

Borumba Pumped Hydro Project Security Management Plan

BR-NA-NON-HSC-PLN-00001_01

1. Purpose

The purpose of the Borumba Project Security Management Plan is to ensure that Queensland Hydro personnel, assets and operations are protected against the risks of:

- unauthorised access.
- injury to persons.
- theft, pilferage or unlawful damage of Queensland Hydro property.

The intent of this Security Management Plan is to ensure that effective preventative controls are established commensurate with identified security risk issues.

The objectives of this plan are to:

- Set out practices and procedures for the Project to effectively manage operations in a way that minimises risks to the security of people, property, the environment, and the community.
- Ensure that all personnel are trained and aware of security risk minimisation requirements.
- Set roles and responsibilities so that lines of communication and decision-making are clear and understood by all parties.

This plan is based on the principle that at all times, the safety of Queensland Hydro employees, contractors and members of the public impacted by Queensland Hydro works is paramount.

This plan will be reviewed, and updated as required, subject to the following:

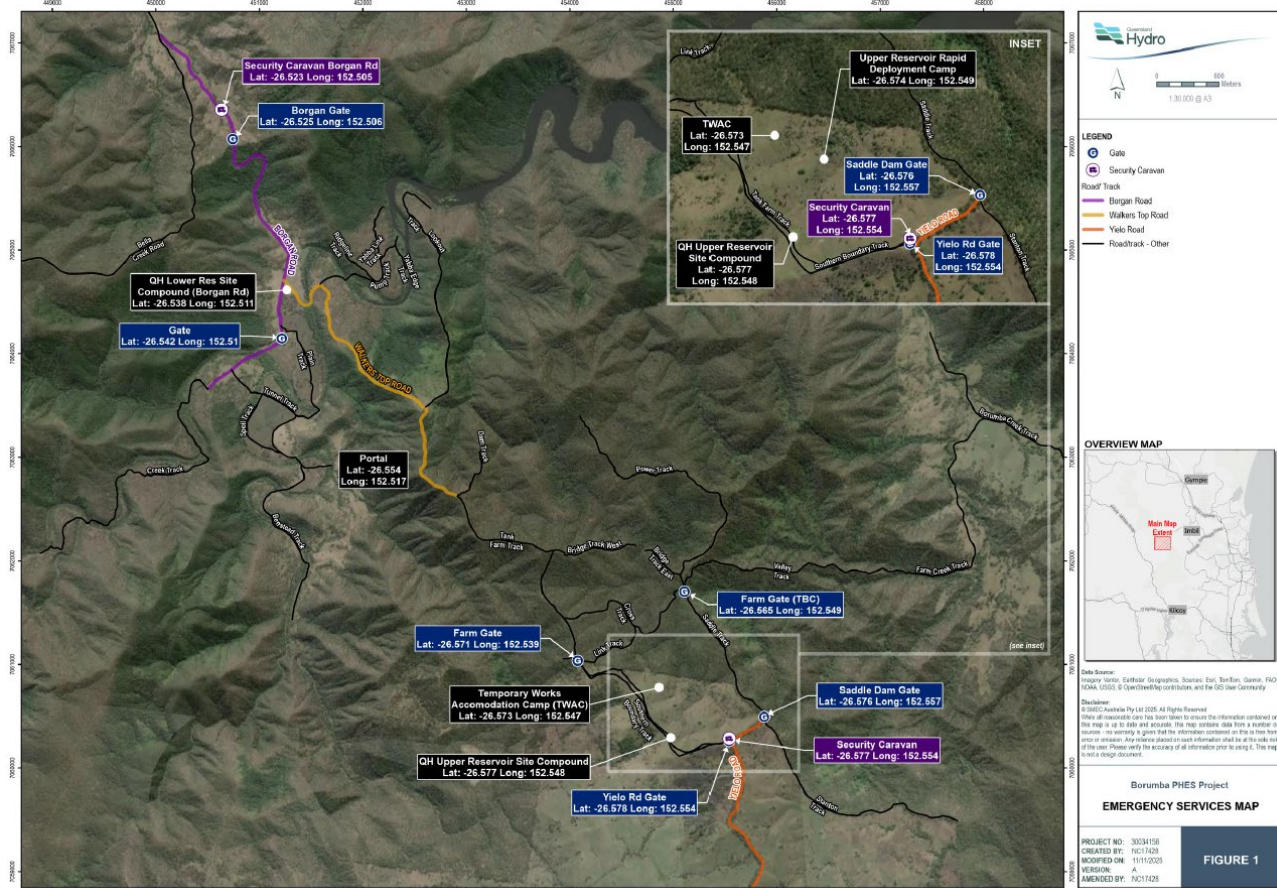
- A serious incident, including serious high potential near miss incidents.
- Commencement of a new package of works on site.
- Practical completion of a significant part of the Project works.
- A significant change in site conditions.

