



Crisis Management Plan

Crisis Management Coordinator

ROLE VERSION: CRISIS MANAGEMENT COORDINATOR

	Plan reviewed by:	Plan approved by:
Position Title:		
Signature:		
Date:		



PURPOSE, PRIORITY, RESPONSIBILITY

Purpose

Provide tools, actions and information to:

- Ensure coordinated management of a crisis
- continued delivery of essential services and critical functions;
- Provide for continuity of management despite absence / injury of key business unit staff; and
- Ensure appropriate communication strategies are in place during a business disruption or emergency

Deliver responsibilities under the CDEM Act 2002 being:

- (a) plan for functioning during and after an emergency; and
- (b) be capable of continuing to function to the fullest extent possible

Priorities

Regardless of the type or scale of the crisis TCC's priorities remain the same:

- Ensure the safety and wellbeing of staff, visitors
- Timely, proactive and audience centric Communications
- Protection of public assets and organisation reputation
- Protection of organisational reputation
- Coordinated
- crisis response actions
- restoration of essential services and critical functions delivery
- restoration of business as usual operations as soon as possible.
- Support to strategic partners

Responsibility

The responsibility for maintaining this plan and supporting arrangements lies with the Manager Emergency Management. The Manager must ensure:

- The safety and wellbeing of staff is paramount
- The plan is up to date plan, backed up and easily accessible.
- The plan is supported by crisis communication, ICT Disaster Recovery and staff relocation plans.
- Crisis Management Team members are trained and know what to do.

Layout

The crisis management plan has three sections to it:

Section 1: First and Next Actions Checklists - The section includes the navigation page.

Section 2: First and Next Actions Expanded

Section 3: Appendices - Supporting Information

Crisis Information

Crisis information is provided to the organisation via:

SMS – messages sent to People Managers

Business Continuity Website:- [http://s 7\(2\)\(a\) - Privacy](http://s 7(2)(a) - Privacy)



NAVIGATION

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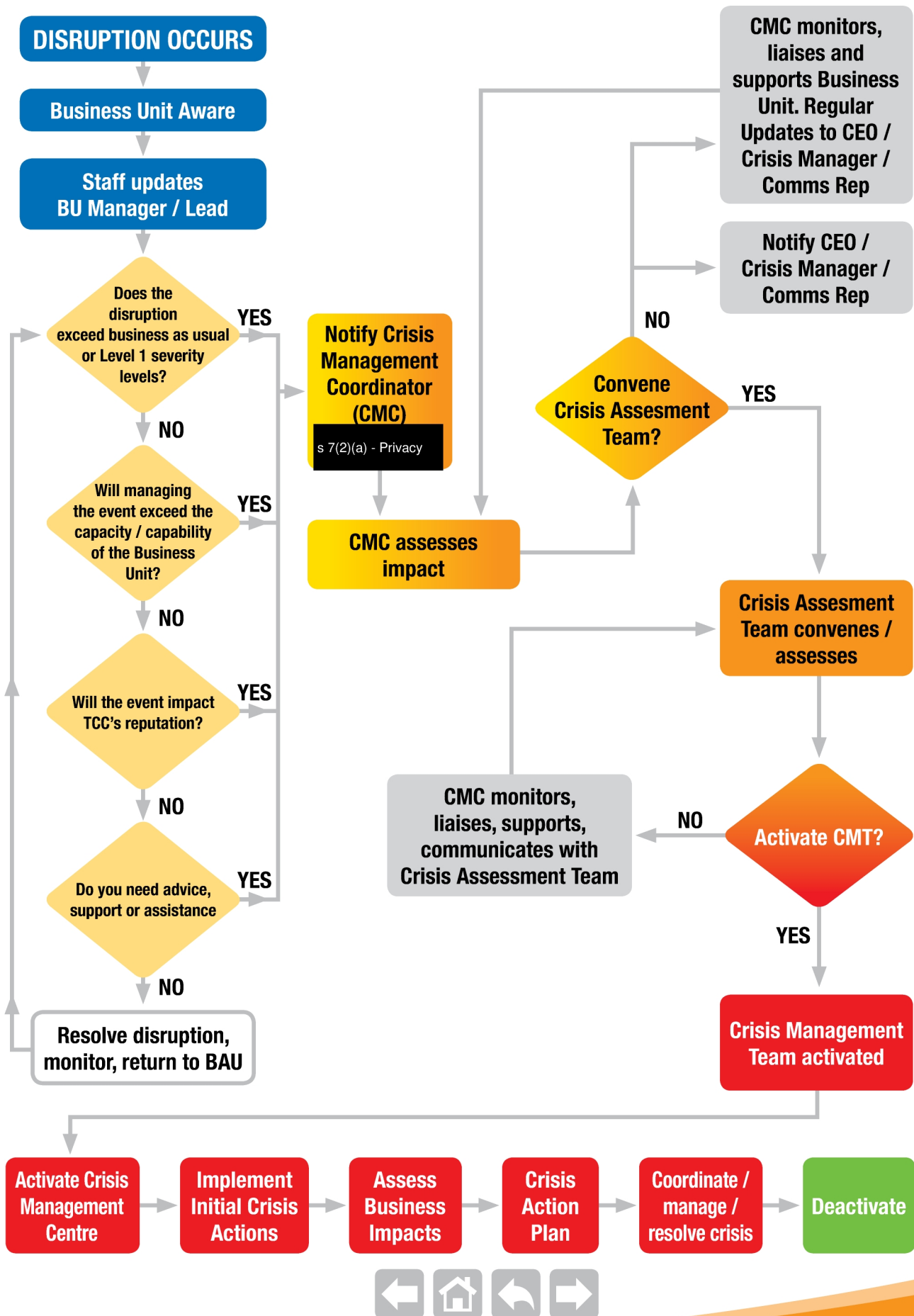


