Incident & Emergency Response Plan

Initial Issue   **10 July 2009**
Version 5   **25 October 2010**

Is it a Risk?

If in doubt,

Sing Out

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Abbreviations, Definitions and Terms

AIIMS	Australian Inter-service Incident Management System (AIIMS)
Allconnex Water	Allconnex Water is the water and wastewater business for the Gold Coast, Logan and Redland districts.
Command	Is the responsibility for directing personnel and resources of a participant in the performance of its role and tasks.
Control	Is the overall direction of response activities in an incident situation.
Coordination	Is the bringing together of elements to ensure effective response to emergencies
Critical infrastructure	Infrastructure which, if destroyed, degraded or rendered unavailable for an extended period, will impact water supply to our customers.
DERM	Queensland Department of Environment and Resource Management
EGM	Seqwater Executive General Manager
Emergency	A situation or occurrence that happens as a consequence of an incident and demands immediate action. For the purposes of this Plan, an 'emergency' is an incident that impacts on water quality, water supply reliability and/or public reassurance, and has an overall severity rating of Level 3, 4 or 5 under the severity classification approach outlined in this Plan.
Emergency Management	The emergency response function largely involving strategic command and external communications.
Emergency Operating Instructions	Emergency Operating Instructions issued by the Water Grid Manager.
Emergency Response Plan (ERP)	A plan prepared by the Water Grid Manager or by a Grid Participant such as Seqwater in accordance with the Market Rules
Grid Customer	A Grid Customer of the Water Grid Manager as defined in Schedule 4 of the *Water Act 2000.*
Grid Instructions	Instructions given to Grid and Distribution Service Providers in accordance with the Market Rules.
Grid Manager	South East Queensland Water Grid Manager
Grid Participant	An entity that is referred to in section 2.3 of the Market Rules.
Grid Service Provider	Has the meaning given in Schedule 4 of the *Water Act 2000* and includes a Bulk Supplier, Bulk Transporter and Manufactured Water Provider
GSPERP	Grid Service Provider Emergency Response Plan (GSPERP)
HACCP	Hazard Analysis Critical Control Points
IERP	Incident and Emergency Response Plan

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Incident	Any occurrence that has resulted in, or has the potential to result in (i.e., a near miss) adverse consequences to water supply, water quality, people, the environment, property, reputation or a combination of these and classified against a gradient from 1 to 5. Ongoing conditions that have the potential to result in adverse consequences and non-compliances with legal and regulatory requirements are also considered to be incidents.
Interagency Operations Team	An expert reference panel assembled by the Water Grid Manager when required to provide technical, operational and risk assessment advice and recommendations on any aspect of managing a given emergency.
LinkWater	The Queensland Bulk Water Transport Authority, trading as LinkWater
Market Rules	The Market Rules: SEQ Water Market.
OWSR	Office of the Water Supply Regulator
	The *Water Supply (Safety and Reliability) Act 2008* includes new provisions regulating drinking water quality to protect public health. Drinking water quality management plans must be approved by the Office of the Water Supply Regulator and will be subject to ongoing reviews and regular audits
QWC	Queensland Water Commission
Public Health	A department of Queensland Health responsible for Population health services of the Division target the entire population (or sub-populations), rather than providing personalised treatment and care services for individuals and small groups.
Queensland Urban Utilities	Queensland Urban Utilities delivers water and wastewater services to customers in Brisbane, Ipswich, Lockyer Valley Scenic Rim and Somerset.
Risk	The chance of something happening that will have an impact on objectives. It is measured in terms of the consequences of an event and their likelihood. (AS/NZS 31000:2009 'Risk management')
SEQ	South East Queensland
Unity Water	Unity Water provides water supply and sewerage services to Moreton Bay and Sunshine Coast residential and business customers.
WaterSecure	WaterSecure is the Queensland Government authority responsible for producing sources of water for South East Queensland through the Gold Coast Desalination Plant and Western Corridor Recycled Water Scheme.
Water Supply Emergency Declaration	A Water Supply Emergency Declaration made in accordance with section 25B of the Water Act 2000.
WGM	South East Queensland Water Grid Manager

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Document Control

Revision

Version Number	Date	Author	Revision Description / Remarks
1	10/07/2009	P.Rawlings	Amendments made resulting from Grid Manager remedy notices and recommendations
2	31/07/2009	P.Rawlings	Amendment made resulting from review of IERP and the inclusion of the Alert phase
3	17/12/2009	P. Rawlings	Amended to align with the requirements of the Grid ERP
4	12/04/2010	T. Carter	Amended checklists now in Q-Pulse as forms.
5	25/10/2010	D. Roberts	Alignment with Grid ERP Version 2.0

Document Approval

Version Number	Date	Remarks	Signature of CEO	Approved Date
5	25/10/2010	Submission for approval	_____	25 / 10 /2010

Related Documents

Seqwater's Incident and Emergency Response Plan, described throughout the document as the IERP, was written to be consistent with version 2.0 of the SEQ Water Grid Emergency Response Plan signed by the Hon. Stephen Robertson, Minister for Natural Resources, Mines and Energy and Minister for Trade on 24/9/2010. The SEQ Water Grid Emergency Response Plan will be referred to throughout this IERP as the Grid ERP.

Amendments and Approvals

Seqwater's IERP is a controlled document and is retained in and maintained via the corporate document management system currently using Q-Pulse as the repository for documents. In accordance with the SEQ Water Market Rules this plan shall be reviewed annually. All amendments arising from the annual review shall be communciated to relevant staff across the organisation.

The Principal Coordinator Incident and Emergency Management is responsible for the review and update of this IERP. No amendment to this plan shall be undertaken by anyone without the approval of that position.

The Chief Executive Officer is responsible for approval of this document.

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Distribution of the plan

The controlled copy of this plan is maintained by the Principal Coordinator, Incident and Emergency Management and retained within the corporate management system Q-Pulse. Any hard copies that are distributed will be uncontrolled when printed.

Copies of the Grid ERP have been issued electronically by the Grid Manager and the currency of stored documents can be verified from the Grid Manager or the following website: http://www.qwc.qld.gov.au/

Acknowledgements

This plan has been developed and formulated with the help and input from a number of individuals across Seqwater. The Executive Leadership Team specifically acknowledges those individuals who have contributed to the development, formulation, review and improvement of the plan. In addition, the plan has also been formulated by reviewing and including relevant material from other organisations' emergency and incident management documentation. Those organisations include:

Organisation	Document / Reference
SEQ Water Grid Manager	SEQ Water Grid ERP
Queensland Urban Utilities	Emergency Management Plan
Melbourne Water	General Emergency Management System
Sydney Water	Emergency Response Plan
Sydney Water	Incident Controllers Guide
Gold Coast City Council (Gold Coast Water)	Emergency Response Plan
Emergency Management Australia	Undertake Emergency Planning Module PUA EMR 010 A

SEQ Water Entities Emergency Framework

Industry Structure

A South East Queensland Water Market (the **SEQ Water Market**) has been established under which various entities supply and transport water to three distribution entities that are responsible for supplying water to customers in South East Queensland.

The Queensland Water Commission (QWC) is the Rules Administrator for the SEQ Water Market Rules. The Market Rules are one of a suite of instruments designed to regulate various aspects of the Market. The South East Queensland Water (Restructuring) Act 2007 (the Restructuring Act) established various new water entities, which participate in the SEQ Water Market. The State owned entities are:

- Queensland Bulk Water Supply Authority (Seqwater)

- Queensland Manufactured Water Authority (WaterSecure)

- Queensland Bulk Water Transport Authority (LinkWater)

- South East Queensland Water Grid Manager (Grid Manager)

The Local Government owned Distribution Retail entities are:

- Allconnex Water

- Queensland Urban Utilities

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- Unity Water

Statutory Obligations

The Market Rules (SEQ Water Market) require each entity to prepare an ERP that is consistent with the Grid ERP developed and administered by the Grid Manager. Although these obligations are limited to the development of an ERP, the inextricable link between incidents and emergencies are well documented in this plan and its formal title reflects this broader scope.

The preparation and implementation of this IERP for Seqwater's operations will assist in ensuring that the Grid ERP priorities are met, which includes:

1.   Water Quality

2.   Water Supply Reliability

3.   Public Reassurance

Incident or Emergency

It is important to note that the Grid ERP is designed to deal with those occurrences which affect more than one Grid Participant or those with potential to become whole-of-grid emergencies.

The aim is to ensure that affected entities are made aware of the implications to them and that the response is managed in a coordinated water industry approach. Seqwater's IERP details the management processes which we follow to manage, respond to, and recover from, incidents and emergencies within our own organisation as well as linking with other Grid Participants as required.

Both the Grid ERP and Seqwater IERP classify incidents in emergencies in an escalating scale from 1 to 5 with an alert level between level 2 and level 3. Incidents classified as Level 1 or 2 are smaller events that typically do not have, or are not likely to have, serious consequences, or widespread or cross-grid impacts. These incidents can be effectively managed within the capabilities of Seqwater and therefore do not need to be reported to the Grid Manager.

The Grid ERP is structured so that Alerts and level 3 incidents, or those that may cause more widespread concern, are afforded the same procedural requirements as the emergency level 4 and 5 incidents which will have broader impacts. As an incident classified in Level, 3, 4, or 5 may result in major emergency or even catastrophic situations, the management is governed by provisions in the Grid ERP.

For clarity, the roles and responsibilities of the "Emergency Manager" is a function of the Grid Manager, whilst the roles and responsibilities of the "Incident Manager" is a function of Seqwater regardless of the incident level.

In the circumstance of an incident, Seqwater is required to respond as the Incident Manager by dealing with the technical aspects of its business, liaising with other Grid Participants at an operational level and if required notify the Grid Manager. Should the occurrence be classified as a level 3 or greater it is likely to have an impact on other Grid Participants, the Grid Manager will therefore coordinate the response with each entity managing their own component of the incident.

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Objectives and Key Concepts

Objectives– Incident & Emergency Response Plan

The aim of this IERP is to

- Build on existing Seqwater incident response processes to allow a collective and uniform approach to emergency response

- Fulfil Seqwater's obligation under the Market Rules to prepare an ERP for its water supply works

- Ensure alignment between the Seqwater process and the requirements of the Grid Manager to ensure that there is the greatest possible consistency between both processes

- Ensure Seqwater has the capability and processes to effectively respond to incidents and emergencies

- Provide a high level of confidence to our customers and stakeholders

- Be an active participant in the SE Queensland Water Grid by interacting with Grid Participants

- To clearly detail the processes that Seqwater will engage in order to effectively respond to and manage events that have the potential for adverse impacts upon the following key business areas:

- Customer & Stakeholders
- Water Quality (Public Safety)
- The Environment
- Our Reputation
- Governance (decision making)

- Our People (OH&S)
- Water Supply (Production Targets)
- Our Assets
- Security (Physical and Natural Events)

Key Concepts –Incident and Emergency Management

The key concepts that underpin Seqwater's Incident and Emergency Management arrangements are:

- Safety (Staff & Community)

- Immediate and effective response

- Effective communications with Seqwater's Executive Leadership Team and key stakeholders

- Consider the full context and business environment

- Delivery of speedy and honest information to the Grid Manager and to affected Grid Participants

- Maintain business continuity

- Learn and Improve organisational capacity

All Seqwater personnel are to ensure that the following priorities are focused upon when responding to incidents:

- Protection of people
- Protection of the environment
- Customer & stakeholders needs and expectations
- Maintenance of suitable water quality and supply.

- Reduction of trauma
- Protection of assets
- Our reputation

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Scope and Related Plans

Linkages to Business Continuity Framework

Apart from a Statutory responsibility under the Market Rules to develop an IERP, Seqwater is also required to undertake business continuity planning (BCP) to ensure the entity can function during crises caused from a range of adverse circumstances. Our processes need to ensure the risks of these events are assessed and process are established, trained and implemented, and we establish a culture of learning and review. Part of this BCP processes is the development of an IERP to ensure our 'response' is functional and effective in the context of the incident. The diagram below demonstrates the link between BCP and IERP.

Figure 1 Business Continuity Planning Process

Business Continuity Planning Process

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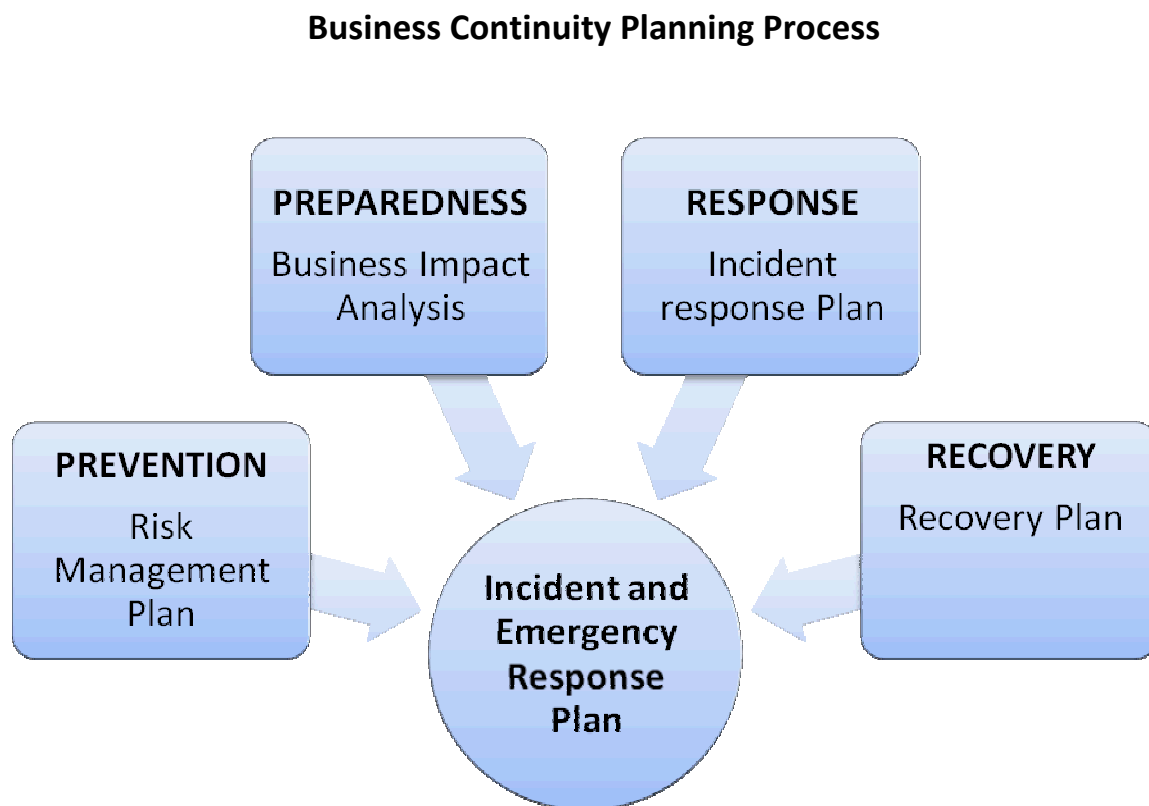
Prevention

Seqwater actively promotes business activities to prevent or minimise the effects of incidents and emergencies. These include compliance with relevant legislation, development and implementation, assessment of risk management strategies and processes, ongoing staff training and assessment activities associated with risk management, HACCP, Emergency Action Plans and Emergency Preparedness and Response procedures.

Preparedness

Seqwater actively promotes on an ongoing basis, the development and implementation of emergency plans and processes that detail the measures to be deployed. Seqwater also liaises with other Water Grid entities, emergency services and the community to ensure awareness of potential risks and emergency preparedness are known and what measures are in place to effectively respond to them. In addition, Emergency Action Plans and site-specific Emergency, Preparedness, and Response procedures detail steps to be taken to respond to a number of emergency scenarios. Seqwater also schedules and undertakes scenario-based exercises to ensure there is a high level of understanding by those within the organisation who may be called upon to respond. Seqwater will ensure that there are adequate internal resources to effectively deal with incidents and emergencies as they arise.

Response

Seqwater's IERP initiates an occurrence-driven response with the first internal-to-Seqwater requirement being a declaration of an Incident. Immediately following the declaration a range of related support elements will be activated and put in place together with any necessary communication measures. These measures may include consultations, warnings, and emergency instructions to the response team and other identified stakeholders. Seqwater will ensure that there are adequate resources allocated to incident and emergencies as they are declared to ensure impacts are minimised.

