

WILLOWTON
GROUP

A better way of living

Isando Foods
SHE
Crisis Management Manual
2024
Revision1

Foreword

The Isando Foods Crisis Management Manual has been prepared to assist members of the management to effectively manage a SHE crisis.

This Crisis Management Manual does not include Consumer Safety issues. The manual is divided into various sections:

1. **Crisis Communication Procedure** - explaining what a crisis is and the flow of communication during a crisis.
2. **Crisis Management Standard** - explaining the composition of the Crisis Management Team and the core documentation which must be present.
3. **What Is a Crisis Management Plan?** - explaining why it is important to have a Crisis Management Plan.
4. **Potential Risks** - explaining key technical risks, systems to reduce the risk, key contacts and important reference reports.
5. **Goodwill** - highlighting external goodwill.
6. **Crisis Teams** - with designated responsibilities and 'after hours' contact numbers.
7. **The response** - general guidelines explaining the importance of the SHORT and LONG term response phases.
8. **Handling the Media** - general guidelines and draft media statements.
9. **Stress** - guidelines explaining the pressures associated with handling a crisis and the importance of delegating responsibilities.

The manual is not all encompassing and must be supplemented with professional training sessions.

The Crisis Management Document will be updated biannually by the SHE Department should additional information need to be included.

Names and telephone numbers will be updated bi-annually or as required.

The document will be available in electronic format at the SHE Department.

Any printouts made from this format will not be controlled.

A limited number of hard copies will be allocated as required to individuals who will sign positive assurance for them. These hard copies will **be** controlled documents. If an employee leaves the company or changes jobs then the booklet will be handed over to their successor.

CONTENT:

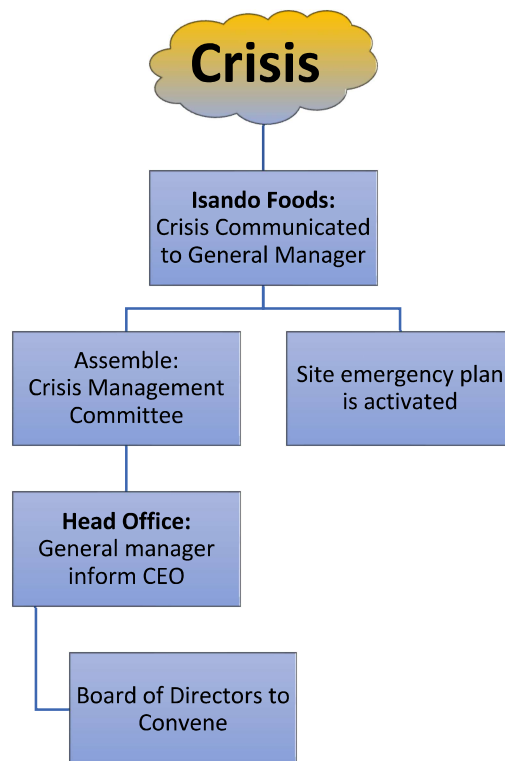
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CRISIS COMMUNICATION PROCEDURE

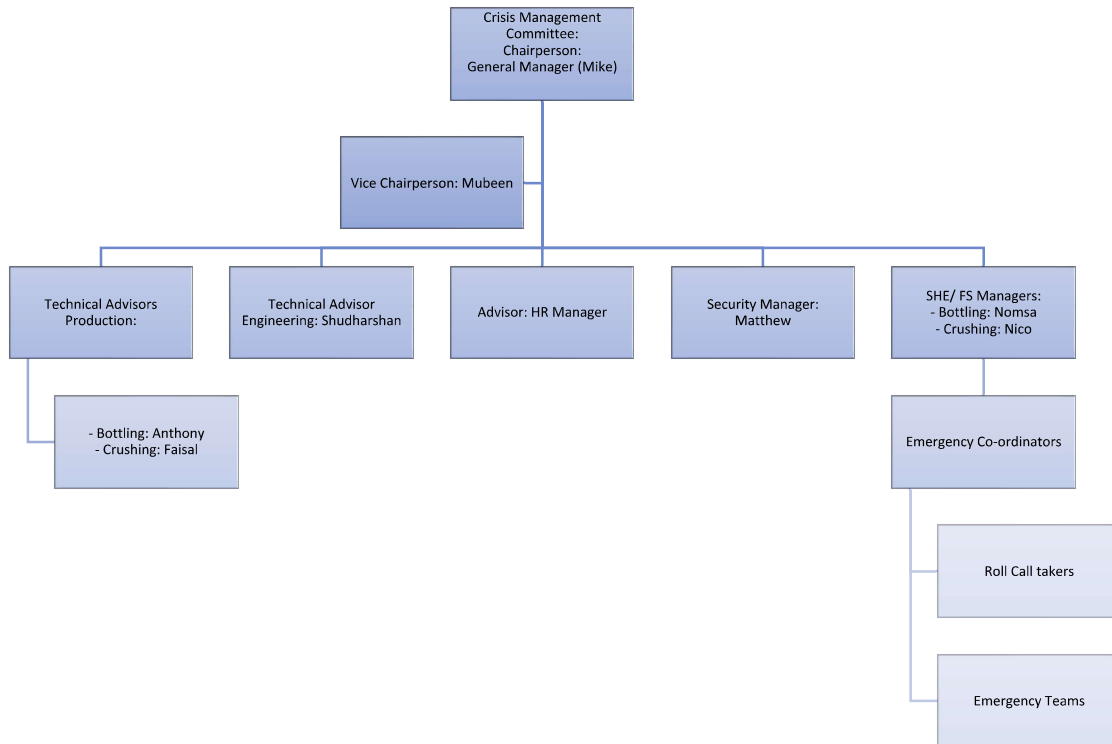
WHAT IS A CRISIS?

