

Crisis and Emergency Management Procedure

1. Purpose

This procedure outlines the requirements for crisis and emergency management at all Queensland Hydro sites. 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.

2. Scope

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

Refer to Queensland Hydro Incident Management Procedure for the processes to manage incidents that do not meet the definition of a crisis or emergency.

3. Roles and Responsibilities

3.1 Queensland Hydro Emergency and Crisis structure

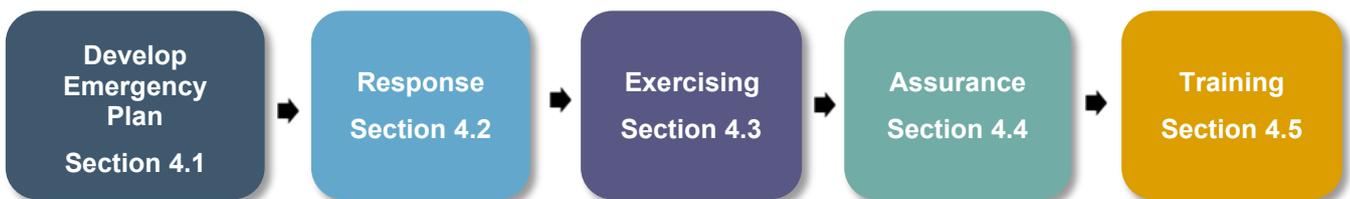
The Queensland Hydro emergency and crisis structure has three main parts consisting of:

- Fire Wardens and First Aiders.
- Project specific Emergency Management Teams (EMT).
- Crisis Management Team (CMT).

Role	Responsibilities
Fire Wardens	<p>Fire wardens will be appointed at each Queensland Hydro managed worksite.</p> <p>Once an emergency is declared, the powers of wardens and deputy wardens override all normal non-emergency management procedures.</p> <p>Floor or area wardens and their deputies have the authority to marshal and provide instructions to all staff and any visitor/s to ensure their safety during an emergency situation.</p>
First Aiders	<p>Appointed at each Queensland Hydro managed worksite.</p> <p>First aiders are responsible to provide first aid assistance within the bounds of their training and competency and escalating for further assistance as needed.</p>
Emergency Management Team	<p>Each Queensland Hydro project will have a site based EMT.</p> <p>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:</p> <ul style="list-style-type: none"> ▪ 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. <p>At a Project site under the management and control of a Principal Contractor, the role of the Queensland Hydro EMT will be:</p> <ul style="list-style-type: none"> ▪ Maintaining situational awareness.

Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Liaise with the respective Emergency Management and Crisis Management Teams of the nominated Principal Contractor to remain abreast of the current situation. ▪ Reporting to Queensland Hydro Crisis Management Team status of response being undertaken and risks. ▪ Seek assurance regarding the wellbeing of any Queensland Hydro personnel on site.
Crisis Management Team	<p>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.</p> <p>The broad CMT responsibilities include:</p> <ul style="list-style-type: none"> ▪ 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. ▪ Communicate with key stakeholders and media.
Head of HSE	<ul style="list-style-type: none"> ▪ Develop and maintain Project Emergency response plans. ▪ Develop and maintain Queensland Hydro office facility emergency plans. ▪ Develop and maintain crisis management plan and resources. ▪ Ensure exercising of emergency and crisis plans is undertaken. ▪ Ensure Queensland Hydro worksites have adequate numbers of fire wardens and first aid officers.

4. Process



4.1 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.

4.1.2 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.

The following will be considered when preparing a Project emergency response plan:

- the nature of the work being carried out at the site.
- the nature of the hazards at the site.
- the size and location of the site, 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 within their own worksite.

Project Emergency Response Plans must be reviewed and updated if needed at a minimum of every 6 months and upon occurrence of any of the following:

- A serious safety or environmental incident, including serious high potential near miss incidents.
- Whenever any major Subcontractor starts work on site.
- Practical completion of a significant part of the Project works.
- A significant change in site conditions.

4.1.2 Fire and Evacuation Plan for Queensland Hydro Offices

All Queensland Hydro office facilities will have a fire and evacuation plan. Where Queensland Hydro is a tenant in a building - for example the Brisbane office - Queensland Hydro will utilise the fire and evacuation plan developed and implemented by the building management.

Impacted workers and duty holders must be consulted in the development of the Fire and Evacuation Plan.

