

Crisis Management Plan

Releasable Synopsis Only

The information contained in this synopsis is intended for general release. The full version of the Crisis Management Plan is restricted to Crisis Management Team members only.

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Distribution

This releasable synopsis is available as an open source document on the USQ website.

Associated Documents

- USQ Emergency Procedures Manual
- USQ (DRAFT) Business Continuity Plan
- USQ Marketing and Public Relations Issue Management and Crisis Communications
 Plan
- USQ Library Services Disaster Recovery Manual
- USQ Records and Archives Disaster Preparedness Policy
- ICT Business Continuity Plan
- USQ Security Procedures
- USQ Pandemic Preparedness Plan

Abbreviations Used in this Ddavocument

•	CMP	Crisis Management Plan
•	CMT	Crisis Management Team
•	USQ	University of Southern Queensland
•	EPM	Emergency Procedures Manual
•	BCP	Business Continuity Plan
•	Coord	Coordinator
•	ICT	Information and Communications Technology
•	ECO	Emergency Control Organisation
•	HR	Human Resources
•	Comms	Communications
•	COO	Chief Operating Officer
•	VC	Vice-Chancellor
•	DVC	Deputy Vice-Chancellor
•	SRO	Student Relationship Officer
•	SMD	Student Management Division
•	IC	Incident Controller
•	PLO	Police Liaison Officer
•	BCM	Business Continuity Management
•	WHS	Work, Health and Safety
•	NOK	Next of Kin
•	CMCC	Crisis Management Command Centre

- FCP Forward Command Post
- ERT Emergency Response Team

Part 1 – CMP Overview

1. CMP Overview

The University of Southern Queensland (USQ) has established a formal Crisis Management program across the University to manage a crisis or to prevent a situation developing into a crisis. The Crisis Management Plan (CMP) is an action document to guide the CMT in managing a crisis or a situation that has the potential to develop into a crisis.

The Crisis Management Plan (CMP) does not replace, but is aligned with the existing Emergency Procedures Manual and the Business Continuity Plan.

For the purposes of this document a crisis is defined as "a sudden event or series of events that seriously threatens or has the potential to escalate and threaten the University of Southern Queensland's people, operations, assets, environment, or long-term prospects and reputation."

This CMP provides a framework within which USQ can manage a crisis, and creates clear and defined objectives for recovery. It has been developed as an over-arching USQ plan to ensure that, in the event of a crisis, all issues are addressed effectively. It takes an operational and strategic overview to ensure that a crisis is contained and controlled properly.

The CMT's function is to coordinate the operational response to site based incidents and to manage their strategic implications. The CMT implements the response plan and makes initial notifications.

The key to a successful crisis management program is to be **aware** of the critical threats which can confront the organisation, and to be **well-practised** in their resolution.

Management skills in communicating with staff, students, the media and the community in a crisis, together with the ability of management to determine post-crisis goals and recovery strategies, can determine the short-term profitability and reputation of USQ and even its long-term survival prospects.

The CMP takes a team approach to crisis management, with each team member given specific roles and responsibilities before, during and after any crisis that are allied to their key management competencies. The CMP is designed to:

- assist in assessing critical threats before they happen
- offer scenarios and responses to identified crises that could affect the organisation's operations
- build USQ's preparedness for a crisis
- give instant guidance to the CMT
- identify the appropriate response actions to resolve the crisis
- · delineate the roles and responsibilities of individual team members

- cover all aspects of the communications required during a crisis
- assist the spokesperson and USQ to respond to stakeholders
- establish liaison with internal/external emergency services and other external organisations during a crisis
- help victims' families and staff and students to cope and recover
- define the appropriate audit trail and administrative processes to be followed
- support the recovery process and speed the resumption of business once the crisis is over
- ensure liaison with relevant government authorities

Some threats have been identified by management and guideline responses are included to give the CMT an idea of the type of crisis with which they may become involved, and to give an overview of the routes to containment, control and recovery.

