE	2.7kg	02005336	2020
Top floor	SPW	9.0l	02005339	2019
Top floor kitchen	ABE	1.0kg	02005340	2021
Seafarers	ABE	1.0kg	02005335	2020
Holmes Group	C02	3.5kg	02005338	2022

Sulphur Point Wharf
Shed 11

Location	Equipment	Size	ID Ref.	PT/RC
Canopy	hose reel	19mm	02005558	
Canopy	hose reel	19mm	02005851	
Zone A	hose reel	19mm	02005556	
Zone B	hose reel	19mm	02005555	
Zone C	hose reel	19mm	02005554	
Zone E	hose reel	19mm	02005557	
Zone H	hose reel	19mm	02005563	
Zone I	hose reel	19mm	02005562	
Zone L	hose reel	19mm	02005561	
Zone L	hose reel	19mm	02005560	
Canopy	hose reel	19mm	02005559	

Seeka, Port of Tauranga

Location	Equipment	Size	ID Ref.	PT/RC
Rear Canopy	ABE	2.5kg	02005593	2020
Lunchroom	AFF	6.0ltr		2019
Plant room	C02	3.5kg	02004583	2019
Rear canopy	C02	3.5kg	02002609	2022
Compressor room	C02	3.5kg	02004552	2019
Repack area	C02	4.5kg	02004580	2020
West store	ABE	2.5kg	02005553	2020
Coolstore	hose reel	13mm	02004579	
Coolstore 2	hose reel	19mm	02004570	
Coolstore 7	hose reel	13mm	02004584	
Repack area	hose reel	13mm	02004582	
Repack area	hose reel	13mm	02004581	
North store	hose reel	13mm	02004578	
Rear wall	hose reel	13mm		
Rear wall	hose reel	13mm		

Sulphur Point Substations

Location	Equipment	Size	ID Ref.	PT/RC
Sub 1-2	C02	3.5kg		2022
Sub 2-4	C02	5.0kg		2019
Sub 2-3	C02	5.0kg		2019
Sub 2-2	C02	5.0kg	02005627	2019
Sub 6	C02	5.0kg		
Sub 4	C02	3.5kg	02005445	2018
Sub 4	C02	3.5kg	02005444	2018
Sub 10	C02	5.0kg	02005527	2019
Sub 10	C02	5.0kg	02005528	
Sub 4-6	C02	5.0kg	02005788	2022
Sub 4-3	C02	5.0kg	02005789	2018
Sub 4-2	C02	5.0kg	02005787	2018
Sub 4-5	C02	5.0kg	02005785	2021

Sulphur Point Mechanic & Electrical Workshop

Location	Equipment	Size	ID Ref.	PT/RC
Electrical	ABE	2.5kg	02005259	2019
Store	ABE	4.5kg	02005262	2020
Workshop south-east	ABE	4.5kg	02005263	2022
Mezzanine store	ABE	2.5kg	02005620	2020
Workshop	ABE	4.5kg	02005264	2022
Workshop northwest	C02	3.5kg	02005265	2022
Lunchroom	ABE	1.0kg	02005260	2019
Oil Store	ABE	9.0kg		2018
Battery Charging Room	ABE	2.5kg	02005261	2022

Sulphur Point Pumphouse

Location	Equipment	Size	ID Ref.	PT/RC
Inside	ABE	4.5kg	02005443	2018
Inside	hose reel	19mm	02005442	

Crane Amenities

Location	Equipment	Size	ID Ref.	PT/RC
Upstairs	ABE	2.5kg	02005867	2018
Upstairs	C02	3.5kg	02006866	2020
Bottom of stairs	ABE	2.5		2021
Smoko room	ABE	2.5	02005868	2018

Tauranga Terminal

Location	Equipment	Size	ID Ref.	PT/RC
By Diesel shed	ABE	4.5kg	02005625	2019
Hallway	C02	2.0kg	02005325	2018
Hallway	C02	2.0kg	02005327	2018
Kitchen	ABE	2.5kg	02005623	2019
Office	ABE	2.5kg	02005624	2018
Reception	ABE	2.5kg		2020
Reception	ABE	4.5kg	02005326	2021

Straddle Amenities

Location	Equipment	Size	ID Ref.	PT/RC
Amenities	C02	2.0kg	02005018	2018
Upstairs	C02	3.5kg	02005019	2018
	hose reel	13mm		
Upstairs	hose reel	13mm	02005021	
Outside north	hose reel	13mm	02005322	

Sulphur Point Gatehouse

Location	Equipment	Size	ID Ref.	PT/RC
Guard hut	C02	2.0kg	02000540	2018

Reynish House

Location	Equipment	Size	ID Ref.	PT/RC
Upstairs	ABE	2.7kg	02005307	2019
Ground floor	hose reel	13mm	02005308	
Ground floor	ABE	2.7kg	02005621	2019
IRS	ABE	2.7kg	02005306	2021

Ex TEPB Building

Location	Equipment	Size	ID Ref.	PT/RC
Upstairs Hall	ABE	2.7kg		2020
Cobweb scaffolding	hose reel	13mm		
Upstairs sew	hose reel	13mm		
Presto panels	ABE	4.5kg		2018
Ex Gary's tyres	hose reel	19mm		

Container Cranes

Location	Equipment	Size	ID Ref.	PT/RC
Crane 1 lift	ABE	2.5kg		2019
Crane 1 machine room	C02	3.5kg		2019
Crane 1 machine room	C02	3.5kg		2019
Crane 1 electrical room	C02	3.5kg		2019
Crane 1 drive cab	C02	3.5kg		2022
Crane 1 lift house	ABE	2.5kg		2019
Crane 2 lift	ABE	2.5kg		2019
Crane 2 machine room	C02	2.0kg		2021
Crane 2 machine room	C02	3.5kg		2021
Crane 2 electrical room	C02	3.5kg		2022
Crane 2 lift house	ABE	2.5kg		2019
Crane 3 base	C02	5.0kg		2019
Crane 3 lift	ABE	2.5kg		2019
Crane 3 machine room	C02	5.0kg		2022
Crane 3 drive site	C02	2.0kg		2021
Crane 3 electric room	C02	5.0kg		2022
Crane 4 lift	ABE	2.5kg		2021
Crane 4 machine room	C02	3.5kg		2021
Crane 4 machine room	C02	3.5kg		2021
Crane 4 drive cab	C02	2.0kg		2021
Crane 5 lift	ABE	2.5kg		2021
Crane 5 drive cab	C02	2.0kg		2021
Crane 5 electrical room	C02	3.5kg		2021
Crane 5 machine room	C02	3.5kg		2021
Crane 6 lift	ABE	2.5kg		2019
Crane 6 drive cab	C02	3.5kg		2021
Crane 6 machine room	C02	3.5kg		2021
Crane 6 machine room	C02	3.5kg		2021
Crane 6 base	C02	5.0kg		2019
Crane 7 base	ABE	2.5kg		2021
Crane 7 lift	ABE	2.5kg		2021
Crane 7 machine room	C02	3.5kg		2022
Crane 7 machine room	C02	3.5kg		2022
Crane 7 electrical room	C02	3.5kg		2022
Crane 7 drive cab	C02	3.5kg		2022
Crane 8 lift	ABE	2.5kg		2021
Crane 8 drive cab	C02	2.0kg		2020
Crane 8 machine room	C02	3.5kg		2020
Crane 8 Electrical	C02	3.5kg		2018

Appendix D – Life Buoy Locations