Recovery

The 'recovery' element focuses on the eventual resumption of normal operations and an investigation into what occurred to contribute to continuous improvement. It is important to note that the emergency and recovery phases are not mutually exclusive and that a degree of overlap between emergency and recovery procedures are, at times, inevitable.

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All Hazards Approach

This IERP has been designed to include an "All Hazards Approach" and underpins a number of other implemented measures such as Dam Emergency Action Plans developed to assist in the management of incidents and emergencies. Other related plans are listed in Attachment A.

1.   The Figure below details the array of emergency plans and Hazard Analysis and Critical Control Points (HACCP) measures currently in place.

Figure 2

SEQ Water Grid Emergency Response Plan - Documents and Procedures

This document is consistent with and meets the objectives of the Grid ERP. As a means to ensure consistency and a measure of compliance, a detailed summary of content that is specified by the Grid ERP to be part of the Seqwater IERP has been provided in attachment I.

The Grid ERP has been developed to manage incidents and emergencies in six steps. These steps are outlined below.

1. Identify and assess incident severity
2. Notify
3. Establish command and control
4. Manage the emergency
5. Manage the recovery
6. Improvement actions

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Each of these sections details step by step information on the "Who", "What" and When" for each stage of the emergency response and a checklist of actions under each of these steps is provided in attachment B.

Seqwater has aligned the phases of its IERP with the Grid ERP's six steps as described above. These phases have been adopted to ensure incidents, whether operational or otherwise are effectively responded to and appropriately reviewed.

Seqwater's responsibilities under the Grid ERP

Under the Grid ERP, Seqwater has the following general responsibilities:

- Development of an ERP that is consistent with the Grid ERP and the market rules

- Management of incidents and emergencies in accordance with the Grid ERP and Seqwater's IERP and other emergency arrangements in place

- Appropriate communication of incidents, including

    – the relevant emergency authorities, where applicable

    – the Grid Manager

    – the relevant regulators

    – responsible Ministers or Chief Executive Officers (if applicable)

    – other affected Grid Participants

- Work cooperatively with the Grid Manager's Emergency Coordination Team and any appointed Emergency Manager

- Utilise the Emergency Response IT Solution when implemented for all Emergency Response related activities.

Grid Manager's Role

The Grid Manager at an incident 'Alert' level or above shall:

- conduct emergency coordination

    – liaise with the Incident Management Team established by Seqwater or another grid participant

    – undertake modelling for the Water Grid and issue new Grid Instructions, if required

    – provide mutual assistance as agreed between the Grid Manager and other Grid Participants such as Seqwater

- conduct emergency management—unless another Emergency Manager is put in place

    – coordinate the combined Emergency Management Team

    – be the coordination point (conduit) for communications about the incident

    – facilitate debriefings of incidents at level 3 or above as part of the recovery and close-out process.

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Key Aspects of the Grid ERP

Seqwater's 6 steps to incident and emergency management are articulated in the next chapter, however key to understanding the linkages between the Grid ERP and Seqwater's IERP is the following discussion around incidents and emergencies and emergency management including coordination, command and control and the responsibilities for teams formed during an emergency.

Incident Levels and Definitions

The Grid ERP has adopted five levels of severity together with an Alert level between levels 2 and 3. These levels range from local impacts on a single facility and the incident managed using standard operating procedures and communication protocols (Level 1), to those where state or federal government intervention would be expected (Level 5). Definitions and general principles relating to these levels are detailed in Table 8.

An incident identified as Levels 1 and 2, or Alert (internal to Seqwater) are smaller-scale events that do not typically have the broader impacts on other Grid Participants. Therefore are not subject to the Grid ERP. The exception to this rule is when there is already an emergency response for a higher level incident being managed as per the protocols contained in Grid ERP. This requires the Level 1, 2 or Alert incidents to be managed as part of the higher emergency response.

An Alert that escalates, or has the potential to escalate, can be expected to have broader impacts and may result in associated emergency situations, and therefore their management is subject to the Grid ERP. Whilst Alerts to the Grid Manager are not defined as an emergency, they do have the same notification requirements as Level 3, 4 and 5 incidents. Further discussion on Alerts adopted by Seqwater and those issued to the Grid Manager are provided on page 22.

Incidents which are classified as level 3 or greater fall under the command and control of the Grid Manager.

The following table succinctly demonstrates the distinction between incidents and emergencies.

Table 1: Incident vs emergency

	Incident	Emergency
Definition	Any occurrence that has resulted in, or has the potential to result in adverse consequences to water supply, water quality, people, the environment, property, reputation or a combination of these	A situation or occurrence that happens as a consequence of an incident and demands immediate action
General nature	Physical event	Broader whole-of-Grid and public interface outcomes – may be physical and/or intangible
Location	Site-based	Not usually location-based
Management focus	Operational – physical rectification	Corporate/supporting services – e.g. coordinating whole-of-Grid assistance, stakeholder management, communications, etc.
Relevant severity levels	▪ 1, 2 ▪ Alert ▪ 3 ▪ 4, 5	▪ 3 ▪ 4, 5

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Corporate - Plan
Incident & Emergency Response

Under the Grid ERP, Seqwater is clearly responsible for carrying out incident management in accordance with our IERPs and Operating Protocols.

The following text outlines the change in command and control structures under the Grid ERP.

Emergency coordination

The co-ordination of Level 3 and above will generally be undertaken by the Emergency Manager who employs a range of coordination activities to facilitate the total emergency response and to ensure whole-of-Grid operations to maintain supply. This role is distinct from managing the incident at the entity or asset level.

These coordination activities include:

- liaison between Grid Participants and other interested agencies

- facilitating resource sharing among Grid Participants

- seeking and sharing additional expert advice

- assisting the Emergency Manager, when this function has been transferred to another agency (i.e. Qld Health)

- coordinating and preparing key communications (both internal and external)

- issuing Grid Instructions and Emergency Operating Instructions, as necessary.

The Grid Manager is responsible for establishing the Technical and Communications Coordination Teams as soon as incidents are declared at level 3 or greater however much of the technical information will come from the grid entities.

Table 2 below, highlights the key responsibilities of each of the 4 key functions for Command and Control of an Emergency.

Table 2: Command and control function responsibilities

Function	Description	Key responsibilities
Incident management	Managing the physical incident on-site	- Actions undertaken to manage the incident under Seqwater's IERP, including both the operational response and the supporting staff functions, including legal, insurance, human resources, security, Grid Participant operability and liabilities etc.

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Function	Description	Key responsibilities
Technical coordination	Coordinating whole-of-Grid operations and support	• Assist the Emergency Manager • Facilitate interagency liaison • Facilitate resource sharing and mutual assistance among Grid Participants from an operations perspective • Seek and share additional expert advice • Remodel the water security position • Issue Grid Instructions and Emergency Operating Instructions, as necessary • Facilitate close-out debrief • Prepare Technical Operations Strategy for Emergency Management Team approval
Communications coordination	Coordinating Water Grid internal and external communications	• Assist the Emergency Manager • Internal stakeholder management • Facilitate interagency liaison • Prepare all internal and external communications materials as required • Issue all internal communications • Facilitate resource sharing and mutual assistance among Grid Participants from a communications perspective • Seek and share additional expert advice • Prepare Communications Strategy for Emergency Management Team approval
Emergency management	Strategic command and key stakeholder management	• Strategically manage response to the emergency • Determine risk management strategy • Coordinate investigations • Single contact point (Emergency Manager) for the emergency unless this is delegated to other Emergency Response Team member/s • Key stakeholder management • Approve all external communications: • Briefings • Media releases • Public interface • Approve Technical Operations and Communications Strategies • Issue all external communications

Command and Control Function Ownership

Under many foreseeable circumstances, the Grid Manager will undertake the emergency management function. However, in some circumstances emergency management may be assumed by another agency

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with statutory responsibility (e.g. Queensland Health). In this case, the Grid Manager's task is to coordinate the SEQ water industry response – including technical advice and communications.

When an external agency such as Queensland Health takes the emergency management role, the Grid Manager will continue to act as the lead representative for the Water Grid. Seqwater via its incident management arrangements shall ensure close liaison with the Grid Manager and provide any required support and information.

Table 3 below details the circumstances in which each entity may take ownership of the Incident Management, Emergency Management and Emergency Coordination functions.

Table3: Team membership by function

Function	Owner	Circumstances
Incident management	Seqwater	Always.
Emergency coordination	Grid Manager	Always.
Emergency management	Grid Manager	Most emergencies—'default' Emergency Manager. The Grid Manager will combine the emergency management and emergency coordination functions unless another agency with an overriding interest assumes the emergency management function.
	Office of the Water Supply Regulator	May assume the emergency management function for emergencies involving water quality. The Grid Manager will contact the Office of the Water Supply Regulator in the event of a relevant emergency to establish who will take the emergency management role.
	Queensland Health	Will assume the emergency management function for major drinking water health-related emergencies, as the organisation best able to manage public health risk. The Grid Manager will contact Queensland Health in the event of a relevant emergency to establish who will take the emergency management role.
	Premier's Department	May assume the emergency management function for level 4 and 5 emergencies that are particularly severe incidents or have attracted a particularly high level of public interest. The Premier's Department will be briefed on the emergency via the Department of Environment and Resource Management, and will advise the Grid Manager if it decides to take the emergency management role.
	Emergency Services/ State Disaster Management Group	May assume the emergency management function for level 4 and 5 emergencies that require a very large-scale response or which fall under the Queensland Disaster Management System (e.g. terrorism, natural disasters). The Grid Manager will contact Emergency Services in the event of a relevant emergency to establish who will take the emergency management role.

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As the Emergency Manager, the Grid Manager will determine the composition of the Emergency Management Team. For level 3 incidents, the Emergency Management Team will consist, as a minimum, a designated Emergency Manager from within the Grid Manager's team.

Functional team membership

In general terms, the functional teams will be made up as follows:

Table 4: Function teams membership

Function	Agency	Team	Team leader	Team members
Incident management	Seqwater	Incident Management Team	Incident Manager	• As appointed
Technical coordination	Grid Manager	Technical Coordination Team	Deputy Emergency Manager - Operations	• Grid Manager staff • Seqwater and other Grid Participant's staff
Communications coordination	Grid Manager	Communications Coordination Team	Deputy Emergency Manager - Communications	• Grid Manager staff • Seqwater and other Grid Participant's staff
Emergency management	Grid Manager	Emergency Management Team	Emergency Manager	• Grid Manager staff staff • Seqwater and other Grid Participant's executive staff • Communications staff
	Queensland Health	Emergency Management Team based on Major Water Incident Management Group	State Health Incident Coordinator (Chief Health Officer)	• Senior Health Officer Queensland Health • CEOs of Water Grid entities • Premier's Department
	Emergency Services/ State Disaster Management Group	Emergency Management Team based on State Disaster Management Group	State Disaster Manager	• Ministerial staff • Communications staff • State regulators • Specialist advisors, as needed

Incident Management Team

The structure and composition of Seqwater's Incident Management Team will be in accordance with this IERP and will largely rely upon internal staff resources. Teams will be established as needed.

Emergency Management Team

The structure and composition of the Emergency Management Team will vary according to the emergency situation and the entity undertaking this function. For very straightforward emergencies, the Emergency Management Team may consist of a single manager from within the Grid Manager's staff. In other cases the Emergency Management Team may consist of the Emergency Manager, a nominee from each impacted Grid Participant and the Grid Manager's staff. All decisions on the EMT composition will be made by the Emergency Manager

Before accepting any employee secondment from Seqwater to the Grid Manager's Emergency Management Team, Seqwater Executive Leadership Team must ensure that people with sufficient knowledge and authority remain to undertake management and control of the incident at the local level.

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An indicative structure has been included in Attachment C for use as a default. Depending on the emergency situation, it may require some changes to effectively manage the response. The Seqwater nominee on the Emergency Management Team will be the single Seqwater point of contact during the emergency.

The Emergency Management Team will appoint a staff member from the Grid Manager as the Deputy Emergency Manager – Communications and another staff member from the Grid Manager as the Deputy Emergency Manager – Operations.

The appointment of these positions will be confirmed by the Emergency Management Team at its first meeting.

Where Queensland Health undertakes this function, the Emergency Management Team structure and composition will be in accordance with the 'Queensland Health protocol for the management of major drinking water health-related incidents'. The team will include senior representatives from the Water Grid.

Where the State Disaster Management Group undertakes this function, it will be in accordance with the *State Disaster Management Plan*.

Technical Coordination Team

The structure and composition of EMT's Technical Coordination Team will be as directed by the Emergency Management Team Deputy Emergency Manager – Operations. It will rely upon staff resources from within the Grid Manager, however may also draw upon technical and operations staff of the impacted Grid Participants.

The function of the Technical Coordination Team is to coordinate and manage implementation within the water grid actions required by the Emergency Management Team.

Communications Coordination Team

The structure and composition of the Communications Coordination Team will be as directed by the Emergency Management Team Deputy Emergency Manager – Communications. It will also draw upon communications and media staff of the impacted Grid Participants.

The function of the Communications Coordination Team is to coordinate and manage internal and external communications – including information to the Minister and media relations.

Interagency Operations Team

The Emergency Management Team may also establish an Interagency Operations Team for additional specialist advice, if required.

The Interagency Operations Team is an independent expert reference panel assembled to provide technical or specialist advice and recommendations on any aspect of managing a given emergency, for example, specialist chemicals advice. It will essentially contain skills that are not readily available from within the Water Grid.

Its size and composition will be determined for each event. The Emergency Manager will designate a Grid Participant or external agency staff member to be the manager of the Interagency Operations Team.

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Table 5: Indicative Interagency Operations Team meeting requirements

Level	Frequency	Format
1, 2, Alert	Interagency Operations Team not required	

3	• If Emergency Management Team establishes Interagency Operations Team
	  – at the start of the emergency response
	  – thereafter, as required
		• Teleconference

4 and 5	• Minimum once daily • Increase frequency, as required	• Daily in-person meeting at combined Emergency Response Team location/incident room • Additional meetings may be by teleconference or in person as appropriate

Location

Unless the Emergency Manager advises otherwise, the emergency response functional teams will be located as follows:

Table 6: Normal emergency response functional team locations

Function team	Location
Incident management	As defined by the Seqwater Incident Manager with the following options: Primary Incident Room – 240 Margaret Street Brisbane Secondary Incident Room – North Pine WTP cnr Byrnes and Protheroe Road Joyner
Technical coordination	As directed by the Deputy Emergency Manager – Operations. It will be an appropriate location to achieve efficient situational awareness
Communications coordination	Grid Manager's office, Level 15, 53 Albert Street, Brisbane
Emergency management	Grid Manager's incident room, Level 15, 53 Albert Street, Brisbane
Interagency Operations Team	As directed by the Emergency Manager

Liaison and resource sharing

The Grid Manager provides a single point of contact and clearing house for information across all interested parties in the emergency response. This simplifies liaison processes, prevents confusion and ensures information ends up where it is needed.

Typical examples of this liaison undertaken by the Grid Manager include:

- among Grid Participants (e.g. Seqwater, LinkWater and Distribution Entities)
- with State agencies (e.g. Queensland Health)
- with Federal agencies (e.g. Department of the Environment, Water, Heritage and the Arts; National Water Commission)
- with Emergency Services.

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The Grid Manager also acts as a central point for sharing or coordinating a variety of resources, such as:

- sharing plans and tools among Grid Participants (e.g. Seqwater, LinkWater and Distribution Entities)
- coordinating and providing mutual assistance
- solving short-term staff and equipment shortages for incident management by sourcing loans from other Grid Participants.

For the purpose of communication and sharing information between Grid Participants, the Grid Manager has introduced special software known as "OCA Incident Manager". The role of the Principal Incident and Emergency Management Coordinator will be to assist the Incident Manager and all team members to manage the grid wide information and communications through this process.

Amendments to Grid Instructions

Under section 4.15 of the Market Rules, the Grid Manager can issue new Grid Instructions:

- when there is a change in circumstances, such as distribution and storage capacity
- for any reason that the Grid Manager, at its discretion, considers appropriate.

During emergencies, the Grid Manager is to assess the impact upon security of supply and ability to meet Grid Customer demand, and issue new Grid Instructions as necessary. Seqwater may be required to provide the Grid Manager with access to timely, accurate and verified information.

Continuous reassessment

Risk assessment needs to be a continuous process throughout the entire emergency response.

