Debbie Best – Statement and exhibits dated 9 February 2012

QUEENSLAND FLOODS
COMMISSION OF INQUIRY

STATEMENT OF DEBRA-LEE (DEBBIE) BEST

I, **DEBRA-LEE (DEBBIE) BEST**, of c/- 400 George Street Brisbane in the State of Queensland, Deputy Director-General, Water and Ecosystem Outcomes Division, Department of Environment and Resource Management (DERM), state on oath:

Requirement from Queensland Floods Commission of Inquiry

1. I have seen a copy of a letter dated 8 February 2012 from the Commissioner, Queensland Floods Commission of Inquiry ("Commission") to me requiring a written statement under oath or affirmation, which is attachment **DLB-22** and which details the topics my statement should cover.

2. I have previously provided two sworn statements dated 12 September 2011 and 1 February 2012 in response to requirements of the Commission.

Item 1: the teleconference recorded on page 6 of Annexure DLB-14 to the statement of Debbie Best dated 1 February 2012 that appears to have been held on 10 January 2011, including details as to:

a. the date and time of the teleconference
b. the names of the people who attended the teleconference
c. the purpose of the teleconference
d. any discussions regarding release strategies, the objectives of release strategies or the impacts of Wivenhoe dam releases on the morning of 10 January 2011

3. The teleconference notes recorded on page 6 of Annexure DLB-14 to my statement dated 1 February 2012 correspond with paragraph 18 of that statement.

4. My diary indicates that this teleconference took place on 10 January 2011, however I confirm that this date was inadvertently inserted at a later time after the teleconference. This is consistent with further diary entries I made indicating that on the morning of 10 January 2011, I met with Minister Robertson in the morning to provide him with an update on the situation.

5. I also specifically recall that I marked a line on Page 7 of my diary above the words "Meeting with Minister re SEQ" which I confirm is where my diary notes for 10 January 2011 actually commenced (Attachment **DLB-23**).

6. The date and time of the teleconference was in the evening of Sunday 9 January 2011 at approximately 9:30pm.

7. I did not record in my diary the names of the people who participated in the teleconference however, I recall that Dan Spiller from SEQ Water Grid Manager, Rob Drury from Seqwater, Ken Smith (the Chair of the State Disaster Mangement Group (SDMG)) and Assistant Commissioner Queensland Police Service Peter Martin (Chair of District Disaster Committee) and myself took part in the teleconference. I cannot confirm that these are all the participants who took place to the teleconference.

8. The purpose of this teleconference, which was organised by the SEQ Water Grid Manager in its role as the lead for the SEQ Water Grid Emergency Response Plan (Attachment **DLB-24**), was in response to the emergent situation.

9. At this teleconference, it is my recollection, based on the notes in my diary, that Rob Drury outlined his understanding of the situation at that time.

10. I do not recall who made particular comments as shown in my diary notes. I have had my notes typed out (Attachment **DLB-25**).

11. The discussion primarily focussed on the release rates from Wivenhoe and Somerset Dams, and any impacts that such releases would potentially have in terms of urban inundation and on the bridges and crossings downstream of Wivenhoe Dam including, the Mt Crosby Weir, Fernvale, Brisbane Valley and Colleges Crossing.

12. The emphasis of the teleconference was on the seriousness and urgency of the situation and the need to make sure the SDMG and State Disaster Coordination Committee (SDCC) were informed on the current releases from Wivenhoe and Somerset Dams and any potential impacts these releases may have downstream. I noted during the teleconference that the Brisbane City Council (BCC) had activated its flood centre and that BCC was informed.

13. I do not recall any references made in relation to operating strategies in terms of W1, W2, W3 or W4. As per my notes, the discussions focussed primarily on release rates, the timing of releases, possible duration of releases and flow rates with the objectives at the time of the releases to keep flow rates at Moggill below 3,500m3/s.

14. My only record of this teleconference is the diary entry I made at the time.

15. I attended another teleconference on Monday 10 January 2011 at 12.30pm. My notes of this teleconference are on pages 8 and 9 of Annexure DLB-14 to my statement dated 1 February 2012.

I make this solemn statement on oath conscientiously believing the same to be true, and by virtue of the provisions of the *Oaths Act 1867*.

Signed . . . [redacted] . . . . . .
Debra-Lee (Debbie) Best

Taken and declared before me, at Brisbane this 9th day of February 2012

. . . [redacted] . . . . . .
Solicitor/~~Barrister/Justice of the Peace/Commissioner for Declarations~~

Our ref: Doc 1847833

8 February 2012

Debbie Best
Deputy Director-General
Department of Environment and Resource Management
GPO Box 2454
Brisbane QLD 4001

REQUIREMENT TO PROVIDE STATEMENT TO COMMISSION OF INQUIRY

I, Justice Catherine E Holmes, Commissioner of Inquiry, pursuant to section 5(1)(d) of the *Commissions of Inquiry Act 1950* (Qld), require Debbie Best to provide a written statement, under oath or affirmation, to the Queensland Floods Commission of Inquiry, in which the said the Debbie Best gives an account of:

1. the teleconference recorded on page 6 of Annexure DLB-14 to the statement of Debbie Best dated 1 February 2012 that appears to have been held on 10 January 2011, including details as to:
    a. the date and time of the teleconference
    b. the names of the people who attended the teleconference
    c. the purpose of the teleconference
    d. any discussions regarding release strategies, the objectives of release strategies or the impacts of Wivenhoe dam releases on the morning of 10 January 2011

In addressing these matters, Debbie Best is to:

- provide all information in her possession and identify the source or sources of that information;
- make commentary and provide opinions she is qualified to give as to the appropriateness of particular actions or decisions and the basis of that commentary or opinion.

All documents relating to the matters set out in the Statement should be included as attachments to the statement.

The statement is to be provided to the Queensland Floods Commission of Inquiry by 4pm Thursday, 9 February 2012.

400 George Street Brisbane
GPO Box 1738 Brisbane
Queensland 4001 Australia
Telephone 1300 309 634
Facsimile +61 7 3405 9750
www.floodcommission.qld.gov.au
ABN 82 696 762 534

The statement can be provided by post, email or by arranging delivery to the Commission by emailing info@floodcommission.qld.gov.au.

C. Holmes

Commissioner
Justice C E Holmes

7.1.11 Deputy Premier

Constituent - why not making water free to Toowoomba.
over

7.1.11

Meeting with Ministers Office

(1) Halifax Issue –
Consider WA – 5 year time model
Actions: { See if can excise a small part for camping providing broader access

(2) 1991 + Studies on plume which went out over the Reef. – let Christine Know.

(3) Brief minister on Carbon Farming next week.

(4) SCL – Consider staged dev. of the policy – m'tg 17 Jan
75% settled.? could release KAS + criteria 24 Jan 16
"formative" – what did Premier?

← Floodplanning where does it fit in terms of 5 Committees – check with Natalie.

Hydrogr. – appropriate acknowledgment.

7.1.11

Discussion with Paul Lowe, acting DG DIP

→ need to get together early next week
→ Specifics of concerns.
→ need to resolve which committee considers.

Discussion with Natalie
policy issue sheltered home to DIP.

List for Terry

(1) Floodplain mgt issues
(2) Sweep of fees, charges, consultation, regulatory requirements - how present
(3) Mine update
CS6 "
Powerstation "
(4) Cougar issue
(5) Environment Taskforce.
(6) WTP, STP, Waste
(7) Recovery liaison officer for Taskforce.
(8) SOCC / SDMG.

9.1.11 SDCC

BoM

R'fall 100-120mL south of M'B

upper low off Capricorn coast - will cross coast later this evening

Heavier falls late tonight, tomorrow - below Sunshine coast

Eastern D.D. - tonight

Plenty of rain in tropics

Rain ↑ NW + far west from this.

By Thursday - easing in rfall in SE.

Brisbane 200/300 mL tomorrow - upper limit in isolated spots

100/150 more likely

Hydrology

Baloone, holding steady at 13.2 metres

Will fall away slowly

SEQ -

Gympie + M'b - high risk areas

Sunshine Coast -

Gympie peaked at 14. Last night - possible higher than 17m if continue to get high rainfalls

M'B 8.2m - initial peak - depends on rain between Gympie + M'b.

Failure of ring bank south of Dirranbandi yesterday

10. 1.11 Teleconference

Rob Drury –
– 300,000 of the 1.4 m. in Wivenhoe ; 200/300,000 in Somerset
→ have to start releasing large
100,000 ML coming down the river

→ looking at urban inflows. Inundations
→ will impact on bridges
Mt Crosley Weir →
Fernvale
B'bane Valley H'way will go under.
College's Crossing

Could go out by itself by lockyer k.
noon 14,000 25,000 m³/s — Wed – see impacts
If rain continues 2500 will go up.
objective to keep under this figure → 3,500 m³ – urban damage
aiming to get to 2/2 m² comb. flows lower B'bane ac maggel
maybe 5 days to get rid of water aim to keep under this

releasing based on what has fallen

Col Jensen – activated their Flood Centre.
Big release which has to be managed.
Will go through with BCC again.
Release for morning radio
1 Bridges
Have mitigated the effect – so much water
rain, inflows

1/2 flood buffer in 24 hours.
1700 moving to 2500
→ 3.500
– releasing 1/3 of what coming in

8.30

→ 10.00 → 9.45

11.00

Meeting with Minister re SEQ

9.38

Currently 172,000 ML/day - 8% of Wivenhoe
3,500 m^3/sec -
Releasing for 6 to 7 days Flood manual takes over.
Trying to keep below 74. -
might have to release 4000, 4,500 ML.
Impact felt probably Tues/Wed.
1.5 to 2m ML event
BCC - modelling of which areas which will be flooded.
Current inflows 12,000 ML - 6% Stanley into dams
Bremmer + hookys 2000 ML

3rd Issue - landers Shute
- possible landslide preventing access for chemicals.
- access into plants a problem!
Protocol - WGM - communicates releases
- BCC - " affects on homes etc.