- A crisis is an event that threatens the entire future of the Company.
- It is an unusual event, of a nature or magnitude, that has the potential to place the Company at risk by:
 - Posing a risk to the environment, beyond the confines of the site, and/or is reportable by law.
 - Posing a risk to the health and safety of the employees by exposing them to an environment that can lead to incidents that result in a fatality, and/or serious injury, or an environment that can lead to adverse health effects.
 - Attracting widespread adverse attention (eg: negative media exposure).
 - Disrupting normal business operations (eg: fire).
 - Significantly damaging the company financial performance.

HIGH LEVEL COMMUNICATION:



SITE COMMUNICATION:



CRISIS MANAGEMENT COMMITTEE: ESTABLISH THE RISK AND SEVERITY:

Risk	Yes	No
Explosion:		
• LPG		
• Dust		
• Hexane		
Fire:		
Ammonia		
Bomb Threat / Riots		
Fatality / major injury		
Environmental major Incident		
Incident at neighbouring company		

CRISIS MANAGEMENT STANDARD:

The General Manager with support from the SHE Managers will ensure that:

- The site shall have a predefined and structured crisis management committee composed predominately of managers who are normally resident on the site. It is likely that this team will include members of the core management team plus some additional experts/ specialists.
- The crisis management roles within the team are clearly allocated and documented and deputies are nominated as appropriate.
 - For Isando Foods, the General Manager should be the Crisis Committee Chairperson / Crisis Controller.
 - A deputy Crisis Controller will be _____??(Mubeen).
 - The Potential site spokespersons is the General Manager whom will be given adequate media training. There must be at least two trained persons who are usually resident on each site.
- The site has a set of core crisis management documentation which must cover at least the following:
 - Crisis management organisation and responsibilities (see site emergency plans).
 - Relevant security and SHE procedures. (SHE Department) Crisis Management Team call-out procedures. (Emergency Plan) Basic technical information about the site, products, raw materials etc. (MSDS's).
 - Detailed contact information (phone, address, etc) of all the Crisis Management committee members, all persons who would need to be informed i.e. head office and all media, regulatory authorities and relevant government/political contacts.
 - The need to keep staff and business customers informed must be covered. Media statements for all foreseeable emergencies.
- The site security must have a guaranteed mechanism for calling up all the members of the site crisis management committee at any time and with immediate effect. This can most effectively be achieved by using cellular phones and radio's. The effectiveness of the call-out system must be tested at least once a year.
- The site has a designated crisis control room which is at gate 4, and alternative room which will be the sales board room to be used as an operations centre by the site crisis management committee. The following basic requirements must be met:
 - Where possible, located inside the site boundary well away from where the press/public may gain access and away from any major accident hazards e.g. flammable storage areas, etc.
 - Large enough to provide working space for at least six people.
 - Equipped with communication radio's.
 - Equipped with sets of all site crisis management information.
 - Contain a television / monitor with audio/visual recording facilities.
 - Equipped with sets of basic personal protective equipment, mobile phones and torches, speaker phone. Network points.

- In the event of a crisis in which human health and safety or environmental protection is at risk, the business stance will be responsible and compassionate without admitting liability.

What Is A Crisis Management Plan?

WHAT IS A CRISIS MANAGEMENT PLAN?

A crisis management plan is a way of preparing an organisation to deal effectively with a crisis. It will help the management team to mitigate the effects of the crisis in the short and longer term.

WHY IS A CRISIS MANAGEMENT PLAN NECESSARY?