The CMP gives clear guidelines for incident classification and for the call-out procedure, as well as team and team members' active roles in bringing an issue to resolution. If the CMT is not formed, its individual members are available for support or strategic advice where required.

The critical element during any crisis is communication and the CMT will be guided by the Crisis Communications Plan developed and maintained by Corporate Communications.

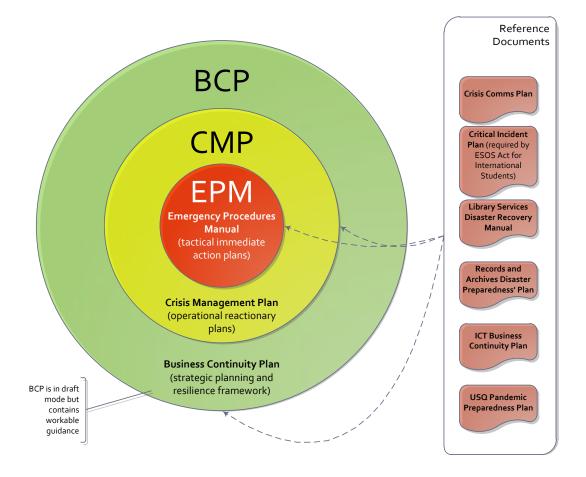
A contact directory is included to ensure all parties, internal and external, are contactable when required. The contact directory is based on the **business as usual** philosophy and utilises the normal University contact directory.

Finally, the CMP also lays down the appropriate audit trail and administrative processes that must be followed towards recovery. Appendices give examples of the various logs and records that should be maintained during crisis resolution.

2. Relationship Of Business Continuity, Crisis and Emergency Document

Figure 1 illustrates the relationship between the Crisis Management Plan and the subordinate and superior documents. The Business Continuity Plan is under development but provides the strategic resilience framework and direction for operational and tactical planning.

Figure 1 - Document Relationship Diagram



3. Structure of the CMP

3.1 Structure of the CMP

The USQ CMP consists of two teams: the Crisis Management Team and the Emergency Control Organisation. Other specialist teams are established to support the organisation as required.

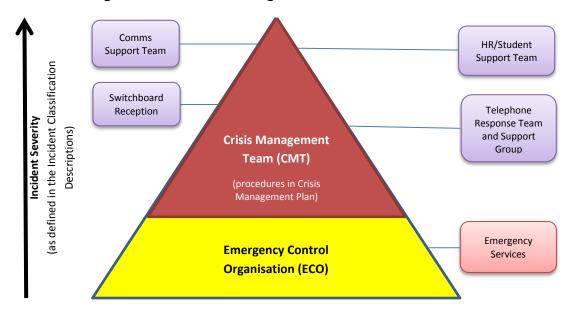


Figure 2 - USQ Crisis Management Structure

3.2 Crisis Management Team (CMT)

The purpose of the CMT is to control and minimise loss (human, financial, resources, reputational) related to an escalating crisis or potential crisis, and to protect the interests of all those with a vested interest in the organisation.

The structure of the CMT will vary according to the level of severity of the crisis or potential crisis as detailed in section 6. The three levels are known as:

- CMT (-) This is a minimum CMT callout and may contain as few as three people. (figure 4)
- CMT This is the standard CMT. (figure 5)
- CMT (+) This is the CMT plus extra personnel for major or long term incidents. (figure 6)

In a crisis, the role of the CMT will be to:

- Confirm the situation
- Analyse the implications of the incident and USQ's emergency and crisis response operations
- Determine crisis potential
- Develop strategic objectives

- Mobilise, as required, HR, student and communications support teams and crisis telephone response team
- Interact with stakeholders and the media to protect USQ's corporate image
- Interact with relevant government officials and regulatory organisations to address potential issues and gain their support for response strategies
- · Consider possible courses of action
- Decide, and implement, courses of action
- · Manage the wider operational issues and ramifications
- Recover and resume the University business

Strategic and tactical support during a major crisis will also be available from internal and external emergency services. The USQ CMT's principal function is to provide local resolution of the problem and to reduce any impact on campus and on the University's reputation, its staff/students/third parties, assets and earnings, and the environment. The team will also be responsible for **anticipating** any potential crisis scenarios and for the planning and implementation of strategies to deal with such a crisis.

