Health & Safety

Crisis and Emergency Management Procedure

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1.   Purpose

This procedure details the framework that Queensland Hydro have for crisis and emergency management.

The key priorities for Queensland Hydro in any emergency or crisis are to:

- Protect life and ensure well-being through a strong focus on the ability to account for people.
- Minimise damage to the environment.
- Protect Queensland Hydro and third-party assets and information from further damage.
- Minimise business interruptions.
- Protect and, where possible, enhance reputation.

Queensland Hydro will approach emergencies and crises using the principle of 'prudent over-reaction and rapid de-escalation' - the idea being that it is easier to scale down an over-reaction than to ramp up an under-reaction.

1.1   Objectives

This procedure applies to all Queensland Hydro employees, contractors and visitors on Queensland Hydro worksites. This procedure does not apply to any workplace under the control of a Principal Contractor that is not Queensland Hydro.

This procedure does not document the processes for the management of incidents – for this refer to Incident Management Procedure (HS-PRO-0026).

1.2   Accountability

1.2.1   Queensland Hydro Emergency and Crisis structure

The Queensland Hydro emergency and crisis structure has four main parts consisting of:

- The Emergency Planning Committee (EPC).
- Fire Wardens.
- Project specific Emergency Management Teams (EMT).
- The Crisis Management Team (CMT).

1.2.2   Emergency Planning Committee (EPC)

The EPC provides the strategic planning function for the Queensland Hydro emergency and crisis management system. This includes:

- Ensuring the system has comprehensively addressed foreseeable events and residual risks identified through Queensland Hydro's risk management framework.
- Ensuring that Business Continuity Plans (BCPs) are developed to address key business disruption risks.
- That owners of the BCPs are periodically reviewing and testing for currency and suitability.
- Providing oversight of the monitoring and evaluation activities to test capability and to continually improve the system.

Details on the EPC's objectives, composition and governance is outlined in the Queensland Hydro Emergency Planning Committee Charter (HS-STD-0011).

1.2.3   Fire Wardens

Fire wardens will be appointed at each Queensland Hydro managed worksite. Once an emergency is declared, the powers of wardens and deputy wardens override all normal non-emergency management procedures. Floor or area wardens and their deputies have the authority to marshal all staff and any visitor/s to their floor/area. The purpose of these powers is to ensure that during an emergency situation, life safety takes precedent over asset protection and production matters.

1.2.4   Emergency Management Team (EMT)

Each Queensland Hydro project will have an Emergency Management Team (EMT). The EMT will be led by a designated Emergency Manager, nominally the Project Director (or delegate). The EMT is designed to be scalable, with the necessary management roles and subject matter experts included at the discretion of the Emergency Manager, such as health and safety, people and capability, communications and business IT.

Project EMTs will typically be made up of:

- Project Director/Deputy Project Directors.

- Senior Project Manager(s).

- Project Managers.

The responsibilities of the EMT will differ dependent on whether the site is under the management and control of Queensland Hydro, or under the management of another entity appointed by Queensland Hydro to be the Principal Contractor. If an emergency event occurs at a Queensland Hydro controlled site, the EMT will be responsible for:

- Coordinating the emergency response.

- Developing and implementing operational response plans and tactics.

- Maintaining situational awareness and analysing information.

- Providing oversight of operational emergency response arrangements.

- Reporting to the Crisis Management Team response status and risks.

At a Project site under the management and control of a different Principal Contractor, the role of the Queensland Hydro EMT will be:

- Maintaining situational awareness.

- Liaise with the respective Emergency Management and Crisis Management Teams of the nominated Principal Contractor to remain abreast of the current situation.

- Reporting to Crisis Management Team status of response being undertaken and risks.

- Seek assurance regarding the wellbeing of any Queensland Hydro personnel on site.

1.2.5   Crisis Management Team (CMT)

The objectives of the CMT are largely strategic in nature and focus on the broader Queensland Hydro organisational implications. The CMT is responsible for protecting the Queensland Hydro brand and reputation, managing all key high level communication requirements, and ensuring that the Project Emergency Management Team has adequate resources (personnel and equipment) to support the broader response activities.