Need to include in releases - heights of rises
Key message 2,000 ML instead 12,000 ML.
Overlay of 74 versus this.

Barry to chase
→ QWI - update on Wyaralong.

* Neil Muller, Jim Groves, Graham Bypor (DPO) } on the same page re tourism
talk to Christine

WRS
→ look at lines re characterising as not worth re hard place
→ need stronger argument about why protect.
→ doesn't describe anything about indigenous
glx.
→ Stronger recs:
→ need to reflect govt. position about outstations
→ check the intrusion of people
→ mention remaining Cape York nominations

12.30 Teleconference re Wivenhoe
52% above FSL - "
Current release strategy 2000cm²/sec
25,000 ML/sec at Moggill
Inflows - 12,000 cm²
(Somerset + Wivenhoe)
Target is for 3,500 cm/at Moggill
as projections for Harkys + Bremner ↓
↑ releases from Wivenhoe - maintain
3,500 cm at Moggill
Peter B. - situation changing by the hour
continuing significant rainfalls; flows
are ↑
expected peak
further 50-100 m³/s/min up to 150 mms
new revised strategy
when Wivenhoe over 78% FSL -
dam safety takes predominant
↑ release in next hour.
- most likely above 3,500 cm at Moggill
- no releases of this magnitude before
- max release rates in Somerset + Wivenhoe?
BoM modelling 3,700 cm at Moggill
will advise new figures
3.30pm warning

Tide → City Council will add 1.2 m.

4,000 cm ~~at~~ 1.6m - AHD → BoM

Tide → 3.1 m - 6,500 properties partially inundated
Heights 221 fully inundated.

3 500cm/s
3.5/3.7m
by Wed.
2pm high tide

Col - to share inundation maps
BCC - planning for release mid afternoon.
DPC - offered assistance to sandbagging

Port Office - city gauge.

BoM - needs to give estimated height at Port Office
metres AHD at {Port Office (Ipswich, Moggill, Jindalee)
Ken Smith - issue of Statewide consistency

<u>Need break up effects of</u>
Wivenhoe
Tides
Other flows Nth of dam walls

Ipswich - would have 11 m -

Actions:
1. Peter B. finishing release strategy - 2.30

Meeting - 3.00 P, Min, Barry, Ian Stewart, D. Shanley

Ipswich - possibly 13m - 3am in morning

Toowoomba —

Dalby - not peaked yet; split in 2 by the creek. potential inundation of 300. about the peak same as 10 days ago. could go to 3.8m

Gympie 20m peak - tonight.

Highway cut in a number of places

Ipswich - 11.7 + 12 m

11.7m threshold to ~~XXX~~ major - if cell eventuates with high rainfall totals -

Brisbane

need to move to 4,000 cm/sec

Wivenhoe 2,500 - 3,000 + hookyer + Bremmer to get to 4,000 cm/sec.

Dependant on cell - could go to 5000 cm/sec.

Wed 2pm - impact greatest in terms of tide peak up to 3m

→ Co-ordinated approach to approvals

→ environmental officers
hydrographers
coastal scientists
] early alert

→ offers for assistance to Mike Short

→ Talk to QFF
LGAQ.

→ BCP for CBD / Town House.

WGM.

· Independant Expert advice on dam safety + release strategy

· 9.57 - 10.30

Water Supplies → (largest) Kilcoy → power reservoirs down to 50 %
→ Howood - evacuation
→
9 incidents - Ecoli

Brian Cooper - Head of NSW Dam Safety

Geoff Gleson -

Ian Lambert Jones -

WGM-SDCC

Crosby - fine - supplies of caustic otherwise

Landers Shoot - is isolated - leakage at Palmwoods
can operate remote; low levels of lines -
in next 24 hrs - front of plant.
Shutting some demand on Imagine Flat - might
have to do restrictions

Noosa - okay

Gold Coast - okay

Redlands - okay

Capalaba - " } Discussions to occur how
min 6mg/day. } to better manage

Kennellworth - as is

Alistair Dawson

[redacted]

Update for ministers

Currently releasing aiming to restrict 4,500 cm/sec with no rainfall

Can go max 7,500 - 9000 cm/sec.

If just plug release - uncontrolled 2,000 cm/sec in addition

BOM modelling 6,000 / 4,500 cm/sec

Peak on Thurs - 4+ metres - metre+ half below 1974 flows

BCC 6,800 cm with rain.

planning to evacuate 2,000 residents going up by 3,500 to 4,000 - reviewing hourly. Increase by 300 in steps → an increase seen at Moggill in 24 hrs.

Giving BOM worst case this morning.

Reservoirs 75% full.

Kilcoy - no power - WTP isolated - helicopter in staff

biggest issue reticulated supply

Linville, Howood, ESK, } - no WTP

Jimna - lost pump

Wivenhoe - no power

Tarong - concern back flow into the storage.

might have to make call re keep supplying water for public health + not at ADWG standards.

[redacted] Minister

SEQ Water Grid

Emergency Response Plan version 2.0

Whole-of-Grid response

Activate Emergency Response Plan

To activate this Plan, in the event of an Alert or Level 3–5 incident, notify the SEQ Water Grid Manager Duty Manager

NOTIFY BY BOTH Mobile [redacted]

Email: notifications@[redacted]

Published by the Queensland Government, August 2010, 100 George Street, Brisbane Qld 4000.

Contents

Document control

Version control

Date	Author	Change and/or action	Version
10.08	Sean Rhodes		1.0
09.09	Sharon McHugh	Revision of structure and content	Draft
11.09	Brett Spink	Interim copy prepared for release	Interim
03.10	Brett Spink	Annual review	2.0
05.10	Brett Spink	Exercise Matrix recommendations changes	2.0
07.10	Brett Spink	SEQ Water Grid Communications Unit changes	2.0

Please note: changes to Attachments A and D–N are not included in version control, but will include the date of issue (Refer to 'About this Plan – Amendment').

Approval

Date	Approval received from	Version
10.08	The Hon. Craig Wallace MP, Minister for Natural Resources and Water	1.0
12.09	The Hon. Stephen Robertson MP, Minister for Natural Resources, Mines and Energy and Minister for Trade	Interim
08.10	The Hon. Stephen Robertson MP, Minister for Natural Resources, Mines and Energy and Minister for Trade	2.0

Distribution

Copies of the SEQ Water Grid Emergency Response Plan will be issued electronically by the SEQ Water Grid Manager. Grid Participants uncertain of the currency of their copy of the SEQ Water Grid Emergency Response Plan are to contact the SEQ Water Grid Manager in order to obtain a current version.

About this Plan

How to use this Plan

This SEQ Water Grid Emergency Response Plan is structured to provide all Grid Participants with clear, step-by-step guidance in responding to SEQ Water Grid emergencies.

It is the overarching whole-of-Grid Emergency Response Plan, under which each Grid Participant will have its own internal Emergency Response Plan for more specific detail on incident management and asset recovery.

About this Plan Policy	The first two tabbed sections include general information about the Plan and Emergency Response Policy.
Quick guide to emergency response	This is a one-page summary of the key steps in emergency response.
① Identify and assess incident severity ② Notify ③ Establish command and control ④ Manage the emergency ⑤ Manage the recovery ⑥ Improvement actions	These numbered and colour-coded tabs form a user manual, with step-by-step information on 'who-what-when' for each stage of emergency response.

Throughout this Plan there are some useful tools to help you:

	Snapshots	Located at the start of each section, these summarise the key steps at each stage of the emergency response process.
	Tool/resource boxes	These refer you to additional information or resources elsewhere in this Plan, or in another document.
	Action checklists	Located at the end of each section, these are an aid to ensure no actions are missed at each stage of the emergency response process.
Emergency response outline roadmap		Attachment B is a flowchart which illustrates the overall emergency response process.
	Emergency response action checklist	Attachment M brings together all the action checklists to form a handy worksheet which can be used to track progress during emergency responses.

Purpose

This document describes the SEQ Water Grid Emergency Response Plan (Emergency Response Plan). The purpose of this Emergency Response Plan is to coordinate an effective response across the SEQ Water Grid (Water Grid) in the event of an incident which meets the Water Grid's definition of 'emergency'.

Background

This Emergency Response Plan has been developed in accordance with section 4.24 of *The Market Rules SEQ Water Market* (Market Rules), which requires the SEQ Water Grid Manager (Water Grid Manager) to prepare and publish an Emergency Response Plan that specifies:

- incidents which must be reported to the Water Grid Manager
- response levels for the types of incidents reported to the Water Grid Manager
- escalation and notification paths for each response level
- reporting and monitoring requirements for each response level
- responsibilities for preparing and issuing public statements, if required, for each response level
- any changes to the process for issuing Grid Instructions following a reported incident
- the process for operating the Water Grid following a Water Supply Emergency Declaration
- the process for preparing, issuing and amending Emergency Operating Instructions following a Water Supply Emergency Declaration
- arrangements, where applicable, for providing the Water Grid Manager with access to Grid Service Provider operated control rooms, real-time information, equipment and personnel following a Water Supply Emergency Declaration
- any other matter the Water Grid Manager considers appropriate.