3.3 Emergency Control Organisation

The USQ Emergency Control Organisation (ECO) is responsible for organising and managing tactical response operations during both an emergency and a crisis. A complete description of the Emergency Control Organisation's responsibilities is detailed in the USQ Emergency Procedures Manual. During a crisis, the primary responsibilities of the Emergency Control Organisation are to:

- secure and assign necessary tactical response resources, including equipment and/or personnel
- ensure that tactical response operations are carried out in a safe, well-organised, and effective fashion
- continuously assess the incident to determine the adequacy of tactical response operations and the need for assistance from the CMT and external emergency services
- interact, as appropriate, with CMT personnel.

3.4 Telephone Response Team and Support Group

During most crisis situations incoming calls will continue to be directed by the PABX to the extension it was intended for. All calls related to the crisis will come through the switch or be directed to the switch. From here, they will be diverted to the Telephone Response Team's Call Centre. The purpose of the Telephone Response Team is to manage and respond to all stakeholder enquiries. This resource is designed to take the pressure off CMT members so that they can respond strategically to the event and not get distracted answering stakeholder enquiries.

All crisis calls will be:

- Responded to (utilising messages provided by the Crisis Management/Communications Support Team); or
- Referred to the HR / Student Support Team; or
- Referred to the Communications Support Team; or

- When the importance of the call so warrants, referred to the relevant CMT member.
- The Telephone Response Team is responsible for logging calls

The switchboard will take initial calls until the Telephone Response Team is operational and may be required to log calls during this time. A flow diagram of telephone communication flows is included in Figure 3.

The Support Group will also include log keepers, runners and other personnel who will provide administrative support to CMT members.

3.5 HR / Student Support Team

Staff from Human Resources and Student Relationship Officers (SROs) from Student Management Division will activate the HR / Student Support Team if required. The HR / Student Support Team provides assistance and support to affected personnel and next of kin of affected personnel.

3.6 Communications Support Team

The Communications Support Team will be activated to deal with increased media scrutiny during a crisis. The role of the Communications Support Team is primarily to:

- Work closely with the Telephone Response Team to provide consistent information to callers
- Disseminate the message statement developed by the CMT to media organisations
- Answer incoming media calls to the University
- Manage arriving media at the campus
- Set up media holding and media conference rooms on campus
- Provide media response resources if required

General Calls to Crisis Business Calls to an Swichboard Related Calls ext PABX Switchboard No Crisis Related? **Business Extension** Telephone Response Team Not crisis Support team related Related Which support team/ non crisis related / CMT Critical – CMT direct CMT HR/Student Support **Comms Support** Other support Team Team group

Figure 3 - Telephone Communication Flows

4. CMT Role

4.1 Procedures pre-Crisis

	·
	Form a CMT, and assign roles with alternates for each role
	Identify threats and responses
	Review adequacy of business continuity plans for critical activities
	Develop and maintain a Duty Officer Roster
	Ensure safekeeping and updating of the CMP
	Periodically rehearse (including testing of linkages between campuses and with internal and external emergency services)
	Train and prepare under varying threat scenarios
	Establish and maintain close links to all available internal and external support services
1	2 Procedures during a Crisis
ᅻ.	2 Trocedures during a Chsis
	Assemble when requested in the Command Centre and begin to develop the program to contain and manage the event
	Arrange for the maintenance of a Log of Events, Issues Log and a People at Risk Log
	Liaise with the USQ Emergency Control Organisation
	Co-ordinate with emergency response services
	Brief the Public Spokesperson and Strategic Advisor
	Arrange for the maintenance of a Crisis Management Telephone Call Register and Incoming Media Call Sheet
	Assess threats, impacts, and ramifications, and respond through resolution and recovery
	Develop the University position and message strategy
	Set up the Telephone Response Team Call Centre to cope with additional incoming calls
	Ensure that the HR / Student Support Team and Communications Support Teams are established if required
	Assess statutory and reporting requirements to Government
	Identify stakeholder key issues and grievances
	Seek support, where required, from objective authoritative bodies
	Ensure management, staff and students are fully informed
	Ensure preparation of background information for media, Government and other stakeholder briefings
	Monitor media
4.	3 Procedures post-Crisis
	Maintain recovery goals
	Conduct post-incident review
	Establish top level legal, insurance and commercial counsel and advice
_	Latabilan top level legal, insurance and confinertial counsel and advice