- because crises happen even in the best run companies.
- because surviving a crisis is not guaranteed. The organisation will have a better chance of survival if it is prepared for a crisis.
- because if we are unprepared we can 'make a crisis worse. Depending on the course of events, time scales can be very short and if we are not prepared we may fail to do the vital thing at the vital moment.
- because a properly executed crisis management plan will prepare us better in order to defend ourselves and the organisation against criticism in both the short term and long term.
- because having a crisis management plan will save us money.

POTENTIAL SHE RISKS

GUIDELINES

A site risk assessment is the essential first step in drawing up a crisis management plan.

It identifies and assesses potential risks in our organisation's operations.

It can't eliminate the unexpected, but it can identify where the organisation's operations are vulnerable:

- By determining where there are hazards.
- By finding the critical control point in the process where that hazard can be reduced or completely ELIMINATED.
- By looking at the possible effects of worst case scenarios.
- By examining how best to mitigate those effects.
- By putting into focus those events that are likely to have a high profile, such as major accidents.
- By identifying those hazards which are critical to the business - those that would affect the revenue but wouldn't necessarily attract attention from the media.
- By jolting corporate complacency and helping staff to be constantly on the look-out for signs of a crisis.

Current potential risks/consequences are:

- Explosion / Bomb Blast:
 - LPG
 - Hydrogen
 - Hexane
- Fire
- Bomb Threats / Riots
- Fatality / Major injury
- Major Environmental Incident
- Incident at Neighbouring Company
- Hijack Threat
- Hexane
- Ammonia gas leak

EXPLOSION / BLAST:

Description of Risks:

- Rapidly escalating fire or explosion from release of flammable vapours i.e. LPG / hexane.
- Rapidly escalating fire or explosion from explosive dust.
- Rapidly escalating fire or explosion due to ignition of combustible substances.
- Rapidly escalating fire or explosion due to bomb blast.

Immediate Action:

- Discoverer of crisis to raise alarm through manually activating the emergency call points and contact SHE Manager / Security Manager at Control Room.
- Observation of fire / smoke by camera : Control room manually activates fire alarm.
- SHE Manager / Security Manager to contact Crisis Management Chairperson / Controller
- Security Manager to convene Crisis Management Committee.
- SHE Manager / Security Manager Notify Fire Department and/or Bomb Squad.
- SHE Manager with communication of Crisis Controller - Simultaneously evacuate site as per Emergency Procedure.
- Crisis Controller (Chairperson) Notify head office CEO.
- After hours or abnormal hours: Control Room:
 - Activates fire alarm manually and initiates Emergency Protocols
 - Control Room prepares monitoring screens for all camera views of the threat, neighbouring structures/buildings and all access/egress points – commences with event diary – chronological sequence of events – preparations for ECC to assemble at Control Room
 - Control Room carries out all notifications i.e. Security Manager; General Manager (Crisis Controller); Process Manager and engineer (Technical Advisors); SHE Managers; EMS – Fire and Ambulance

Summary of Contacts:

- Site SHE Department
- Security Manager
- Crisis Management Committee
- Head Office
- Local Fire Department
- Bomb Squad
- SAPS

BOMB THREATS:

Description of Risks:

Bomb threat received by telephone

Immediate Action:

- Receiver of threat to contact Security Manager
- Receiver of threat must gain as much information as possible about:

Description	☒
Type of device	
Set Time	
Description of location	
Reason for planting the bomb or making the call	
Caller information: • Age • Speech • Accent • Gender • Unusual terms • Location of caller i.e back ground noise	
Any comments	

- Convey info to Security Manager
- Security manager to convene Crisis Management Committee
- Security Manager notify fire department and Bomb squad
- SHE Manager to evacuate site as per site emergency procedure
- Crisis Controller to Notify Head Office

Summary of Contacts:

- Site SHE Department
- Security Manager
- Crisis Management Committee
- Head Office
- Local Fire Department
- Bomb Squad
- SAPS

FIRE

Description of Risks:

- Rapidly escalating fire
- Fire in a specific location / area

Immediate Action:

- Discoverer of crisis to raise alarm through manually activating the emergency call points and contact SHE Manager / Security Manager at Control Room.
- Observation of fire / smoke by camera : Control room manually activates fire alarm.
- SHE Manager / Security Manager to contact Crisis Management Chairperson / Controller
- Security Manager to convene Crisis Management Committee.
- SHE Manager / Security Manager Notify Fire Department and/or Bomb Squad.
- SHE Manager with communication of Crisis Controller - Simultaneously evacuate site as per Emergency Procedure.
- Crisis Controller (Chairperson) Notify head office CEO.
- After hours or abnormal hours: Control Room:
 - Activates fire alarm manually and initiates Emergency Protocols
 - Control Room prepares monitoring screens for all camera views of the threat, neighbouring structures/buildings and all access/egress points – commences with event diary – chronological sequence of events – preparations for ECC to assemble at Control Room
 - Control Room carries out all notifications i.e. Security Manager; General Manager (Crisis Controller); Process Manager and engineer (Technical)

Summary of Contacts:

- Site SHE Department
- Security Manager
- Crisis Management Committee
- Head Office
- Local Fire Department

FATALITY OR SERIOUS INJURY

Description of Risks:

- Employee or a site contractor fatally/seriously injured on site.
- Any person, fatally or seriously injured in a motor vehicle accident related to business activities.
- Any person, fatally or seriously injured due to work related activities off site.