2. Scope

This plan applies to the exploratory works phase of the Project for works under the management and control of Queensland Hydro. It applies at Project construction sites, Queensland Hydro support offices and at offsite venues used for stakeholder engagement events.

Where other Principal Contractors working on the Project have their own Security Management Plan, they are responsible for ensuring alignment with the requirements of this document.

3. Project Site Map – Exploratory Works



4. Risk Management

Queensland Hydro takes a risk management approach to security hazards, including managing violence and aggression in the workplace, through a continuous process of:

- Hazard identification.
- Risk assessment of identified hazards.
- Implementation of control measures.
- Evaluation and review of the effectiveness of control measures.
- Consultation with all parties affected by changes to the workplace.

4.1 Hazard Identification

In identifying security hazards on the Project consideration will be given to:

- The nature and location of work.
- Previous history of engagement with known stakeholders (both individuals and groups).
- Hours of operation.
- Access to the site/ office.
- Design of the site/office.

The Project risk register identifies security hazards and controls as detailed in this plan.

4.2 Implementation of Control Measures

Control measures to eliminate or reduce security risks have considered the hierarchy of control. The following list is not exhaustive but includes some of the key controls which must be in place:

- Dedicated Stakeholder and Local Communications team who manage grievance processes for impacted stakeholders, to ensure issues raised are addressed in a timely manner.
- Training members of the Stakeholder and Local Communications and Lands team in de-escalation techniques.
- Training workers in documented procedures for managing situations including unauthorized access to Queensland Hydro sites; bomb and telephone threats; aggressive stakeholders and suspicious mail packages.
- Providing support and counselling for all workers involved in security-related incidents.
- Maintaining a working relationship with Queensland Police Service.
- Venue risk assessments ahead of planned community events.
- Monitoring actions of known project opponent groups (using corporate social media accounts, not the personal accounts of employees).
- Where practical, ensuring employees do not use their personal phones to engage with external stakeholders.

On construction sites:

- Use of CCTV.
- Manned access control gates, by trained security personnel.
- Clear demarcation of site boundaries, including fencing (where practicable) and signage.
- Signage to clearly indicate that access to Project areas is not permitted by unauthorised persons.
- Mobile plant to be parked at a sufficient distance from other plant or fixed structures so as to prevent Project opponents chaining themselves between items.
- Tamper-proof fuel tanks on mobile plant to prevent theft/ sabotage.
- Robust prestart inspections to check for equipment damage before starting plant.
- Mobile plant keys to be stored separate to machine when not in use.

On other Queensland Hydro managed land:

- Use of CCTV with/without security monitoring service.
- Clear demarcation of site boundaries, including fencing (where practicable) and signage.

In office locations:

- Removing potential missiles/weapons in office reception areas and meeting rooms used with members of the public (e.g. no small plant pots, decorative items or items of furniture which are light enough to be picked up and thrown).
- Secure retreat areas for workers in offices.
- Dual access and exit points to eliminate potential entrapment in meeting rooms used with members of the public.
- CCTV and intercom to screen visitor access into building.
- Security monitoring service and audible/ visual security alarms.
- Secure car parking facilities for employees with sufficient lighting.
- Signage (e.g. detailing Queensland Hydro has zero tolerance for aggressive behaviour).

4.3 Evaluation and review of control measures

Queensland Hydro will continually review controls for effectiveness and reduction of risk, which will include consultation with workers.

5. Response to a Security Incident

All security incidents are to be reported immediately using Queensland Hydro's HSE reporting system Bluestream. Security incidents will be investigated in accordance with Queensland Hydro's Incident Management Procedure.