□ Brief internal stakeholder audiences

Brief and regularly update media
 Establish counselling and ongoing welfare/rehabilitation, as required
 Provide briefing to key external stakeholders
 Consider post-crisis recommendations

□ Integrate lessons learnt into the CMP

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5. CMT Member Roles and Responsibilities

The Crisis Management Plan takes a team approach to Crisis Management, with each team member given specific roles and responsibilities. The person responsible for the role is normally allied with their key management competencies.

5.1 Public Spokesperson and Strategic Advisor

The Public Spokesperson and Strategic Advisor will be the "public face" of the University as the key spokesperson during and after a crisis. This role would normally be filled by the Vice Chancellor.

5.2 Incident Controller

The Incident Controller has overall responsibility for confirming the team member's roles and responsibilities and for the management of the team's incident response. Initially, this person is responsible for making the decision to call-out the CMT. The Incident Controller is responsible for supervising the activities of the team members, developing objectives, approving plans and ensuring that the response is carried out in a safe and legally sound manner. The role involves ensuring that **people** are always put first in the response actions and decisions. The Incident Controller will also maintain communication flows to key stakeholders.

5.2.1 Appointment of incident controller

The Chief Operating Officer is to perform the functions of Incident Controller. If the Chief Operating Officer is unavailable the position will be filled in order by:

Group Manager, Sustainable Business Management and Improvement

Executive Director, Human Resources

Executive Director, Campus Services

If the preceding personnel are unavailable the position will be filled by the next most senior and appropriate member of the crisis management team.

The Incident Controller and alternates for satellite campuses will be in accordance with the contact lists in part three of this document.

5.3 Communications Coordinator

The Communications Coordinator ensures that all message strategy policy and protocols are ready for implementation and develops all crisis related internal and external communications. The Communications Coordinator will establish and maintain the Communications Support team and make arrangements to manage any media representatives or enquiries. This role is likely to involve liaison with government agency media and/or involved contractors to produce joint media releases, arrange joint media conferences and meetings, media monitoring and perform related tasks in an integrated effort.

5.4 Human Resources Coordinator

The HR Coordinator is responsible for the identification of all personnel involved in the incident. The position coordinates and provides briefing and feedback to employees, is

required to liaise closely with the Communications Coordinator to ensure that consistent messages are conveyed to all concerned, advises on union issues and provides counselling services as required. Most importantly, the role ensures that appropriate protocols for notification of next of kin are followed.

This person will liaise with the Student Management Coordinator on complementary crisis issues such as establishing a next-of-kin support centre and maintaining all appropriate counselling, welfare and rehabilitation services.

5.5 Student Management Coordinator

The Student Management Coordinator will advise the CMT on all issues relating to students. This person will liaise with the HR Coordinator on complementary crisis issues such as establishing a next-of-kin support centre and maintaining all appropriate counselling, welfare and rehabilitation services. The Student Management Coordinator is responsible for activating the Trauma Recovery Team. A separate Trauma Recovery Team Resource Manual is to be maintained by the Director, Student Services.