DUTY PHONE NUMBERS

Position	Duty Number	Email
Crisis Management Coordinator	s 7(2)(a) - Privacy	s 7(2)(a) - Privacy
BC Recovery Coordinator		
Contact Centre Duty Manager		
Communications Duty Representative	s 7(2)(a) - Privacy	s 7(2)(a) - Privacy
People and Capability		
Crisis Manager		
TCC Controller	s 7(2)(a) - Privacy	s 7(2)(a) - Privacy
EOC Controller		
Health and Safety		
ICT Duty Representative	s 7(2)(a) - Privacy	s 7(2)(a) - Privacy
Property Services		
City Waters		
Roading	s 7(2)(a) - Privacy	s 7(2)(a) - Privacy
Parks and Recreation		
Resource Recovery and Waste		
Airport	s 7(2)(a) - Privacy	s 7(2)(a) - Privacy
Animal Services		
Contact Centre	07 5777000 027 763 5800 021 221 3302	info@tauranga.govt.nz afterhourscontactcentre@tauranga.govt.nz
Traffic Operation Centre	s 7(2)(a) - Privacy	s 7(2)(a) - Privacy
ICT Helpdesk	s 7(2)(a) - Privacy	s 7(2)(a) - Privacy
Property Services Helpdesk	s 7(2)(a) - Privacy	s 7(2)(a) - Privacy
Business Continuity Website	http://s 7(2)(a) - Privacy	



CRISIS MANAGEMENT AND ESCALATION PROCESS



Step 1: Rate & Score Impacts

Rate potential/actual impacts & multiply with Impact Time Estimate for each of the statements below and transfer scores to the yellow column and add up Incident Ratings.

Statement of potential impact	Impact Rating			Multiply	Impact Time Estimate				Incident Rating
	No	Possible	Definite		N/A 0-2 hours	2-8 hours	8-24 hours	24+ hours	
Threat of serious injury or illness to Staff or customers	0	4	8	X	4	4	4	4	
Does the disruption cause a significant loss of service delivery to the community	0	1	2	X	1	2	3	4	
Is disruption within the capacity of the business unit?	0	1	2	X	1	2	3	4	
Impact on operational infrastructure – ICT, Communications systems, lifeline networks	0	4	8	X	1	2	3	4	
Loss of all or any part of Tauranga City Council buildings	0	2	4	X	1	2	3	4	
Threat to the Tauranga City Council Reputation, Financial and Legal Risk	0	2	4	X	1	2	3	4	
Score =									

Step 2: Determine Response

Refer to subsequent table to determine response requirement.