In addition to internal reporting, any incidents of assault, theft, unauthorized access or damage to Queensland Hydro property are to be reported to Queensland Police Service, following approval by the Project Director or their delegate. Where a police report number is obtained, this number is to be recorded with the Bluestream incident report.

5.1 Debriefing and Review

Informal or formal debriefing, depending on the severity of the incident, for workers involved or witness to a security incident should be provided through:

- Senior staff on duty at the time of the incident.
- Individual counselling offered through the Employee Assistance Program (EAP).
- If appropriate, group counselling or a group debrief session can be arranged by the Health and Safety team through the EAP.

6. Security Protocols for Queensland Hydro Sites

If a security breach occurs at a worksite, workers must remember to stay calm and act in accordance with this protocol.

Workers will be advised in induction that if questioned by Project Opponents they are not required to answer, which includes needing to explain themselves or justify being onsite or their work on the Project to anyone.

If workers are asked for information by a community member or the media, they are to advise the person to contact the community information number **Ph 1800 875 099**. Community contact cards, which include this number, will be readily available at all worksites for distribution if required.

Note: the community information number is available 24 hours a day, 7 days a week. For urgent matters, callers will be transferred to the Stakeholder and Local Communications team. In the case of non-urgent matters, a message will be taken and the call returned during business hours.

6.1 Project Opponents outside a worksite

If a Project Opponent/ group of opponents are outside the worksite and acting in a peaceful manner – for example taking photographs, displaying banners, the following is to occur:

- Workers to immediately inform the Queensland Hydro Construction Manager or Site Supervisor.
- The Construction Manager /Site Supervisor will inform the Project Director (or delegate) and will use Alert Media (Serious Incident on Site) to notify the Head of Health, Safety and Environment, Head of Government Relations and Head of Stakeholder and Local Communications.
- Construction Manager/ Site Supervisor will undertake a risk assessment to determine whether there is a credible safety risk (for example threat of assault or property damage).
- Where no safety risk is identified, site to continue to work so long as:
 - Workers don't feel threatened; and
 - the project opponents remain OUTSIDE the worksite; and
 - the project opponents are not causing damage and/or impeding access to and from the site.
- Workers are not to engage with the project opponents. If possible, workers should take note of the person's appearance, including what they are wearing and any vehicle(s) they are using, to assist with

reporting. It is recommended that workers do not take photos/ videos of the project opponents or any other action that has the potential to inflame the situation.

- If the situation changes and a safety risk is identified, work is to cease and the site is to be locked down and made secure.