5.6 Emergency Services Coordinator

The Emergency Services Coordinator is responsible for the USQ Emergency Control Organisation (emergency response), security and evacuation plans. This role will be undertaken by the Campus Emergency Manager. The alternate Campus Emergency Manager will normally be physically present at an onsite incident and able to provide real time information to the CMT via the Emergency Services Coordinator. This person will ensure close liaison between the University's security services and external emergency services.

5.7 Commercial Services Coordinator

The Commercial Services Coordinator is responsible for the financial, legal, insurance and risk management issues relating to the incident. The role also involves coordination of supplier liaison.

5.8 Recovery Coordinator

In the event of a crisis the Recovery Coordinator is expected to identify long and short term recovery goals and, during a crisis and thereafter, to manage the business resumption and recovery process. The appointment of a Recovery Coordinator will depend on the nature of the situation and may be an officer from the University, an individual from an outside organisation or a contractor.

5.9 ICT Coordinator

The Information and Communications Technology coordinator is responsible for communications and information technology systems across the University, including the systems utilised by the CMT in the Command Centre, the Telephone Response Team, the Human Resources / Student Support Team and the Communications Support Team. In conjunction with the Support Group Coordinator, the ICT Coordinator will ensure that sufficient equipment and other resources are available in the Command Centre and alternate Command Centre to support the CMT.

5.10 Duty Officer

When requested by the Incident Controller, the Duty Officer is responsible for the call-out procedure for the USQ CMT, and is the point of primary initial contact in a reportable event or crisis during business hours. The Duty Officer will also act as Process Checker and will provide assistance with supervising the Log Keepers.

5.11 Support Group Coordinator

The Support Group Coordinator will ensure that adequate trained support staff (log keepers, telephone response team members, runners) are available during a crisis and will supervise the log keeping, telephone response and message information flows. In conjunction with the ICT Coordinator the Support Group Coordinator will ensure that sufficient equipment and other resources are available in the Command Centre and alternate Command Centre to support the CMT. This person will also be responsible for the provision of catering services to the CMT and its support teams.

5.12 Property Coordinator

The Property Coordinator is responsible for the property and asset related issues across the University relating to the incident. The role also includes maintaining lists of critical equipment suppliers and critical contractors, ensuring that essential services maintenance is undertaken and ensuring that procedures are in place to facilitate building lockdown.

The Property Coordinator is also to provide and maintain a team of personnel available for manual tasks as might be required during and emergency or crisis situation.

5.13 Legal Coordinator

The Legal Coordinator provides advice on critical legal issues relating to the crisis. The Legal Coordinator is also responsible for liaising with government and statutory authorities on legal and reporting matters.

5.14 Faculty/Section Representative/s

Where the crisis involves specific faculties or sections of the University, the CMT will request a representative/s from the affected faculty or section. The faculty or section representative is responsible for liaising between their area and the CMT. Initially this appointment may be a Dean, Group Manager or other senior representative.