This Plan provides guidance to the following entities:

- SEQ Water Grid Manager
- Queensland Bulk Water Supply Authority, trading as Seqwater
- Queensland Manufactured Water Authority, trading as WaterSecure
- Queensland Bulk Water Transport Authority, trading as LinkWater
- Distribution Service Providers, including:
  - Queensland Urban Utilities
  - Allconnex Water
  - Unitywater
- Tarong Energy Corporation
- Tarong North Energy Corporation
- CS Energy
- Toowoomba Regional Council.

This Emergency Response Plan covers the Declared Water Services under the *Water Act 2000* and the wastewater treatment plants associated with critical purified recycled water schemes or within a drinking water catchment.

Objectives

The objectives of this Emergency Response Plan are to provide:

- guidance, where appropriate, for Grid Participants on rating incidents and their role in managing emergencies
- information to Grid Participants on notification, reporting and communication processes and protocols pertinent to the Water Grid Manager, other entities and relevant authorities
- processes to ensure timely, appropriate and accurate information is relayed to relevant stakeholders relative to the severity of an incident or emergency
- a mechanism to assist Grid Service Providers to comply with sections 4.26 and 4.28 of the Market Rules
- a mechanism to assist Distribution Service Providers to comply with sections 4.27 and 4.29 of the Market Rules
- links to the Queensland Disaster Management System and the incident management plans of other agencies.

Tool/resource

Refer to 'Attachment D: Grid Participant Emergency Response Plan approval requirements'.

Emergency Response Plan implementation and sustainability

This section applies to both this Emergency Response Plan, controlled by the Water Grid Manager, and the individual Grid Participant emergency response plans.

Regular testing and review

At least once each year all emergency response plans must be tested by:

- undertaking a review that enables a gap analysis between this Emergency Response Plan and Grid Participant emergency response plans
- participating in at least one exercise with the Water Grid Manager and/or Grid Participants, allowing incident classification assessment, notification procedures and communication protocols to be practiced
- ensuring members of the Emergency Coordination Teams and Grid Participant Incident Management Teams understand their roles and responsibilities
- ensuring the Emergency Coordination Teams and Grid Participant Incident Management Teams take part in any emergency management planning activities that are undertaken within the Water Grid
- circulating a receipted copy of the formally documented results from any audits or reviews to all Grid Participants.

Tool/resource

Refer to 'Policy – General roles and responsibilities' and '● Establish command and control' for descriptions of the incident management and emergency coordination functions.

Training

- All Grid Participants are to implement a schedule to train staff new to their organisations regarding their internal emergency response plans.
- All staff who have specific roles within Grid Participant Incident Management Teams are to regularly receive appropriate training and verification of understanding.
- The Water Grid Manager will provide advice on training in relation to this Emergency Response Plan, and will make its training materials available, to all Grid Participants for their further internal use.
- All training associated with emergency response plans is to be documented.

Internal understanding and document control

- All amendments to this Emergency Response Plan must be dated and recorded in the document control section.
- The Water Grid Manager takes no responsibility for the currency and accuracy of any uncontrolled copies of this Emergency Response Plan.
- Minutes from all meetings of the Emergency Coordination Teams and Incident Management Teams must be kept on record.

Tool/resource

'Document control' is the first section at the start of this Plan.

Amendment

Subject to the exceptions below, this Emergency Response Plan must only be amended through submission to the Minister in accordance with section 4.25 of the Market Rules.

The Water Grid Manager may amend and re-issue the following attachments to this Emergency Response Plan at any time:

- Attachment A: Emergency contact list
- Attachment D: Grid Participant Emergency Response Plan approval requirements
- Attachment E: *E. coli* alert escalation process
- Attachment F: Chlorine and monochloramine level exemptions
- Attachment G: Incident Notification Form
- Attachment H: Sample Situation Report (SITREP) template
- Attachment I: Informal Ministerial briefing template
- Attachment J: Incident Close-out Report
- Attachment K: Debriefing minutes template
- Attachment L: Post-emergency Report template
- Attachment M: Emergency response action checklist
- Attachment N: Emergency Management Team structure.

Acknowledgements

The following documents were used to assist in the preparation of this Emergency Response Plan:

- *The Australasian Inter-service Incident Management System* (third edition)
- Gold Coast Water Emergency Response Plan
- Ipswich Water Emergency Management Plan
- LinkWater Incident Management Plan
- *The Market Rules SEQ Water Market*
- Melbourne Water General Emergency Response Plan
- National Electricity Market Management Company Emergency Response Plan
- 'Queensland Health protocol for the management of major drinking water health-related incidents' (draft)
- *Queensland Infrastructure Protection and Resilience Framework*
- *Queensland Plan for the Protection of Critical Infrastructure from Terrorism*
- Seqwater Emergency procedure manual.

Definitions and terms

Command	The responsibility for directing personnel and resources of a participant in the performance of its role and tasks.
Control	The overall direction of response activities in an incident situation.
Coordination	The bringing together of elements to ensure effective response to emergencies.
Communications coordination	The emergency response function largely involving coordinating Water Grid internal and external communications.
Critical infrastructure	Infrastructure which, if destroyed, degraded or rendered unavailable for an extended period, will impact water supply to South East Queensland.
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	A plan prepared by the Water Grid Manager or by a Grid Participant 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 prepared by the Water Grid Manager and given to the Water Grid and Distribution Service Providers in accordance with the Market Rules.
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, Manufactured Water Provider and Bulk Transporter.
Incident	Any occurrence within or caused by the Water Grid 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 and classified against a gradient from 1 to 5. Ongoing conditions that have the potential to result in adverse consequences and non-compliance with legal and regulatory requirements are also considered to be incidents.
Incident management	The emergency response function largely involving managing the physical incident on-site.
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.
Market Rules	*The Market Rules SEQ Water Market*.
Public reassurance	Used in this Plan to refer to the confidence of the general public in the quality and security of the water supply, and in the ability of the Water Grid and Grid Participants to deliver their contracted services.

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. (ISO 31000:2009 'Risk management'.)
Technical coordination	The emergency response function largely involving coordinating whole-of-Grid operations and support. It will often involve the use of Grid Instructions and Emergency Operating Instructions.
Water Supply Emergency Declaration	A Water Supply Emergency Declaration made in accordance with section 25B of the *Water Act 2000*.

Policy

Definition of 'emergency' for this Plan

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.

An emergency is usually called by the impacted Grid Participant on initial identification. However, the Water Grid Manager reserves an overriding right to call or escalate emergencies.

The following table clarifies the difference between an incident and an emergency for this Plan.

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

This Plan is not concerned with the physical rectification of the incident (incident management), which is managed via the impacted Grid Participant's internal Emergency Response Plan, but with the broader whole-of-Grid and public interface outcomes of the emergency. While Alerts are not defined as an emergency, they do have the same notification requirements as Level 3, 4 and 5 incidents.

Level 1, 2 and Alert incidents, as smaller-scale events, do not typically have these broader impacts and therefore are not subject to this Emergency Response Plan. The exception to this is when an Emergency Management Team has been formed to respond to a Level 3, 4 or 5 emergency, then the Level 1, 2 or Alert incident must fall under the Emergency Response Plan. Level 3, 4 and 5 incidents, however, can be expected to have broader impacts and result in associated emergency situations; therefore their management is subject to this Emergency Response Plan.

Tool/resource

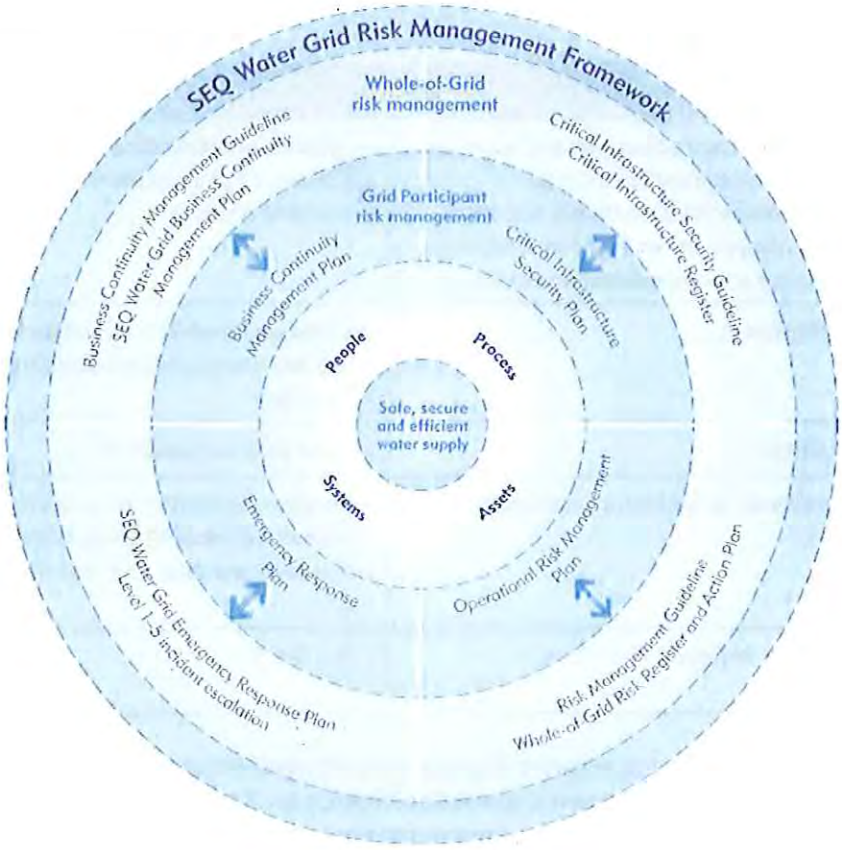
Refer to '❶ Identify and assess incident severity' for more detailed descriptions of incidents and severity ratings.

