

2011

Contingency planning guide

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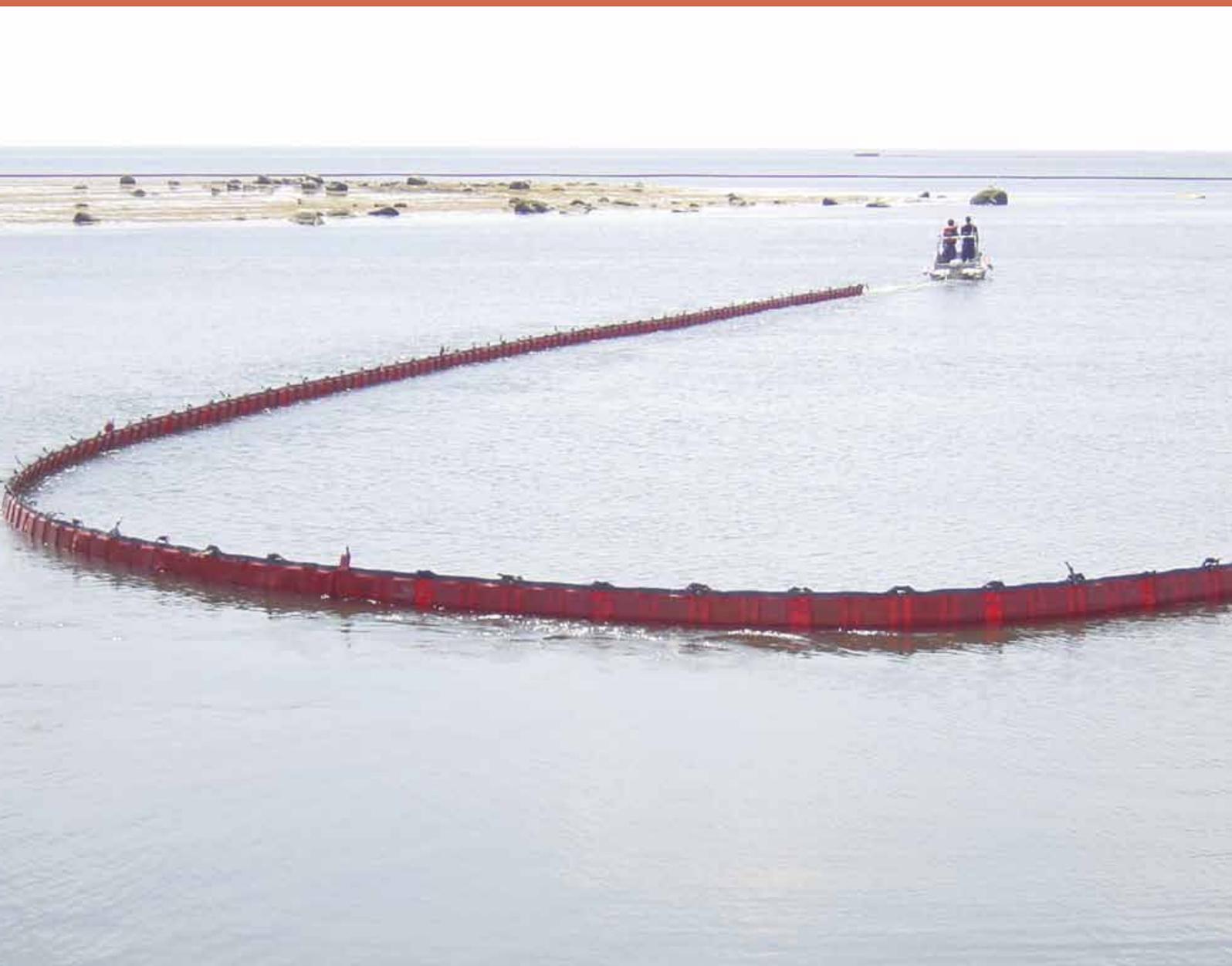
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Recommended Citation

Pålsson, Jonas, "Contingency planning guide" (2011). *Baltic Master II*. 1.
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Contingency planning guide



BalticMasterII

maritime safety across borders

THIS GUIDE HAS been put together to introduce persons new to contingency planning to the process, give examples of topics and outlines for contingency plans and tips for further information. It has been produced for the EU project Baltic Master II and is the result of the practices and processes followed during the project.

Most readers will probably already have some form of action, emergency or contingency plan related to disasters or extraordinary situations. An oil spill contingency plan is ideally an extension of the existing plans, but specifically tailored to oil spill response and contingency planning.

In order to be flexible enough to be applicable in many different countries, it has purposefully been left quite general. The authors have striven to present the core universal questions to be addressed by an oil spill contingency plan.