The broad CMT responsibilities include:

- Prioritise the safety of Queensland Hydro employees, contractors and the community.

- Minimise the severity, and assist with the recovery of, environmental and ecological impacts.

- Maintaining situational awareness and analysing information to consider strategic and cross-business implications.

- Enable the business to continue to function during and after an event via a strategic response and recovery plan.

- Authorise response requirements including the activation of business continuity arrangements.

- Provide assurance to the Queensland Hydro CEO, Board and Shareholding Minister.

- Communicating with key customers, stakeholders and media.

1.2.6   CMT Membership

The CMT is made up of a Chairperson, Administrative Support, a Communications Team Leader, a Government Stakeholder Team Leader, a People Team Leader and a specialist group of functional managers from across the business. The composition of the CMT is at the discretion of the Chairperson depending on the nature of the event and subsequent actual or potential impact(s) known at the time and will be flexible and scalable depending on the nature of the emergency/ crisis.

Key responsibilities are detailed in Crisis Management Handbook (HS-GUI-0001).

1.3   Indemnity

Designated emergency and crisis personnel who work within their level of training will not be held legally liable (including liability for personal negligence) as a result of any act or omission on their part during the course of carrying out their designated function.

1.4   Exclusions

Not applicable at this time.

2. Develop an Emergency Plan

All Queensland Hydro facilities, operations and Projects must develop an emergency plan that is relevant to the location and the nature and scope of work being undertaken. Emergency plans, or a summary of key elements of emergency plans, must be readily accessible by workers or on display in the workplace, for example on a notice board.

Key risks and controls for Queensland Hydro operations, including potential emergency and crisis situations are identified in Risk registers.

2.1   Project Emergency Response Plan

Each Project under the management and control of Queensland Hydro will have a Project Emergency Response Plan. This plan will outline:

- The roles and responsibilities of the Project Emergency Management Team.

- Emergency procedures for the site.

- Processes to manage evacuations.

- Emergency contact details.

- Emergency action response plans for credible emergency event types.

In preparing an emergency response plan for a Project, all relevant matters need to be considered including:

- the nature of the work being carried out at the workplace.

- the nature of the hazards at the workplace.

- the size and location of the workplace, for example, remoteness, proximity to health services.

- the number and composition of the workers.

- the types of roles required to facilitate an emergency response.

- Special consideration must be provided for workers who travel for work, work alone or in remote or isolated locations.

Where a Project site is not under the management and control of Queensland Hydro, the nominated Principal Contractor will be responsible to develop and implement the Project Emergency Response Plan and to coordinate and manage any emergency response.

2.2   Emergency Plan for Queensland Hydro Facilities

In addition to the Work Health and Safety requirement for an emergency plan, all class 2 – 9 low occupancy buildings (I.e. where there are less than 30 workers) in Queensland also require a fire and evacuation plan in accordance with the Building Fire Safety Regulation 2008. At Queensland Hydro, both legislative requirements are to be documented into the Emergency Response Plan for the facility. Examples of Queensland Hydro low occupancy buildings is the Imbil and Finch Hatton offices.

Impacted workers and duty holders must be consulted in the development of the Emergency Response Plan.

An emergency plan for a low occupancy building can be completed by a person who has undertaken the Building Warden training or Fire Safety Adviser training.

The emergency plan for a low occupancy building must contain the following information:

- The evacuation diagram/sign of the building.

- Name and address of the building.

- Name, address, telephone number and electronic contact details of the owner and occupier of the building.

- The evacuation coordination procedures for the building.

- Instructions for evacuating the building in line with the evacuation coordination procedures.

- The method of operation of firefighting equipment and manual fire alarms in the building.

- The procedures for giving fire and evacuation instructions to persons working in the building and ensuring the instructions are given.

- The name and contact details of persons responsible for carrying out the evacuation procedures.

- The date each person became responsible for carrying out the procedures.

- The names and contact details for persons responsible for giving the fire and evacuation instructions.