Immediate Act/on:

- Head of Department to contact SHE Manager.
- SHE Manager to contact Crisis Controller / Committee Chairperson and Security Manager.
- Committee Chairperson / Crisis Controller to convene Crisis Management team
- SHE Manager to notify Department of labour and SAPS immediately
- Committee Chairperson / Crisis Controller to notify Head Office
- After event Committee Chairperson / Crisis Controller Communicate event to all employees
- SHE Manager / HR Contact Health Services to assist with mental wellbeing.

Summary of Contacts:

- Site SHE Department
- Security Manager
- Crisis Management Committee
- Head Office
- Department of Labour
- SAPS

ENVIRONMENTAL INCIDENT

Description of Risks:

- Loss of containment of a hazardous/ environmentally harmful substance, beyond the boundaries of a site, resulting in national / local media attention and causing long-term, adverse environmental impact.

Immediate Action:

- Discoverer of crisis to contact SHE Manager & Head of department
- SHE Manager to contact Factory Engineer
- SHE Manager to convene emergency team and deploy spill kits
- SHE Manager to convene Crisis Management team
- SHE Manager / Security to notify Spill Protection Service provider.
- Security Manager to notify the Fire Department
- In the event of a chemical spill on site simultaneously evacuate site a per site emergency plan
- Crisis Controller / Committee Chairperson to notify Head Office.
- Crisis Controller to plan for clean-up activities.
- Raise all clear when incident is controlled.

Summary of Contacts:

- SHE Department
- Site Security Manager
- Crisis Controller / Committee Chairperson
- Head Office
- Fire department
- Spill Control Service provider
- Local Authority:
 - Air Pollution
 - Department of Water Affairs & Forestry (DWAF)
 - Local Municipality
- Legal Advisor / Environmental Consultants

HIJACK THREAT

Description of Risk:

- Someone forcibly removing you from your vehicle by violent means.
46% of people who resist hi-jacking risk injury or death
- The majority of hi-jacks take place between 16h00 and 20h00

Immediate Action:

- Person in hijacking must take the line of least resistance
- Do not plead or argue - do as they say
- Give up your vehicle
- Receiver of threat to contact Security Manager
- Security Manager to notify police (Flying Squad), car tracking company
- Security manager to convene / notify Crisis controller whom will assess the matter and decide to convene crisis management committee.
- Crisis Controller to notify head office.
- After the event, Management to contact psychologist for counselling.

Summary of contacts:

- SHE Department
- Site Security Manager
- Crisis Controller / Committee Chairperson
- Head Office
- SAPS / Flying squad
- Psychologist

System to Reduce Risk:

- Defensive Driver Training
- Site SHE Awareness Programmes
- Personal actions:
 - Always be alert - attend an anti hi-jacking course.
 - Keep your doors locked and windows up when stationary at a stop street or traffic light.
 - Keep the tyres of the vehicle in front of you visible to enable you to manoeuvre your vehicle quickly if necessary.
 - Slow down in order to catch the traffic lights on green to avoid having to stop your vehicle whilst travelling.
 - Keep a look out for potential hi-jackers, people who are in the wrong place at the wrong time.
 - Don't be a creature of habit, change your route on the way to and from work or to a customer/supplier.
 - Reverse into your parking bay so that you can get away quickly.
 - Scan the parking lot for suspicious characters before approaching your vehicle, put space between yourself and potential hi-jacker.
 - Be alert when entering or leaving your driveway and watch out for suspicious characters.

