



EXERCISE AMANZI AHLANZEKILE

SPM TIER 3 OIL SPILL EXERCISE REPORT



12TH OCTOBER 2018

| ITEM | TABLE OF CONTENTS | PAGE |
|-------------|--|-------------|
| 1 | Abbreviations | 2 |
| 2 | Introduction | 3 |
| 3 | Exercise Overview | 4 |
| 4 | Simulated Scenario | 6 |
| 5 | The Exercise | 8 |
| 6 | Exercise observations | 11 |
| 7 | Conclusion | 13 |
| 8 | Appendix A. List of Participants | 14 |
| 9 | Appendix B. Control Framework Tier 3 Exercise Requirements | 15 |

1. ABBREVIATIONS

| | |
|---------|---|
| AMSOL | African Marine Solutions. |
| BP | British Petroleum. |
| CCh | Shareholders Country Chair |
| DEA | Department of Environmental Affairs. |
| GRSN | Global Response Support Network. |
| HSSE | Health Safety Security Environment. |
| IAP | Incident Action Plan. |
| ICP | Incident Command Post. |
| ICS | Incident Command System. |
| IMT | Incident Management Team. |
| LNO | Liaison Officer. |
| Medivac | Medical Evacuation. |
| OSEC | Oil Spill Expertise Centre. |
| OSRL | Oil Spill Response Limited. |
| OSRO | Oil Spill Removal Organisation. |
| PIO | Public Information Officer. |
| PSC | Planning Section Chief. |
| PV | Pressure Vacuum. |
| SAMSA | South African Maritime Safety Authority. |
| SAPREF | Shell and BP South African Petroleum Refinery. |
| SASOL | South Africa Synthetic Oil Liquid. |
| Simcell | Simulation Cell. |
| SPM | Single Point Mooring. |
| STASCo | Shell International Trading and Shipping Company. |
| TNPA | Transnet National Port Authority. |

2. INTRODUCTION

In this report we outline:

- ❖ The Overview of Exercise Amanzi Ahlanzekile: This outlines what the Exercise is about as well as the Purpose and the Objectives of the Exercise.
- ❖ The Simulated Scenario: A scenario was given to the participants to implement their knowledge of ICS.
- ❖ The Exercise: The Control Framework Tier 3 Exercise Requirements and the information injections provided to the participants are outlined.
- ❖ Observations: This is the end result of the Exercise. This section outlines the overall performance of the participants. We discuss both the Positives and Areas for improvement of the Exercise in terms of the execution of tasks by the participants.
- ❖ Appendix: The Appendix displays the List of Participants.

The purpose of the After Action Report is to:

- ❖ Analyse the Exercise results.
- ❖ Identify strengths to be maintained and built upon.
- ❖ Identify potential areas for further improvement.



3. EXERCISE OVERVIEW

| | |
|------------------|--------------------------------------|
| Exercise Name | Amanzi Ahlanzekile |
| Type of Exercise | Tabletop |
| Exercise Date | 12 th October 2018 |
| Duration | 2 Days |
| Venue | Protea Karridene Beach Hotel, Durban |
| Sponsor | SAPREF |

Exercise Amanzi Ahlanzekile was designed and delivered by OSEC.

OSEC (Dawn Gibson, Andy Keane and John Dunhill) together with SAPREF (Amith Sinath and Rajan Dandekar), planned and executed Exercise Amanzi Ahlanzekile Durban.

The Participants of the Tier 3 Exercise were from industries that include Oil and gas, Aviation, Fire Department, Environmental Affairs, Police Services and Disaster Management.

The Participants of the Exercise were placed in sections and were given roles that they would occupy in the Exercise. The main sections for the Exercise were:

- ❖ Incident Command.
- ❖ Planning.
- ❖ Logistics.
- ❖ Operations.
- ❖ Finance.
- ❖ Safety.

EXERCISE PURPOSE

The purpose of the exercise was to assess the ability of SAPREF to respond to a Tier 3 Oil Spill at the Durban SPM. The HSSE, Spill Preparedness Control Framework & Response Specification states that the Company shall exercise its Spill Response plan at a Tier 3 level (country/multi-country) at least once every three years. Exercise Amanzi Ahlanzekile was organised to meet that requirement.