The initial incident severity classification may require adjustment as the incident and its wider impacts evolve and are better understood. As the emergency continues, the Emergency Management Team should reassess the risk classification in view of its changing perspectives and impact.

Reassessment should also follow milestones in managing the emergency and recovery, or as often as deemed necessary, depending on the nature of the incident.

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Seqwater Incident and Emergency Response Plan

1 Identify and Assess Incident

Overview

This section focuses on the need to identify and assess the initial incident level and to ensure appropriate records are maintained.

An integral part of incident management is the identification of potential incidents before they eventuate and adversely impact upon our business. For that reason an "Alert" process has been developed and forms part of the Seqwater internal incident management processes. The Grid Manager has also emphasised the value of alert as a means to prepare for or to mitigate potential incidents and users of this document need to be aware of the Alert phases used by both organisations.

The two types of Alert levels are:

- Alerts adopted by Seqwater in order to prepare for, or to mitigate potential incidents and

- Alerts issued to the Grid Manager which are enacted when:

  o The incident is currently Level 1 or 2 but has potential impacts that if escalated would trigger a level 3 -5 emergency

  o The event has not yet occurred, however is considered likely to be imminent with a level 3-5 severity.

Details of the "Alert" process are given below followed by the more recognised incident levels.

Incident Alerts

The **Incident Alert** has been developed to mitigate incidents or potential incidents that may have adverse impacts upon a number of key business areas. Internally, this alert phase is designed to offer managers and supervisors a "heads up" to potential consequences or occurrences.

However, if the risk identified has the potential to impact upon other Water Grid participants, it is necessary to engage the Grid Manager to develop and implement any required mitigation measures and contingencies.

The intent of declaring Incident Alerts is to ensure that any perceived problems are addressed and any risks associated are mitigated.

Reporting an incident

Information about an incident may be received via a number of avenues, these include, however are not limited to the following:

1. Report from a member of the public or the media

2. A report by a Seqwater Staff Member

3. A remote alarm

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4. Calls to the 1800Seqwater after hours line

5. Report or advice from a Water Grid participant (Grid Manager, LinkWater)

Once the information has been received it is to be assessed against the incident severity table, and the incident level assigned according to the criteria detailed in Table 8.

All Seqwater staff are to report what they see as potential risks or actual incidents to their immediate supervisor.

In the event that their immediate supervisor cannot be contacted they are to report it to their coordinator/manager or the Principal Coordinator, Incident and Emergency Management on ██████

> **For after hours alerts or incidents where a supervisor or manager cannot be contacted the Seqwater Incident Management hotline is to be called and the issue reported. The Incident Management hotline number is 1800Seqwater (1800 737 928 37).**

Authority to Declare an Incident or Alert

Employees described in the following table have the authority to declare an alert or incident at any of the 5 defined incident levels.

Table7: Persons Authorised to Declare an Incident or Alert

Authority to Declare an Incident or Incident Alert		
CEO	**Executive**	**Management**
Chief Executive Officer	Executive GM-Water Delivery	Manager Dam Operations
	Executive GM- Business Services	Manager Water Quality
	Executive GM-Asset Delivery	Manager WTP Operations North
	Executive GM-OD	Manager Group Support And Catchment Services
		Manager Infrastructure Maintenance
		Manager WTP Operations North
		Manager Strategic Relations And Communications
Authority to Declare an Incident or Incident Alert		
Other Employees		
OHS Coordinator	Principal Risk Adviser	Principal Coordinator Incident And Emergency Management

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The IERP framework has a specific function and authorised officers should not use the process for tracking of actions or projects nor should it be used to raise issues as an alternate process to existing governance arrangements.

Identify and Assess

The following actions are to be implemented by a Seqwater staff member witnessing an incident. These actions relate mainly with incidents at an operational level, however they are to be used as a guide for all incidents irrespective of location or group within Seqwater.

First Person Aware

- Undertake an initial assessment of the incident if deemed safe to do so.
- Ensure the safety of all staff, contractors, visitors and the community (refer to safety checklist available on Q-Pulse).
- Promptly advise supervisor / coordinator or manager of the incident details and provide any necessary information, including any initial incident response details. For after hours incident call 1800Seqwater (1800 7379 2837) and advise the call centre operator of details. The Principal Coordinator, Incident and Emergency Management can also be contacted on 0400 302 796 for all incidents and alerts.
- Take command of the site if no supervisor / coordinator is present.
- If in an operational area respond immediately to secure the site and make safe.
- Provide a verbal report and handover to the Incident Manager or operational response team upon arrival to the site.
- Other actions that may be required include:
  a. Direct all media issues to the Strategic Relations and Communications Team
  b. Direct all enquiries received from regulators or Grid Manager to the Incident Manager
  b. Continue to act in command of the incident site until relieved or directed otherwise by the Incident Manager or operational response team
  c. Determine from the operational response team if you are required to stay to assist in the ongoing management of the incident

The above process is shown diagrammatically in attachment D.

Determining Incident levels

The following tables detail the incident classifications and criteria that form the basis of this Emergency Response Plan.

In situations where an incident level is not clearly defined by Table 8, determination of the incident level is at the discretion of the Manager, Operations. The Grid Manager retains the overriding right to determine incident levels.

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While the 'public reassurance' criterion may not always seem an active concern at the outset, it is important to consider the likelihood of media attention and the risk of negative coverage when considering incident levels.

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Corporate - Plan
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Table 8: Incident severity classification levels

Level 1 – Insignificant			
General principles	**Incident criterion – direct impacts on water supply**		**Examples**
• Little disruption to normal operations, low increase in normal operating costs	Water quality	• A critical control point alert exceeded but within critical limits • Insignificant impact, little disruption to normal operation	• Local water quality incident isolated to a zone; possibly caused by valve change
• Local incident with impact limited to a single facility within one Grid Participant Overall system impact limited to temporary or no reduction in capacity	Water asset failure	• Minor unplanned asset failure – no facility output affected	• Localised pump breakdown; minor burst in a suburban street within distribution
• No effect on monthly Grid Instruction volumes	Water quantity	• Limited or no impact on bulk Grid Customers • Minor short-term disruption to retail Grid Customers	• Early indications of blue-green algae – storage being monitored
• Minor or no impact on bulk Grid Customers	Security and natural disaster	• Localised natural disaster damage	• Minor storm damage to asset
• Minor short-term impact on a small number of retail Grid Customers	**Incident criterion – ancillary impacts associated with water supply**		**Examples**
• Managed by the resources of the affected Grid Participant without the need to notify other Grid Participants, Emergency Services or the Grid Manager	Health and safety of employees or public	• Employee minor injury sustained requiring first aid • Slight injury or health affects • Low risk of other injuries	• Slip or fall resulting in lacerations requiring first aid
	Environment	• Brief pollution event but no environmental impact. Insignificant risk of breaching environmental regulatory requirements	• Minor spike in discharge concentrations
• These incidents occur as part of normal operations and are managed by a site supervisor or relevant duty officer as part of their normal responsibilities	Public reassurance	• Lack of public interest (e.g. reporting, not front page) in suburban newspapers	• Single adverse local radio report • Call centre receives a number of complaints but limited to a small area, e.g. a street or two

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Level 2 – Minor

General principles	Incident criterion – direct impacts on water supply		Examples

• Minor or no impact on bulk Grid Customers
 	
• Minor short-term impact on a small number of retail Grid Customers
 	
• The incident has no effect on monthly Grid Instruction volumes
 	
• Can be handled within the scope of normal operating protocols between Grid Participants
 	
• Can be dealt with by the resources of the affected Grid Participants
	Water quality	• Critical control point limits exceeded, even with corrections in place:
		  – still within *Australian Drinking Water Guidelines (2004)* health values
		  – minor impact for small population, some manageable operation disruption
			• Turbidity increased to 1.2 NTU due to lime dosing but reduced to 0.8 at exit of clear water storage

	Water asset failure	• Unplanned asset failure and reductions to asset output, less than or equal to one day duration where:
		  – supply is reduced, but not lost
		  – supply can be sourced from elsewhere if necessary
			• A mechanical failure occurs at a water treatment plant and the estimated time to repair the failure exceeds the current endurance of the clear water storage. Seqwater contacts the Distribution Service Provider who reduces the water demand from the water treatment plant to allow time for the rectification works

	Water quantity	• Single raw water supply source within the Water Grid is showing indications of failure	• Blue-green algae bloom or major turbidity event occurs whereby use of a single supply source needs to be reduced
	Security and natural disaster	• Localised natural disaster damage	• Storm causes minor interruptions due to loss of power supply

	Incident criterion – ancillary impacts associated with water supply		Examples
	Health and safety of employees or public	• Employee medical attention required – restricted work duties or limited lost work time. Public injury • Inherent risk for more injuries. Immediate action to be taken at Grid Participant level to ensure public safety	• Slip or fall resulting in broken limbs, lacerations requiring stitches or hospitalisation.
	Environment	• Minor transient environmental impact • Low risk of breaching environmental regulatory requirements • Grid Participant level corrective action	• A spike in discharge concentrations but unlikely to exceed 95 percentile licence limits
	Public reassurance	• Public questioning of Water Grid operations and decisions for local assets (e.g. local newspaper)	• Short-term adverse media at a local level • Call centre receives a number of complaints, but limited to one suburb

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Alert

General principles	Incident criterion	Examples
• Classification for incidents with a possible severity of 3–5 where the consequences have not yet occurred • A potential Level 3–5 incident is considered highly likely to be imminent	Water quality	• *E. coli* has been detected, and an Alert is raised while a re-sample is carried out to confirm the contamination event (see 'Attachment E: *E. coli* Alert escalation process')
• An incident has occurred with severity below Level 3, however, there is a possibility that further deterioration of the situation will breach a Level 3–5 threshold	Security and natural disaster	• Natural disaster, such as cyclone, flood, fire, etc., forecast or in progress and likely to cause an impact, though this has not yet happened • National counter-terrorism Alert level is raised one level
• An incident has occurred with severity below Level 3, however, the Grid Participant has notified the responsible Minister/s of media interest or other circumstances of interest, and therefore must also notify the Water Grid Manager • The Water Grid is on standby to manage a potential incident • Where possible, relevant Grid Participants/Water Grid Manager take action in advance to prepare for the incident eventuating • When the incident eventuates, reclassify its severity level in accordance with this Plan	Public reassurance	• Any incident or potential incident that has /could attract media interest, making negative coverage a possibility

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Level 3 – Moderate		
General principles	**Incident criterion – direct impacts on water supply**	**Examples**
• Minor impact for a large population • Major impact for small population • Minor impact for retail Grid Customers • The Water Grid Manager may issue new Grid Instructions • Can be dealt with within operating protocols but not 'normal' protocols	**Water quality** • *Australian Drinking Water Guidelines (2004)* health values confirmed as exceeded [1, 2] • Aesthetic impact for large population, but manageable through modification to operations	• Chlorine in a service reservoir is low and *E. coli* has been detected, re-sampled and confirmed • The reservoir is required to be dosed with chlorine and mixed with fresh water for dilution • A chronic health guideline value is exceeded, e.g. total trihalomethanes, with no associated public health risk
	Water asset failure • Significant unplanned asset failure and reductions to asset output greater than one day duration, and may impact Grid Contract obligations being met • Any single supply source failure	• Unplanned halt to production by water treatment plant for longer than 24 hours, resulting in failure to meet Grid Contract obligations and interruption to customer supply to a small population for less than 8 hours
	Water quantity • Single raw water supply source within the Water Grid is out of service whereby supply is affected by >20% of Grid Instruction volume	• Single raw water supply source taken offline due to blue-green algae or other event • The period to rectify the problem exceeds 12 hours or is likely to result in low levels in the local storage reservoirs
	Security and natural disaster • Natural disaster or security event that would disrupt operations and/or service delivery	• Poison containers found at water storages • Large fire occurs in a major catchment area
	Incident criterion – ancillary impacts associated with water supply	**Examples**
	Health and safety of employees or public • Single fatality involving an employee or a member of the public • Significant risk of further injuries • Immediate corrective action by Grid Participant	• A drowning occurs within the assets of a Grid Participant
	Environment • Significant release of pollutants with mid-term recovery • High risk of environmental regulatory requirements breach with the potential to affect drinking water supply works • Notification of an incident to a regulator	• Exceedence of a concentration limit whereby the Queensland Manufactured Water Authority cannot access water from a sewage treatment plant • Exceedence of a discharge licence where discharge is likely to make its way to a drinking water source
	Public • Public questioning of Water Grid operations and decisions for local	• Medium- term adverse media at a regional or State level, such as large increase

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reassurance	assets (e.g. regional newspaper, regulator enquiry)	in volume of adverse calls to call centre

Seqwater chlorine level exemptions apply (Attachment E)

Level 4 – Major

General principles	Incident criterion – direct impacts on water supply		Examples
• Single or multiple regions affected. Multiple Grid Participants and the Water Grid Manager with State Government departments involved or on standby • Minister may issue a Water Supply Emergency Declaration • Moderate impact for a large population or major impact for a small population • Major impact for Grid Customers • The Water Grid Manager is likely to issue new Grid Instructions (depending on the type of incident) • The Water Grid Manager may need to access the Seqwater or LinkWater control (or incident) rooms to obtain real time data and information • Impacts on drinking water regarded as relatively short-term, but involving multiple Water Grid entities and government agencies	Water quality	• Major impact for small population, systems significantly compromised and operation ceased or abnormal • Significantly enhanced level of monitoring required	• *Cryptosporidium* event at a minor water treatment plant only supplying an isolated small town, which results in a Boil Water Notice being issued • There are repeated exceedences of a chronic health guideline value affecting a small population, e.g. total trihalomethanes, where Queensland Health or The Regulator determines there may be a risk to public health
	Water asset failure	• Major unplanned asset failure leading to service interruptions – days to weeks to rectify • Impacts on Grid Contract obligations or multiple Grid Customer disruptions	• Any water treatment plant that cannot produce water to serve the local community and the Water Grid cannot fully meet demand, resulting in interruption to customer supply for over 8 hours. Local area needs to go on restrictions, e.g. water treatment plant supplying isolated local government area
	Water quantity	• Drought trigger is reached within any Water Grid supply reserves	• Future drought declaration – restrictions implemented
	Security and natural disaster	• Localised natural disaster or security event	• Fire has destroyed a single water treatment plant • Credible threat to major infrastructure within the Water Grid received by a Grid Participant or the Government • Australian pandemic Alert phase 6a, 6b or 6c [3]

	Incident criterion – ancillary impacts associated with water supply		Examples
	Health and safety of employees or public	• Multiple fatalities	• Accident caused by water craft on recreational waters resulting in multiple fatalities
	Environment	• Significant long-term environmental effects with the potential to affect drinking water supply works • Significant risk of breaching environmental requirements long-term (weeks)	• Major release of water treatment plant sludge into a water course • Major sewage spill upstream of a water treatment plant
	Public reassurance	• Public confidence in Water Grid operations diminished and looking to validate information decisions (e.g. national TV	• Adverse State-wide or national media attention • Call centre receives a number of complaints related to multiple suburbs or two or

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news and/or regulator investigation)

more retailers

[3] Depending on Water Grid impacts assessment

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Level 5 – Catastrophe

General principles	Incident criterion – direct impacts on water supply		Examples
• Large-scale impact across South East Queensland, other utilities affected. Requires Government intervention at State and Federal levels to manage the incident • Minister is likely to issue a Water Supply Emergency Declaration • Major impact for large populations, complete failure of systems • An emergency incident or combination of incidents with the potential for large-scale short- and long-term impacts to human well-being and the environment including terrorism impacts or natural disasters	Water quality	• Major impact for large population, extreme volume of complaints • Complete failure of systems	• *Cryptosporidium* event at a major water treatment plant which results in a Boil Water Notice being issued for a region • There are repeated exceedences of a chronic health guideline value affecting a large population, e.g. total trihalomethanes, where Queensland Health or the Regulator determines that there may be a risk to public health or a public health risk is confirmed
	Water asset failure	• Extreme unplanned asset failure – weeks to months to rectify • Major rectification works to re-establish water supply	• Dam wall breach
	Water quantity	• Drought supply reserves are reaching the emergency volumes	• Extreme restrictions apply and emergency supply projects instigated
	Security and natural disaster	• Extreme natural disaster or security event	• Bomb blast impacts major asset • Flood, fire and cyclone impacts on multiple assets • Australian pandemic Alert phase 6a, 6b or 6c [4]

	Incident criterion – ancillary impacts associated with water supply		Examples
	Health and safety of employees or public	• Multiple fatalities • Extreme risk of further fatalities and injuries leading to a Declared State of Emergency	• Breach of dam wall causing flooding and multiple casualties
	Environment	• Catastrophic, long-term environmental impacts with the potential to affect drinking water supply works • Extreme risk of breaching environmental regulatory requirements. Immediate notification of relevant authorities	• Any incident causing the loss of a water source for more than one month, or the loss of an entire ecosystem
	Public reassurance	• Widespread concerns expressed by public and loss of trust in Water Grid operations (e.g. international TV news headlines and/or government investigation)	• Adverse national or international media attention • Call centre receives an extreme number of serious complaints

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.... related to multiple retailers

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Information Management

The Principal Coordinator, Incident and Emergency Management shall ensure an Incident Folder is created when an incident or incident alert has been declared. The folder will be identified in the form of yyyymmdd (date the incident commenced) followed by the incident name. The incident folder shall be located in a directory accessible by all staff. All related incident information is to be retained within the folder whilst the incident is open. Upon incident closure the information from the folder is to be transferred to Q-Pulse under the INIR number allocated when the incident was recorded. Detailed instructions for the establishment of an incident folder are detailed on procedure **PRO-00860** "Administration of Incident & Emergency Response Information". This procedure is located within Q-Pulse.