Incident Rating	Description	Response
Score of 0 – 20	Watch & Wait	Refer back to routine divisional management for resolution.
Score of 21 – 30	Stay Alert	Confirm that appropriate controls are in place to prevent escalation. Monitor until resolved.
Score of 30 +	Crisis	Activate Crisis Team. Continue with Step # 3 below.



FIRST ACTIONS

CHECKLIST

Follow this checklist to ensure you undertake what is needed following a disruption or event. Depending on the size and type of disruption you may not need to undertake all actions.

Safety First

Call Emergency Services – 111 - if required (1111 from Desktop).

Follow emergency procedures and directions from Emergency Control Team (e.g. evacuation).

When evacuation of any TCC premise occurs or when you are not in a TCC premise but a large scale event occurs (e.g. earthquake, tsunami) undertake the following: TEXT your status to your Manager / Team Leader promptly. TEXT either:

“I’m safe - <first name> <surname>”

or

“I need help - <first name> <surname>”

Action 1

Safety and Wellbeing

Check your safety and wellbeing.

Check the safety and wellbeing of your staff, colleagues and any visitors / customers in your area.

Check the safety and wellbeing of your family.

If you are at work and need to leave to assist your family, let your Manager know.

Manager / Team Leader: If staff are injured or missing - update People and Capability.

Action 2

Crisis Management Coordinator

Receive escalation call.

Find out what’s happened?

Make initial impact assessment – Crisis Assessment and Crisis Response Tool.

DECISION – Convene Crisis Assessment Team or maintain watching / supporting brief.

Action 3

Convene and Assess

Convene crisis assessment team.

Undertake initial crisis impact assessment. – Crisis Assessment and Crisis Response Tools.

DECISION - Activate Crisis Management Team?

Confirm Crisis Team members.

Confirm venue for crisis management centre. Confirm time for first meeting.

Issue first crisis communication – Timing “**Knowledge of Incident plus 30mins**”.



NEXT ACTIONS

CHECKLIST

Follow this checklist once first actions are complete

Action 4

Activate Crisis Management Team

- Activate Crisis Team members.
- Activate Crisis Management Support team members.
- Crisis Team assemble at crisis management centre.
- Confirm crisis team activated - Crisis Manager / CEO.

Action 5

Activate Crisis Management Room

- Activate and set up Crisis Management Centre.
- Ensure crisis management centre is operational.
- CMT Roll call.
- Confirm activation and set up of crisis management room – Crisis Manager / CEO.

Action 6

Implement Initial Crisis Actions

- Convene / attend initial crisis management team meeting.
- Commence coordination / management of crisis – CMT Role Checklists.
- Release next crisis communications.
 - Confirm activation of CM Team and organisation moving to “crisis” mode.

Action 7

Assess Crisis Impacts

- Assess crisis impacts and risks – Business Impact Assessment Tool.
- Agree initial:
 - Strategic / tactical outcomes.
 - Priorities.
 - Resource gaps.
 - Communication strategy.
 - Key messages.

Action 8

Crisis Action Plan

- Develop / agree - initial crisis action plan.
- Crisis Manager signs off.
- Crisis Manager meets with CEO.
- Release plan and next crisis communications.
- Initial crisis action plan implemented by relevant teams in organisation.



Action 9

Crisis Response

Establish “**response cadence**”

- Response Cadence.
- CMT Role Checklists.

Action 10

Deactivate

Review crisis response, action plans and status. Re-evaluate.

Confirm status of staff impacts, critical services delivery, communications

Agree residual impacts and outstanding actions.

DECISION – Deactivate CM Team?

Assign outstanding actions to business units to complete / follow up.

Update organisation and stakeholders.

Debrief.



CMT ROLE CHECKLIST

Role	CRISIS MANAGEMENT COORDINATOR	Name	
Description	<p>The Crisis Management Coordinator is the organisations point of escalation and coordination when a business disruption occurs.</p> <p>The role provides guidance and support to the Crisis Manager, including activation of the Crisis Management Team and Room, logistical support and provision of advice to crisis team members.</p>		

How to use this checklist: This checklist should be used as a guidance tool for Crisis Management Team (CMT) members. The actions detailed in this checklist are designed to help crisis team members address all critical tasks in a phased manner, with the objective being to minimise losses or damage to the organisation.