- Name of the person who developed, changed and reviewed the fire and evacuation plan.

A copy of the Emergency Response Plan, either a hard copy or electronic format, must be available on site and be produced on request.

NB: where Queensland Hydro is a tenant in a high occupancy building (where there are 30 or more workers normally employed), for example, the Brisbane office, Queensland Hydro will refer to the emergency plan developed and implemented by the building management.

3.   Response

3.1   Governing Response Principles

The order of priority governing the deployment of an emergency or crisis response is as follows:

1. The safety of personnel takes precedence over any other consideration. This means that a response may be withheld in circumstances where the risk to personnel providing the response is unacceptable.

2. Environmental protection. This means compliance with regulatory requirements and compliance with any operating licence conditions takes precedence over financial loss.

3. Activation of external Emergency Response Agencies. A 000-telephone call requesting assistance from external response agencies must be undertaken in all emergency situations that cannot be controlled or contained by the use of internal resources.

All personnel making operational decisions in relation to the provision of an emergency response must undertake these decisions with consideration to the priorities listed above.

3.2   Classification Assessment

The tool below will be used by Queensland Hydro personnel to determine if an event is a local incident, an emergency or has become, or has the potential to become a crisis:

Table 1 – Classification Assessments for Incidents

DETERMINE IF THE SITUATION IS:		
Local incident	**Emergency**	**Crisis**
Event has clearly defined circumstances	Event is emerging and not clearly defined	Event requires strategic management
Incident response may be required. Incident controllable by Project EMT	External emergency response agencies involved or likely to be so	Major emergency response agency involvement
Minor threat or injury to people, environment, assets	Medium threat or injury to people, environment, assets	Significant threat or injury to people, environment, assets
Adverse reputational impact not likely	There is a possibility of adverse reputational impact	There is serious adverse business and reputational impact
Disruptions affect part of the business/ Project only	Medium disruption/ significant material risks affecting the business or Project operations	Extensive shutdowns or extended disruptions with business-wide effects. Multiple material risks impacted

DETERMINE THE RESPONSE BASED ON TYPE OF INCIDENT		
Activate Emergency Action Response Plans (EARPs)	Activate Emergency Action Response Plans (EARPs)	Activate the Crisis Management Plan
Crisis Management Team may be informed if required	Notify Crisis Management Chair Chair to notify team to be on **Alert** Chair to determine if/ when team needs to convene	Convene and **Stand-Up** Crisis Management Team immediately
Manage through normal operations by the Scene Controller	Manage event at a Project Incident Management team level with Crisis Management Team updated as required	Manage the event at the Crisis Management Team level

NB: an event does not necessarily need to escalate from a local incident to an emergency or crisis. On some occasions events may be of such immediate magnitude that they will automatically become an emergency or crisis.

The following are examples of different scenario types. This list is not exhaustive:

Table 2 – Classification Assessments for Incidents

Issue Type	Local Emergency	Emergency	Crisis
Asset/ Infrastructure	Local short-term disruption to operations – e.g., building evacuation, temporary system disruption, minor system outage.	Significant or widespread impact on business – e.g. major IT outage; structural fire; contained bushfire.	Significant or long-term impact to business – e.g., cyber attack.
Media and/or political interest	Minor, adverse local stakeholder or media attention and complaints. Stakeholder concerns managed at local level. Minor community impact across a broader group.	Significant adverse State level stakeholder / media attention. Significant reputational damage beyond the impacted community, some stakeholder support questioned.	Sustained, adverse national / international media reporting. Shareholding Ministers' concerns resulting in intervention from the Government.
People	Medium scale loss or unavailability of non-critical staff (<1 week) e.g. localised industrial action, significant loss of talent.	Large scale loss or unavailability of critical staff (<1 week) e.g. widespread industrial action, significant loss of talent.	Large scale loss or unavailability of critical staff (1 week - 1 month) e.g. widespread industrial action, significant loss of talent.