Record keeping is key to successful incident and emergency management. For that reason the following instructions are to be adopted in all Alert and incident processes:

 Immediately the incident is identified or notified, Seqwater must keep a incident record log of all relevant communications, meetings, events and actions arising from the emergency. Details captured must include:

- Entry date and time
- Type – Phone call, email, meeting
- Participants
- Location
- Description
- Actions arising

All information is to be stored in the Incident Folder Located in G:/Projects/Incidents

2 Notifications

Internal Notifications

Upon the declaration of an incident within Seqwater, a communiqué via email and/or SMS shall be distributed to the members of the incident management email group comprising of the CEO, level 2 and 3 reports and other key staff across the organisation.

Upon receipt of this information members are to undertake the following if the incident impacts upon their areas of responsibilities:

- Assess the details contained within the declaration;
- Seek clarity on any details contained within the incident declaration email with the nominated Incident Manager (if required);
- Nominate staff within their areas of responsibility to form part of the Incident Management Team (if required);
- Distribute details of the incident to members of their team (if required).

Seqwater shall communicate all incidents in an open and honest manner to ensure transparency against all decisions made and associated actions taken. There shall be instances when an incident occurs and the communications of such needs to be limited initially to identified stakeholders. This is to ensure the Executive Management Team, the Strategic Relations and Communications Team and the Incident Management Team have developed appropriate communication statements and strategies, assessed legal and regulatory implications and other required action plans before being communicated to a wider audience.

External Notifications

It is paramount that Seqwater coordinate and controls communications with its external stakeholders and the media. Therefore, all communications with regulators and statutory reporting requirements are to be coordinated where ever possible via the Incident Manager and the Strategic Relations and Communications Team. In addition all media queries are to be directed to the Strategic Relations and Communications Team for an appropriate response.

Seqwater must notify the Grid Manager of incidents declared and classified as level 3, 4 or 5 and also Alerts that have the potential to be declared as level 3, 4 or 5. **The Incident Manager shall be responsible for communicating the incident information to the Grid Manager**. The protocol for communicating incidents to the Grid Manager is in the first instance by telephone then via the intranet incident communication tool; "OCA Incident Manager" and is limited to authorised members of the incident management team.

Timeframes for notification of incidents vary from 1 to 2 hours upon declaration of the incident and these are detailed in the table below. Level 3, 4 & 5 incidents are to be communicated to the Grid Manager upon declaration by both telephone 0429 068 886 and email notifications@seqwgm.com.au. Form **REF-00008**

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must be completed and attached to the email. Completed forms are to be scanned and retained within the incident folder.

Contact details for the WGM **Media Manager** are: Tel: ███████ ; Mob: ███████████ Email: ████████ ████████████

In addition to notification timeframes to the Grid Manager, the following table also details other key regulatory bodies that must be informed of incidents and emergencies. Further details are provided in the next sub-section however in summary they are:

Table9: Notification responsibilities

Incident level	Seqwater emergency contact		Water Grid Manager Duty Manager	
Alert, levels 1 and 2	Yes	Duty Manager ██████ Incident Coordinator ██████ 1800SEQWATER	No	
Alert	Yes	Duty Manager ██████ Incident Coordinator ██████ 1800SEQWATER	Yes	☎ Within 2 hours of incident detection ✉ Email Incident Notification Form within 2 hours of incident detection
3	Yes	Duty Manager ██████ Incident Coordinator ██████ 1800SEQWATER	Yes	☎ Within 2 hours of incident detection ✉ Email Incident Notification Form within 2 hours of incident detection
4 and 5	Yes	Duty Manager ██████ Incident Coordinator ██████ 1800SEQWATER	Yes	☎ Within 1 hour of incident detection ✉ Email Incident Notification Form within 1 hour of incident detection

Incident type	Seqwater emergency contact		Office of the Water Supply Regulator	
Breach of Water Quality Parameter	Yes	Duty Manager **07 3035 5760** Incident Coordinator 0400 302 796 1800SEQWATER	Yes	☎ Notification within 3 hours of detection ✉ Email Incident Notification Form Part A within 24 hours of incident detection

Incident type	Seqwater emergency contact		Dam Safety Regulator	
Dam Emergency	Yes	Duty Manager **07 3035 5760** Incident Coordinator 0400 302 796 1800SEQWATER	Yes	☎ Notification, including details of incident and the time the Emergency Action Plan was engaged within 48 hours of incident detection ✉ Within 30 days prepare an Emergency Event Report

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Dam Incidents and Failures	Yes	Duty Manager ███████ Incident Coordinator ███████ 1800SEQWATER	Yes	☒ Report in writing all incidents and failures within 7 days of incident detection ☒ Report in writing any remedial actions within 30 days of incident detection
Incident type		**Seqwater emergency contact**		**Department of Employment and Industrial Relations**
WH&S Reportable Incident	Yes	Duty Manager ███████ Incident Coordinator ███████ 1800SEQWATER	Yes	☎ Incident Notification Form within 24 hours of incident detection ☒ Email Incident Notification Form within 1 hour of incident detection

Notify Office of the Water Supply Regulator of serious breach of water quality parameters

Seqwater, under section 270 of the Water Supply (Safety and Reliability) Act 2008 has a statutory obligation to notify the Office of the Water Supply Regulator (Department of Environment and Resources Management) of breaches to water quality parameters. Notification of the incidents is to be provided via the OWSR incident hotline 1300 596 709 and notification form – Part A within 3 hours of being aware of the event. Incident Notification Form Part A can be located in Q-Pulse as **FRM-00139**. The incident notification form is to be completed by the Water Quality Product Team. Completed forms are to be scanned and retained within the incident folder. A detailed procedure **PRO-00707** is also included within Q-Pulse and should be referred to when a breach is identified.

Notify Dam Safety Regulator of Incidents and Failures

For dams having a population at risk in the event of a failure (Seqwater has 25 such dams), dam safety conditions are issued under section 356 of the Water Supply (Safety and Reliability) Act 2008. The general standard clauses within these conditions relating to incident and failure notifications to the Dam Safety Regulator are as follows:

Condition DS 13 - Emergency Action Plans and Event Reports
- The dam owner must prepare and maintain an Emergency Action Plan in accordance with the requirements of the *Queensland Dam Safety Management Guidelines – February 2002.*
- In the event of an emergency, the dam owner must notify the Chief Executive, Department of Natural Resources and Mines within forty-eight (48) hours. The notification shall include a brief description of the event and the time of activation of the Emergency Action Plan.
- Within thirty (30) days of the event the dam owner must prepare an Emergency Event Report and provide a copy of the report to the Chief Executive, Department of Natural Resources and Mines.

Condition DS 2 - Incidents and Failures
- In addition to the requirements detailed within the Emergency Action Plan, the dam owner must report in writing all incidents and failures (as defined in the *Queensland Dam Safety Management Guidelines – February 2002*) to the Chief Executive, Department of Natural Resources Mines and Water, within seven (7) days of becoming aware of the incident or failure.
- The dam owner must advise the Chief Executive, Department of Natural Resources Mines and Water of any proposed remedial actions in writing within thirty (30) days of the incident or failure.

Notify Department of Employment & I.R. of serious safety breaches

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Seqwater is obligated under the *Workplace Health and Safety Regulation 2008* to notify the Department of Employment and Industrial Relations, Workplace Health and Safety Queensland of certain occurrences at Seqwater workplaces. These occurrences include:

- serious bodily injury; or
- work caused illness; or
- dangerous event.

If the workplace incident causes the death of a person, Seqwater must notify Workplace Health and Safety Queensland.

Under the *Electrical Safety Regulation 2002,* Seqwater must notify the Electrical Safety Office or Workplace Health and Safety Queensland of the following incident or event:

- a serious electrical incident; or
- dangerous electrical event.

An Incident Notification form (form3) must be lodged within 24 hours of a reportable incident occurring. Immediate notification by phone or fax is required if the incident involves a death. Notification of incidents must be coordinated through the OH&S Manager.

Department of Environment and Resource Management

Seqwater communicates with the Queensland environmental regulator (Department of Environment and Natural Resources - DERM) on matters relating to the ongoing management of environmental matters. Seqwater has an obligation to contact DERM when there are issues or incidents where compliance may not be achieved.

Specifically:

- Seqwater has an obligation to contact the administering authority (DERM) under section 320(EP Act 1994) after becoming aware of serious or material harm or potential harm, as a result of any of our activities.
- Seqwater is obliged to conform with all approval conditions where applicable as required in Part 2A, section 435 (EP Act 1994).
- Seqwater shall follow its general environmental duty as in Part 1 (section 319 of the EP Act 1994) in instances were approval conditions do not apply.

The process where Seqwater is required to contact DERM in regard to an environmental incident is documented in Seqwater Work Instruction PRO-00766: WTPs – Discharges from Water Treatment Plants. This addresses initial notification through to the preparation and submission of an incident investigation.

Seqwater also notifies DERM in the case of an emergency under of the ROP process. An Emergency report is required when Seqwater cannot comply with a rule in a ROP i.e. unable to supply water, due to an emergency incident.

This notification is issued in the form of an email which includes details of the emergency incident, the non compliance and responses or actions carried out. Emails are issued to ███████████████████ ████████████████████████ and ████████████████████████████

Communication with Stakeholders during an Incident

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As incidents are declared there is a requirement to communicate information pertaining to the incident to identified stakeholders. Once the incident has been declared and an incident level applied, the following table can be applied to identify stakeholders. It is mindful to note that the table below is for *indicative purposes only*. The Incident Manager and the Principal Coordinator, Incident and Emergency Management shall assess communication requirements as incidents are declared in close consultation with the Strategic Relations and Communications Team.

The Incident Manager should confirm with the Grid Manager which stakeholders they have notified.

Table 10 – Stakeholder Identification Table

Incident Level	Seqwater Incident Management Group	Grid Manager	Other impacted Grid Participants	QWC / DERM / Office of the Water Supply Regulator/ Dam Safety Regulator	Queensland Health (major drinking water health-related incident)	Queensland Police Service	Department of Community Safety (Emergency Services)	Department of Employment, Economic Development and Innovation
Internal Alert	●		●					
Level 1	●		●					
Level 2	●		●					
External Alert	●	●	●	●				
Level 3	●	●	●	●	●	As Required	As Required	As Required
Level 4	●	●	●	●	●			
Level 5	●	●	●	●	●			

For Levels 3, 4 &5 incidents, Seqwater communicates with the Grid Manager via the Incident Management Software, however an alternate single point of contact in every case will be the Incident Manager or if nominated by the Incident Manager a representative from the Strategic Relations and Communications Team. The nominated person must be available for contact 24 hours a day. The nominated person is to keep the Grid Manager informed of how the Incident is being managed together with emerging risks that may have an adverse impact upon other Grid Participants. Level 3, 4 & 5 incidents are to be communicated to the Grid Manager upon declaration by both telephone ▮▮▮▮▮▮▮▮ and email to ▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮ Form **REF-00008** must be completed and attached to the email.

Establish communications with identified Water Grid Participants

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For all Level 3 incidents and above contact at operational level should be established with impacted or potentially affected Water Grid participants.

3 Establish Command and Control

The division of Command and Control functions between Seqwater and the Grid Manager is a correlation between Emergency Management and Incident Management.

Team Structures (Incident & Emergency Response)

The integration of incident and emergency management team structures with SEQ Water Grid Manager and Seqwater are respectively as follows:

Figure 3: Emergency Response Team structure
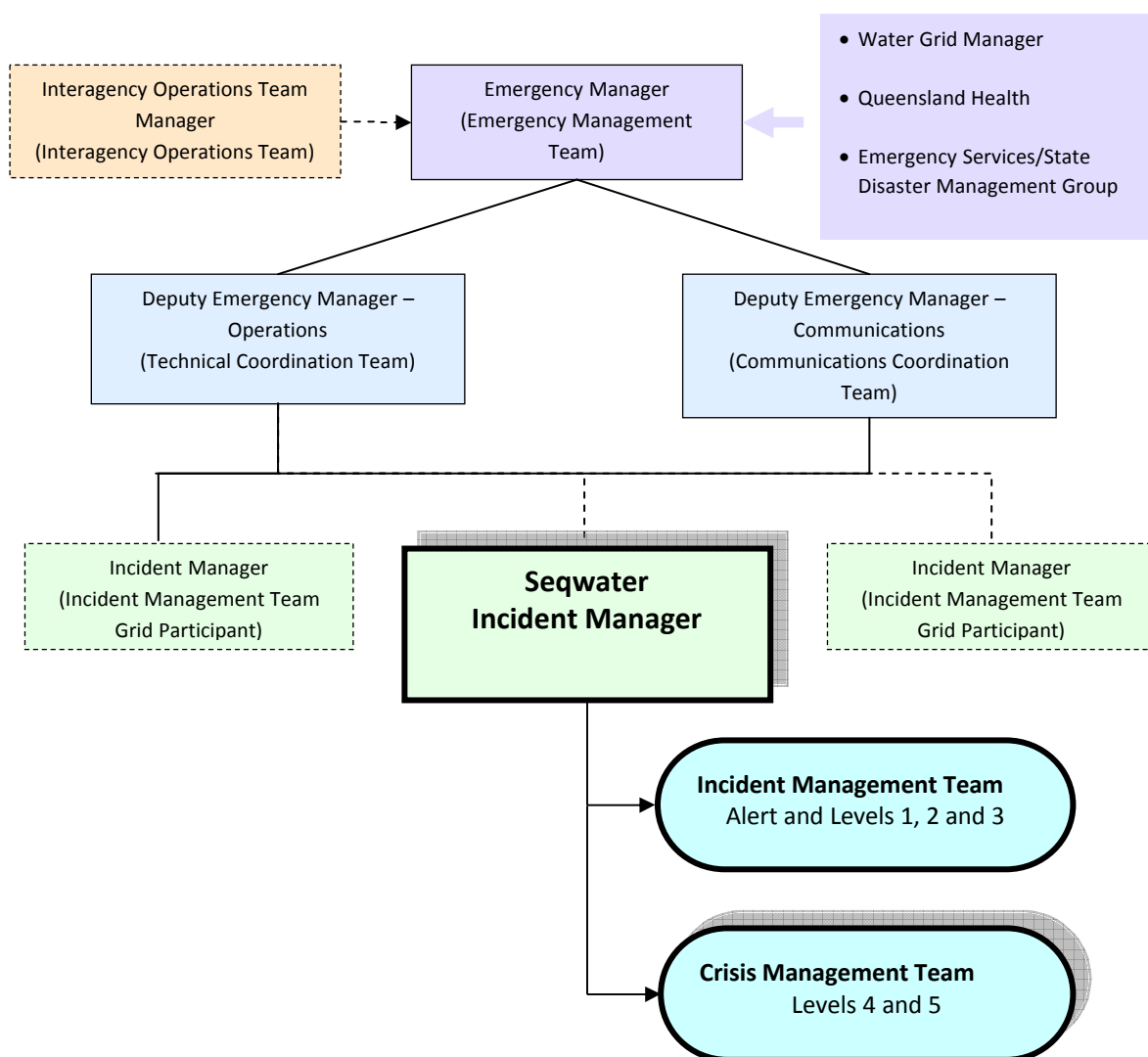
Seqwater's Incident and Emergency Response structure is a flexible team-based approach that parallels the normal management regime. The team based structure is detailed in the diagram labelled figure 4.