Link to SEQ Water Grid Risk Management Framework

The Emergency Response Plan provides a framework for managing whole-of-Grid emergencies and aligns with the SEQ Water Grid Risk Management Framework (Risk Management Framework).

The Risk Management Framework integrates the preventative, monitoring and contingent controls and ensures the Water Grid is best positioned to prevent, prepare, respond and recover from strategic and operational risks that threaten its ability to deliver a secure water supply for South East Queensland. Specifically, the Risk Management Framework integrates the management of risk, security, business continuity and emergency response.

Figure 1: SEQ Water Grid Risk Management Framework



Emergency Response Plan priorities

The priorities of this Emergency Response Plan are as follows:

1. maintaining the safety of employees and the public
2. protecting the quality of the water supply to Grid Customers
3. protecting the environment
4. protecting continuity of supply to Grid Customers
5. protecting landowner and community property
6. protecting Water Grid assets and infrastructure
7. maintaining the Water Grid's reputation.

Critical infrastructure

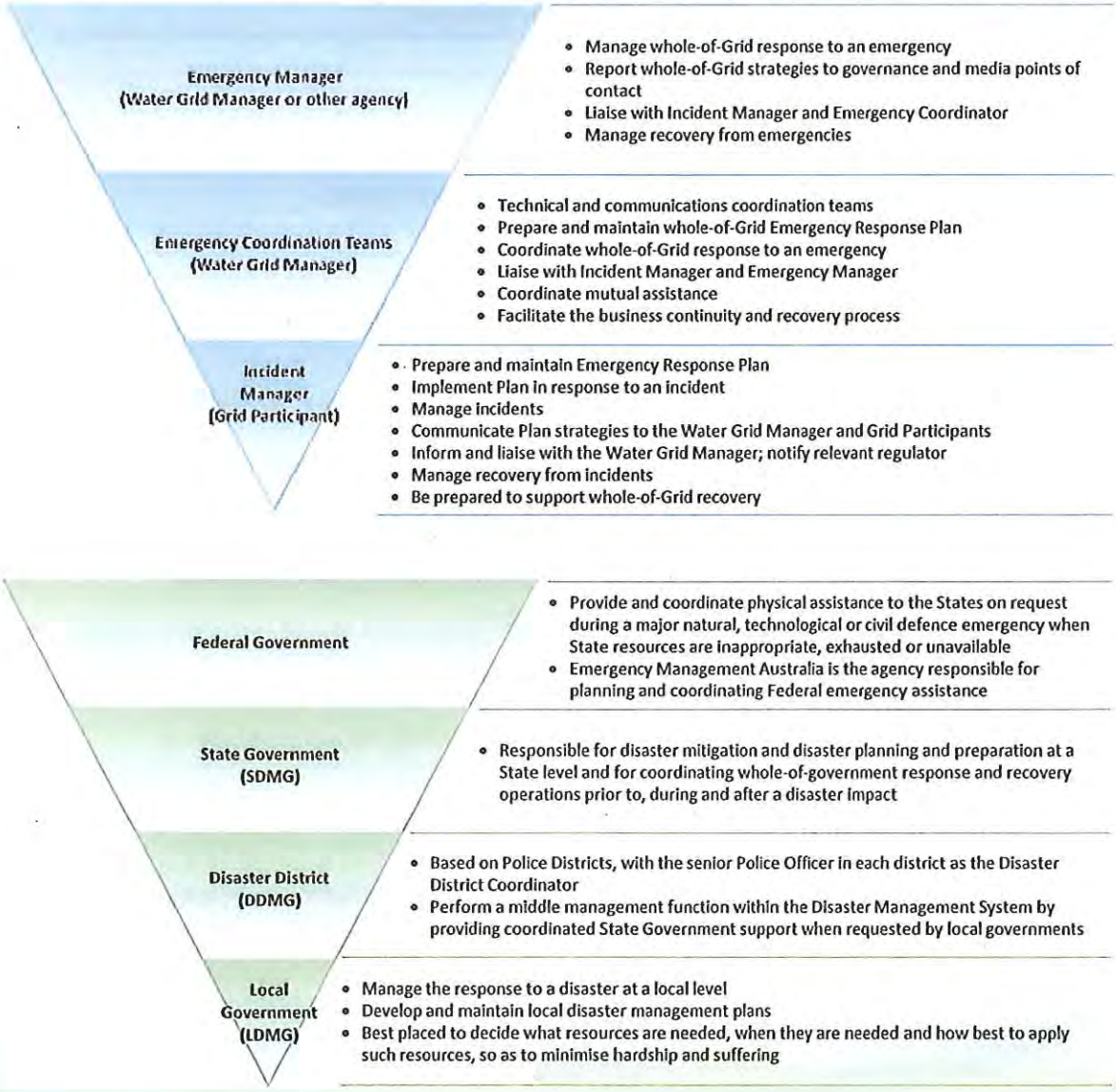
The Water Grid as a whole is deemed 'critical infrastructure' under the *Queensland Plan for the Protection of Critical Infrastructure from Terrorism*. This document is intended to be consistent with current Queensland Disaster Management System arrangements for such infrastructure.

General roles and responsibilities

Emergency response hierarchy

The Water Grid has a three-tiered response for managing incidents and emergencies (refer to Figure 2). Within each level of the structure, Grid Participants are responsible for managing the incident to a successful resolution, while informing the next level to assist in emergency response. Also included in Figure 2 is the Queensland Disaster Management System, which is activated, when required, to manage and coordinate support for disaster-stricken communities.

Figure 2: Water Grid emergency response hierarchy and the Queensland Disaster Management System



Emergency response functions

The four key functions involved in emergency response are as follows:

Table 2: Command and control function responsibilities

Function	Description	Responsible entity
Incident management	Managing the physical incident on-site	Impacted Grid Participant/s
Technical coordination	Coordinating whole-of-Grid operations and support	Water Grid Manager
Communications coordination	Coordinating Water Grid internal and external communications	Water Grid Manager
Emergency management	Strategic command and key stakeholder management	Normally the Water Grid Manager (In some circumstances this function may be assumed by another agency with relevant expertise or a strong interest in the incident)

Tool/resource

Refer to ' Establish command and control' for more detail on key emergency response functions.

All Grid Participants

Under the Emergency Response Plan, all Grid Participants have the following general responsibilities:

- develop an Emergency Response Plan that is consistent with this Emergency Response Plan and the Market Rules
- manage the response to incidents and emergencies in accordance with this Plan and more detailed plans specific to each Grid Participant, including Business Continuity, Emergency Response, Risk Management, and other risk management mechanisms
- communicate the incident (as per agreed communications protocols) as appropriate to:
  - the relevant emergency authorities, where applicable
  - the Water Grid Manager
  - the relevant regulator
  - responsible Ministers, Mayors or Chief Executive Officers (CEOs), where applicable
  - other affected Grid Participants
- work cooperatively with the Water Grid Manager Emergency Coordination Teams and any appointed Emergency Manager
- utilise the Emergency Response IT Solution when implemented for all Emergency Response related activities.

Tool/resource

The emergency response outline roadmap at Attachment B illustrates Grid Participant responsibility for emergency response processes at asset, Grid Participant and whole-of-Grid levels.

Water Grid Manager

In the event of an incident, the Water Grid Manager is effectively a Grid Participant, albeit with a specific role.

The Water Grid Manager is *not* to:

- manage the on-site response to the incident itself (incident management).

The Water Grid Manager *is*, for a Level 3 incident and above, to:

- conduct emergency coordination for both the technical and communication streams
  - liaise with the Incident Management Team established by the impacted Grid Participant
  - undertake modelling for the Water Grid and issue new Grid Instructions, if required
  - provide mutual assistance as agreed between the Water Grid Manager and other Grid Participants
- 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

SEQ Water Grid Communications Unit

The SEQ Water Grid Communications Unit (Communications Unit) was established to act on behalf of the State-owned entities as a 'single' voice for communications of the Water Grid operational activities.

In the event of an emergency, the Communications Unit is responsible for managing all communications events relating to the emergency, including:

- arranging media interviews, press releases and responding to media enquiries
- briefing the Minister's office
- preparing and distributing (following Emergency Manager approval) situation reports (SITREPs)
- preparing and distributing Product Quality Notifications, Q&As and fact sheets as appropriate
- liaising with Communications Managers in the affected Grid Participants to ensure consistency of messaging.

The agreed communications protocols provide further detail on the procedures to be followed in an emergency.