Issue Type	Local Emergency	Emergency	Crisis
Environment	Minor environmental damage done consequent to other activity. Minor spill or emission which can be dealt with internally. May still require reporting to local authorities.	Material harm e.g. Department of Environmental Science (DES) may intervene (e.g. due to major oil spill that has escaped from site). Environmental harm that causes actual or potential loss or damage to property of an amount of, or amounts totalling, more than the threshold amount ($10,000), but less than the maximum amount ($100,000). Environmental harm that results in costs of more than the threshold amount ($10,000) but less than the maximum amount ($100,000) being incurred in taking appropriate action to prevent, minimise or rehabilitate the environment to condition before harm. May require external agencies to mitigate. May result in legal action. Examples include major spill, hazardous material and other pollution.	Serious harm likely to significantly change QH's future business operations. Serious environmental harm that is irreversible, of high impact or widespread. Environmental harm caused to an area of high conservation value or special significance. Environmental harm that causes actual or potential loss or damage to property of an amount of, or amounts totalling, more than the threshold amount ($100,000). Serious environmental harm that results in costs of more than the threshold amount ($100,000) being incurred in taking appropriate action to prevent, minimise or rehabilitate the environment to condition before harm. Examples include serious spill or major emission which attracts significant public condemnation and government response. Legal action initiated.
Safety	Single injury or illness requiring first aid or medical treatment. Minor motor vehicle incident.	Multiple serious injury/ illness requiring hospitalisation e.g. amputation, paralysis, loss of vision/ hearing/mobility. Serious motor vehicle accident. Heights/ confined space rescue.	Fatality or multiple fatalities. Terrorism.
Supply chain/ resourcing	Localised supply chain or resourcing disruption with minimal impacts on overall business operations.	Regional supply chain or resourcing disruption with significant impacts on business operations.	Sustained industrial action. Loss of major supply chain.

4. Exercising, Assurance and Training

4.1 Exercising

The EPC will meet annually to plan the type and frequency of emergency exercises to be undertaken.

Emergency Response and Crisis Management Team members will undertake planned scenario testing to provide both validation and assurance that the system capability continues to be appropriate and relevant for the size and scale of the operations that are undertaken.

Emergency and crisis exercises should be undertaken in accordance with the following schedule as a minimum:

Table 3 - Coordinate Reference System requirements

Exercise Type	Duration	Frequency	Application	Planning Responsibility
Crisis Exercise	½ day max	6 monthly	CMT	Head of Health and Safety
Evacuation Drill	1 hour max	Annual	Sites where fire wardens are required	Project H&S Manager Head of Health and Safety (for Brisbane office).
Project Response Scenario	2hrs	6 monthly	Project Emergency Management Team	Project H&S Manager
Business Continuity Plans	½ day max Typically tested as part of a crisis management exercise	Annual	Functional departments and business groups	BCP owner.

Scheduled exercises may be a multi-layered exercise involving both the Project Emergency Management and the Crisis Management teams.

Following each exercise and real emergencies a debrief will be held. The main purpose of the debrief will be to identify and correct any deficiencies in the procedure or its implementation.

For emergency evacuation exercises and real events the debrief is to be recorded using **HS-FRM-0053 Emergency Evacuation Report**.

4.2 Assurance Activities

The EPC will undertake the following activities:

- Ensure the number of emergency and crisis personnel is consistent with the nature and risk of the buildings, structures and workplaces.
- Ensure that all positions have personnel appointed (e.g. fire wardens) and that vacancies are filled expeditiously.
- Ensure the currency of training and competencies related to emergency and crisis management.

- Review the effectiveness of evacuation exercises and arrange for procedure improvements, including debriefs from any real events.
- Ensure remedial actions for any identified deficiencies or non-conformities identified during real or exercise events are completed.
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The Head of Health and Safety together with the EPC will conduct a periodic review of this procedure to evaluate:

- overall effect and monitor assurance in meeting objectives.
- issues or concerns between operational practices and the procedure.

4.3   Training

All Queensland Hydro workers and visitors to Queensland Hydro controlled sites are required to familiarise themselves with the emergency evacuation procedures at their specific location, including noting their responsibilities and the emergency evacuation assembly point.