In addition, this exercise was used as the final assessment for ICS 300 training. ICS 300 course was held during 2 days prior to this exercise at SAPREF. Participants who completed both the ICS 300 classroom training and this exercise were certified to be ICS 300 responders.

EXERCISE OBJECTIVES

The following objectives were developed for Exercise Amanzi Ahlanzekile:

- ❖ Conduct a Tier 3 oil spill exercise in line with the Shell HSSE Control Framework exercise requirements.
- ❖ Exercise SAPREF's capability to respond to a Tier 3 oil spill with support from government entities.
- ❖ Exercise the ability to establish an Incident Command Post and assemble an effective Incident Management Team to meet the incident needs.
- ❖ Exercise the interface between the IMT, Government, and other stakeholders.

The above objectives were tested using a Tabletop exercise (A Tabletop exercise is a meeting to discuss a stimulated emergency situation). All government entities and third parties played their normal role in the exercise, all other external parties were role played by the Simulation Cell. Problem statements and exercise "information injects" were provided to the Incident Management Team throughout the exercise. Their actions and responses were recorded.

The scope of the exercise was limited to; spill response activities both onshore and offshore, liaison with the Ship Owner, through STASCo, and interactions with the participating Government agencies. The following were not in scope of this exercise:

- ❖ Incident investigation.
- ❖ SPM Repairs.
- ❖ The Helicopter.
- ❖ Source Control.

EXERCISE DIRECTING TEAM

| ROLE | NAME | ORGANISATION |
|--------------------------------------|----------------------|---------------------|
| Exercise Coordinator/Evaluator/Coach | Dawn Gibson | OSEC |
| Exercise Coordinator/Evaluator/Coach | Andy Keane | OSEC |
| Simcell Director | John Dunhill | OSEC |
| Role Player | Amith Sinath | SAPREF |
| Role Player | Dionne Pillay | SAPREF |
| Role Player | Geravis Edouard Savy | AMSOL |

- ❖ A Joint Response Committee has been convened, Unified Command has been set up comprising of SAPREF, DEA, TNPA and SAMSA representatives.
- ❖ There have been several posts on social media regarding the incident. A holding statement has been prepared and released.

The exercise then began on Day 2 of the incident with reported shoreline impact and oiled wildlife on Isipingo Beach.

5. THE EXERCISE

A. CONTROL FRAMEWORK TIER 3 EXERCISE REQUIREMENTS

| IMT/INTERNAL STAFF | |
|--|---|
| Duty roster is used. | Complete |
| Duty roster notification process followed. | Complete |
| Key personnel indicate their availability to respond. | Complete |
| Crisis Management/CCh are notified. | Incident Commander notified CCh |
| Senior Business Leaders are notified - Incident Commander notified Business Leaders. | Incident Commander notified CCh. |
| SUPPORT ORGANIZATIONS | |
| Tier 2 OSROs and supporting contractors are notified. | Spill Tech and OSRL in attendance. |
| Mutual aid partners are notified. | SAPREF shareholders notified and in attendance. |
| Technical advisors/MTAs are notified. | Marine team participated. |
| OSEC via STASCo are notified using the +7777 number. | Scripted and role played. |
| Tier 3 OSROs and supporting contractors are notified. | OSRL in attendance and DM supported in Southampton. |
| Table Top Requirements (must be completed in addition to above requirements). | |
| INCIDENT MANAGEMENT | |
| Develop an ICS 201 (or equivalent). | Scripted as part of exercise. Briefed out by Incident Commander. |
| Mobilize to the ICP and utilize the Planning P (or equivalent). | Complete. |
| Develop an IAP (or equivalent). | Complete, process followed to reach Planning Meeting. |
| Prepare for managing a protracted incident with GRSN support. | Complete – Logistics planned for arrival of GRSN. |
| Acquire modelling/satellite imagery. | Scripted as part of exercise. |
| Tier 2 providers participation. | Spill Tech and OSRL in attendance. |
| Government/agency authorities participation. | DEA, SAMSA, TNPA, eThekweni Municipality Disaster Management, SAPS, Metro Police and eThekweni Fire |

| | |
|--|--|
| | Department were in attendance. |
| Tier 3 provider participation (can be remote). | OSRL provided remote support from Southampton and two Technical Advisors were in IMT. |
| Specialty contractor participation; i.e. claims adjuster, freight forwarder. | Logistics worked on bringing equipment in, Finance worked on claims management (role played contractors). |
| Robust exercise control (Simcell). | Complete. |
| Crisis and Global Emergency Management interface. | Communication between Incident Commander and CCh/Crisis team (role played). |
| Cross border mobilization (where required). | N/A. |
| Media interviews/press conference. | Holding statements were developed, PIO developed plan for holding press conference with IC and relevant government stakeholders. |