Quick guide to emergency response

Step		Key tasks	Tools
1	**Identify and assess incident severity** Actions to determine initial incident level	Assess the incident	Table 3: Incident severity classification levels
			Office of the Water Supply Regulator water quality reporting guideline
2	**Notify** Actions to alert impacted Grid Participants and stakeholders	Notify Grid Participant emergency contact	Attachment A: Emergency contact list
		Notify the Office of the Water Supply Regulator, if required	Drinking water incident hotline – ☎ 1300 596 709
		Notify the Water Grid Manager Duty Manager of Alert and Level 3–5 incidents: • Alert/Level 3 – ☎ and email form – ✉ within 2 hours • Levels 4 and 5 – ☎ and email form – ✉ within 1 hour	Water Grid Manager Duty Manager – ☎ [redacted] Attachment G: Incident Notification Form
		Notify other key stakeholders as required	Attachment A: Emergency contact list
		Open Emergency Response Log/s	Emergency Response Log
3	**Establish command and control** Actions to determine the Emergency Manager, and continuously assess risk level and command and control structure	Establish the Emergency Management Team	Table 7: Command and Control Framework
		Review initial risk assessment	Table 3: Incident severity classification levels
4	**Manage the emergency** Actions to eliminate the immediate risk to Water Grid operations	Grid Participant manages incident at asset/site level	Grid Participant internal Emergency Response Plan
		Coordinate the emergency at whole-of-Grid level	Grid Instructions and Emergency Operating Instructions
		Implement communication protocols	Water Grid communication protocols Attachment C: Communication workflow
5	**Manage the recovery** Actions to return Water Grid operations to normal	Agree recovery objectives	Recovery consultation process
		Recover asset	Recovery checklist
		Implement close-out communications protocols	Water Grid communication protocols Attachment J: Incident Close-out Report
6	**Improvement actions** Actions to improve future Water Grid operations	Debrief following emergency close-out	Attachment K: Debriefing minutes template
		Draft Post-emergency Report	Attachment L: Post-emergency Report template
		Update Risk Registers	Risk Registers

An outline roadmap illustrating the emergency response process is provided at Attachment B.

1 Identify and assess incident severity

Snapshot: Identify and assess incident severity

Actions to determine the initial level of incident classification:

- **Assess its level of severity.**
- **Determine if the incident can be considered an emergency under this Emergency Response Plan.**

Refer to the emergency response outline roadmap provided at Attachment B.

Is it an emergency?

This Emergency Response Plan is primarily concerned with Alert and Levels 3, 4 and 5 incidents that impact on:

- water quality
- water supply reliability
- public reassurance.

An emergency is usually called by the impacted Grid Participant on initial identification. However, the Water Grid Manager reserves an overriding right to call, escalate or de-escalate emergencies.

What is its level of severity?

Table 3: Incident severity classification levels details the incident classifications and criteria that form the basis of this Emergency Response Plan for the Water Grid. In situations where an incident level is not clearly defined by Table 3, determination of the incident level is at the discretion of the Water Grid Manager.

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.

Alert level

A classification level known as Alert is to be used for incidents or occurrences that may become more severe. An incident meets the Alert level criteria if:

- it is currently a Level 1 or 2 incident but has potential impacts that, if realised, would trigger a Level 3–5 emergency
- it has not yet occurred, but is considered highly likely to be imminent with a Level 3–5 severity level.

Examples would include a cyclone headed for the South East Queensland area or a positive first exceedence of the *Australian Drinking Water Guidelines (2004)* where a second test for confirmation has not yet been done.

Table 3: 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 • Local incident with impact limited to a single facility within one Grid Participant Overall system impact limited to temporary or no reduction in capacity • No effect on monthly Grid Instruction volumes • Minor or no impact on bulk Grid Customers • Minor short-term impact on a small number of retail Grid Customers • Managed by the resources of the affected Grid Participant without the need to notify other Grid Participants, Emergency Services or the Water Grid Manager • 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	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
	Water asset failure	• Minor unplanned asset failure – no facility output affected	• Localised pump breakdown; minor burst in a suburban street within distribution
	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
	Security and natural disaster	• Localised natural disaster damage	• Minor storm damage to asset
	Incident criterion – ancillary impacts associated with water supply		**Examples**
	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
	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

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

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 • 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 • 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	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')
	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
	Public reassurance	• Any incident or potential incident that has /could attract media interest, making negative coverage a possibility

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 reassurance	• Public questioning of Water Grid operations and decisions for local assets (e.g. regional newspaper, regulator enquiry)	• Medium- term adverse media at a regional or State level, such as large increase in volume of adverse calls to call centre

[1] The Water Grid Manager to use *E. coli* Alert escalation process flowchart (Attachment E)

[2] LinkWater and Seqwater chlorine level exemptions apply (Attachment F)

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 news and/or regulator investigation)	• Adverse State-wide or national media attention • Call centre receives a number of complaints related to multiple suburbs or two or more retailers

[3] Depending on Water Grid impacts assessment

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 related to multiple retailers

[4] Depending on Water Grid impacts assessment

Tool/resource

- Refer to the Office of the Water Supply Regulator's 'Water quality and reporting guideline for a drinking water service', and 'Drinking water quality: incident reporting' form available at www.derm.qld.gov.au.
- For information on carrying out impact assessments, refer to the SEQ Water Grid Risk Management Plan.

Action checklist – have you...☑

- established that the incident can be classed as an emergency? ☐
- assessed the incident's initial severity classification level using the descriptions and examples in Table 3: Incident severity classification levels? ☐
- considered potential risks arising as the emergency situation progresses, staying on the side of caution? ☐

② Notify

Snapshot: Notify

Actions to alert impacted Grid Participants and stakeholders:

- **Site staff to follow Grid Participant internal Emergency Response Plan notification procedures.**
- **For Alert and Level 3, 4 and 5 incidents, Grid Participant nominated emergency contact to notify the Water Grid Manager Duty Manager.**
- **Notify the Office of the Water Supply Regulator, if required.**
- **Notify other key stakeholders, as required.**
- **Open Emergency Response Log/s.**

Refer to the emergency response outline roadmap provided at Attachment B.

Notification responsibilities

The essential notification responsibilities upon detection of an incident are summarised in the following table.

Table 4: Notification responsibilities

Incident level	Grid Participant emergency contact		Water Grid Manager Duty Manager	
1 and 2	Yes	As per Grid Participant internal Emergency Response Plan and operating protocols	No	
Alert	Yes	As per Grid Participant internal Emergency Response Plan and operating protocols	Yes	☎ Within 2 hours of incident detection ✉ Email Incident Notification Form within 2 hours of incident detection
3	Yes	As per Grid Participant internal Emergency Response Plan and operating protocols	Yes	☎ Within 2 hours of incident detection ✉ Email Incident Notification Form within 2 hours of incident detection
4 and 5	Yes	As per Grid Participant internal Emergency Response Plan and operating protocols	Yes	☎ Within 1 hour of incident detection ✉ Email Incident Notification Form within 1 hour of incident detection

Grid Participant emergency contact

Each Grid Participant must identify a nominated single point of contact to provide formal notification of incidents and to liaise initially with the Water Grid Manager. The nominated person or position must be available for contact 24 hours a day.

Tool/resource

Refer to Attachment A: Emergency contact list.

Water Grid Manager Duty Manager

The impacted Grid Participant's nominated delegate must contact the Water Grid Manager Duty Manager:

- by phone
  - Alert and Level 3 – within 2 hours of the incident being identified
  - Levels 4 and 5 – within 1 hour of the incident being identified

and

- by emailing a completed Incident Notification Form
  - Alert and Level 3 – within 2 hours of the incident being identified
  - Levels 4 and 5 – within 1 hour of the incident being identified.

Activate Emergency Response Plan

To activate this Plan, in the event of an Alert or Level 3–5 incident, notify the Water Grid Manager Duty Manager

NOTIFY BY BOTH Mobile [redacted]
Email: notifications [redacted]

Tool/resource

Refer to Attachment G for a copy of the Incident Notification Form. This is also available as a separate Word file on request from notifications [redacted]

Office of the Water Supply Regulator

For Alert, Level 3, 4 and 5 water quality incidents requiring the Office of the Water Supply Regulator to be notified, a completed Drinking water quality: incident reporting form, Part A will be accepted by the Water Grid Manager instead of the Incident Notification Form. As this form contains much of the same information as the Incident Notification Form, if the incident only involves water quality, it is not necessary to send both forms. However, the copy of the Office of the Water Supply Regulator form sent to the Water Grid Manager should be accompanied by supplementary information advising on:

- incident rating
- media interest
- other additional relevant information.

Tool/resource

The Office of the Water Supply Regulator's Drinking water quality: incident reporting form, Part A is available at www.derm.qld.gov.au.

Notify other key stakeholders

During an incident, impacted Grid Participants may need to alert other internal stakeholders. The following table outlines some key stakeholders who may require notification depending on the classification of the incident. This table is for indicative purposes only. For more detail on stakeholder notification responsibilities, refer to '⑧ Manage the emergency – Communication'.

Grid Participants should confirm with the Water Grid Manager which stakeholders they have notified.

For any incident of any level where a State-owned Grid Participant is involved and requires notification to the Minister's office, the Communications Unit must be notified to facilitate this. The Informal Ministerial briefing template at Attachment I should be used.

Initial notification of incidents to the Minister's office will be made as soon as practicable.

Table 5: Key stakeholder notification

Incident level	Grid Participant responsible Ministers/ CEO/Mayor/Board	Queensland Water Commission/Department of Environment and Resource Management	Other impacted Grid Participants	Office of the Water Supply 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
1			●			As required	As required	As required
2			●					
Alert	●	●	●	●	●			
3	●	●	●	●	●			
4	●	●	●	●	●			
5	●	●	●	●	●			

Tool/resource

- Refer to Attachment A: Emergency contact list.
- Refer to 'Queensland Health protocol for the management of major drinking water health-related incidents'.
- Refer to Attachment I: Informal Ministerial briefing template.