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The improvement cycle

THE FOLLOWING DIAGRAM is a general flow-chart on how an outdated contingency plan can be improved. If no plan exists, the first step is to create one.

The Oil Contingency Planning Improvement Cycle



At what point a plan becomes outdated, should be defined in the plan itself. There will be an incentive to revise the plan, either by political will, a change in legislation or after a real oil spill incident, for example.

After the revision, it is important to exercise the plan and evaluate the results. This will lead to a second revision according to lessons learned during the exercise. The exercise itself is very important. It serves to involve all the different stakeholders and make them more familiar with the plan and each other. Since there will always be a turnover of people in the various organizations, it is important to involve these people in the process.

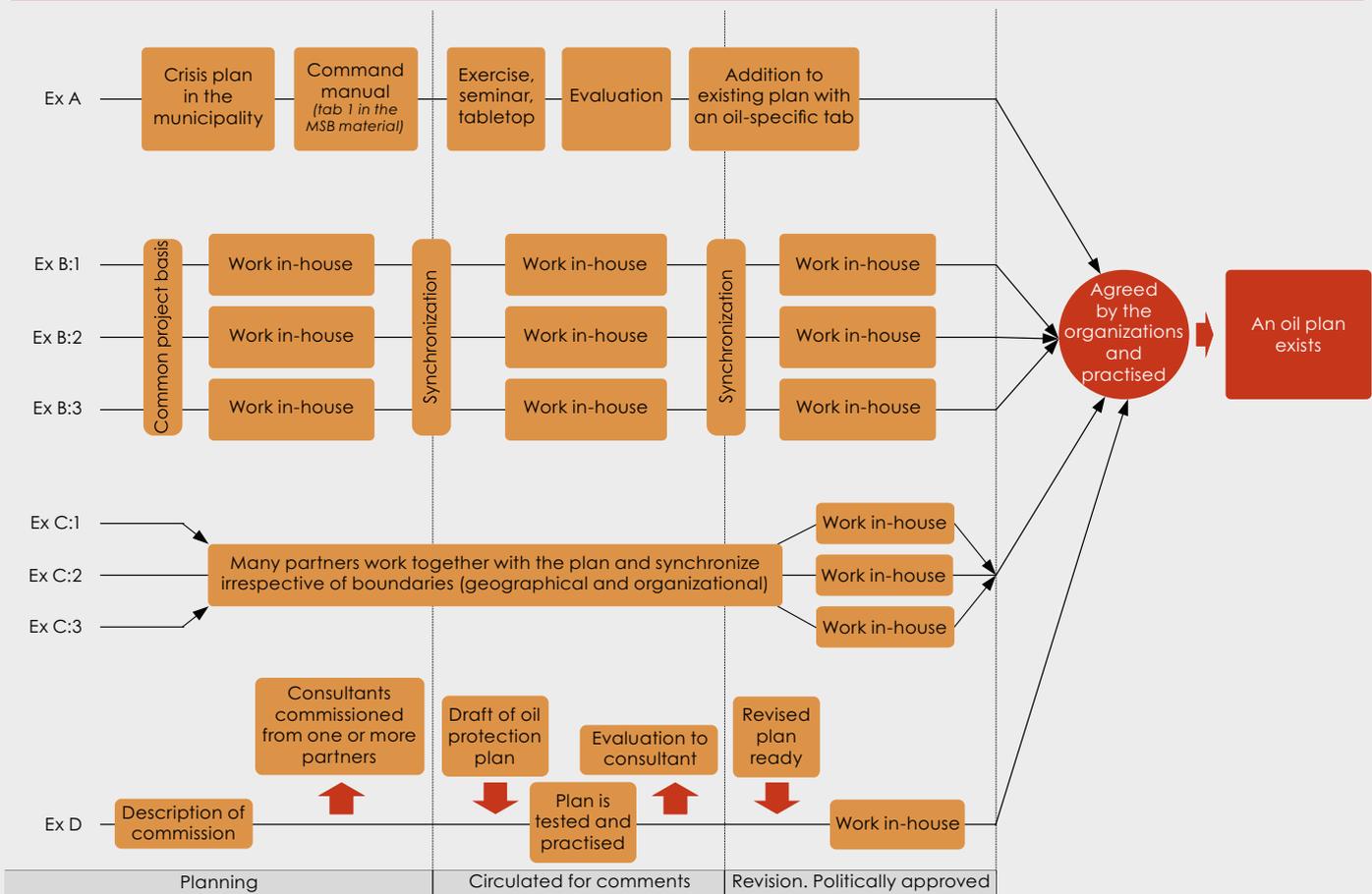
When the plan is considered outdated,, the improvement cycle starts all over again.