Phase 1 Notification / Assess / Convene and Assess

Action	Reference	✓
Respond to initial incident notification	Escalation Decision Making Process	<input type="checkbox"/>
Obtain information on the incident including: <ul style="list-style-type: none"> ■ Type / extent of the incident. ■ Impacts on staff and / or customers – injured, in danger, out of premise. ■ Extent of disruption to critical services (especially life supporting). ■ Damage to premises, facilities and / or asset. ■ Loss of IT systems / infrastructure. ■ Impacts to lifelines utilities – water, roading, power etc. ■ Other internal / external threats to Council business 		<input type="checkbox"/>
Undertake an initial incident assessment. DECISION – Convene Crisis Assessment Team? If Yes - Contact CEO, Crisis Manager and Communications Manager and convene meeting of Crisis Assessment Team If No – maintain watching brief, provide support if needed, ensure business unit and communications team are undertaking messaging for the incident. i.e. social media, website, contact centre updates Notify Crisis Manager.	Crisis Assessment Tool Crisis Response Tool Crisis Management Team Call Tree Teleconference Procedure	<input type="checkbox"/>
Attend Crisis Assessment Team meeting. DECISION – Activate Crisis Management Team? If Yes <ul style="list-style-type: none"> ■ Activate agreed crisis team members and crisis support team. ■ Confirm meeting time and venue. ■ Activate crisis management room If No – Monitor incident, Maintain situational awareness and Remain available. Convene additional crisis assessment team meets if needed	Crisis Assessment Tool Crisis Response Tool	<input type="checkbox"/>



Phase 2		Implement First Crisis Actions
Action	Reference	✓
If a decision is made to activate the CMT: <ul style="list-style-type: none"> ■ Activate the Crisis Management Room ■ Ensure room has required resources and is operational. 	Crisis Team Support Crisis Management Room Venues CMT Equipment List	<input type="checkbox"/>
Update Crisis Manager – Team and Crisis Room activated.		<input type="checkbox"/>
Liaise with impacted business units to understand initial crisis impacts		<input type="checkbox"/>
Facilitate initial CMT meeting.	Crisis Management Team	<input type="checkbox"/>
Distribute copies of the Crisis Management Plan and supporting tools to CMT members.	Crisis Management Plan	<input type="checkbox"/>
Ensure a minute taker / log keeper is available to record all facts, decisions, actions, responsibilities and timings.	Crisis Team Support	<input type="checkbox"/>
Ensure logistical functionality of the CMT		<input type="checkbox"/>
Provide technical support to the Crisis Manager		<input type="checkbox"/>

Phase 3		Assess Crisis Impacts / Crisis Action Plan
Action	Reference	✓
On behalf of the Crisis Manager, facilitate initial assessment of crisis impacts and risks. Agree initial: <ul style="list-style-type: none"> ■ Strategic / tactical outcomes ■ Priorities ■ Resource gaps ■ Communication strategy ■ Key messages Ensure assessment and outcomes are documented, concise and clear.	Crisis Management Team Crisis Support Team Business Impact Assessment Tool Situational Information	<input type="checkbox"/>
Facilitate development of initial Crisis Action Plan. Ensure that crisis action plan is documented, clear, concise and achievable.	Crisis Management Team Crisis Action Plan Template CMT Role checklists.	<input type="checkbox"/>
Ensure: <ul style="list-style-type: none"> ■ Actions needed to stabilise the incident and implement crisis action plan are assigned ■ Crisis communication strategy agreed. ■ Initial resources needs agreed ■ Crisis Manager signs off assessment and crisis action plan 	Crisis Management Team CMT Role checklists	<input type="checkbox"/>

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Phase 3		Assess Crisis Impacts / Crisis Action Plan	...continued
Action	Reference	✓	
Agree timing for: <ul style="list-style-type: none"> ■ Crisis management team meetings ■ Updating business impacts assessment; and ■ Crisis action plan 		<input type="checkbox"/>	
Initial Crisis Action Plan and next crisis communications released.	Communications Team	<input type="checkbox"/>	
Initial Crisis Action Plan implemented.	Crisis Team members	<input type="checkbox"/>	
(Crisis Team members representing a business unit return to their business units / Groups and communicates crisis action plan requirements. Ensure the crisis action plan actions are undertaken and units provide status reports to Crisis Team support.0	Recovery Coordinator Crisis Team Support BC Teams Other Organisational Teams Crisis Action Plan		