B. SIMCELL INJECT LIST

| Ref | Time (UTC) | Inject source | Inject to | Inject text |
|-----|------------|------------------------------|---------------------------------|---|
| 2 | 10:35 | Acher Aviation | LSC Logisitcs Section Chief | The helicopter that we have been using for aerial surveillance needs some critical work on it. Is there another aircraft we can use? |
| 8 | 10:24 | Exercise event | FSC Finance Admin Section Chief | Do we accept responsibility for the fishermen's claims. Is there a process for the management of fishermen's claims? |
| 9 | 12:10 | Exercise event | Legal Officer | The fishermen would like to offer their boats to assist. Can we legally allow this? What process do we need to follow to get this done? |
| 14 | 12:35 | OSEC | LSC Logisitcs Section Chief | What are the visa requirements to bring personnel into country to assist? |
| 18 | 12:50 | Exercise event | PIO Public Information Officer | A wedding photographer wishes to fly their drone into the exclusion zone, that's ok isn't it? |
| 19 | 12:50 | SAPREF Emergency Director | OSC Operations Section Chief | Is there any support that you are likely to need from other operators? |
| 20 | 10:50 | SAPREF Emergency Director | EUL Environmental Unit leader | Is this oil amenable to dispersant. Have you got original lab studies that describes and reported on the analysis. Can we get a copy. |
| 22 | 11:12 | Exercise event | FSC Finance Admin Section Chief | What is the cost estimate of the waste disposal [RP] is going to face |
| 62 | 10:20 | SABC News | PIO Public Information Officer | I have my next live news report at 1400hrs, I want to call you back for a interview then. Who will be available? |
| 67 | 10:55 | Member of Public | LNO Laision Officer | Girl Scout troop calls and wants to help save birds. Where do we send them? |
| 70 | 10:39 | Member of Public | LNO Laision Officer | A member of public has spotted an unknown oiled bird at Kingsborough Beach |
| 73 | 09:53 | NGO WWF South Africa | LNO Laision Officer | How will this incident rate be compared to Exxon Valdez? Will this cause environmental damage for decades to come? |
| 74 | 13:08 | South African Maritime Safe | OSC Operations Section Chief | Can you give an early indication of your requirements for the Shoreline Clean up tactical plan so we can prepare for the logistics etc. |
| 82 | 12:30:00 | STCR Strike Team / Task Forc | LSC Logisitcs Section Chief | We need the portaloos emptied at more regular intervals. |
| 84 | 12:30:00 | STCR Strike Team / Task Forc | OSC Operations Section Chief | Can you provide me please with an organigram of the field operations so I can see who I report to |
| 85 | 13:00:00 | STCR Strike Team / Task Forc | OSC Operations Section Chief | Can you advise on the probability that the forecast models for |
| 90 | 09:53:00 | STCR Strike Team / Task Forc | LNO Laision Officer | We have a number of clean up volunteers here in [location]. Can you advice how best they can be used. |
| | 11:30:00 | SCAT Team 2 | EUL Environmental Unit leader | One team member appears to have sprained his left ankle, we require transportation to a medical care facility. |
| | 11:30:00 | Task Force Leader 3 (Beach | OPBD Branch Director | Team member received a cut to the right palm and requires medical attention. (Broken glass) |
| | 11:28:00 | Shell Country Chair | LNO Laision Officer | Shell CC wants to speak with a senior leader within the IMT for a brief on the current situation at 11am |
| | 12:30:00 | Engen | LNO Laision Officer | Their tanker is next on the buoy, how long will the BIG TANKER be on the SBM? |
| | 12:30:00 | SASOL | Legal Officer | Under the participants agreement, do they have any liabilities with respect to the cost incurred by SAPREF as the SBM Managers |
| | 11:15:00 | BP | LNO Laision Officer | We have cargo on board the BIG TANKER - can you confirm it is not our cargo that has been split. |