Contingency planning process

THIS IS OUR suggested planning process chart. It outlines the major tasks needed to create a functional contingency plan. Which process is the most appropriate depends on the current organization and circumstances.

Planning process flow chart



There are many ways to write the contingency plan as detailed above. Example A illustrates an addition to a general existing crisis management plan in an organization, example B illustrates parallel work conducted by all organizations involved, example C illustrates a cooperative effort and example D illustrates hiring a consultant for the work. It is best if as many as possible of the people that are actually going to be involved in a real situation are part of the writing process. This will give greater understanding of associated organizations' structure and methods, which will be important knowledge if there is an incident requiring a complex response organization.

If there is sufficient time and money available, a collaborative effort to create a contingency plan, example C, should always be selected. This gives immediate stakeholder support, greatly helps information gathering, and to raise important questions through workshops or seminars. However, this approach is time consuming and if you are short on funds or time, the task can be assigned to a single officer instead.

Whichever path is selected, the same process of stakeholder involvement should be strived for. After collecting all the relevant data, decision on how to structure the plan and then finally writing the plan, there must be a stakeholder evaluation. This ensures adequate consultation and gets the stakeholders further involved, which is essential for the plan to be generally supported.

Finally, the plan is tested in an exercise that can be large or small. It is recommended to try and achieve a simple, but realistic exercise to start out. A guide on planning, conducting and evaluating an exercise can be found in the second guide in this toolkit. Exercising the plan regularly is crucial, because without using the plan, it will just collect dust on the shelf. Especially if only a few people have been involved in the writing; the exercise is invaluable to get everyone involved.

Suggested topics for contingency plan structure

THIS IS A SUGGESTED structure for a contingency plan structure, modified from the proceedings of the International Oil Spill Conference 2009. The order of the different topics as well as the emphasis of the different sections should be changed according to the author and local circumstances.

Introduction / Preface
<i>Table of Contents</i>
Distribution
Lead Agency
Support Agencies
Other Organizations
Plan Custodian
Updating & Revisions
Purpose & Scope
Statement of Authority
Geographical Area Covered, Regions
Glossary / Definitions / Abbreviations / Units
Response Organization
Lead Agency
Team Members
Roles (including National OSC)
Responsibilities
Supporting Agency Other Participating Agencies/Companies/Environmental Group International Convention & Agreements Ratified
HELCOM
Linkage to Other Plans
Preparedness & Policies
Sensitivity Mapping / Trajectory Modelling Training / Exercises
Training Requirements & Minimums
Training Frequency
Exercises
Notification
Deployment
Tabletop
Worst-Case Discharge
Evaluation Process
Record-keeping



Response
Response Management
Regional Responsibilities
Organization of Lead Agency
Specialist / Contractor Assistance
Health & Safety
Logistics, Administration
Response Centre
Communications
Meeting Rooms
Computer Links
Logistics Support
Transportation (air, land, water)
Personnel Support (e.g., meals, housing, equipment)
Response Operations
Spill Assessment (slicks and impacts)
Response Strategies (mechanical, dispersants, burning)
Actions to Mitigate & Control Spills (including mobilization)
Shoreline Cleanup (see "Shoreline Protection & Treatment" below)
Spill Surveillance and Monitoring
Salvage (vessels, salver)
Ongoing Monitoring of Cleanup
Wildlife (Birds and mammals)
Strategies
Hazing
Collection of Oiled Wildlife
Disposal of Dead Animals
Lead Agency with Support Organizations

Reporting, Communication, Legal & Financial Matters
Reporting & Alerting Systems
Notification & Reporting Requirements
Report Form (spill details, environment, reporting – POLREPs)
Means of Communication
Communications
Public Information
Designated Public Affairs/Media Advisor
Financial Commitment/ Claims / Record Keeping
Insurance / Compensation System
Sample Worksheets
Reimbursement to Fishermen, Property Owners, etc.
Legal Matters
Samples/Evidence
Taking Standards
Mechanisms for settling disputes and claims
Annexes
Risk Assessment
Facilities and Infrastructure
Sensitive Areas - Vulnerability Atlas or Maps
Contacts
Volunteers
Public Information
Equipment Inventories
Locations-Types-Capacities
Vessels / Systems of Opportunity
Air Traffic Coordination
Port Control
Forms
Notification (Initial Report)
Checklist
Initial Response Assessment
Safety
Law Enforcement



Questions to be answered

DURING THE WRITING phase, effort should be focussed on answering specific questions that may arise, a few of them are suggested here.