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Seqwater Incident Structure – Alerts, Levels 1, 2 and 3

Upon declaration of an alert or level 1, 2 or 3 incident, the Incident Manager will form an Incident Management Team and also manage the operational response to the alert or incident.

The Incident Management Team and the Operational Response Team can be the one group and in most instances will be the same. There will be instances where this is not possible due to the location of the event.   The Operational Response Team will have clear reporting and communication lines to members of the Incident Management Team and the Incident Manager.

The Incident Manager and the Incident Management Team will call upon the support of different specialists across Seqwater as and when required. The Incident Manager must also keep his direct line executive manager up to date on events relating to the management of the incident and escalate issues that cannot be resolved for their action.

Incident Managers will be assigned the necessary support by the Executive Leadership Team to enable the efficient and effective resolution of an incident or emergency.

Confirm Key Incident Management Team appointments with Managers or EGM's

The Incident Management Team must be set up and functioning within a short timeframe in order to direct response and recovery actions. Therefore upon declaration of an incident it is important to quickly identify the Incident Manager and key Incident Management Team members, irrespective of the structure utilised for the management of the incident. In most instances the CEO, relevant EGM or Manager shall notify the Principal Coordinator, Incident and Emergency Management of the Incident Manager.

The Incident Manager shall nominate Incident Team Members and shall confirm their appointment with the relevant EGM or Manager.   Confirmation of appointments are required to ensure the identified person can be released to assist with the incident and their current workload priorities can be re-assigned to other staff or put on hold until the Incident is resolved. If in the event the nominated staff member cannot be released to participate as an Incident Team Member the relevant EGM or Manager is to nominate another person within their area of responsibility.

Notify those people identified to form the Incident Management Team

Upon confirmation of the Incident Management Team appointment, the Incident Manager is to advise the nominated team member of such together with what their responsibilities will entail and a status report on response activities. In addition, notify the Incident Management Team of the initial team meeting time and meeting objectives.

Assemble Incident Management Team and required support elements

As soon as an initial assessment of the incident has been made, Incident Management Team members shall meet to establish what support element will be required to effectively respond and recover from the incident. A current situation report is to be provided by the Operational Team Leader (at the site) or Incident Manager and an assessment of what other technical or functional support is required. Upon identification of required support, the personnel and other resources are to be despatched to the incident site. For any support that is outside the Incident Manager's normal control, a request is to be made to the relevant EGM or Manager who is to arrange the necessary resources and support requested by the Incident Manager.

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Figure 4 – Incident Management Team - Structure

Figure 4 – Incident Management Team - Structure
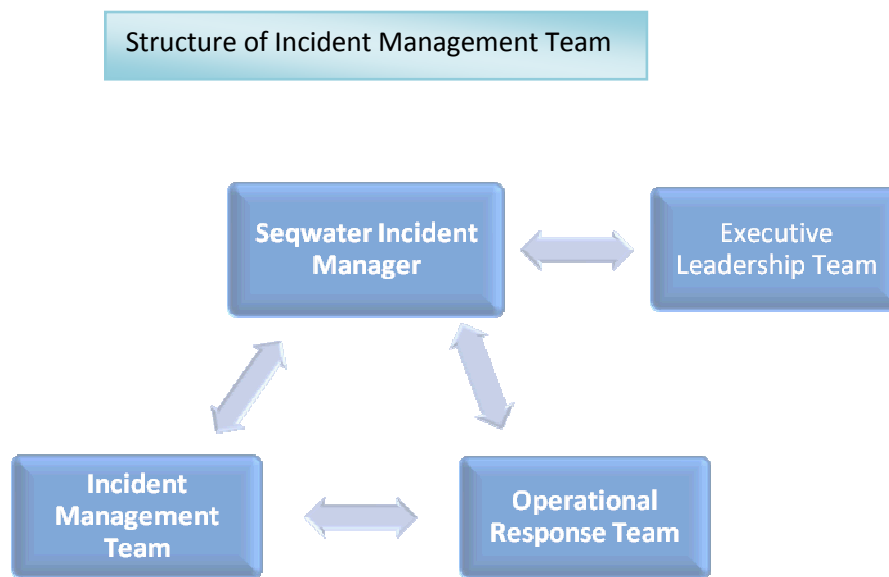
Incident Management Structure

Routine declared incidents (level 1 and 2) and internal incident alerts will in the majority of instances be managed at a Manager / Coordinator and operational / functional team level and will not require the full activation of this plan and all its associated requirements.

The management of alerts, incidents and emergencies within Seqwater will be undertaken in a structured manner. The management structure will vary depending upon the nature of the incident, its severity and implications for the company. For alerts and level 1, 2 and 3 incidents a team based approach will be utilised to manage and respond to alerts and incidents as they occur. Levels 4 and 5 incidents will be managed through an executive management crisis team.

In managing incidents declared as a WGM alert or level 3, 4 or 5 Seqwater shall also consider the requirements of the command and control function of the Grid ERP and where required and if requested provide the necessary resources to support this function.

The Support Group

Seqwater will provide functional and operational support via the Incident Management Team to the Operational Response Team. Requests for support may come in the form of:

- General management support
- Internal and external communication
- Information technology & communication
- Finance
- Scientific analysis

- Media management
- Human resources
- Legal
- Water quality advice
- Dam safety

Other support may be sourced from outside the organisation as required.

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Checklists for Incident and Support Staff

Checklists have been designed to assist key incident team members and support staff to meet their responsibilities in relation to an incident or an Incident Alert under both the Team Based and AIIMS structure. These checklists are provided as a ready reckoner/memory aide for various roles that maybe required when responding to a specific alert or incident situation. The Crisis Management Team (as shown below) will determine which roles are required as part of the incident and the checklists can be referred to in order to provide guidance.

Seqwater Incident Structure – Level 4 and 5

For the management of level 4 and 5 incidents Seqwater has adopted a structure of clear delegation to ensure that all management and information functions, including incident control, operations, planning and logistics, are adequately performed. The structure also provides for the command and coordination of multi-agency incidents which would be expected for level 4 and 5 incidents.

Figure 5: Crisis Management

Team

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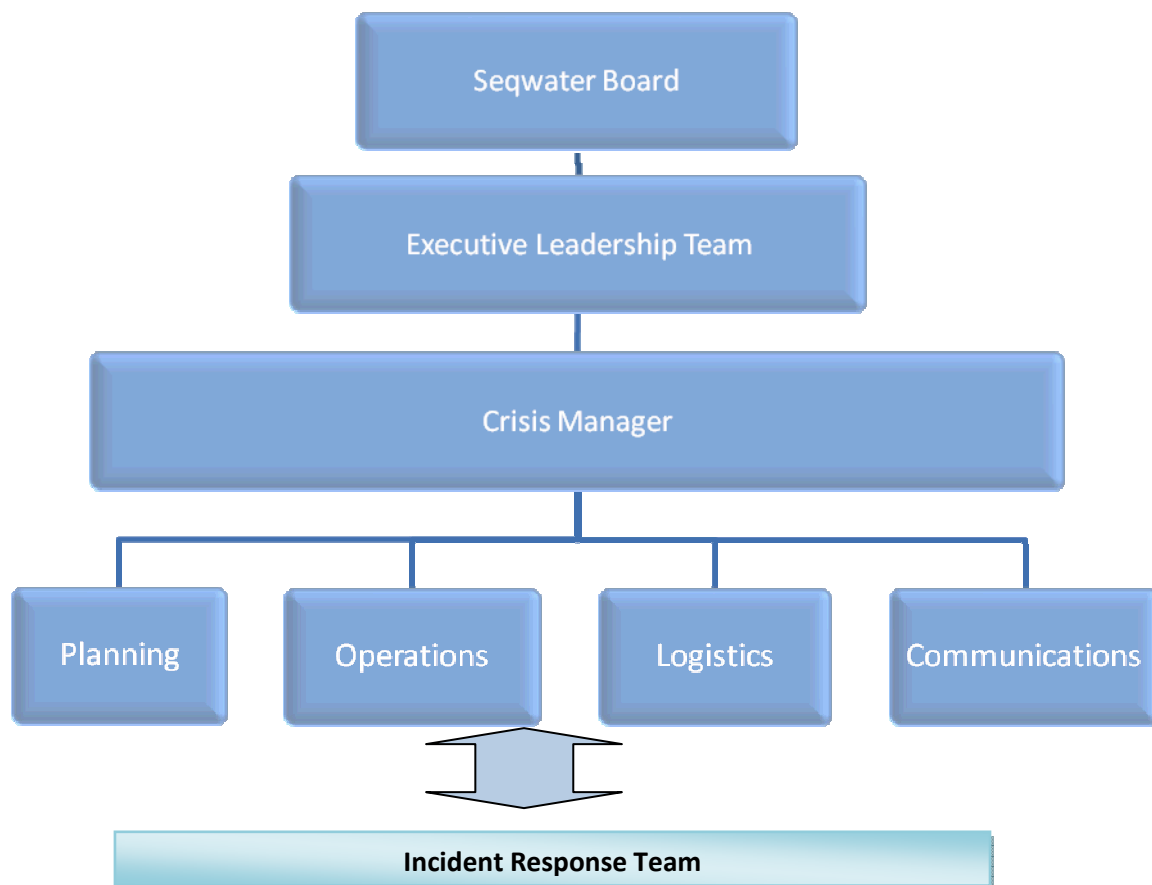
Crisis Management Team

An Executive General Manager shall in most instances be appointed as the Incident Manager when the crisis is declared.

In the event that a level 4 or 5 incident is declared and the AIIMS structure is put into place there will also be a requirement for Seqwater to provide support to the Incident Manager and the incident management and response team.

Incident Management Roles under Crisis Management Team

As detailed previously, the structure detailed above shall be put in place for level 4 & 5 incidents and emergencies. The primary Incident Management Team roles are:

Role	Scope of Function
Incident Manager	• Responsibility for the management of all activities undertaken to control the incident; • Determination of which incident management roles are required depending on the size and nature of the incident • Management of the interface with organisations and people working outside the incident management structure • Management of the interface with organisations, communities and people affected by or likely to be affected by, the incident; and • Responsibility for having a health and safety focus throughout management of the incident
Communications	The scope of the communications function is almost exclusively involved with the control and flow of information internally and externally to Seqwater. It provides support for control of the incident through: • Consultation with the Public Affairs Manager and the Incident Manager to provide relevant media advice, strategy support and assistance to the Incident Management Team and Site Team as required • Coordinate the management of the internal / external communications • Coordinate the flow of information between the Incident Team and, Executive Leadership Team and all external stakeholder (inter-government interface) • Liaison with the Grid Manager and other regulators in terms of operational response and planned action
Planning	The scope of the planning function is almost exclusively involved with information management. It provides support for control of the incident through: • Collection, evaluation and dissemination of information on the current and forecast situation • Preparation and dissemination of the plans and strategies that are to be used in controlling the incident • Collection and maintenance of information about the resources that are allocated to the incident; and • Provision of management support services

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Role	Scope of Function
Operations	The scope of the operations function includes: • Management of all activities that are undertaken directly to resolve the incident; and • Management of all resources (people and equipment) assigned to the Operations Section. An Operations Officer may be appointed by the Incident Manager when an incident reaches such proportions that the Incident Manager is unable individually to fulfil the operations function and still effectively carry out other responsibilities. The Operations Officer is delegated responsibility by the Incident Manager to implement strategies to resolve the incident. The Operations Officer is responsible to the Incident Manager.
Logistics	The scope of the logistics function includes support for control of the incident through the obtaining and maintaining of: • Human and physical resources; • Facilities; • Services; and • Materials. For some incidents the Incident Manager may deliver the logistics function. However, if considered necessary by the Incident Manager , a Logistics Officer may be appointed and be delegated to: • Take responsibility for managing those resources allocated to the Logistics Section; and • Manage those activities necessary to provide logistical support during the incident. • The Logistics Officer is responsible to the Incident Manager.

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4 Manage the Emergency

The Incident Manager shall manage the overall incident at both a strategic and operational level. Operational tasks shall be delegated to the operational response team via the Incident Manager or members of the Incident Management Team.

In managing all aspects of the incident, support shall be provided by the Executive Leadership Team. The EGM or Manager, in close consultation with their teams, shall source and allocate the necessary resources, functional and specialist support that is requested by the Incident Manager in order to manage the incident at both an operational and strategic level.

An incident will often have secondary or unintentional consequences that can be as damaging as the incident itself. It is important that the Incident Manager and **all** Incident Team Members manage any consequences that arise both real and perceived. Mitigation measures for any identified consequences should be developed and implemented as part of managing the incident. Pro-active management can pre-empt secondary consequences, or if they do occur, can ensure they are managed effectively.

Management of Incident

Incidents may range in impact severity but each is managed in a similar manner, with the principle being support to all levels of Seqwater that are involved in either the response or recovery phase.

When an incident is declared, the following actions are undertaken by the relevant Manager or appointed Incident Manager, as required (**Note**: some may already have been implemented under an *Alert* phase if it has been escalated to an incident):

- Declare the incident and apply an incident level
- Establish internal communications with relevant Seqwater groups
- Open communications channels to key stakeholders
- Confirm key Incident Management Team appointments with Managers or Executive General Managers
- Notify relevant people that they have been identified to form part of the Incident Management Team.
- Assemble core team and identify required support elements
- Manage operational aspects of the incident together with incident consequences
- In consultation with the Corporate Stakeholder Relations Team manage the external aspects and stakeholders
- Implement recovery and restoration actions
- Terminate the Incident and move to post incident phase

The intent on declaring an incident is to manage the incident safely and to minimise the negative impacts on Seqwater in terms of:

1	Our Water Quality (Public Health)	6	Our Water Quantity & Continuity of Supply
2	Our People	7	Our Assets
3	Our Customers & Stakeholders	8	Our Reputation
4	The Environment	9	Security (Physical and Natural Events)
5	Governance (Decision Making)		

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Incidents can occur at any time and the severity and impacts shall vary. It is therefore important that they are managed and responded to in an appropriate manner. An incident classified as a level 1 will not have the same response measures as a level 4 as the impacts of the incident and associated risks would be significantly lower. It is still important that the same process will be applied to the incident, irrespective of incident level applied.

Effective internal and external communication of incidents is vital. We have obligations under both the Seqwater Market rules and regulatory requirements to communicate to other Grid Participants , the Grid Manager (level 3, 4,& 5) and the Department of Environment and Resource Management of incidents. It is important to ensure regulatory / legislative reporting timeframes are strictly complied with.

Major drinking water health-related emergencies

For major drinking water health-related emergencies, Queensland Health will take the Emergency Manager role. In this case, the Grid Manager will become the Emergency Coordinator and support Queensland Health on behalf of the water industry, including:

- providing senior representation on the Emergency Management Team
- providing or sourcing expertise for the Health Reference Panel, if necessary
- seconding staff to the Interagency Operations Team to act on the agreed strategy
- coordinating the Environmental Investigation with the relevant Grid Participants
- coordinating and reporting scientific investigations
- providing and coordinating logistics support as required
- giving full, proactive cooperation in general.

Water Supply Emergency Declarations and Emergency Operating Instructions

A Water Supply Emergency can be declared by the responsible Minister. A water supply emergency is an event or situation where there is a demonstrably serious risk to being unable to meet part of the state's essential water supply needs. The following are examples of some potential situations included in the *Water Act 2000*:

- failure of a large part of water supply, treatment or distribution infrastructure
- extended severe drought conditions
- water storage used for essential water supply needs becoming unfit for use due to contamination.

An incident of such a magnitude to prompt the making of a Water Supply Emergency Declaration will likely be a level 4 or 5 under this Emergency response plan.

When a Water Supply Emergency has been declared , the Grid Manager may issue Emergency Operating Instructions.

Manage external aspects and stakeholders

The Grid Manager in close consultation with Seqwater's Incident Management Team and Strategic Relations and Communications Team is responsible for ensuring the proper management of external aspects and stakeholders. These may include media and public information, other Grid Participants and state and federal government agencies.