6. EXERCISE OBSERVATIONS

The OSEC team (Dawn Gibson and Andy Keane) observed how the different Sections conducted their tasks in terms of Problem solving, Time Management, Utilisation of resources, Effective communication and their overall willingness. The following observations have been made:

POSITIVES

- ❖ Given the condensed time frames, meetings were largely prepared for and conducted well.
- ❖ The facility worked well - Consider including it in the plan as an ICP location.
- ❖ PIO and LNO were strong and proactive, they communicated well with the rest of the Incident Management Team to coordinate activities (press conferences).
- ❖ The Commanders in the Unified Command communicated well together and presented a united front.
- ❖ Documentation Unit were very organised and provided good support to the Planning Section.
- ❖ Logistics section were thinking ahead with regards to equipment needs, incident facilities and welfare provisions.
- ❖ The Resources Unit found a new appreciation for the job.
- ❖ Participants were willing to try new roles.
- ❖ Effective interactions between the different sections was established.
- ❖ Excellent collaboration between operations unit teams was achieved.
- ❖ The ICS reporting structure was effectively utilised.
- ❖ The IMT responded well to the injections that was provided by Simcell.
- ❖ Simcell made detailed recordings of the IMT's responses to the injections.
- ❖ Incident Commander conveyed an eloquent and thorough justification of the situation and plans of mitigation to Media.
- ❖ All Section Chiefs were front and centre in the Planning Meeting. Sections Chiefs understood their roles and met all expectations.
- ❖ The delivery of the Operations Briefing Agenda by the Planning Section Chief was professional and succinct. Planning Section Chief enjoyed his role and performed it diligently.
- ❖ Deputy LNO handled role very well and responded to injections in a timely manner.
- ❖ Constructive feedback was provided by the participants in the de-briefing meeting.
- ❖ Participants became more acquainted and comfortable with one another than at the beginning of the Exercise, this allowed for a better flow of communication between them.
- ❖ Overall, we took a group of people from 18 different organisations and asked them to work together using ICS. Everyone got on with the job and proved that a common Incident Management System works where everyone understands the process and speaks the same language. Consensus among participants was achieved.

AREAS FOR IMPROVEMENT

- ❖ Operations section did not include a shoreline clean-up or dispersant use in the plan for next operational period.
- ❖ Operations section seemed to think they would only do what Planning section told them to do. In reality they would develop the plan themselves with support from Planning section.
- ❖ It was noticed that no one actively used the Durban Coastal Zone 20 Plan, which outlines exactly how to respond and what equipment is needed. Durban Coastal Zone 20 Plan was available during exercise.
- ❖ Participants needed to pay more attention to detail with regards to ICS documentation.
- ❖ Team (non-SAPREF participants) needed prompting to look at the SAPREF SPM plan to find processes/procedures.
- ❖ An estimated 50% of people completed personal logs. This should be 100%.
- ❖ Due to a lack of land line phones, participants had to use their own mobile phones to respond to Simcell, this caused a delay in communication with some participants.
- ❖ Safety Unit did not cohere with Operations Section. Site Safety Plans for staging areas, identified during the exercise were incomplete.
- ❖ Inadequate feedback from Logistics regarding resources.
- ❖ Some participants required clarity on responsibility of roles, this caused a delay in actions being carried out.
- ❖ Poor level of detail in the sub-plans for the IAP, this could be due to short time frames.
- ❖ Situation Unit lead was not strong, Participant swapped roles with another participant who deemed competent for the role. Time management of the Situation Unit was poor and therefore could not effectively comprehend what information was relevant to the Unified Command.
- ❖ Finance section was short staffed; it was difficult for non-SAPREF staff to understand SAPREF internal financial processes. They were working on how to process claims however; in a real incident they would need to scale the Finance team up to do this.
- ❖ Resources Unit provided feedback with regards to the lack of availability of technology and spreadsheets to help track resources.

7. CONCLUSION

The aim of Exercise Amanzi Ahlanzekile was to create familiarisation of ICS 300 amongst SPM Owners, SAPREF their Service providers and their collaboration with Government Authorities.