HEXANE

Description of Risk:

- CODE RED: (requires immediate external emergency services assistance)
 - Explosion or fire in extractor
 - Fire in toaster / DC
 - Fire in close proximity to Hexane storage tanks or process vessels
 - Uncontrolled blaze anywhere in the restricted area
- CODE ORANGE:
 - Fire in the extraction plant
 - Fire in the fat trap
 - Fire in the control / MCC rooms
 - Fire at the Hexane tanker off-loading point

Immediate Action:

- Discoverer of crisis or Head of department to raise alarm through manually activating the emergency call points and contact SHE Manager / Security Manager at Control Room.
- Observation of fire / smoke by camera : Control room manually activates fire alarm.
- SHE Manager / Security Manager to contact Crisis Management Chairperson / Controller
- Security Manager to convene Crisis Management Committee.
- Crisis Controller to converse with technical advisors on isolation of plant, equipment and product.
- SHE Manager / Security Manager Notify Fire Department.
- SHE Manager with communication of Crisis Controller - Simultaneously evacuate site as per Emergency Procedure.
- Crisis Controller (Chairperson) Notify head office CEO.
- Crisis Controller to contact neighbouring sites to converse on actions.
- After hours or abnormal hours: Control Room:
 - Activates fire alarm manually and initiates Emergency Protocols
 - Control Room prepares monitoring screens for all camera views of the threat, neighbouring structures/buildings and all access/egress points – commences with event diary – chronological sequence of events – preparations for ECC to assemble at Control Room
 - Control Room carries out all notifications i.e. Security Manager; General Manager (Crisis Controller); Process Manager and engineer (Technical

Summary of Contacts:

- Site SHE Department
- Security Manager
- Crisis Management Committee
- Head Office
- Department of Labour

- Fire department
- SAPS

AMMONIA GAS LEAK

Description of Risk:

Major ammonia gas leak within the plant contaminating production area, or neighbouring plants or sites.

Immediate Action:

- Head of Department to immediately activate manual call points to evacuate plant.
- Head of department to contact SHE Manager to co-ordinate evacuation and simultaneously Security Manager whom will convene Crisis management committee.
- SHE Manager / Security Manager to contact fire department.
- Head of department / Crisis controller to contact Factory Engineer to assist with isolation of ammonia critical valves
- Crisis Controller to notify Head office and
- Contact neighbouring site if affected.

Summary of Contacts:

- SHE Manager
- Security Manager
- Factory Engineer
- Crisis Management Committee
- Neighbouring Site/ Plant Management
- Fire Department

GOODWILL

Guidelines

In a crisis you will need external goodwill in a number of areas, for example from:

- The general public through the local press and media, i.e.:
Customers
- Key suppliers
- Statutory bodies
- Local interest and community groups
- Civic authorities / Local Governments
- Political representative and pressure groups (for example, environmental organisations)

These relationships must be established before any crisis. To achieve this, the following actions must be conducted or must be in place and maintained:

- Appoint an appropriate employee or employees on 'site to be responsible for keeping regular contact with all the relevant outside agencies.
 - General Manager:
 - Local Government; Political representatives
 - SHE Department:
 - DoEL; Local Government; Neighboring companies SHE Department; Emergency Services
 - Security manager:
 - Emergency Services; SAPS;
- Ensure that the names and numbers of your contacts in these agencies for the site is up to date.

THE CRISIS TEAMS

Guidelines

The Team:

- It should be small and manageable.
- It should be separate from that part of the management team which will continue to run the day-to-day business of the organisation.
- The individual expertise of members of the team will vary.
- The following areas should be covered:
 - Marketing
 - Human Resources
 - Legal
 - Communication
 - Public Relations SHE/FS
 - Supply Chain

Important guidelines which a crisis team will need to consider so that they can function effectively:

- It must establish exactly which areas each member of the team will be responsible for and how far that responsibility goes. This is defined in the document, although the Crisis Chairperson/ controller may redefine responsibilities during a crisis as it is needed.
- It must decide on the balance between collective decision making and final decisions being made by the crisis controller.
- It must make sure that it has authority to manage the situation. Strong leadership is essential.
- It will need a collator to deal with the administration and communication for everything that is connected with the crisis. The crisis controller will keep the Crisis Log on which all relevant information is recorded. (See appendices)

External Support from Legal and Scientific Consultants:

Dealing with external experts, who will liaise with specified members of the team, is an important aspect of crisis management. The following examples illustrate the need for this external support:

- Legal:
 - Ensure that regular contact with your legal advisors are maintained.
 - Remember that there are both short and long term aspects to a crisis. You may have to answer questions later in a public enquiry about decisions and statements taken in the short term.
 - Don't speculate about any aspects of a crisis. Stick to the facts.
 - Don't commit to paper anything that you are unsure about.
 - Realise that you have a legal obligation to preserve evidence.
 - This doesn't only apply to physical evidence. Once something connected with the crisis is written down it is evidence and must be kept.