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Incident & Emergency Response Plan Scalability

It is important to note that this Incident & Emergency Response Plan is scalable and is dependent upon the actual incident being managed effectively.

The CEO and Executive General Managers are advised of all incidents and incident alerts as they are declared and provide input and advice as and when required. If the impact severity of an incident alert or a declared incident escalates to a level 4 and the Manager or Coordinator is required to attend to more operational aspects of the Incident, the management of the incident is to be passed to a Executive General Manager. An Executive General Manager shall manage all incidents declared as a level 4 or 5.

Escalation

The escalation of an incident through to Level 5 is based on a combination of factors including:

- the consequence of the incident to:
  - water quality
  - water assets
  - water quantity
  - security
  - public health
  - the environment
  - public confidence
- the ability of the deployed people and resources to manage the consequence.

The Incident Manager within Seqwater has the authority to escalate an incident to a higher level and send appropriate notification to the Grid Manager corresponding to the escalation. The Grid Manager reserves an overriding right to escalate emergencies.

Prompts for the escalation to a higher level include:

- actual or potential impact on the Water Grid, its Grid Customers, community and environment is more widespread
- the available people and resources associated with the original incident severity level are inadequate to manage the incident
- more information is known about the incident, justifying a reclassification
- an upward trending pattern of the initial incident (i.e. a domino effect), which may result in the escalation of the incident
- emergency services are required to assist
- water quality issues require notification to the Queensland Water Commission, Department of Environment and Resource Management and/or Queensland Health
- potential for secondary issues to develop and be more damaging than the original incident
- widespread attention by the media, regulators, or Members of Parliament
- potential for major asset damage or loss.

Incident Management Room

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Seqwater has established two fully resourced incident management rooms These rooms are located at 240 Margaret Street, Brisbane, which is the primary location, and the conference room at North Pine Water Treatment Plant (secondary location), located at the corner of Byrnes and Protheroe Road, Joyner.
The Incident Manager decides whether to activate an Incident Management Room. Staff who have prior room bookings will be advised to relocate.

On Call Arrangements

Seqwater maintains an after-hours on-call roster for a number of positions as well as the control room at Mt Crosby being staffed 24 hours a day. The on-call positions ensure Seqwater can adequately respond to and support after-hours incidents and other required business needs.

The On-Call roster is retained within Q-Pulse and maintained by the Principal Coordinator, Incident and Emergency Management. An email is generated on a weekly basis to the staff members who are rostered on-call for the following 7 days. This email is also sent to the ITC Team who arranges for the diversion of generic landline numbers to the rostered on-call person's mobile phone.

1. Duty Manager
2. WTP Supervisor Coordinator
3. Dam Supervisor Coordinator
4. Executive General Manager
5. Water Quality Product

In the case of incident situations occurring after hours, the rostered Duty Manager will assume the role of interim Incident Manager. This Incident Manager role may be transferred to another Seqwater staff member as the incident continues into normal operation and business hours.

The WTP Coordinator/Supervisor, the Dam Supervisor/Coordinator or the Water Quality Product Team Member shall inform the rostered on-call Duty Manager should an incident occur after hours.
Major incidents and critical issues shall be elevated to the rostered on-call Executive General Manager as and when required. To support these on call arrangements, a list of other key Seqwater employees are provided as Attachment F.

Incident Costs

All costs associated with responding to a major incident are to be captured as part of the incident management process. These costs will include labour, materials and services that are associated with the incident and post incident activities. Upon declaration of the incident, the Incident Manager is to contact the Finance Team and request an allocation of a work order number for the incident. The work order number is to be communicated to all incident team members with a request to record all associated costs, including labour against the work order number. Upon incident closure the Incident Manager is to contact the Finance Team and request the work order to be closed.

Communication

Effective communication plays a major part in successfully managing emergencies. All interested parties in the emergency response need to focus on providing and supporting communications which:

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- are timely
- are up to date
- are accurate
- include a caution or indication of confidence based on the completeness of the information available
- assist the overall emergency management effort
- create a single voice, to avoid confusion and conflicting messages
- maintain public and stakeholder confidence
- where possible, do not adversely affect insurance cover.

Any information advised to the Grid Emergency Management Team from Seqwater for use in briefing the Minister's Office must be authorised by the Seqwater CEO. Ultimately the Grid Manager is responsible for Ministerial Communications.

The Grid Emergency Management Team is responsible for managing all communications functions. Refer to 'Establish Command and Control' of this plan, for an outline of the emergency management role.

For an incident of any level where a state-owned Grid Participant briefs the Minister's office, the Informal Ministerial briefing template (Q-Pulse Ref-00021) should be used.   This should be undertaken in consultation with the Grid Manager who would also receive a copy of the briefing note.

Seqwater acknowledges that the Grid Manager is in charge of communications through the Communications Coordination Team.

Table 11 and 12 below identifies the communication roles between Seqwater teams and those of the Grid Manager.

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Among members of the Water Grid and Government stakeholders.

Table 11: 'Internal' communication roles

Level	Communication	Incident Management Team Seqwater	Communications Coordination Team (Water Grid Manager)	Emergency Management Team (Water Grid Manager or other)
1–2	Notification	Notify internal key stakeholders as required, e.g. CEO, Board Notify other impacted Grid Participant/s	No involvement	No involvement
	Stakeholder briefings	Manage internal stakeholders	No involvement	No involvement
	Liaison/support	Liaise with other impacted Grid Participant/s	No involvement	No involvement
Alert	Notification	Notify internal key stakeholders as required, e.g. CEO, Board Notify other impacted Grid Participant/s. Notify Water Grid Manager Notify Office of the Water Supply Regulator, and other regulatory bodies if required	Water Grid Manager Duty Manager to notify Minister's office	Water Grid Manager Duty Manager to notify Minister's office
	Stakeholder briefings	Manage internal stakeholders	No involvement	No involvement
	Liaison/support	Liaise with other impacted Grid Participant/s	No involvement	No involvement

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Level	Communication	Incident Management Team Seqwater	Communications Coordination Team (Water Grid Manager)	Emergency Management Team (Water Grid Manager or other)
3–5	Notification	Notify Water Grid Manager Notify Office of the Water Supply Regulator, if required Notify internal key stakeholders as required, e.g. CEO, Board Confirm with the Water Grid Manager which stakeholders have been notified	Notify other relevant stakeholders, as appropriate: • Water Grid Manager CEO • Responsible Minister/s office • Other Grid Participants • Water Grid Manager Board • Queensland Water Commission • Department of Environment and Resource Management • Queensland Health • Premier's Department • Emergency Services	
	Stakeholder briefings	Proactively provide information to Emergency Manager/Emergency Coordinator to enable preparation of briefings Assist Emergency Manager Teams in preparation and approval of briefings. Forward approved briefings to internal stakeholders as required, e.g. Grid Participant senior management, CEO, Board Do not issue briefings independent of Emergency Manager/Emergency Coordinator	Proactively provide information to Emergency Manager to enable preparation of briefings Assist Emergency Manager in preparation and approval of briefings Forward approved briefings to internal stakeholders, as required Do not issue briefings independent of Emergency Manager	Manage preparation and approval of briefings, as appropriate (including SITREPs) Issue briefings Respond to enquiries about briefings and other stakeholder enquiries Unless another organisation takes the Emergency Manager role, the Water Grid Manager's responsible Minister has final approval of briefings, etc.
	Liaison/support	Proactively provide information and support to the Emergency Management Teams Provide SITREPs to summarise available information, as requested by the Emergency Manager/Emergency Coordinator	Proactively provide information and support to the Emergency Manager Coordinate liaison and communications support across the emergency response teams	Manage preparation and approval of briefings, as appropriate (including SITREPs)

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External communication activities

Directed at the public and stakeholders outside Water Grid.

Table 12: 'External' communication roles

Level	Communication	Incident Management Team Seqwater	Communications Coordination Team (Water Grid Manager)	Emergency Management Team (Water Grid Manager or other)
1–2	Strategy and messaging	Formulate any appropriate communications strategy messaging	Provide whole-of-Grid messaging, if required	No involvement
	Public face	Designate spokesperson	No involvement	No involvement
	Media management Public information and enquiries	Manage media at own discretion Respond to media/public enquiries May only comment on the incident as it relates to Seqwater assets No comment to be made on whole-of-Grid issues	Manage comments on the Water Grid, if required	No involvement
Alert	Strategy and messaging	Formulate any appropriate communications strategy messaging at own discretion	Provide whole-of-Grid messaging, if required	No involvement
	Public face	Designate spokesperson	No involvement	No involvement
	Media management Public information and enquiries	Manage media at own discretion Respond to media/public enquiries May only comment on the incident as it relates to Seqwater assets No comment to be made on whole-of-Grid issues	Manage comments on the Water Grid, if required	No involvement

\# All SEQ Water Grid communication activities for the State-owned entities are coordinated through the SEQ Water Grid Communications Unit, including Levels 1, 2 and Alert level incidents.

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Corporate - Plan
Incident & Emergency Response

Level	Communication	Incident Management Team Seqwater	Communications Coordination Team (Water Grid Manager) #	Emergency Management Team (Water Grid Manager or other) [6]
3–5	Strategy and messaging	Work with the Emergency Manager to develop the communications strategy for the emergency response, and key messages for inclusion across all communications	Work with the Emergency Manager to develop the communications strategy for the emergency response, and key messages for inclusion across all communications	Conduct risk assessment and incident verification Manage development of a communications strategy for the emergency response, and key messages for all communications Unless another organisation takes the Emergency Manager role, the Water Grid Manager's responsible Minister has final approval of messaging, etc.
	Public face	Support spokesperson, as requested Do not present public face independent of Emergency Manager	Support spokesperson, as requested Do not present public face independent of Emergency Manager	Designate spokesperson
	Media management Public information Public enquiries	Assist Emergency Manager in preparation and approval of media releases and other public information Disseminate finalised and approved media releases, and other public information Forward media/public enquiries to Emergency Manager Do not issue releases or information independent of Emergency Manager	Assist Emergency Manager in preparation and approval of media releases and other public information Disseminate finalised and approved media releases, and other public information Forward media/public enquiries to Emergency Manager Do not issue releases or information independent of Emergency Manager	Manage preparation and approval of media releases and other public information, as appropriate Issue media releases (initial statement and further releases as appropriate) and other public information (Grid Participant websites, call centres, etc.) Respond to media/public enquiries Unless another organisation takes the Emergency Manager role, the Water Grid Manager's responsible Minister has final approval of media statements, etc.

All SEQ Water Grid communication activities for the State-owned entities are coordinated through the SEQ Water Grid Communications Unit, including Levels 1, 2 and Alert level incidents.

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5 Manage the Recovery

Upon the incident being brought under control or at least stabilised, the Incident Manager is to establish and implement a recovery and restoration plan.

The plan is to be developed in close consultation with all members of the Incident Management Team. All proposed actions are to be documented within the incident team meeting minutes and clearly define who is responsible for the action and in what timeframe the action is to be completed by. The CEO and Executive Management Team are to be provided with updates on the progress of recovery and restoration actions agreed to.

Manage Recovery

Recovery begins immediately once an incident has been contained. The focus is on maintaining continuity of operations whilst restoring the Water Grid to normal status and or supply to isolated systems. The Grid Manager's strategic Water Grid management function provides direction as to the approach to be applied.

Seqwater's Incident Manager

The Seqwater Incident Manager is responsible for managing the recovery of our assets or re-establishing systems and processes to their usual functionality in accordance with the Emergency Manager's agreed recovery objectives. The Seqwater Incident Manager is also responsible, in consultation with the CEO, for providing information and resources to the Emergency Management Team and Emergency Coordination Team in order to assist a Grid recovery effort.

Incident Close-out Report

For all Alerts, Level 3, 4 and 5 incidents, the impacted Grid Participant/s must complete the Incident Close-out Report provided at Attachment G, including the results of any investigation and rectification procedures performed, and copy to the Grid Manager (and Emergency Manager, if this is not the Grid Manager).

De-escalation

There are two elements of de-escalation in the emergency response context:

Figure 6: De-escalation
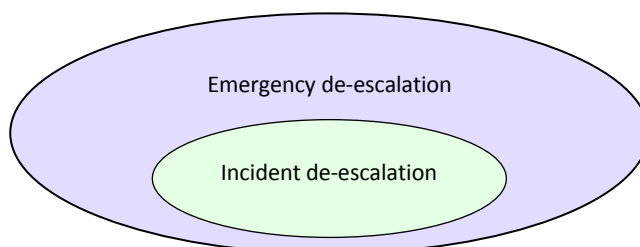
As shown, incident de-escalation is a sub-set of emergency de-escalation.

Incident de-escalation relates to incident management, and the status of the physical event. Seqwater is therefore responsible for incident de-escalation.

Emergency de-escalation takes into account a broader range of factors including emergency coordination and management, which may continue well after the incident that caused the emergency has be rectified. As such, it is possible that the emergency may stay ongoing after Seqwater has de-escalated its incident. Only the Emergency Manager can de-escalate the Water Grid emergency.

Roles and responsibilities

Table 13: Roles and Responsibilities

Action	Seqwater Incident Management Team	Technical Coordination Team (Water Grid Manager)	Communications Coordination Team (Water Grid Manager)	Emergency Management Team (Water Grid Manager or other) [7]
Agree recovery plan and objectives	●	●	●	●
Recover asset	●			
Issue Grid Instructions, as necessary		●		
Implement close-out communications protocols			●	●
Close-out incident	●			
Complete Incident Close-out Report	●			
Close-out emergency				●

Emergency Coordination Team (Grid Manager)

The Emergency Coordination Team assists the Emergency Management Team in coordinating the Grid response process, based on recovery objectives and subsequent priority of work provided by the Emergency Management Team.

The Emergency Coordination Team must work with affected Grid Participants to determine the most effective method of implementing the recovery objectives. The Grid Manager will then issue Grid Instructions to Grid Participants, if required, in accordance with the recovery priorities and at a frequency which assists the recovery.

Emergency Management Team (Grid Manager or other)

The Emergency Management Team is responsible for directing the whole-of-Grid recovery process. This is primarily achieved by outlining the recovery objectives and the subsequent priority of work.

This process may involve input and assistance from a number of other government departments and stakeholders such as:

- Queensland Treasury
- Department of Community Safety (Emergency Services)
- Queensland Health
- Department of Employment, Economic Development and Innovation

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- Department of Premier and Cabinet
- Department of Infrastructure and Planning
- Grid Customers

- Queensland Water Commission
- Department of Environment and Resource Management

Communication and Media

The Emergency Management Team is responsible for managing recovery of communications across the Grid Participants and to external stakeholders and relevant parts of the Government. The Emergency Management Team is also responsible for issuing a close out statement/media release, if appropriate. The Emergency Management Team achieves this through the Communications Coordination Team.

Close out report

Once the incident is brought under control, priority should be given to recovering lost functionality and to restoring normal services. The Incident Manager will terminate the incident and undertake a post incident debrief. The post incident review process is detailed within this plan. Complete form **REF-00009** of the Water Grid Incident Notification Form and forward to the Grid Manager via the Principal Coordinator, Incident and Emergency Management.

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6 Improvement Actions

The intent of the Post-Incident Review phase is to ensure lessons from an event are documented and actions that will prevent a recurrence or improve the response and recovery for similar events are completed. The review shall also assess the effectiveness of any incident or emergency related plans.

A post incident review will be initiated by the Incident Manager or either the Executive General Manager or Manager of the area the incident has impacted.

Action required for a Post incident review

Upon the identification of the need to undertake a post incident review the following actions are to be undertaken, as required.

1. Conduct formal **or** informal debrief of key participants and stakeholders
2. Collate incident documents
3. Develop final reports
4. Raise all identified actions and recommendations within Q-Pulse and allocate identified action officer

Emergency Manager Debriefing

The Emergency Manager will decide if a formal debriefing process is to be carried out, based on the nature of the incident. The following table outlines responsibilities for carrying out debriefings following incident close-out.