Background	<ul style="list-style-type: none">• What is the current oil spill risk assessment in your area?• Who are the stakeholders that you need to contact?• What is the responsibility of your organization?• Which laws govern responsibility and mandates for your organization?• Is the contingency planning politically initiated or supported?• Who decides the scope and limits to the plan?• What resources (time, staff, funds) does your organization need for the contingency planning?• What resources (time, staff, funds) does your organization have budgeted for contingency planning?• How can we ensure funding (EU projects, grants etc)?
Competence, cooperation and stakeholders	<ul style="list-style-type: none">• Who should be involved in the contingency planning? Stakeholder examples:<ul style="list-style-type: none">– Emergency preparedness officer within your own organization– Rescue Services– Environmental authorities– Waste handling and logistics– Economy– Relevant authorities– Volunteer organizations– Commercial interests• With what organizations is there a need for cooperation, both during the planning phase, but also during and after a response?• What organizations would benefit from the results? For example:<ul style="list-style-type: none">– Volunteer organizations– Commercial interests– Relevant authorities
Contingency planning	<ul style="list-style-type: none">• What are the goals your organization has with the level of preparedness?<ul style="list-style-type: none">– What is the general structure of the existing contingency planning within your organization?– What is the amount of oil or length of shoreline your organization is tasked to handle during an oil spill?– How many people in your organization should be competent in oil spill response?– What is the definition of cost efficiency in your organization and how limited are you in relation to it?• What are the goals of your organization within the content of the contingency plan? What are the limits and scope? For example:<ul style="list-style-type: none">– Risk and vulnerability analysis– Socioeconomic effects of an oil spill on, for example fishing, tourism etc– Maps and vulnerability indices in GIS– Prioritized areas, for example nature reserves or protected areas– Division of responsibility– Alarm communication routes– Plans for transition between response to clean up phase– Organization– Command structure– Goals and strategies for the clean up– Clean up methods– Resources– Information and communication– Environmental issues– Work environment issues– Documentation– Economy and accountability– Other related response plans– Clean up phase evaluation• How should the contingency planning be made?<ul style="list-style-type: none">– Development of the plan<ul style="list-style-type: none">– <i>Project?</i>– <i>Single investigation?</i>– Implementation of the plan– Dissemination– Continuous work such as exercises and education– Revision of existing plan at regular intervals



Conclusions

THE GOAL OF the Baltic Master II project is to increase the land-based capacity to respond to marine oil spills. This will be achieved through the use of the Baltic Master II guide. The process described gives a course of progression for persons new to contingency planning that is easy to follow.

In order to gain firm support for the contingency plan, all local stakeholders must be involved in the planning process, in addition to national authorities. This will help to ensure that the plan is maintained and updated.

The next crucial step is for the stakeholders to exercise their contingency plans and update them according to lessons learned. An additional advantage is that if the plan is cleverly written, it can be used for other similar organisationally complex operations, for example forest fires or nuclear accidents. Many people agree that the actual process of writing the plan is more useful than the plan itself.

After all, failing to plan is planning to fail.

Useful links

THERE ARE A lot of different contingency plans in existence. Among the ones most used are the US Oil Spill contingency plan and their ICS (Incident Command System) organization. You can find further information on international oil spill contingency plans and response here:

EMSA – European Maritime Safety Agency

EMSA has several vessels dedicated to oil spill response across Europe, as well as providing daily satellite images of the European waters for oil spill detection.

<http://www.emsa.europa.eu/operations/marine-pollution.html>

HELCOM

The Helsinki Convention regularly updates statistics on oil maritime traffic in the Baltic Sea, organizes annual large oil spill exercises and publishes guidelines for oil spill response in the region.

http://www.helcom.fi/groups/response/en_GB/main/

IPIECA – The global oil and gas industry association for environmental and social issues

IPIECA regularly publishes guidelines and best practices for oil spill contingency planning and response

<http://www.iecea.org/focus-area/oil-spill-preparedness>

ITOPF – International Tanker Owners Pollution Federation Limited

ITOPF has vast experience from tanker spills and visit most of the tanker accidents in the world. They regularly publish case studies, best practice reports and statistics.

<http://www.itopf.com/>

KIMO - Local Authorities International Environmental Organization

KIMO regularly publishes work on environmental concerns for local municipalities.

<http://www.kimointernational.org/KIMOPublications.aspx>

Baltic Master II

An EU funded flagship project for the Baltic Sea Strategy aimed at increasing the response preparedness in case of an oil spill in the Baltic Sea.

<http://www.balticmaster.org/>

FEMA – Federal Emergency Management Agency

USA's Homeland Security Exercise and Evaluation Program. An interactive, on-line system for scheduling, designing, developing, conducting, evaluating and improving exercises.

https://hseep.dhs.gov/pages/1001_Toolk.aspx