Record keeping – Emergency Response Log

To keep a record of all relevant communications, meetings, events and actions, each party to the emergency response must keep a log from the time the incident is first identified or notified. By the end of the emergency response, all relevant logs must be consolidated by the Water Grid Manager/lead agency. Details captured must include:

- entry date and time
- type – e.g. phone call, email, meeting, event, action
- participants
- location
- description
- actions arising.

Tool/resource

A copy of the Water Grid Manager's Emergency Response Log template is available on request.

Action checklist – have you...☑

- notified the Grid Participant internal emergency contact? ☐
- phoned to notify the Water Grid Manager Duty Manager if it is an Alert or a Level 3, 4 or 5 emergency? ☐
- emailed the Water Grid Manager Duty Manager a completed Incident Notification Form (Attachment G)? ☐
- 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 Emergency Response Log? ☐

3 Establish command and control

Snapshot: Establish command and control

Actions to determine the Emergency Manager, and continuously reassess risk level and command and control through more detailed risk assessment:

- **Establish the Emergency Team.**
- **Review the initial risk assessment and the command and control structure continuously throughout steps 3 and 4.**

Refer to the emergency response outline roadmap provided at Attachment B.

Defining incident vs emergency

The division of command and control functions is to a great extent dependent on differentiating between the physical incident and the broader emergency situation.

Table 6: 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

Level 1, 2 and Alert incidents, as smaller-scale events, do not typically have the broader impacts which result in an associated emergency situation, and therefore are not subject to this Emergency Response Plan. 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 this Plan. This requires the Level 1, 2 or Alert incident to be managed as part of the higher emergency response.

Level Alert, 3, 4 and 5 incidents, however, can be expected to have broader impacts and result in associated emergency situations, and therefore their management is subject to this Emergency Response Plan. While Alerts are not defined as an emergency, they do have the same notification requirements as Level 3, 4 and 5 incidents.

3 Establish command and control

Snapshot: Establish command and control

Actions to determine the Emergency Manager, and continuously reassess risk level and command and control through more detailed risk assessment:

- **Establish the Emergency Team.**
- **Review the initial risk assessment and the command and control structure continuously throughout steps 3 and 4.**

Refer to the emergency response outline roadmap provided at Attachment B.

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The division of command and control functions is to a great extent dependent on differentiating between the physical incident and the broader emergency situation.

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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

Level 1, 2 and Alert incidents, as smaller-scale events, do not typically have the broader impacts which result in an associated emergency situation, and therefore are not subject to this Emergency Response Plan. 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 this Plan. This requires the Level 1, 2 or Alert incident to be managed as part of the higher emergency response.

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Command and control functions

The four key functions for command and control of an emergency are as follows:

Table 7: Command and control function responsibilities

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

Tool/resource

Refer to the emergency response outline roadmap at Attachment B.

Function ownership

Under normal circumstances, the Water Grid Manager will combine the emergency management function with the coordination functions. However, in some circumstances the emergency management function may be assumed by another agency with relevant expertise or a strong interest in the incident.

When an external agency takes the emergency management role, the Water Grid Manager will continue to act as the lead for the Water Grid, representing the Water Grid to the Emergency Manager.

Table 8: Emergency function ownership

Function	Owner	Circumstances
Incident management	Impacted Grid Participant/s	Always
Technical coordination	Water Grid Manager	Always
Communications coordination	Water Grid Manager	Always
Emergency management	Water Grid Manager	Most emergencies – 'default' Emergency Manager The Water 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 Water 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 Water Grid Manager will contact Queensland Health in the event of a health-related 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 Water Grid Manager if it decides to take the emergency management role

Function	Owner	Circumstances
	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 Water Grid Manager will contact Emergency Services/State Disaster Management Group in the event of a relevant emergency to establish who will take the emergency management role

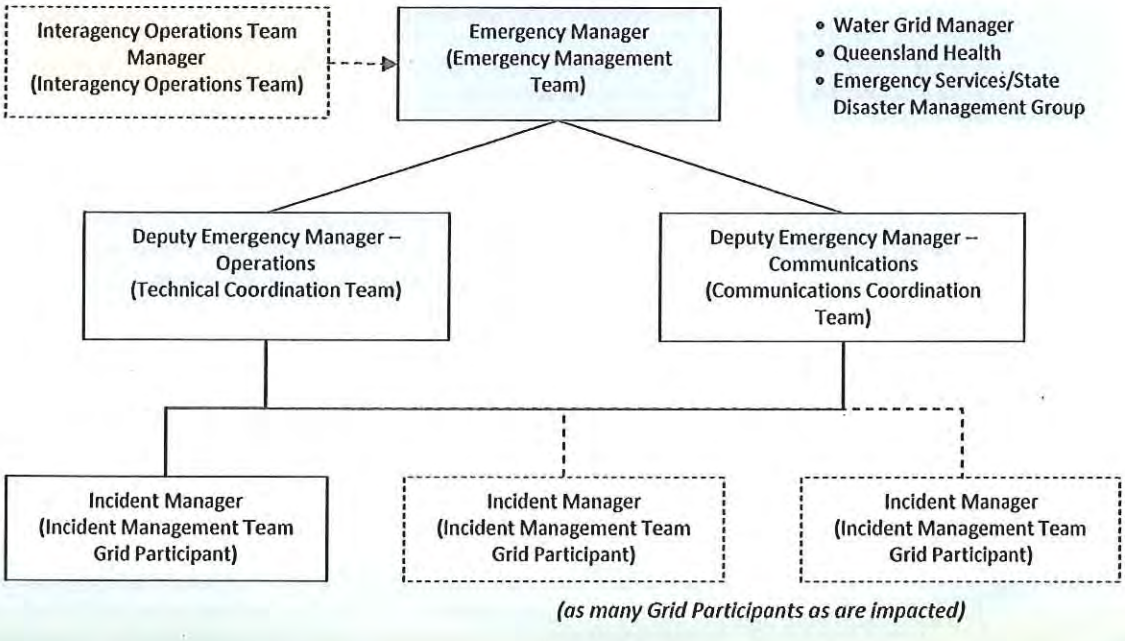
Tool/resource

- Refer to the Grid Participant's internal Emergency Response Plan and operating protocols.
- Refer to '④ Manage the emergency'.
- Refer to 'Queensland Health protocol for the management of major drinking water health-related incidents'.
- Refer to Attachment A: Emergency contact list.

Emergency Response Team structure

Based on the above functions and their 'owners', the Emergency Response Team structure will be as follows:

Figure 3: Emergency Response Team structure



For emergencies where the Water Grid Manager is the Emergency Manager, the Water Grid Manager will determine the composition of the Emergency Management Team. For uncomplicated Level 3 incidents, the Emergency Management Team may consist at the minimum of a designated Emergency Manager from within the Water Grid Manager, who may also be designated as the Emergency Coordination Teams.

Function teams membership

In general terms, the function teams shown above will be made up as follows:

Table 9: Function teams membership

Function	Agency	Team	Team leader	Team members
Incident management	Grid Participant	Incident Management Team	Incident Manager	• Grid Participant staff
Technical coordination	Water Grid Manager	Technical Coordination Team	Deputy Emergency Manager - Operations	• Water Grid Manager staff • Grid Participant staff
Communications coordination	Water Grid Manager	Communications Coordination Team	Deputy Emergency Manager - Communications	• Water Grid Manager staff • Grid Participant staff
Emergency management	Water Grid Manager	Emergency Management Team	Emergency Manager	• Water Grid Manager staff • Grid Participant 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 • Ministerial staff • Communications staff • State regulators • Specialist advisors, as needed
	Emergency Services/ State Disaster Management Group	Emergency Management Team based on State Disaster Management Group	State Disaster Manager	

Incident Management Team

The structure and composition of the Incident Management Team will be in accordance with the impacted Grid Participant/s' internal Emergency Response Plan. It will largely rely upon internal staff resources.

Technical Coordination Team

The structure and composition of the 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 Water Grid Manager, but 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 of actions required by the Emergency Management Team. For straightforward emergencies, the Technical Coordination Team and the Communications Coordination Team may be combined with 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 rely upon staff resources from within the Water Grid Manager, but may also draw upon communications and media staff of the impacted Grid Participants.

The function of the Communications Coordination Team is to coordinate and manage implementation within the Water Grid of actions required by the Emergency Management Team. These actions will focus on internal and external communications. For straightforward emergencies, the Technical Coordination Team and the Communications Coordination Team may be combined with the Emergency Management Team.

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. As a guide, for incidents in which no external entities are involved, the Emergency Management Team is likely to consist of the Emergency Manager, an executive from each impacted Grid Participant and Water Grid Manager staff. All invitations will be made by the Emergency Manager, by phone or face-to-face. Email is not to be solely relied upon.

An indicative structure has been included in Attachment N for use as a default. Depending on the emergency situation, it may require some changes to effectively manage the response. The Emergency Manager will be the single point of contact for the emergency, unless this function is delegated to other team member/s.

Normally a staff member from the Water Grid Manager will be appointed as the Deputy Emergency Manager – Communications for the emergency response. A staff member from the Water Grid Manager will be appointed as the Deputy Emergency Manager – Operations as well. The appointment of these positions will be confirmed by the Emergency Management Team at its first meeting. For very straightforward emergencies, the Emergency Management Team may consist of a single manager from the Water Grid Manager.

For most emergencies, the Water Grid Manager will combine this function with its emergency coordination roles. The Emergency Management Team will therefore be the same as the Emergency Coordination Teams.

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*.

The Emergency Management Team may draw upon the Interagency Operations Team for specialist advice, if required.