Phase 4		Crisis Response	
Action	Reference	✓	
Support Crisis Manager to establish and maintain crisis “ response cadence ”.	Crisis Management Team Crisis Response Cadence Crisis Action Plan Template	<input type="checkbox"/>	
Establish on-going communications with on-site and off-site representatives to obtain regular updates on the incident. Manage log keeper to ensure that all relevant information is being recorded in a clear, concise and accurate manner.	Crisis Management Team Recovery Coordinator Crisis Support Team	<input type="checkbox"/>	
Ensure CMT: <ul style="list-style-type: none"> ■ Monitors, review and re-evaluates crisis information ■ Understand impacts on safety and wellbeing of staff ■ Facilitate updates to <ul style="list-style-type: none"> - crisis impact assessment - crisis priorities - crisis action plan - resource needs ■ Re-assigns actions ■ Review communication strategy and update key messages 	Crisis Management Team CMT Checklists Status Reports Business Impact Assessment Tool Crisis Action Plan Template	<input type="checkbox"/>	
Monitor implementation of crisis action plan against agreed actions and priorities.	Crisis Support Team Crisis Log	<input type="checkbox"/>	
Monitor ongoing impacts. i.e. financial, legal, operational, reputational and human.	Business Impact Assessment Tool	<input type="checkbox"/>	

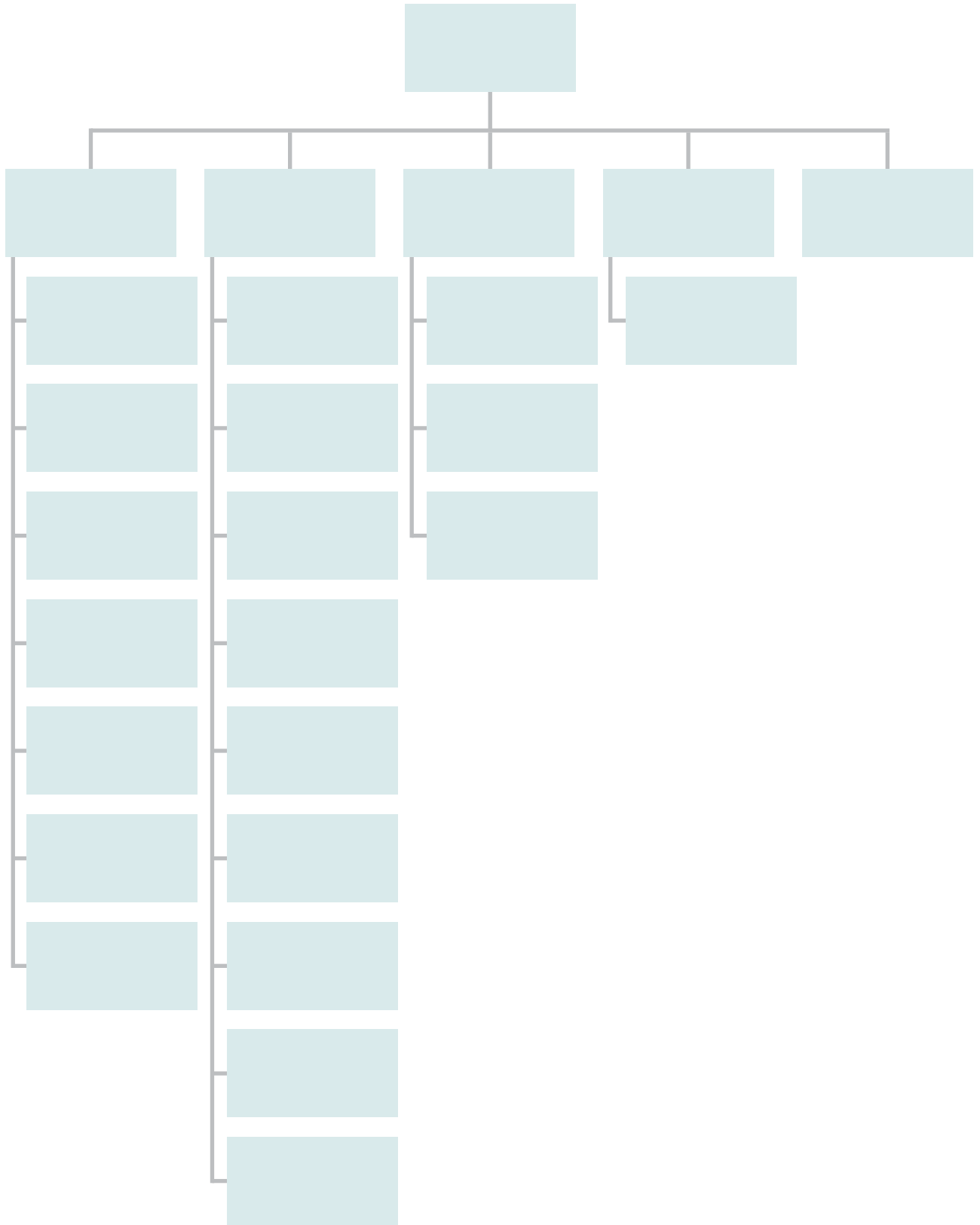
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Phase 4		Crisis Response	...continued
Action	Reference	✓	
Monitor crisis impacts on critical supply chain suppliers.	Critical Supplier List	<input type="checkbox"/>	
Ensure crisis communications undertaken in line with agreed strategy and key messages.	Communication Team Communication Plan	<input type="checkbox"/>	
Manage Crisis Management Room facilities and resources including whiteboards, PCs, internet connections, telephony and breakout rooms.		<input type="checkbox"/>	
Provide on-going advice to members of the CMT regarding strategies, actions and procedures.		<input type="checkbox"/>	
Identify requirement for specialist support to assist CMT with key decisions and actions. Activate CMT secondary team members if necessary	Crisis Management Team Structure CM Plan contact list	<input type="checkbox"/>	
Facilitate preparation of stakeholder briefings as required by Crisis Manager or Crisis Management Team.	Communications Manager	<input type="checkbox"/>	
Oversee crisis team meeting protocols to ensure that a productive environment is maintained		<input type="checkbox"/>	
Where requested by Crisis Manager commence longer term restoration and recovery		<input type="checkbox"/>	