4.3.1   Employee training

Employees will receive training, typically during induction, to develop the skills and knowledge to enable them to act in accordance with the established emergency procedures. The training should include the following:

- Employee responsibilities.
- Preparing for emergencies.
- Reporting emergencies.
- Reacting safely to emergencies.
- Evacuating from endangered areas.
- Emergencies that may occur.
- Recognizing unsafe conditions.
- Correcting and reporting unsafe conditions.
- The roles and responsibilities of warden.
- Procedures for specific emergencies.

4.3.2   Fire Warden Training

Floor or area wardens, deputies and wardens will be trained to develop the skills and knowledge necessary to undertake the duties of these positions. The training will include the following:

- The roles and responsibilities of wardens.
- Emergency response training, exercises and assessment.
- Communication during emergencies.
- Responding to alarms and reports of emergencies.
- Procedures for specific emergencies.
- Initiating emergency alarms.
- Evacuation activities.
- Post-evacuation activities.

4.3.3   Crisis Management and Project Emergency Management Teams

Members of the Queensland Hydro Crisis Management Team and Project-specific Emergency Management Teams will undertake training to develop the skills and knowledge necessary to undertake the duties of these positions. The training will largely be undertaken as part of planned exercises.

5.   Framework Documents

InEight Document Number	Document Title	Doc No/Doc ID
QH-NA-NON-HHS-MAN-00001	Queensland Hydro Health & Safety Management System Manual	HS-MAN-0001

5.1   Definitions

The following definitions relate to common management concepts used across Queensland Hydro:

Table 4 - Key Definitions

Term	Definition
Local Incident	An event that has clearly defined circumstances and is controllable at a local level by the Project Team. The threat to people, the environment and/or assets is minor; adverse reputational impact is not likely and business disruptions affect part or parts of one business unit/ Project only.
Emergency	An event that may require a significant and coordinated response due to a potential or actual threat to people, the environment and/or assets. External emergency response agencies are likely to be, or are, involved. There is a possibility of adverse reputational impact, disruption and/or significant risks affecting business operations.
Crisis	An event that requires strategic management and an immediate response above business-as-usual capabilities; likely to have major external emergency response agency involvement. There has been an actual threat to life, the environment and/or assets and potential for serious reputational and/or financial impact. The event may result in extensive disruptions or shutdowns for one or several sites.
Planning	Identifying risks and hazards that may result in an emergency or crisis, and designing and implementing strategies, plans and processes to ensure Queensland Hydro's ability to respond immediately and effectively. Planning includes applicable training and exercising for emergency and crisis responders.
Recovery	The priority of recovery is dealing with critical business activities as an immediate focal point, minimising the consequences of the emergency or crisis, and leading Queensland Hydro back to a business-as-usual state.
External Agency	Any organisation that specialises in emergency response; namely QLD Ambulance Service (QAS); Queensland Fire and Emergency Services (QFES); QLD Police, State Emergency Service (SES).
Combat Agency	The agency identified as being primarily responsible for controlling the response to a particular emergency.
Interested party	A person or organisation that can affect, be affected by, or perceive itself to be affected by a decision or activity e.g. Community, EPA, QLD National Parks, Worksafe QLD
Crisis Control centre	A predetermined location utilised by the Crisis Management Team for the specific requirement of coordinating a major event.
Site Control/ Staging Area	The location at which the delegated Queensland Hydro representative and External Agency responders coordinate the emergency, and stage vehicles and equipment for responding
Situation Report (SitRep)	A report that provides information about the event at a specific point in time and generally contains the event status, impacted assets/personnel/communities, current risks and threats, and resourcing and equipment requirements.
Debrief	An informal or formal meeting, or series of meetings, to review the event utilising the expertise of those directly involved in responding. The debrief should document what happened, how it happened, what the lessons learnt are and what subsequent corrective actions are required.
Assurance Activity	Any activity that reviews the systems integrity and relevance; reporting, auditing, post incident investigations and continual improvement initiatives.