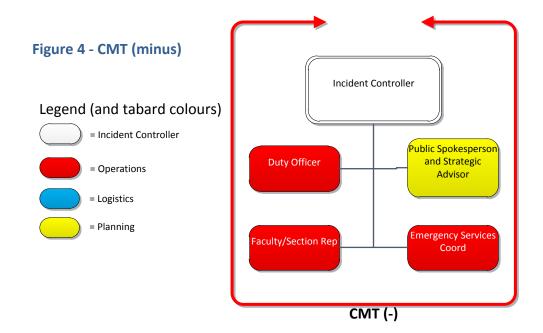


Figure 5 - CMT Standard

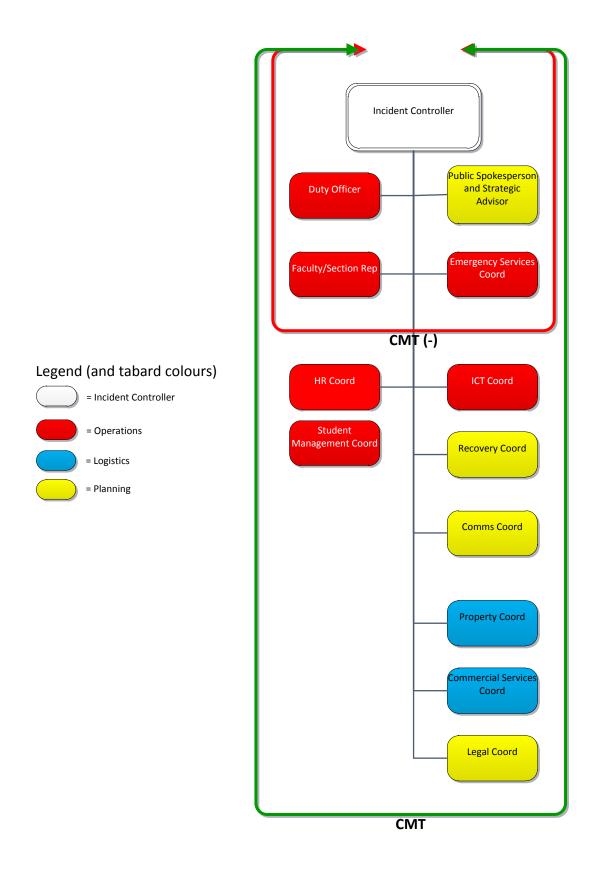
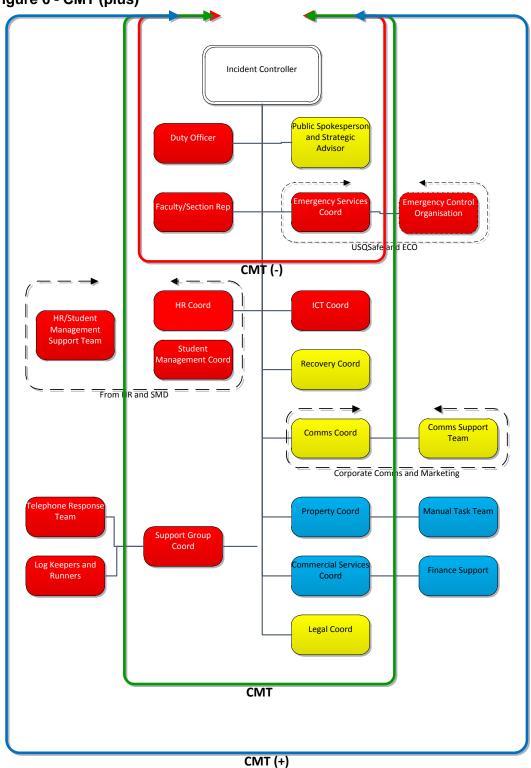


Figure 6 - CMT (plus)



Legend (and tabard colours)



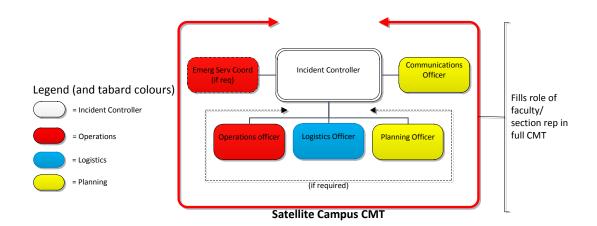
6. Satellite Campus Specific Procedures

If an incident requiring CMT mobilisation occurs at a campus other than Toowoomba, the affected campus needs to be able to establish a local CMT and be prepared to manage operations until relieved by the main USQ CMT. Once the Toowoomba based CMT is established the affected campus CMT will fill the role of "faculty/section rep".

The basic setup for a satellite campus CMT will vary depending on the nature of the situation but will always have as a minimum an Incident Controller and a Communications Officer. This nucleus can then be expanded to include operations, planning and logistics personnel as per figure 7. At this level the Incident Controller would fill the role of Emergency Services Coordinator if required or an officer can be assigned if the situation escalates.