CMT CALL TREE / CONTACT DETAILS



Role	Name	Alternate
Crisis Manager	Name: Mobile: E-mail:	Name: Mobile: E-mail:
Recovery Coordinator	Name: Mobile: E-mail:	Name: Mobile: E-mail:
People and Capability	Name: Mobile: E-mail:	Name: Mobile: E-mail:
Growth & Infrastructure	Name: Mobile: E-mail:	Name: Mobile: E-mail:
Communications	Name: Mobile: E-mail:	Name: Mobile: E-mail:
ICT	Name: Mobile: E-mail:	Name: Mobile: E-mail:
Crisis Management Coordinator	Name: Mobile: E-mail:	Name: Mobile: E-mail:
CMT Support	Name: Mobile: E-mail:	Name: Mobile: E-mail:
Contact Centre	Name: Mobile: E-mail:	Name: Mobile: E-mail:
Finance	Name: Mobile: E-mail:	Name: Mobile: E-mail:
Property	Name: Mobile: E-mail:	Name: Mobile: E-mail:
Health & Safety	Name: Mobile: E-mail:	Name: Mobile: E-mail:
Risk	Name: Mobile: E-mail:	Name: Mobile: E-mail:



(i) Executive Leadership Team Members:

Role	Name	Work Phone	Mobile Phone

(ii) Councillors:

Name	Title	Work Phone	Mobile Phone

(iii) Key Internal Contacts:

Name	Job Title	Function	Work Phone	Mobile Phone



(iv) Major stakeholders:

Company	Contact Name	Telephone	Fax	Email

(v) Key External Contacts:

Company	Role	Name	Telephone	Email



SPARK TELE CONFERENCING INSTRUCTIONS

Here are the details:

To enter in dial: [REDACTED] – within NZ

[REDACTED] – from Overseas

Your Host Pin Code: [REDACTED] (Person that sets up call)

Guest Pin Code: [REDACTED] (guest pin)

It is the Leader's responsibility to ensure participants are using the correct Access Number.

If you are starting the Conference call, you use the Host Pin Code and send the Guest Pin Code and correct access number to the participants.

If you would like any assistance during the conference, please press *(star) 0(zero) and an Operator will come online to assist you.



RESPONSE CADENCE