Table 14: Debriefing responsibilities

Level	Seqwater Incident Manager	Emergency Manager (Water Grid Manager or other) [8]
1 , 2 and Alert	Seqwater's Emergency Response Plan	No involvement
3, 4 and 5	Carry out 'hot' debrief – informal debriefing which must occur as soon as practicable following the event to capture immediate learning's and details	Water Grid Manager to facilitate a 'cold' debrief including all entities involved in the emergency response in order to: • carry out a root cause analysis • capture and disseminate experiences and lessons learnt throughout the incident • enable process improvements and modifications

Conduct debrief with key participants and stakeholders

Arrange for a gathering of key participants and identified stakeholder (including those external to Seqwater) to discuss the incident and management of such. An incident debrief gathering will ensure each participant provides their input and perceptions of what occurred and what led up to the incident, the actions taken and suggestions for the improved management of incidents. Debriefs should be formally conducted and the minutes recorded on **FRM-00138**. The meeting minutes are to include all actions, a responsible officer for the agreed action together with an expected close out date.

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For levels 3, 4 & 5 Incidents a "hot debrief" is to be undertaken at the completion of the incident response to ensure we capture any immediate learnings and improvements.

Participate in Levels 3, 4 & 5 Incident Debriefs facilitated by the Grid Manager

Grid Manager shall facilitate a 'cold' debriefing including all entities involved in the emergency response in order to:

- carry out a root cause analysis
- capture and disseminate experiences and lessons learnt throughout the incident
- enable process improvements and modifications

Debriefings will be fully documented, with copies of the minutes distributed to all entities involved. In the event that Seqwater is involved in the Grid Manager debrief, Seqwater will be required to bring copies of all documentation associated with the incident, such as notification forms, logs, SITREPs, briefings, media releases, correspondence, photographs etc. This information should be available within the incident file.

Collate incident documents

All documents that relate to each incident, the response and the recovery should be collated and filed together for future reference. Hard copy of all incident information is to be collated by the Incident Manager and forwarded to the Principal Coordinator, Incident and Emergency Management. Electronic copies of all incident documents are to be retained within Q-Pulse against the INIR number. Once the incident is finalised the Principal Coordinator, Incident and Emergency Management is responsible for ensuring the *Incident Folder* is transferred to the finalised incident folder on the g:\Projects\incidents

WGM Post-emergency Report

The Post-emergency Report functions as a summary of information and feedback on an emergency and as a cover form for the file of associated documentation. It is a vehicle for information consolidation, analysis and formalised recommendations.

It should be completed by the Emergency Manager or Emergency Coordinator following a thorough debriefing process.

The Emergency Manager/Emergency Coordinator will distribute copies of the Post-emergency Report to all entities involved in the emergency response.

Risk Register

Recommendations arising from the debriefing process and Post-emergency Report must be forwarded to Seqwater's Risk Manager for inclusion in the entity's Risk Registers, as appropriate.

Seqwater is responsible for incorporating recommended actions addressing its own assets and systems. The Grid Manager is responsible for incorporating recommendations which address:

- whole-of-Grid systems and continuous improvement
- learnings from the experience that have value for all Grid Participants, and should be shared with others not involved in the incident.

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Following risk assessment in accordance with Seqwater's management procedures, recommendations and mitigations will flow through to update operational documentation such as:

- operational procedures
- training schedules
- water quality improvement plans
- asset improvement plans.

Develop the final post incident report

A final report should cover the incident from the time of first person aware until the incident is terminated. It is a key document for recommendations and actions arising from the event. The post incident report is to be documented on form **FRM-00004** for levels 3,4 & 5 Incidents and **FRM-00007** for level 1 and 2 incidents. Details of the post incident report are also to be included on the SEQ Water Grid Incident Notification Form **REF-00008** and forwarded to the Grid Manager via the Principal Coordinator, Incident and Emergency Management.

For all reported water quality incidents where the regulator has been provided with a completed **Part A** of the Drinking Water Quality Incident Reporting Form, **Part B** of this form is also to be completed by the Water Quality Product Team and forwarded to the Department of Environment and Resource Management . The completed Part B form is to be scanned and retained within the incident folder.

Raise all identified actions and recommendations within Q-Pulse

To ensure all agreed actions resulting from the post incident review are captured, they are to be recorded within Q-Pulse and action officers assigned. The utilisation of Q-Pulse ensures that all measures arising from an incident will be actioned even though the incident has been closed.

All actions assigned within Q-Pulse have completion dates set and emails are sent to the assigned action officer at periodic intervals if the action has not been completed. The Q-Pulse system also escalates outstanding actions to the action officer's immediate supervisor for review and to ensure follow up.

Regular testing and review

At least once each year this Incident and Emergency Management Plan will be tested by the following key undertakings:

Table 15: Undertakings to Test Incident and Emergency Response Plan

Activities	Planned program
Undertake a review that enables a gap analysis between the Grid ERP and Seqwater's IERP	Seqwater's IERP rewritten in September 2010 to align with Grid ERP
Participating in at least one exercise with the Grid Manager and/or Grid Participants, allowing incident classification assessment, notification procedures and communication protocols to be practiced	Grid Wide exercise completed March 2010 Further Grid Wide exercises scheduled March 2011
Ensuring members of the Emergency Coordination Teams and Seqwater's Incident Management Teams understand their roles and	Annual Training for key employees as listed in Table 17

responsibilities	
Ensuring the Emergency Coordination Teams and Seqwater's Incident Management Teams take part in any emergency management planning activities that are undertaken within the Water Grid	Scheduled for March 2011

Employee training

In addition to the Grid emergency exercise testing, key components of Seqwater's employee training program include regular arrangements to test the IERP using simulations and desktop exercises so that relevant personnel have an opportunity to practise communication and decision making under simulated incident situations. In general all employees will have awareness of the IERP, accordingly the current training program includes:

Table 16: Employee training program

Activities	Planned program
All new employees will be briefed as an integral part of their induction training on the content and operation of the Incident and Emergency Management Plan.	New Employee induction training completed monthly
Employees who are likely to have specific roles within Seqwater's Incident Management Teams will receive annual training covering theory and practical application of the IERP.	Employee training plan includes annual training sessions and testing of their understanding of Seqwater's IERP
Key employees will participate in the Grid Manager's training in relation to the Grid ERP. Key employees will participate in the Grid Manager's training in relation to the Grid Manager's Emergency Communication tool "OCA Incident Manager".	Scheduled for March 2011 Scheduled for October 2010
All training records are to be kept and retained as part of a training register.	Records held in training register

Broad Principles of employee training plan
- Training will be provided for three specific groups of employees relating to their likely exposure to Incident Management.
  - Group 1 - New employees. Training will be provided as part of the employee induction program and cover awareness, use and general operation of the IERP.
  - Group 2 – Non Operational Employees. Include employees who are unlikely to be involved in incidents however will be provided with a generic overview of content and processes with little or no test of understanding at completion of the training program
  - Group 3 – Operational Employees. Including mostly operational and field staff who are most likely to be involved in an incident. A detailed presentation and thorough testing of their understanding of Seqwater's IERP will be undertaken.

- Testing processes will include written tests of an individual's understanding of the IERP. Practical testing will be undertaken so that all employees are included in a practical exercise at least annually
- Training plans have previously been developed although they will be re-evaluated as part of each year's annual review of this document.

Training Program

Table 17: Training Program

Training Type	Scheduled dates
Induction Training	*Held the first week of every month*
Employee Training Session 1 (Operational Employees)	*November 2010*
Employee Training Session 2 (Operational Employees)	*November 2010*
Major Internal Exercise testing and debrief	*December 2010*
Audit of regional WTP and Dam sites	*February 2011*
IERP Minor exercise test – Lake McDonald	*March 2011*
Assumed Major WGM exercise test	*March 2011*
Employee Training Session 2 (Non Operational Employees)	*June 2011*
IERP Minor exercise test – Mt Crosby	*June 2011*
IERP Minor exercise Test – Landers Shute	*September 2011*
IERP Minor exercise test – Molendinar	*December 2011*

Audit

Audits will be an integral part of the training plan to ensure employees are adopting the appropriate documentation and handbooks and that necessary material are easily accessible for practicable incident response. Field audits will be undertaken at least annually.

Checklists

Checklists are available on Q-Pulse and have been designed to assist key personnel and support personnel meet their responsibilities in relation to an incident or an incident alert.

It is important to note that it would be most unlikely that all of the checklists detailed in this plan would need to be used or referred to when personnel are involved in minor type incidents and incident alerts.   These checklists are provided as a ready reckoner / memory aide for various roles that maybe required to respond to a specific alert or incident situation. The designated Incident Manager will determine which roles are required as part of the incident and these checklists can be referred to in order to provide guidance.

Safety - Initial Safety Checklist – FRM-00185

Key Personnel

First Person Aware – FRM-00186

Operations Coordinator / Site Supervisor – FRM-00187

Incident Manager – FRM-00188

Initial Incident Situation Report – FRM-00189

Functional Support Staff

Chief Executive Officer – FRM-00190

Executive General Manager   - FRM-00192

Principal Coordinator, Incident and Emergency Management – FRM-00193

Public Affairs and Media Manager – FRM-00194

Communications Officer – FRM-00195

Planning Officer – FRM-00196

Operations Officer – FRM-00197

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Logistics Officer – FRM-00198

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Attachment A: Related Plans
Emergency Response Document List

Emergency Action Plans for Water Quality	

- Somerset,
- Wivenhoe,
- North Pine,
- Mid Brisbane,
- North Stradbroke Island (draft); and
- Generic.

Dam (Infrastructure) Emergency Action Plans	

- Atkinson Dam Emergency Action Plan;
- Baroon Pocket Dam Emergency Action Plan
- Bill Gunn Dam Emergency Action Plan;
- Borumba Dam Emergency Action Plan;
- Bromelton Emergency Action Plan;
- Cedar Pocket Emergency Action Plan;
- Clarendon Dam Emergency Action Plan;
- Cooloolabin Emergency Action Plan;
- Enoggera Emergency Action Plan;
- Ewen Maddock Emergency Action Plan;
- Gold Creek Emergency Action Plan;
- Hinze Dam Emergency Action Plan

- Lake MacDonald Emergency Action Plan;
- Lake Manchester Emergency Action Plan;
- Leslie Harrison Emergency Action Plan;
- Little Nerang Emergency Action Plan;
- Maroon Dam Emergency Action Plan;
- Moogerah Dam Emergency Action Plan;
- North Pine Dam Emergency Action Plan;
- Poona Dam Emergency Action Plan;
- Sideling Creek Dam Emergency Action Plan;
- Somerset Dam Emergency Action Plan;
- Wappa Dam Emergency Action Plan;
- Wivenhoe Dam Emergency Action Plan; and
- draft Nindoowinbah Dam Emergency Action Plan.

Existing HACCP Plans	

- Mt Crosby East Bank WTP HACCP Plan;
- Mt Crosby West Bank WTP HACCP Plan;
- North Pine WTP HACCP Plan;
- Molendinar WTP HACCP Plan;

- Hinze Dam PP WTP HACCP Plan;
- Forest Lake WTP HACCP Plan;
- Algester WTP HACCP Plan;
- Chandler WTP HACCP Plan;

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- Mudgeeraba WTP HACCP Plan;
- Runcorn WTP HACCP Plan; and
- Sunnybank WTP HACCP Plan.

Interim HACCP Plans

- Caboolture WTP HACCP Plan;
- North Stradbroke Bores WTP HACCP Plan;
- Landers Shute WTP HACCP Plan;
- North Stradbroke Herring WTP HACCP Plan;
- Image Flat WTP HACCP Plan;
- Enogerra WTP HACCP Plan;
- Lake MacDonald (Noosa) WTP-HACCP Plan;
- Petrie WTP HACCP Plan;
- Woodford WTP HACCP Plan;
- Esk WTP HACCP Plan; and
- South Maclean WTP HACCP Plan;
- Lowood WTP HACCP Plan.
- Capalaba WTP HACCP Plan;

Miscellaneous Documentation

Incident Management Handbook Responsibility LEG-00053

Corporate – Drinking Water Quality – Incident Reporting to OWSR – PRO-00707

Corporate – ERP On-Call Arrangements – REG-00001

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Attachment B: SEQ Water Grid Emergency Response Action Checklist

Step		Have you...	☑
1	**Identify and assess**	• Established that the incident can be classed as an emergency?	☐
		• Assessed the incident's initial severity classification level using the descriptions and examples as detailed in section 18 this plan.	☐
		• Considered potential risks arising as the emergency situation progresses?	☐
2	**Notify**	• Notified the Grid Participant internal emergency contact?	☐
		• Phoned to notify the Water Grid Manager Duty Manager if it is a level Alert, 3, 4 or 5 emergency?	☐
		• Emailed the Water Grid Manager Duty Manager a completed Incident notification form (REF-00008)?	☐
		• Sent the Office of the Water Supply Regulator a completed Drinking water quality: incident reporting form, Part A, if applicable (copy to Water Grid Manager Duty Manager)?	☐
		• Notified the relevant key stakeholders?	☐
		• Opened an Incident log?	☐
3	**Establish command and control**	• Mobilised an Incident Management Team?	☐
		• In consultation with the Grid Manager, mobilised the Water Grid Manager's Emergency Coordination Team and incident room?	☐
		• In consultation with the Grid Manager, determined the 'lead agency' and mobilised its emergency command structure and Interagency Operations Team (Queensland Health or Emergency Services)?	☐
		• Activated the SEQWGERP?	☐
		• Begin the process of continuous risk reassessment, drawing on specialised expertise as appropriate?	☐
4	**Manage the emergency**	• Verified the incident level?	☐
		• Continually reassessed risk, command and control, and interagency communications?	☐
		• Implemented incident response arrangement at the asset/site level?	☐
		• Established effective liaison among all interested parties in the emergency response, and with key stakeholders?	☐
		• Used the Water Grid Manager to coordinate additional resources from other Grid Participants?	☐
		• For major health-related incidents, committed support to the Queensland Health Emergency Coordination Team?	☐
		• Briefed relevant key stakeholders and established a schedule for ongoing updates?	☐
		• Issued an approved holding statement to the media?	☐
		• Developed a communication strategy and key messages for this incident?	☐
		• Established who will be the public face/spokesperson for the response?	☐
		• Developed further media statements as appropriate?	☐
		• Developed and disseminated public information releases, e.g. for publication via Grid Participant websites and call centres?	☐
5	**Manage the recovery**	• Established the recovery objectives?	☐
		• Recovered the asset?	☐
		• Issued an approved close-out statement to the media, if appropriate?	☐

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Step		Have you…	☑
		• Completed an Incident close-out report and copied it to the Water Grid Manager?	☐
		• Submitted Part B of the Office of the Water Supply Regulator form 'Drinking water quality: incident reporting'?	☐
⑥	Improvement actions	• Carried out a 'hot' debrief?	☐
		• Carried out a 'cold' debrief (REF-00006)	☐
		• Completed a Post-emergency report? (REF-00020)	☐
		• Forwarded recommendations for inclusion in risk registers?	☐

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Attachment C: Emergency Management Team structure

indicative structure. Depending on the emergency situation

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Attachment D: Incident Response Process