TEAM MEMBERS' RESPONSIBILITIES:

Crisis Controller:

- On arrival assume control.
- Confirm scale of the problem against predetermined criteria.
- Ensure key members of Crisis Management Committee / Team are called in.
- Co-ordinate Crisis Management Committee Team activities.
- Regularly review situation and possible developments with Crisis Management Team and amend strategy as appropriate.
- Ensure that delivery of all non-emergency supplies are stopped and cancelled.
- Control the flow of information and personnel in and out of the Crisis Management Centre, including the media.
- Ensure that the crisis logs are initiated and maintained. Liaise with key managers off site e.g. Board of Directors.
- Ensure that evidence is preserved wherever possible.
- Ensure that relief procedures are implemented when crisis is prolonged.
- Implement restoration procedures in affected areas.
- Liaison with Sister Site Manager, where appropriate.
- Ensure Key Union Members are informed - if applicable

Factory Engineer:

- Liaise with Crisis Controller and ensure emergency power and lighting are supplied and operational.
- Assume responsibility for emergency work e.g. Isolating equipment and process materials.
- Provide the Crisis Management Team with critical information e.g. Site plan, plant restoration plan.
- Take responsibility of liaison with Police services, ambulance and fire services relating to equipment processes.
- Ensure internal communication network is established and operational

SHE Manager:

- Co-ordinate with onsite emergency teams.
- Co-ordinate and communicate with emergency services on site.
- Liaise with local authorities relating to environmental aspects i.e. emissions or water pollution.
- Act as main contact with DoEL and ensure all legal documentation is available.
- Collect and analyse all data available on any injury or fatality incurred resulting from the incident.
- Assist in the preparation of briefing document detailing injuries and briefing designated spokesperson (Crisis controller) on key issues relating to medical reports etc.

- Ensure casualties are receiving adequate attention.
- Working in conjunction with the HR Manager Crisis Chairperson / Controller:
 - to ensure relatives are advised.
 - Activate measures to provide counselling support to those in need.
- Ensure staff are briefed on developments through site emergency co-ordinators.

Production and Distribution Managers

- Establish the scientific and technical basis of the incident and brief the Crisis Management Team.
- Assist the Crisis Management Team with product, process and equipment knowledge as required.
- Provide input for preparation on media briefing bulletin.

Security Manager:

- Control traffic and people movement within site.
- Ensure that all outside non-company personnel are identified.
- Administration Assistants from Security shared with SHE Managers:
 - Provide telephone messages/answering service.
 - Provide typing and administration (e.g. Stationery) service for the team.
 - Ensure team members keep the Crisis Management Centre informed of their whereabouts at all times during a crisis.
 - Keep accurate crisis log sheets. (see Appendices)
 - Act as the first point of contact and reference for all calls coming through the switchboard.
 - Make decisions about which Crisis Management Team member should have the detailed enquires.
 - Ensure drinks/food are supplied when necessary during the crisis.

THE RESPONSE

Guidelines:

The Short Term Response; Key Decision Phase:

- **What steps you should take at the outset of a crisis?**
 - Beware of understanding the way an incident can develop into a crisis.
 - Get crucial questions "WHO, WHAT, WHERE, WHEN, WHY" answered as far as possible.
 - Assemble the crisis team.
 - Prioritise your actions to get your emergency response process under way effectively.
 - Contact your external advisors.
- **To gain control of the situation as fast as possible consider the following:**
 - Ensure all lines of communication are open.
 - Establish clear lines of information. You can't make good decisions based on confusing and conflicting information.
 - Make sure that you don't do too many people's jobs. The person in overall control must be able to step back and make decisions without being involved in detail.
 - Be responsive to media enquiries. Give one person specific responsibility for this. Make sure everyone involved knows to whom they should refer all such enquiries.
 - Stay in contact with the public and the media whatever the pressure. Specialist companies can be employed to deal with the telephone enquiries and reassure the public.
 - You will need to reassure your suppliers that their products and services will still be required.
 - Understand that short term response measures can be expensive.
 - Arrange for adequate funding to be quickly and easily available.

The Long Term Response: Protecting the Business

Your crisis management team is dealing with the immediate problems of the crisis. Another team may be set up to deal with the continued running of the business. Long term recovery could involve members of both teams.

- Which groups will need immediate contact and consideration?
 - Clients and/or customers
 - Suppliers
 - Staff
- Some points to consider:
 - How will you demonstrate to the Board Members and Share Holders that you are in control of the crisis?
 - What will be the substance of your message about recovery to each of the groups mentioned above?

HANDLING OF MEDIA

MEDIA LIAISON:

Effective liaison with the media during times of crisis is a critical factor in limiting damage which the Company and/or its brands may suffer as a result of negative or inaccurate publicity.