Interagency Operations Team

The Interagency Operations Team is an independent expert reference panel assembled by the Emergency Management Team 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 are not fixed, as these will be determined for each event in view of the technical knowledge or expertise required. The Emergency Manager will designate a Grid Participant or external agency staff member to be the manager of the Interagency Operations Team.

Table 10: 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 function teams will be located as follows:

Table 11: Normal emergency response function team locations

Function team	Location
Incident management	As directed by impacted Grid Participants
Technical coordination	As directed by the Deputy Emergency Manager – Operations. It will be an appropriate location to achieve efficient situational awareness
Communications coordination	Water Grid Manager's office • Level 15, 53 Albert Street, Brisbane
Emergency management	Water Grid Manager's incident room • Level 15, 53 Albert Street, Brisbane
Interagency Operations Team	As directed by the Emergency Manager

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 is notified, and the Emergency Management Team and Emergency Coordination Teams are mobilised, each should reassess the risk classification in view of their different perspectives and expertise. For example, Queensland Health will be the lead agency for major drinking water health-related incidents, and will use health risk assessment tools to review the severity level classification.

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

Tool/resource

- Refer to Table 3: Incident severity classification levels.
- Refer to 'Queensland Health protocol for the management of major drinking water health-related incidents'.

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 appropriate person within a Grid Participant, e.g. Grid Participant Duty Manager, has the authority to escalate an incident to a higher level and send appropriate notification to the Water Grid Manager corresponding to the escalation. The Water 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.

Action checklist – have you...☑

- mobilised the Grid Participant's Incident Management Team as per its internal Emergency Response Plan? ☐
- mobilised the Technical and Communications Coordination Teams? ☐
- determined the 'Emergency Manager' and mobilised its emergency command structure? ☐
- activated the Emergency Management Team? ☐
- convened an Interagency Operations Team, if required?
- begun the process of continuous risk reassessment, drawing on specialised expertise as appropriate? ☐

4 Manage the emergency

Snapshot: Manage the emergency

Actions to eliminate the immediate risk to Water Grid operations:

- **Manage the incident at asset/site level.**
- **Coordinate the emergency at whole-of-Grid level.**
- **Implement communications protocols.**

Refer to the emergency response outline roadmap provided at Attachment B.

Incident management

Impacted Grid Participants are responsible for carrying out incident management in accordance with their internal emergency response plans and operating protocols.

Tool/resource

- See 3 'Command and control functions' for a description of the 'incident management' role.
- Refer to Grid Participants' internal emergency response plans and operating protocols.

Emergency coordination

The Water Grid Manager is responsible for establishing the Technical and Communications Coordination Teams. A range of coordination activities will be required to facilitate the total emergency response and to ensure whole-of-Grid operations maintain supply (as 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 (see '3 Command and control – Function ownership')
- coordinating and preparing key communications (both internal and external)
- issuing Grid Instructions and Emergency Operating Instructions, as necessary.

For most emergencies, the Water Grid Manager will combine the emergency coordination and emergency management functions. However, when the emergency management function is transferred to another agency, its associated activities, including a range of communication activities, are transferred with it.

Liaison and resource sharing

The Water 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 include:

- among Grid Participants
- with State agencies
- with Federal agencies (e.g. Department of the Environment, Water, Heritage and the Arts; National Water Commission)
- with Emergency Services (see Figure 2: Water Grid emergency response hierarchy and the Queensland Disaster Management System).

The Water 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
- coordinating and providing mutual assistance
- solving short-term staff and equipment shortages for incident management by sourcing loans from other Grid Participants.

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 Water Grid Manager's coordination function will involve supporting Queensland Health, 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
- providing and coordinating logistics support, as required
- giving full, proactive cooperation in general.

Tool/resource

Refer to 'Queensland Health protocol for the management of major drinking water health-related incidents'.

Whole-of-Grid operations

Amendments to Grid Instructions

Under section 4.15 of the Market Rules, the Water 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 Water Grid Manager, at its discretion, considers appropriate.

During emergencies, the Water Grid Manager is to perform an assessment of the impact upon security of supply and ability to meet Grid Customer demand, and issue new Grid Instructions as necessary. To make this assessment Grid Participants may be required to make arrangements to provide the Water Grid Manager with access to timely, accurate and verified information.

Water Supply Emergency Declarations and Emergency Operating Instructions

A Water Supply Emergency can be declared by the Minister responsible for Chapter 2, Part 2, Division 2A of the *Water Act 2000* if the Minister is satisfied there is a water supply emergency or that one is developing. A water supply emergency is an event or situation where there is a demonstrably serious risk of not being able to meet part of the State's essential water supply needs. The following examples of some potential situations are 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 the Minister declares a Water Supply Emergency, the Water Grid Manager may issue Emergency Operating Instructions. Emergency Operating Instructions issued under this section are to be published in a manner determined by the Water Grid Manager and are to be issued to the Grid Participants they affect. The Water Grid Manager may provide a copy of the Emergency Operating Instructions to other Grid Participants and any other entity the Water Grid Manager considers appropriate.

The Water Grid Manager will determine the timeframe over which the Emergency Operating Instructions apply, which will be subject to the type of incident taking place.

The Water Grid Manager can amend Emergency Operating Instructions if it judges necessary. The frequency of these amendments will depend on the nature of the incident. For example, a major asset failure may necessitate frequent amendments to Emergency Operating Instructions, whereas a drought emergency would probably not require amendments to be made so frequently.

Tool/resource

Refer to the Market Rules, sections 4.15 and 4.23–4.24.

Communication

Overview

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:

- 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
- do not adversely affect insurance cover, where possible.

Any information advised to the Emergency Management Team for use in briefing the Minister's office must be authorised by the Grid Participant's CEO.

The Emergency Management Team is responsible for managing most communication functions. The Emergency Management Team will use the Communications Coordination Team in supporting this role. Refer to 'Establish command and control' for an outline of the emergency management role. For a diagram of the emergency management communication process, refer to Attachment C: Communication workflow.

For incidents not deemed an emergency under this Plan, and where a State-owned Grid Participant is involved, all communication activities must be coordinated through the Communications Unit.

Tool/resource

- Refer to Attachment C: Communication workflow.
- For Level 1 and 2 incident communications, refer to the Communications Unit protocols.
- A Sample Situation Report (SITREP) template is provided at Attachment H. This is available as a separate Word file on request from notifications[redacted]
- Refer to Attachment I: Informal Ministerial briefing template.

'Internal' communication activities

Among members of the Water Grid and Government stakeholders.

Table 12: 'Internal' communication roles

Level	Communication	Incident Management Team (Impacted Grid Participant/s)	Communications Coordination Team (Water Grid Manager)	Emergency Management Team (Water Grid Manager or other) [5]
1–2	Notification	Notify internal key stakeholders as required, e.g. CEO, Mayor, Board Notify other impacted Grid Participant/s	No involvement	No involvement
	Stakeholder briefings	Manage internal stakeholders at own discretion	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, Mayor, Board Notify other impacted Grid Participant/s. Notify Water Grid Manager Notify Office of the Water Supply Regulator, if required	Water Grid Manager Duty Manager to notify Minister's office (use Attachment I template)	Water Grid Manager Duty Manager to notify Minister's office (use Attachment I template)
	Stakeholder briefings	Manage internal stakeholders at own discretion	No involvement	No involvement
	Liaison/support	Liaise with other impacted Grid Participant/s	No involvement	No involvement

Level	Communication	Incident Management Team (Impacted Grid Participant/s)	Communications Coordination Team (Water Grid Manager)	Emergency Management Team (Water Grid Manager or other) [5]
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, Mayor, 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, Mayor, 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)

[5] See '© Command and control - Function ownership'

'External' communication activities

Directed at the public and stakeholders outside Water Grid.

Table 13: 'External' communication roles

Level	Communication	Distribution Service Providers Incident Management Team (Impacted Grid Participant/s) #	Communications Coordination Team (Water Grid Manager) #	Emergency Management Team (Water Grid Manager or other) [6]
1–2	Strategy and messaging	Formulate any appropriate communications strategy messaging at their 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 their own discretion Respond to media/public enquiries May only comment on the incident as it relates to their 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 their 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 their own discretion Respond to media/public enquiries May only comment on the incident as it relates to their 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.

Level	Communication	Distribution Service Providers Incident Management Team (Impacted Grid Participant/s) #	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.

[6] See 'Command and control - Function ownership'

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.

Action checklist – have you...☑

- verified the incident level? ☐
- continually reassessed risk, command and control, and interagency communications? ☐
- implemented incident management at the asset/site level as per the Grid Participant's internal Emergency Response Plan and operating protocols? ☐
- 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 the necessary support to Queensland Health? ☐
- modelled the impacts on security of supply and issued new Grid Instructions, if required? ☐
- issued Emergency Operating Instructions, if required? ☐
- briefed relevant key stakeholders and established a schedule for ongoing updates? ☐
- issued an approved holding initial 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 further public information releases, e.g. for publication via Grid Participant websites and call centres? ☐

5 Manage the recovery

Snapshot: Manage the recovery

Actions to return Water Grid operations to normal:

- **Agree recovery plan and objectives.**
- **Recover asset and restore full service/product delivery.**
- **Implement close-out communications protocols.**

Refer to the emergency response outline roadmap provided at Attachment B.