Each satellite campus is required to maintain a list of personnel available to fill these roles including alternates.

Figure 7 - Satellite Campus CMT



7. Incident Classification and Reporting

All events must be reported to the management levels indicated below. The classification of incidents to mobilise the corporate CMT is illustrated in Figure 8. The event classifications align with the consequence descriptors used in safety risk management across the University.

Level 1 Insignificant Event

An **Insignificant Event** is a minor incident, or other event that can be handled by site personnel using standard operating procedures. It may include and be characterised by:

- a small localised fire
- a minor material release
- an equipment malfunction
- an operational failure
- little or no disruption to services
- possible brief pollution but no environmental harm
- minor loss of asset or other financial loss less than \$5,000
- no injuries or only minor injury requiring first aid.

It is not visible off-site, requires no external emergency services response team, and requires no report to local, State or Federal regulatory authorities.

Reporting Normal line management reporting lines

Level 2 Minor Event

A **Minor Event** is a minor incident that does not breach regulations. It may include and be characterised by:

- a fire
- a major equipment malfunction
- unusual noise/odour
- emissions or spills
- an internal event which may require a report to outside agencies
- presents no external threat
- requires no assistance or protective actions by external personnel
- may involve minor disruption to services
- minor transient environmental harm
- loss of asset or other financial loss from \$5,000 to \$50,000
- injury or illness resulting in time away from the workplace
- less than 3 days in hospital

The situation is under control. However, response by on-site personnel is required.

Reporting Campus emergency response only (possible CMT (-) callout)

Level 3 Moderate Event

A **Moderate Event** is an incident or event which has the potential to escalate to a crisis and/or affect operations and which may involve activation of the CMT. It may include and be characterised by:

- · a major fire
- explosion
- a major equipment malfunction
- a robbery or security event
- total cessation of operations in an area for less than 2 days
- significant release of pollutants with mid-term recovery
- local TV/media exposure
- loss of asset or other financial loss greater than \$50,000 to \$250,000
- serious injury or illness resulting in hospitalisation for 3 days to 4 weeks

The incident is not under control but poses no threat to off-site areas. However, response by external personnel may be required.

Reporting Incident Controller notification (via Duty Officer during

business hours). Consider call-out of CMT (-). Notify Senior

Management Group.

Level 4 Major Event

A major event is a serious incident which may include and be characterised by:

- a serious injury or injuries
- serious fire, explosion, material release, natural occurrence, local incident or loss of essential utilities (power, gas, water, sewerage, computing, PABX) which involves the activation of the CMT and/or external emergency response teams
- an event that has occurred or is imminent, which poses a threat to third parties and/or seriously affects operations
- total cessation of operations for greater than 2 days to 3 weeks
- significant long term environmental harm
- parliamentary inquiry
- major national TV/news coverage
- loss of asset or other financial loss greater than \$250,000 to \$1M
- multiple serious injuries or workplace acquired illness resulting in hospitalisation for more than 4 weeks
- serious permanent disability

The incident is not under control, and action by off-site persons is necessary.

Reporting CMT standard call-out.

Level 5 Catastrophic Event

A catastrophic event is a severe incident which may include and be characterised by:

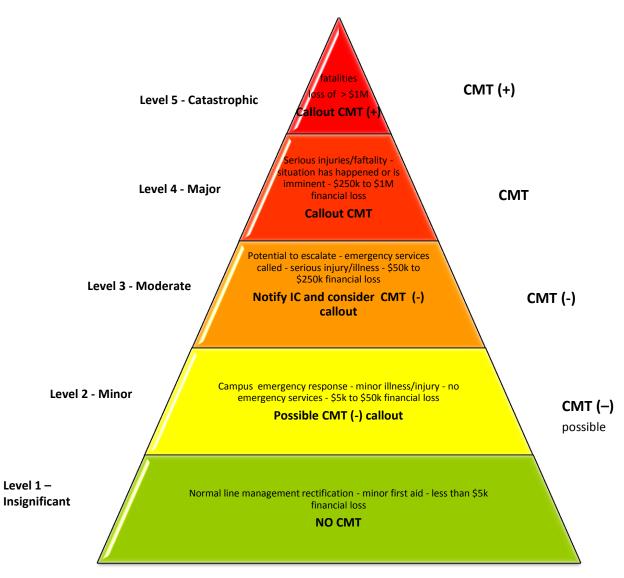
- a number of fatalities and serious injuries
- a natural crisis which seriously affects operations
- a large fire, explosion, sabotage, material release or major equipment malfunction (which is likely to involve internal or external emergency services), environmental emissions or spills, ethical damage or a major robbery or security incident
- any business or financial incidents reflecting on the University's reputation or other local events that have occurred or are imminent which seriously affect third parties and/or operations
- total cessation of operations for greater than 3 weeks, catastrophic long term environmental harm, parliamentary intervention (e.g. Royal Commission)
- major national TV/news coverage for several days
- significant asset destruction or other financial loss greater than \$1M
- death through accident or workplace acquired illness.

The incident is not under control, and protective actions by external entities are necessary and ongoing.

Reporting CMT standard call-out with expectation of expanding to CMT (+)

When in doubt, it is better to call the Crisis Management Team out and stand them down rather than risk an incident escalating into a catastrophic event and losing the opportunity to contain it.

Figure 8 - Escalation



8. Mobilising the CMT

8.1 Action by Duty Officer

As soon as possible, notification of any moderate, major or catastrophic event at the University and the details thereof must be made to the Incident Controller.

All primary CMT members must be contactable 24 hours a day / 7 days a week. To ensure this, support staff should, as far as is possible, be aware at all times of the whereabouts of team members and their alternates.

A system of CMT alternates has been established at USQ to ensure that all CMT roles are covered 24 hours a day / 7 days a week in a crisis

8.2 Action by the Incident Controller

On notification of an incident, assess the situation and decide what CMT action (if any) is necessary. If the CMT is required the Incident Controller will:

- Determine the level of CMT callout required (initially it may only be necessary to callout the CMT (-)
 Request the Duty Officer to call out all CMT and necessary support staff
 Proceed to the CMT Command Centre and confirm that all CMT members or their alternates are present
- □ Brief the CMT members on the current situation (before they start their response)
- □ Review the Incident Controller checklist
- Manage and direct CMT members as required
- □ Report the situation to other management
- Report the situation to key stakeholders
- Notify the Vice-Chancellor and University Council that the site CMT has been formed
- Report the situation to key contacts

Figure 9 outlines the mobilisation process for the USQ Crisis Management Team.

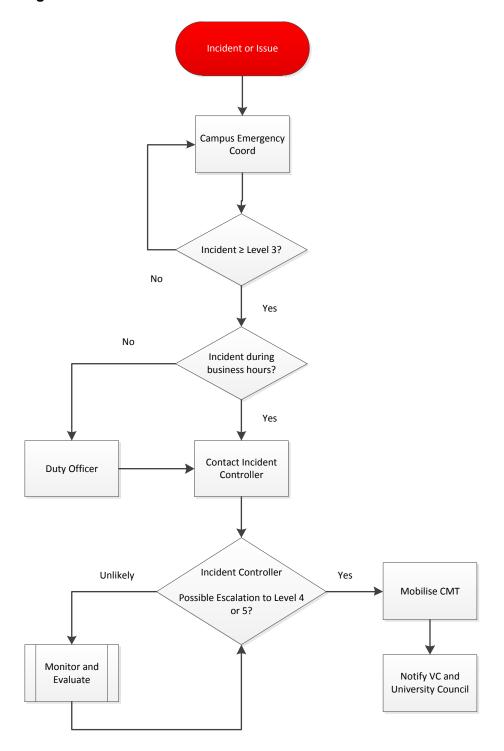


Figure 9 - Mobilisation of the CMT