The CORE RULES governing media liaison are:

- **Take Immediate Action:**
Ensure that the matter is immediately referred to the Crisis Communication contacts.
- **Interface Crisis Management I Crisis Communication:**
Establish lines of communication between the Crisis Management Team and the Corporate Management Team, to facilitate the exchange of information so that press statements/ releases can be effectively managed.
- **Collect Information:**
Collect all the necessary information and prepare thoroughly. Do not speculate or offer personal opinions. Isolate the issues and stick to the facts. Do not get drawn into discussions on issues unrelated to the crisis.
- **Prepare Thoroughly:**
 - Anticipate questions which may arise and ensure that responses are well-researched and sensitive.
 - Do not keep silent and a "no comment" response can be dangerous. When investigations have not been completed, issue a holding statement.
- **Nominate Spokesperson(s) (Nomination by Crisis Communication Team in the absence of the Crisis Controller)**
 - Identify the spokesperson(s) and brief thoroughly. Only those people nominated to speak to the press or to conduct media briefings, are authorised to speak on behalf of the Company.
 - Under no circumstances should any member of staff speak to outsiders about the crisis.
- **Media Response Unit:**
 - Log all contact with the media - both incoming and outgoing calls.
 - Keep strict records of time contact was made, with whom, subject, action/statement.
Set up a centralised media response unit for media contact. This will be necessary where the media coverage of the emergency/crisis requires regular updates from the Company. (Head office / Site)
- **Practical Tips About Media Contact:**
 - Always make clear, factual and truthful statements regarding an incident. Do not underestimate the seriousness of a crisis or overestimate your resources for managing the situation. Do not offer opinions on the reasons for the crisis or volunteer information without having facts to back up your statements.
 - By attempting to fill in gaps by speculating you could be laying the legal liability of the Company later.
 - If you do not know say so and offer to provide the information when you have it. Make sure that you follow through on that promise.

- What Should I do if I am the Spokesperson?
 - Remain Calm - it is in the Company's interest that you adopt a positive and co-operative attitude towards journalists.
 - Remember that journalists have a job to do and you are meeting their need for information.
 - Adopt a co-operative attitude and remember that you are not personally being accused of wrongdoing.
 - Do not make statements which imply legal responsibility and do not attempt to pass the buck for the crisis onto third parties.
 - Do not allow yourself to be drawn into emotional arguments by provocative questions. Give information clearly and politely.
 - Admit if you do not have the information requested and undertake to provide it later.
 - Be sensitive to human issues - i.e.: Loss of life, injury, impact on surrounding areas/environment, and actions taken/being taken.
 - Define "victory" i.e. What would be the ideal outcome for the Company.
 - Focus on what is important and your strategic objective
 - Remember - you are accountable and responsible for what appears in the media.

Managing the Communication within the Team:

- Assign tasks to members of the team. Collect, check and verify information.
- Document all information.
- Appoint a spokesperson (the spokesperson should not necessarily be part of the investigations).
- Develop Questions & Answers (brainstorm and anticipate what the media may ask or know).
- Keep records of all contacts.
- Physical control of the interview - i.e. Set the time and place.
- Supervise the media when they are on our premises, do not allow them free access to people. Ensure that the frontline staff, i.e. Receptionists etc, are informed that the media will be on the premises.

MEDIA CONFERENCE:

(If required)

It should be attended by a team of experts who can answer various types of questions.

The team should be fully briefed on all issues and anticipated questions.

The Conference should be managed and facilitated by a Public Relations Manager or Consultant .

- Checklist for the Media Response Unit:
 - PC equipment, printers, stationery
 - Telephone directories including Company directories Map of the site
 - Clipboard with pens and Prestik Whiteboards with pens
 - Radio / TV to monitor coverage
 - Safety equipment - hardhats, gloves, eye protection, etc.
 - Administrative/secretarial services
 - Messenger services
 - Refreshments for media representatives etc. Transport
 - Photographer
- Position papers / press releases:

Position papers will be available to cover issues such as:

 - Serious accidents/death/injury
 - Fire / Explosion
 - Flood
 - Explosion
 - Chemical spill
 - Environmental crisis.

Press releases will be produced as required.

MEDIA COMMUNICATION

Managing the Communication:

Preparing for media interviews requires planning. It is important that you identify:

- What your objectives are
- Who your target audience are
- What key messages you wish to convey

Media Questions

What are the MEDIA likely to ask in an emergency?

Develop a list of likely questions around the crisis or emergency, taking into account the structure of this checklist.

- Casualties:
 - Number fatally or seriously injured.
 - Number who escaped.
 - Nature of injuries received.
 - Care given to the injured.
 - Prominence of anyone who was killed, Injured or escaped.
 - How escape was hindered or prevented.
- Property Damage:

- Estimated value of loss.
- Description - ie. type of building, etc.
- Importance of property - historic value, etc. '- other property threatened.
- Insurance protection or no insurance.
- Previous emergencies in the area.