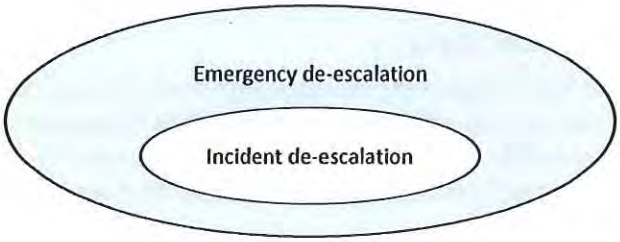
Context

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

De-escalation

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

Figure 4: 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. The impacted Grid Participant is therefore responsible for incident de-escalation. Each Grid Participant is to have a procedure which details the process to close-out an incident once it has been rectified.

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 the Grid Participant has de-escalated their incident. As a result, only the Emergency Manager can de-escalate the Water Grid emergency.

Roles and responsibilities

Action	Incident Management Team (Grid Participant/s)	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				●

[7] See '8 Command and control - Function ownership'

Incident Manager (Grid Participant/s)

Grid Participants are responsible for managing the recovery of their assets, services and/or products in accordance with the agreed recovery objectives and the Water Grid Manager's Grid Instructions. Grid Participants are also responsible for providing information and resources to the Emergency Management Team and Emergency Coordination Teams in order to assist the whole-of-Grid recovery effort.

Tool/resource

Refer to the Grid Participant's internal Emergency Response Plan and operating protocols for asset recovery processes.

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 J, including the results of any investigation and rectification procedures performed, and copy to the Water Grid Manager (and Emergency Manager, if this is not the Water Grid Manager).

Tool/resource

A copy of the Incident Close-out Report is provided at Attachment J. This is also available as a separate Word file on request from notification[redacted]

Office of the Water Supply Regulator

For all incidents that have required the Grid Participant to submit Part A of the form 'Drinking water quality: incident reporting' to the Office of the Water Supply Regulator, the Grid Participant should also submit Part B of the form on close-out in addition to the Water Grid Incident Close-out Report sent to the Water Grid Manager.

Tool/resource

Refer to the 'Drinking water quality: incident reporting' form available at www.derm.qld.gov.au.

Emergency Coordination Teams (Water Grid Manager)

The Emergency Coordination Teams assist the Emergency Management Team in coordinating the whole-of-Grid recovery process, based on recovery objectives and subsequent priority of work provided by the Emergency Management Team.

The Emergency Coordination Teams must work with Grid Participants to determine the most effective method of implementing the recovery objectives. The Water 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 (Water 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:

- Grid Participants
- Queensland Treasury
- Department of Community Safety (Emergency Services)
- Department of Premier and Cabinet
- Department of Infrastructure and Planning
- Grid Customers
- Queensland Health
- Department of Employment, Economic Development and Innovation
- Queensland Water Commission
- Department of Environment and Resource Management.

Communications and media

The Emergency Management Team is responsible for managing recovery communications across the Grid Participants and to external stakeholders such as Grid Customers and relevant parts of government. The Emergency Management Team is also responsible for issuing a close-out statement/media release, if appropriate.

Tool/resource

Refer to ⓮ 'Manage the emergency' for media release protocols.

Action checklist – have you...☑

- established the recovery objectives? ☐
- recovered the asset? ☐
- issued Grid Instructions, if required, to achieve whole-of-Grid recovery? ☐
- issued an approved close-out statement to the media, if appropriate? ☐
- completed an Incident Close-out Report and copied it to the Water Grid Manager (and other Emergency Manager) (Attachment J)? ☐
- Submitted Part B of the Office of the Water Supply Regulator form 'Drinking water quality: incident reporting'? ☐

6 Improvement actions

Snapshot: Improvement actions

Actions to improve future Water Grid operations:

- **Debrief following incident close-out.**
- **Draft Post-emergency Report.**
- **Update Risk Registers.**

Refer to the emergency response outline roadmap provided at Attachment B.

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	Incident Manager (Impacted Grid Participant)	Emergency Manager (Water Grid Manager or other) [8]
1, 2 and Alert	Refer to Grid Participant's internal 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

[8] See 'Command and control – Function ownership'

Debriefings must be fully documented, with copies of the minutes distributed to all entities involved. Attendees will need to bring copies of all documentation associated with the incident, such as notification forms, logs, SITREPs, briefings, media releases, correspondence, photographs, etc.

Tool/resource

- Refer to debriefing procedures in Grid Participant internal emergency response plans.
- A Debriefing minutes template is provided at Attachment K. This is also available as a separate Word file on request from notifications[redacted]

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.

Tool/resource

Refer to the Post-emergency Report template provided at Attachment L.

Risk Register

Recommendations arising from the debriefing process and Post-emergency Report must be forwarded to Grid Participant Risk Managers for inclusion in the entities' Risk Registers, as appropriate.

The impacted Grid Participant/s are responsible for incorporating recommended actions addressing their own assets and systems. The Water Grid Manager is responsible for incorporating recommendations which address:

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

Following risk assessment in accordance with the Grid Participants' internal risk management plans, recommendations and mitigations will flow through to update operational documentation such as:

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

Tool/resource

- Refer to Grid Participant and Water Grid Manager Risk Registers and risk management plans.
- Refer to the Water Grid Manager's Workforce Capability Strategy.

Action checklist – have you...☑

- carried out a 'hot' debrief? ☐
- carried out a 'cold' debrief (Attachment K)? ☐
- completed a Post-emergency Report (Attachment L)? ☐
- forwarded recommendations for inclusion in Risk Registers? ☐

Attachment A: Emergency contact list

Grid Participants are to provide an update of their contact list to the Water Grid Manager as changes occur, and as a minimum, on the first working day in February, May, August and November, whether or not any changes have been made.

Grid Participant – first priority contacts

Entity	Contact person	Role	Contact details
SEQ Water Grid Manager	Duty Manager	*(first point of contact for incidents)*	[redacted]
LinkWater	Control Room (24/7)	*(first point of contact for incidents)*	
WaterSecure	Philip Surtees	Senior Operations Manager *(first point of contact for incidents)*	
Seqwater	David Roberts	Principal Coordinator, Incident and Emergency Management *(first point of contact for incidents)*	
Unitywater	Duty Shift Officer	Network Operations Control Room (South) - MBRC *(first point of contact for incidents)*	
Queensland Urban Utilities	Control Room Operator	East Operations Control Room Operates 24/7 *(first point of contact for incidents)*	
Allconnex Water	Paul Gear	Acting Group Manager Policy & Systems *(first point of contact for incidents)*	

Grid Participant – additional contacts

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

Entity	Contact person	Role	Contact details
Seqwater	Jim Pruss	Executive General Manager Operations	[redacted]
	Stan Stevenson	Coastal Operations Manager	
	Brett Myatt	Central Operations Manager	
	Arran Canning	Water Quality Product Manager	
	Incident Management Hotline		
Unitywater			
Southern Region (Moreton Bay Regional Council Area)	Graeme Arthy	Principal Engineer Network Control	[redacted]
	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	
	Gary Sabburg	Executive Manager Operations North	

Entity	Contact person	Role	Contact details
Head Quarters	Call Centre	Customer Service Team	[redacted]
	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			
Queensland Urban Utilities (QUU)	West Duty Officer	West Control Room *(secondary point of contact for incidents)*	[redacted]
	Media Duty Manager	24/7 Communications and Media Duty Officer	
	Manager - Source Control & Product Quality	Water quality contact	
	Robin Lewis	COO	
	Noel Faulkner	CEO	
	Email contact for East QUU incident Management room (when activated) quusde-incidentroom[redacted] Email contact for West QUU incident Management room (when activated) quu.west.imt@[redacted] Email contact for West QUU Emergency Management room (when activated) QUU.EMT@[redacted] ***THESE EMAILS ARE ONLY MONITORED WHEN AN INCIDENT OR EMERGENCY HAS BEEN DECLARED AND THE ROOM/S ACTIVATED***		

Entity	Contact person	Role	Contact details
Allconnex Water			
Gold Coast District	Duty Manager	On-call Incident Manager	[redacted]
	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	[redacted]
	Kevin McGuire	Manager Reticulations Operations	
	Sherryn Filip	Customer Relations Officer *(for communications/ media)*	

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	[redacted]
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	[redacted]
	David Robertson	Media Advisor	
	Tim Watts	Policy Advisor	

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	[redacted]
	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	
Queensland Police Service Security Intelligence Branch			

Entity	Contact person	Role	Contact details
Treasury	Ken Sedgwick	Assistant Under Treasurer	[redacted]
	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	

Grid Customers			
CS Energy	David Christy	Coal and Water Resources Manager	[redacted]
	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	

DLB-25 – Typed out diary notes – teleconference 9 January 2011 9.30pm

Teleconfence

Rob Drury –
→ 300,000 of the 1.4m in Wivenhoe; 200/300,000 in Somerset
100,00ML coming down the river
→ have to start releasing large

→ looking at urban innundations
→ will impact on bridges
Mt Crosby Weir →
Fernvale →
Brisbane Valley H'way will go under
Colleges Crossing

Could go out by itself by Lockyer R
14,000 – Wed - see impacts
noon 25,000 m^2/s
if rain continues 2500 will go up
objective to keep → 3,500 m^2 – urban
under this figure damage
aiming to get to 2/2 m^2 comb flows lower
maybe 5 days to get B'Bane at Moggill
rid of water Aim to keep under this

Releasing based on what has fallen

Colin Jensen – activated their Flood Centre
- Big release which has to be managed
- Will go through with BCC again
- Release for morning radio
  > Bridges
- Have mitigated the effect – so much water
  Rain, inflows

½ flood buffer in 24 hours

1700 moving to 2500
→ 3.500
- releasing 1/3 of what coming in