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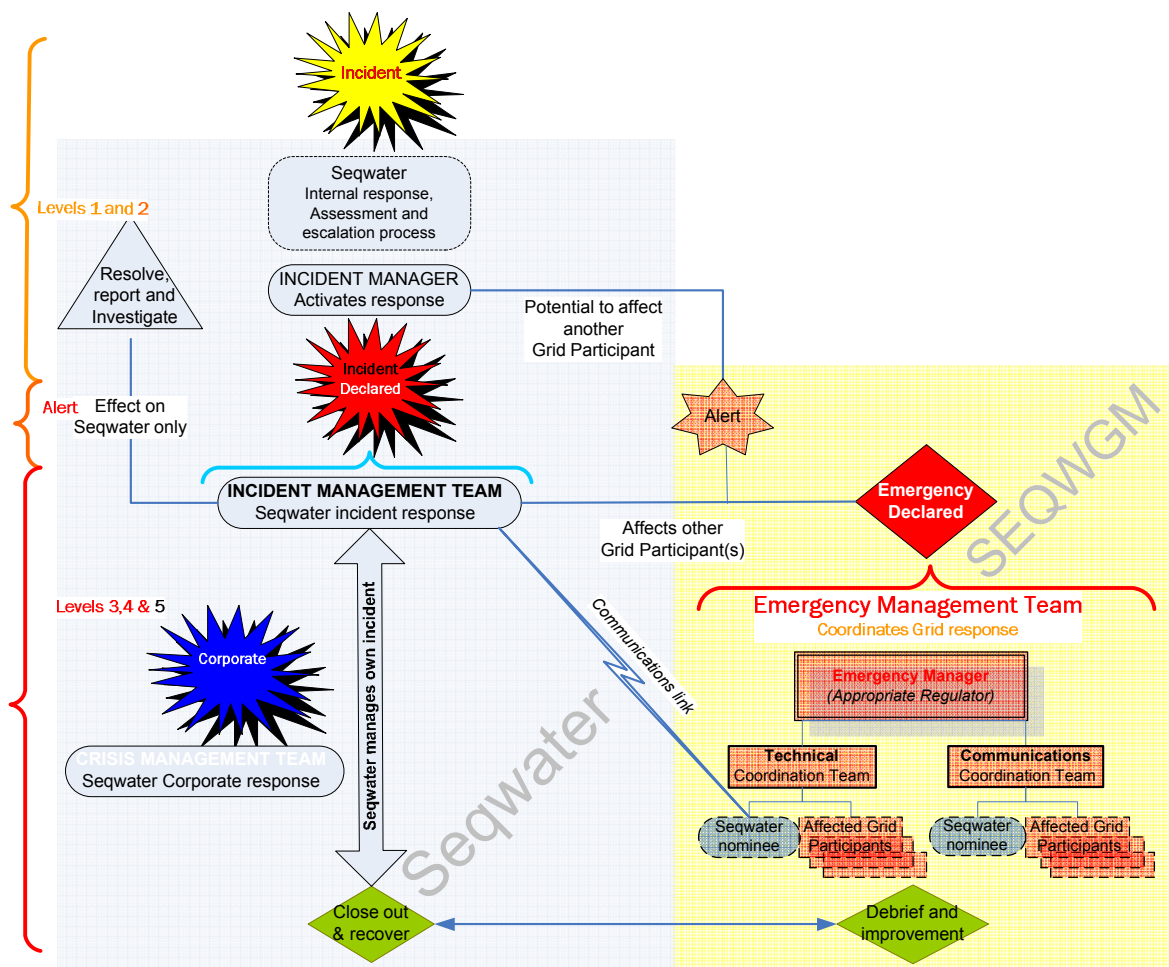
Attachment E: Chlorine and monochloramine level exemptions

In accordance with the Office of the Water Supply Regulator advice, levels of chlorine and monochloramines that exceed *Australian Drinking Water Guidelines (2004)* health values are not reportable as incidents under this Plan, provided the following conditions are met:

- The exemption only applies to incident reporting for chlorine or monochloramine levels above the *Australian Drinking Water Guidelines (2004)* found in the water treatment or transmission system, where as an operational practice, dosing of chlorine or monochloramine levels higher than the *Australian Drinking Water Guidelines (2004)* health value is required to achieve adequate disinfection in the reticulation system.

- The exemption only applies when there is a monitoring point prior to the delivery of water to customers to demonstrate the disinfection values are within *Australian Drinking Water Guidelines (2004)* health value guidelines.

- Where water is supplied from a transmission system owned by one Drinking Water Service Provider to a reticulation system owned by another provider, the owner of the reticulation system must be aware of the practice.

- Drinking water service providers must continue to report on chlorine or monochloramine levels above the *Australian Drinking Water Guidelines (2004)* in a reticulation system.

- The Office of the Water Supply Regulator recommends that all providers who choose to dose chlorine or monochloramine at levels higher than the *Australian Drinking Water Guidelines (2004)* health values in order to achieve adequate disinfection in the reticulation system consider the risks of disinfection by-products being formed and include these in their regular monitoring program, if appropriate.

Refer to the following correspondence:

- Uwins, Heather (Office of the Water Supply Regulator)
  16 June 2009, letter to Andrew Moir (LinkWater),
  'Re: Incident reporting: monochloramine levels in transmission systems'.
- Hortz, Michael (LinkWater) 22 June 2009, letter to
  SEQ Water Grid Manager.
- Dennien, Barry (SEQ Water Grid Manager) 26 June 2009, letter to Michael Hortz (LinkWater).

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Attachment F: SEQ Key Internal Contacts

POSITION	CONTACT	WORK HOURS	MOBILE
Duty Manager			
WTP Supervisor Coordinator			
Dam Supervisor			
Executive General Manager			
Water Quality Product			
Chief Executive Officer			
Executive General Manager - Asset Delivery			
Executive General Manager – Business Services			
Executive General Manager – Water Deliver			
Executive General Manager – Organisational Development			
Principal Strategic Asset Maintenance Engineer			
Central Operations Manager			
Central Process Engineer			
Central Technical Officer			
Civil Engineer			
Coastal Operations Manager			
Corporate & Stakeholder Manager			
Dam Operations Manager			
Principal Scientist			
Manager Group Support and Catchment Services			
Manager Integrated Asset Planning			
OHS Manager - Safety			
Manager Infrastructure Maintenance			
Operations Coordinator			
Operations Coordinator			
Operations Coordinator			
Operations Coordinator			
Operations Coordinator			
Operations Coordinator			
Operations Supervisor			
Principal Control Systems Engineer			
Principal Coordinator, Incident and Emergency Management			
Principal Risk Advisor			
Manager Business Capability			
Service Delivery Coordinator			
District Coordinator			
Manager Strategic Maintenance			
Operations Coordinator			
Water Quality & Process Specialist Central			
Water Quality Product Manager			

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Attachment G: Incident Close-out Report

Incident Close-out Report: standard format

To be completed and forwarded to the SEQ Water Grid Manager via email: ▮▮▮▮▮

Incident number	2010-xxx
Reporting organisation	

Actions taken

Action	Completion date

Actions requiring follow-up

Action	Assigned to	Completion date

Verification and closure

1. I am satisfied the actions taken have been effective to reduce both the likelihood and severity of the issues recurring and to effect improvement, and that the incident can be closed-out.

2. All relevant parties have been advised of the corrective/preventative actions taken, or decisions made in relation to this incident.

Name	Title	Date

System close-out

Name	Title	Date

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Attachment H: Emergency External Contact List –

Entity	Contact person	Role	Contact details
SEQ Water Grid Manager	Barry Dennien	Chief Executive Officer	
	Scott Denner	Director, Risk & Technology	
	Dan Spiller	Director, Operations	
	Brett Spink	Risk Program Manager	
	Lee Hutchison	Risk and Emergency Manager	
	Media Duty Manager		
	Duty Manager		
LinkWater	Duty General Manager		
	Andrew Moir	General Manager Operational Services	
	Stacey Renouf	Corporate Communications Manager	
	Call Centre		
WaterSecure	Keith Davies	CEO	

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Entity	Contact person	Role	Contact details
	Paul Rees	Manager Communications and External Relations	
	Matt Service	Operations Manager Purified Recycled Water	
	Sean McCagh	Operations Manager Desal	
	Call Centre	Western Corridor Recycled Water	
	Call Centre	Gold Coast Desalination Plant	

Unity Water

Entity	Contact person	Role	Contact details
Southern Region (Moreton Bay Regional Council Area)	Graeme Arthy	Principal Engineer Network Control	
	Robert Stringfellow	Senior Manager Network Operations	
	Barry Holcroft	Executive Manager Operations South	
Northern Region (Sunshine Coast Regional Council Area)	Duty Shift Officer	Network Operations Control Room (North) *(secondary point of contact for incidents)*	
	Michael Doherty	Network Operations Manager	
	Peter Willey	Manager Operations	

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Entity	Contact person	Role	Contact details
	Gary Sabburg	Executive Manager Operations North	
Head Quarters	Call Centre	Customer Service Team	
	Helen Mohr	Manager Communications & Marketing	
	Dave Archbold	Coordinator Business Resilience	
	Martin Doré	Manager Business Sustainability	
	Jon Black	CEO	
	Peter Scott	CFO & Dep. CEO	

Queensland Urban Utilities

Entity	Contact person	Role	Contact details
Queensland Urban Utilities (QUU)	West Duty Officer	West Control Room *(secondary point of contact for incidents)*	
	Media Duty Manager	24/7 Communications and Media Duty Officer	
	Manager - Source Control & Product Quality	Water quality contact	
	Robin Lewis	COO	
	Noel Faulkner	CEO	

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Corporate - Plan
Incident & Emergency Response

Entity	Contact person	Role	Contact details
	Email contact for East QUU incident Management room (when activated)		
	████████████████		
	Email contact for West QUU incident Management room (when activated)		
	████████████████		
	Email contact for West QUU Emergency Management room (when activated)		
	████████████		
	THESE EMAILS ARE ONLY MONITORED WHEN AN INCIDENT OR EMERGENCY HAS BEEN DECLARED AND THE ROOM/S ACTIVATED		

Allconnex Water

Entity	Contact person	Role	Contact details
Gold Coast District	Duty Manager	On-call Incident Manager	
	Duty Operator	24hr Call Centre *(secondary point of contact for incidents)*	
	Dick Went	District Manager	
Logan District	Duty Operator	24hr Call Centre	
	Daryl Ross	District Manager	
	Palith Siriwardana	Operations Manager	
Redland District	Gary Soutar	District Manager	
	Brad Taylor	Manager Treatment Operations	

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Entity	Contact person	Role	Contact details
	Kevin McGuire	Manager Reticulations Operations	
	Sherryn Filip	Customer Relations Officer *(for communications/ media)*	

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Other key stakeholder contacts

Entity	Contact person	Role	Contact details
Emergency Services			
Police, Ambulance, Fire – 000			
Emergency Management Queensland	State Disaster Coordination Centre	Watch Desk Officer	
Queensland Fire and Rescue Service	Head Office		
	Media Liaison		
Chemical Hazards and Emergency Management (CHEM)			
Queensland Police Service	Head Office		
	Counter Terrorism Coordination Unit		
	Water Police		
	Media and Public Affairs Branch		
Queensland Government			
Ministers' offices			
Do not contact Ministers' offices directly other than that of the Minister for Natural Resources, Mines and Energy—who will contact the Premier and other Ministers as necessary.			
Minister for Natural Resources, Mines and Energy	Lance McCallum	Principal Advisor	
	David Robertson	Media Advisor	
	Tim Watts	Policy Advisor	

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Entity	Contact person	Role	Contact details
Departments			
Department of Environment and Resource Management	Debbie Best	Office of the Deputy Director-General Water and Catchment Services	
	Greg Oliver	General Manager, Urban Water	
	Kerry Waters	General Manager, Client Communications and Information	
	Drinking Water Incidents	Office of Water Supply Regulator	
	Recycled Water Incidents	Office of Water Supply Regulator	
	Peter Allen	Office of Water Supply Regulator Director, Dam Safety	
	EPA Hotline	Environmental Protection Agency *(for reporting wildlife emergencies and pollution incidents)*	
Queensland Water Commission	Karen Waldman	Executive Director	
Queensland Police Service Counter Terrorism Strategic Policy Branch	Peter Hallinan (Stakeholder Engagement)		
Queensland Police Service Security Planning and Coordination	Adrian Pate	Principal Policy and Programs Officer	

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Entity	Contact person	Role	Contact details
Queensland Police Service Security Intelligence Branch			
Treasury	Ken Sedgwick	Assistant Under Treasurer	
	Kellie Reeves	Treasury Advisor	
Queensland Health	Dr Greg Jackson	Water Quality Unit Environmental Health Branch Health Protection Directorate	
	Water Quality Unit Emergency Contact		
	Forensic and Scientific Services	*(Analytical support, water-related health problems)*	
Department of Employment, Economic Development and Innovation	WHS Inspector and Workplace Accident Notification	Workplace Health and Safety	
Department of Transport and Main Roads	Steve Hallam	Transport Senior Advisor, Emergency Management	
	Brian Balwin	Main Roads Senior Advisor, Critical Incident Coordination	

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Grid Customers			
CS Energy	David Christy	Coal and Water Resources Manager	
	Swanbank Power Station Shift Supervisor		
	Steve Watterston	Swanbank Power Station Operations Superintendent	
Tarong Energy Corporation	Dave Barram	Acting Manager Operations	
	Jay Merritt	Senior Communications Advisor	
	Tim Loth	Community Relations Manager	
Toowoomba Regional Council	Kevin Flanagan	Director Water Services	
	Alan Kleinschmidt	Manager Water Operations	

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Attachment I: Grid Participant Emergency Response Plan approval requirements

These approval requirements will be used by the Water Grid Manager to ensure Grid Participants' internal Emergency Response Plans are consistent with and meet the objectives of the SEQWGERP. When submitting plans for approval, Grid Participants are to include this table with a note giving the page/s of the plans on which each requirement is met.

Market Rules reference	Components	To be included in Grid Participant emergency response plans		Pg/s in Plan
		Recommendations (best practice)	Requirements (compulsory)	
4.30 (a) (i) [provide] 'comments regarding the extent (if any) to which the draft Grid Service Provider Emergency Response Plan or Distribution Service Provider Emergency Response Plan is inconsistent with, or does not reasonably meet the objectives of the SEQWGERP'.	General	• To facilitate effective interaction during an emergency, Grid Participant emergency response plans should mirror the six-step process detailed in the SEQWGERP.		22-59
	Governance and policy		• A Testing and Review Plan aligned with that detailed on page 7 of the SEQWGERP is to be included. • A Training Plan aligned with that detailed on page 8 of the SEQWGERP is to be included. • The general responsibilities of Grid Participants detailed on page 14 of the SEQWGERP are to be included.	57 58 13
	❶ Identify and assess incident severity		• Table 3 (Incident severity classification levels) is to be reproduced verbatim. • The trigger levels contained within ❶ must be reproduced, with Grid Participant information for action on Level 1, 2 and Alert incidents included as appropriate.	25 25

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Market Rules reference	Components	To be included in Grid Participant emergency response plans		Pg/s in Plan
		Recommendations (best practice)	Requirements (compulsory)	
	❷ Notify		• Table 4 (Notification responsibilities) is to be reproduced with the Grid Participant emergency contacts substituted as appropriate.	33
			• Contact details for the Water Grid Manager Duty Manager and Media Duty Manager to be reproduced within the body of the Plan in the section on notifications as well as in the contacts list in the annexes to the Plan.	32/33 Anex. H
			• A key stakeholder notification table, similar to Table 5 (Key stakeholder notification) but specific to the Grid Participant is to be included.	36
			• The Plan is to specify that records are to be kept in accordance with the instruction on record keeping in ❷.	31
	❸ Establish command and control		• Table 7 (Command and control function responsibilities) is to be reproduced with Grid Participant details inserted as appropriate.	15/16
			• Figure 3 (Emergency Response Team structure) is to be reproduced with Grid Participant details substituted as appropriate.	37
			• Table 9 (Function teams membership) is to be reproduced with Grid Participant details inserted as appropriate.	18
			• A description of the structure, role and management of the Incident Management Team, the Interagency Operations Team and the Emergency Management Team are to be included and aligned with the detail in ❸.	18
			• Table 11 (Normal emergency response function team locations) is to be reproduced with Grid Participant details inserted as appropriate.	20
			• The Plan is to include the continuous reassessment process in ❸.	21
			• The Plan is to include the escalation process in ❸.	45

Market Rules reference	Components	To be included in Grid Participant emergency response plans		Pg/s in Plan
		Recommendations (best practice)	Requirements (compulsory)	
	❹ Manage the emergency		• The Plan is to note that incident management is carried out by the Grid Participant.	13
			• The Plan is to note the emergency coordination functions carried out by the Water Grid Manager as detailed in ❹.	13
			• Table 12 ('Internal' communication roles) is to be reproduced with Grid Participant details inserted as appropriate.	48
			• Table 13 ('External' communication roles) is to be reproduced with Grid Participant details inserted as appropriate.	50
	❺ Manage the recovery		• Incident de-escalation and emergency de-escalation are to be included in the Plan as detailed in ❺.	52
			• The requirement for an Incident Close-out Report as detailed in ❺ is to be included in the Plan.	54
			• The role of the Emergency Management Team in managing the recovery as detailed in ❺ is to be included in the Plan.	53
	❻ Improvement actions		• Table 14 (Debriefing responsibilities) is to be reproduced with Grid Participant details inserted as appropriate.	55
			• Post-emergency Report and Risk Register actions as detailed in ❻ are to be included in the Plan.	56
4.29 (d) [for Distribution Service Providers] 'in the case of Water Supply Works constituting Isolated Supply Schemes, contingencies for securing alternate water supply'.			• All isolated supply schemes are to be identified in an annex to the Plan, with a suitable contingency plan for the provision of an alternate water supply detailed for each.	Not applicable

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