- The fire and evacuation plan will contain the following information:
- The evacuation diagram for the building.
- Name and address of the building.
- Name, address, telephone number and electronic contact details of the owner and occupier of the building.
- Evacuation procedures for the building.
- The location of firefighting equipment and manual fire alarms in the building.
- The name and contact details of persons responsible for carrying out the evacuation procedures.
- Name of the person who developed, changed and reviewed the fire and evacuation plan.

A copy of the plan must be available on site and be produced on request.

4.2 Emergency and Crisis Response

4.2.1 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 these priorities.

4.2.2 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:

DETERMINE IF THE SITUATION IS:		
Local incident	Emergency	Crisis
Event has clearly defined circumstances. Includes both incidents which occur within the Project site boundaries or incidents which involve Project workers that occur on public roads/ in public spaces.	Event is emerging and not clearly defined. Includes both incidents which occur within the Project site boundaries or incidents which involve Project workers that occur on public roads/ in public spaces.	Event requires strategic management. Includes both incidents which occur within the Project site boundaries or incidents which involve Project workers that occur on public roads/ in public spaces.
Incident response may be required. Incident controllable by Project Emergency Management Team (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 relevant Emergency Action Response Plan	Activate Project Emergency Response Plan	Activate the Crisis Management Plan
Government Relations and Communications Team (GRCT) Lead must be informed to manage stakeholder engagement, notifications and communications response. GRCT Leader to determine if GRCT is activated.	Government Relations and Communications Team (GRCT) Lead must be informed to manage stakeholder engagement, notifications and communications response. GRCT Leader to determine if GRCT is activated.	Government Relations and Communications Team (GRCT) activated to manage stakeholder engagement, notifications and communications response.
Crisis Management Team (CMT) may be informed if required	Notify Crisis Management Chair Chair to notify CMT 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 through the Project Emergency Response Team	Manage event at a Project EMT level with Crisis Management Team updated as required	Manage the event at the Crisis Management Team level

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

Issue	Local incident	Emergency	Crisis
Media / reputation	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.
Operations	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.
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.
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.
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.	Loss of major supply chain.
Environmental	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, Department of Environmental Science may intervene – e.g. 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.	Serious harm likely to significantly change QH's future business operations -e.g. serious spill or major emission which attracts significant public condemnation and government response. Legal action initiated. 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.

4.2.3 Crisis Management Resources

The **Crisis Management Handbook (HS-MAN-0002)** is the reference document for the crisis management team and contains the following:

- Duty cards for each role within the crisis management team.

- Activation and escalation protocols.
- Various tools and templates to be used during a crisis event – for example, event and action logs.
- Crisis communication framework and associated tools – for example, situational report (Sitrep) template, media holding statement.

4.3 Exercising

The Head of Health, Safety and Environment will be responsible to maintain a calendar of emergency and crisis exercises.

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:

Exercise Type	Duration	Frequency	Application
Crisis Exercise	½ day max	6 monthly	CMT
Evacuation Drill	1 hour max	Annual	Sites where fire wardens are required
Project Response Scenario	2hrs	6 monthly	Project Emergency Management Team
Business Continuity Plans	½ day max Typically tested as part of a crisis management exercise	Annual	Functional departments and business groups

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

Following an exercise or real emergency/ crisis event a debrief will be facilitated by the Head of Health, Safety and Environment to identify and correct any deficiencies in the Crisis Management framework, emergency response plans or their implementation.

The form **HS-FRM-0053 Emergency Evacuation Report** will be used to record emergency evacuation exercises/ actual evacuation events.

4.4 Assurance Activities

The Head of Health, Safety and Environment 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.

4.5 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.

4.5.1 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 in the event of an emergency.
- Emergency reporting procedures.
- Reacting safely to emergencies, including evacuation procedures.

- Likely emergency scenarios.
- Correcting and reporting unsafe conditions.

4.5.2 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.

4.5.3 First Aiders

Employees nominated to be first aiders for a site will undertake the relevant nationally recognised training course (s) through a recognised training organisation. The level of first aid training required will be dependent on a risk assessment that considers factors such as the nature of the work and the location where the work will be undertaken.

4.5.4 Crisis Management and Project Emergency Management Teams

Members of the Queensland Hydro Crisis Management Team and Project-specific Emergency Management Teams will undertake internal 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 and will focus on the agreed Queensland Hydro tools and duty cards which are in place for different roles within these teams.

5. Associated Documents

This procedure sits under the Health and Safety Policy. The key documents aligned to this procedure are identified below:

Document Ref	Document Title
HS-MAN-0002	Crisis Management Manual
BR-PLN-0002	Borumba Emergency Response Plan
HS-FRM-0053	Emergency Evacuation Report