The Exercise provided both theoretical and practical teachings which aided in the overall understanding of ICS on a Tier 3 level.

The subject knowledge of the participants grew each day, this was due to their consistent interest and willingness throughout the Exercise. All of the participants that attended the training was present for the Exercise.

At the end of the three-day course, all participants were more conversant about ICS and what it entails than at the beginning of the course which was paramount.

The overall Objectives of the Exercise were achieved.



8. APPENDIX

Appendix A. LIST OF PARTICIPANTS

Number of Participants

- Players: 72
- Controllers/Evaluators: 2
- Role Players: 4

| ORGANISATION | NUMBER OF PARTICIPANTS |
|--|------------------------|
| SAPREF | 12 |
| OSEC (STASCo) | 3 |
| Shell South Africa | 17 |
| Shell Tanzania | 1 |
| Department of Environmental Affairs | 3 |
| South African Maritime Safety Authority | 1 |
| Transnet National Port Authority | 3 |
| EThekweni Municipality Disaster Management | 4 |
| South African Police Service | 3 |
| Metro Police | 2 |
| EThekweni Fire Department | 2 |
| BP | 1 |
| SASOL | 1 |
| Engen | 3 |
| AMSOL | 9 |
| Acher Aviation | 2 |
| Spill Tech | 3 |
| Oil Spill Response Limited | 2 |

Appendix B. Control Framework Tier 3 Exercise Requirements

Notification Requirements

IMT/Internal Staff

- ❖ Duty roster is used
 - Out of scope due to it being tested during Tier 1 notifications quarterly.
- ❖ Duty roster notification process followed
 - Out of scope due to it being tested during Tier 1 notifications quarterly.
- ❖ Key personnel indicate their availability to respond
 - Scripted and role played within the IMT.
- ❖ Crisis Management/CCh are notified
 - Incident Commander notified CCh.
- ❖ Senior Business Leaders are notified - Incident Commander notified Business Leaders
 - Incident Commander notified CCh.

Support Organizations

- ❖ Tier 2 OSROs and supporting contractors are notified
 - Spill Tech was part of IMT.
- ❖ Mutual aid partners are notified
 - SAPREF/ SPM shareholders notified. SPM shareholder's representatives were in IMT.
- ❖ Technical advisors/MTAs are notified
 - SAPREF Marine SME was in Incident Command. SHELL MTA notified.
- ❖ OSEC via STASCo are notified using the +7777 number
 - Scripted and role played within the IMT.
- ❖ Tier 3 OSROs and supporting contractors are notified
 - OSRL in attendance and DM supported in Southampton.

Table Top Requirements (must be completed **in addition** to above requirements)

Incident Management

- ❖ Develop an ICS201 (or equivalent)
 - Scripted as part of exercise. Briefed out by Incident Commander.
- ❖ Mobilize to the ICP and utilize the Planning P (or equivalent)
 - Complete.
- ❖ Develop an IAP (or equivalent)
 - Partially completed, process followed to reach Planning Meeting.
- ❖ Prepare for managing a protracted incident with GRSN support
 - Complete – Logistics planned for arrival of GRSN
- ❖ Acquire modelling/satellite imagery
 - Scripted as part of exercise.
- ❖ Tier 2 provider participation
 - Spill Tech in attendance.
- ❖ Government/agency authorities' participation
 - DEA, SAMSA, TNPA in attendance.
- ❖ Tier 3 provider participation (can be remote)
 - OSRL provided remote support from Southampton and two Technical Advisors were in attendance.

- ❖ Specialty contractor participation; i.e. claims adjuster, freight forwarder
 - Logistics worked on bringing equipment in, Finance worked on claims management (role played contractors)
- ❖ Robust exercise control (SimCell)
 - Complete.
- ❖ Crisis and Global Emergency Management interface
 - Communication between Incident Commander and CCh/Crisis team (role played)
- ❖ Cross border mobilization (where required)
 - N/A
- ❖ Media interviews/press conference
 - Holding statements were developed, PIO developed plan for holding press conference with IC and relevant government stakeholders.

EXERCISE RESULT: SPM TIER 3 OIL SPILL EXERCISE OBJECTIVES ACHIEVED AS PER ABOVE CONTROL FRAMEWORK REQUIREMENTS.