- Causes:
 - Testimony of participants
 - Testimony of witnesses
 - Testimony of key responders, e.g. Crisis Management Team, police, fire etc.
 - How emergency was discovered
 - Who sounded the alarm '- Who summoned aid
 - Previous indications of danger

- Rescue and Relief:
 - Number engaged in rescue/relief operations
 - Prominent persons in relief crew "
 - Equipment used
 - Handicaps to rescue
 - Care of destitute and homeless
 - How emergency was prevented from spreading
 - How property was saved
 - Acts of heroism

- Description of Crisis or Disaster:
 - Spread of emergency Blast and explosions
 - Crimes or violence
 - Attempts at escape/rescue
 - Duration
 - Collapse of structures
 - Colour of flames
 - Extent of spill
 - Poisonous gases/effluent
 - Damage to neighbouring property/houses/buildings/ cars, etc
 - Environmental Impact
 - What prevention methods exist
 - What crisis training exists
 - What steps were taken to alert community
 - Who is at fault

- Accompanying Incidents:
 - Number of spectators, attitude, crowd control
 - Unusual happenings
 - Anxiety, stress of families, survivors etc.

- Legal Action:
 - Inquests
 - Police follow up Insurance
 - Professional negligence or inaction

STRESS

In any crisis people will be working long hours and under considerable pressure. The following suggestions on how to deal with stress during a crisis may be helpful:

- Pace yourself and make sure that you are able to stand back from the immediate problem. One way of doing this is to get enough sleep.
- If the crisis is likely to continue for more than one day then organise a shift system immediately. No one must be indispensable.
- Prioritise time and decisions.
- Give away as much responsibility as possible so that you are free to focus on one or two main issues.
- Identify the routine tasks that need to be done.
- Isolate those areas where decisions will be needed immediately.
- Be very clear who is going to be responsible for what so that the team doesn't end up fighting itself and adding unnecessary stress in that way.
- Remember that your indispensable hero who's always there and never goes to bed may not always be your best asset.

Appendix 1

SHE Preliminary Report:

Site	
Department	
Date of incident	
Time	
Time of Incident	
Name of Injured	
Name of Witness	
Suspected Basic Cause	
Back ground of incident	
Description of Incident	
Immediate Action	
Name of record keeper	
Signature	

Appendix 2

Information Required on Final Investigation Report:

1	Title	
2	Executive Summary	
3	Content List	
4	General Accident Data	
5	Place, Date, Time of Incident	
6	General Information of persons injured (name, designation, function)	
7	General Information of the area impacted on	
8	Site back ground and history (brief)	
9	Site safety, health and environmental back ground	
10	Description of place of accident / incident	
	Description of accident / incident • What happened? • Actions which led directly to the incident? • Nature of injuries / incident / loss? • Medical information in the event of an injury? • Emergency response information	
11	Accident Investigation	
12	Accident investigation team, methodology, immediate causes, basic causes, underlying or management causes (what was the worst that could have happened and what prevented it?)	
13	Potential consequences	
14	Conclusion, recommendations and action plan (Including responsibilities and target dates)	
15	Lessons learnt	
16	Additional information: • Site location / layout map • Photo's • Sketches • Police / medical reports • Statements • Appointments • Training Records	
17	Any other info	

Appendix 5 Events of Crisis Log

Date log opened		
Date Log closed		
Nature of Crisis		
Crisis Controller		
Description of Events	Comments	
1. What happened?		
2. Where and when did it happen?		
3. How did it occur?		
4. To whom / what did it occur?		
5. What was the damage?		
6. What actions were taken?		
7. What were the results of the actions?		
8. Who reported the crisis?		
9. Who was the Crisis reported to?		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		

Appendix 6

Duty Checklist of Crisis Committee Members:

#	Team Member	Duty	Status
1	Crisis Controller	Convene Crisis Committee Members	
		Maintain overall control	
		Initiate and maintain contact with emergency services	
		Record events as they happen	
		Complete logs	
		Give all clear	
		Prepare media statements	
2	Factory Engineer	Check engineering resource	
		Isolate energy sources	
3	Production Manager / HOD	Communicate with Crisis Controller	
		Initiate Evacuation of department	
		Assess damage of plant	
		Assess with emergency coordinator status of employees	
4	SHE Manager	Initiate evacuation of the site	
		Inform Security	
		Contact emergency services	
		Coordinate emergency teams on site with emergency coordinator	
		Communicate with Local Authorities	
		Communicate with DoEL	
		Communicate with neighboring sites	
5	Security Manager	Assist with convening crisis committee members	
		Assist with Crisis control center	
		Assist with contacting emergency services	
		Manage site access control	
		Assist with communication radios	