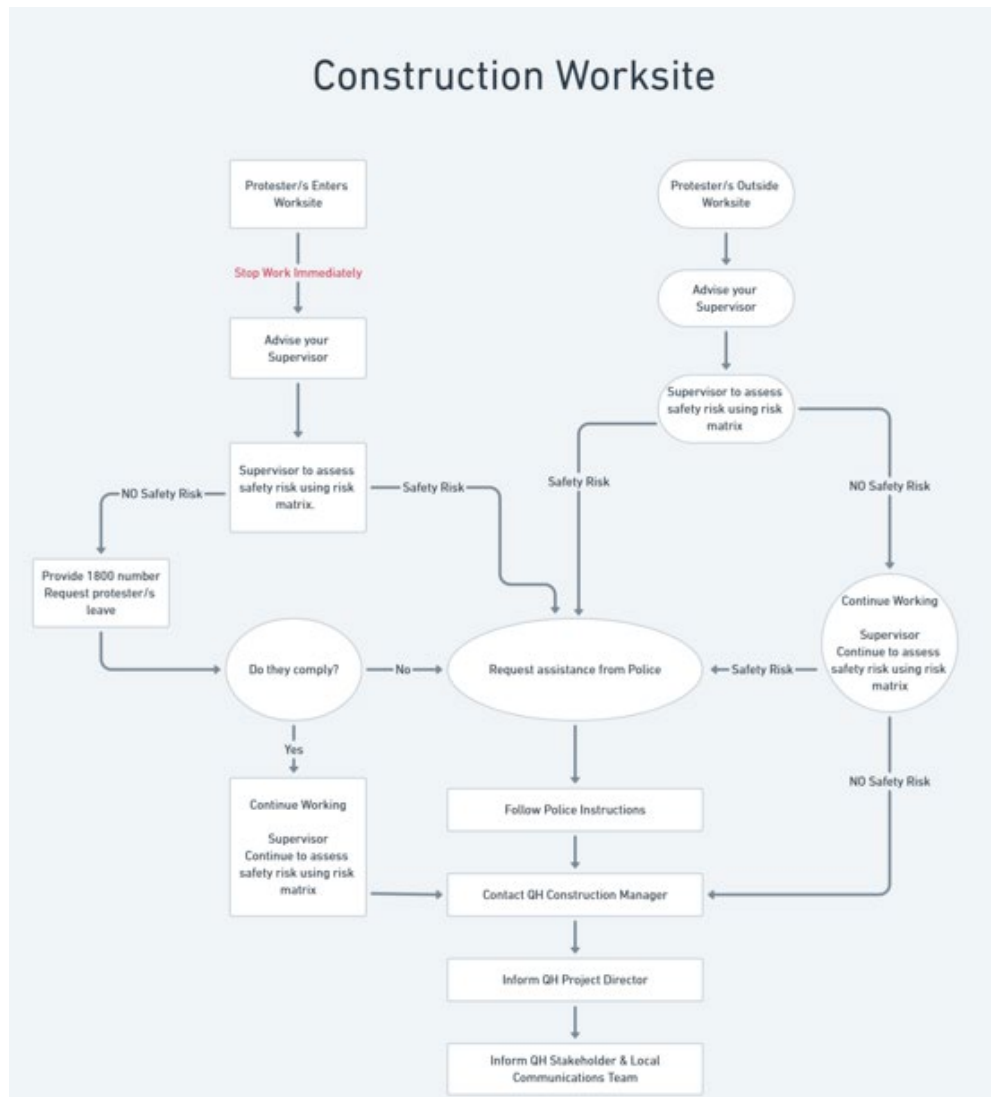
If a Project Opponent/ group of opponents are outside the worksite and are acting in a hostile manner – for example impeding access on/off site; verbally abusing workers; threatening violence or property damage - the following is to occur:

- Workers to immediately inform the Queensland Hydro Construction Manager or Site Supervisor and cease work. Workers are to move to a safe location for example out of sight of opponent group.
- Construction Manager/Site Supervisor to request assistance from Project security personnel and will contact 000 to request assistance from Queensland Police Service.
- The Construction Manager /Site Supervisor will inform the Project Director (or delegate) and will use Alert Media (Serious Incident on Site) to notify the Head of Health, Safety and Environment, Head of Government Relations and Head of Stakeholder and Local Communications.
- Workers to follow Police/ Security instructions.

6.2 Unauthorised Persons accessing a Project worksite

If an unauthorised person(s) enters the worksite:

- Workers are to STOP WORK IMMEDIATELY and remain at a safe distance of >3 metres.
- Workers to notify Queensland Hydro Construction Manager or Site Supervisor.
- If safe to do so, workers are to politely request the person/s leave site. If they comply and no safety risk is identified, work can resume.
- If the person/s refuse to leave the site Construction Manager/Site Supervisor to request assistance from Project security personnel and will contact 000 to request assistance from Queensland Police Service.
- The Construction Manager /Site Supervisor will inform the Project Director (or delegate) and will use Alert Media (Serious Incident on Site) to notify the Head of Health, Safety and Environment, Head of Government Relations and Head of Stakeholder and Local Communications.
- Workers to maintain a safe distance apart, remain calm and are not to further engage with the person/s.
- Workers to follow Police/ Security instructions.
- If possible, workers should take note of the person's appearance, including what they are wearing and any vehicle(s) they are using, to assist with reporting. It is recommended that workers do not take photos/ videos or any other action that has the potential to inflame the situation.



6.3 Responding to report of unauthorised access at Queensland Hydro site

If a report is received of possible unauthorised access to a Queensland Hydro site – e.g. suspected unauthorised persons observed on CCTV– the response must be risk-assessed before being implemented.

Where a security provider is engaged to monitor the location (e.g. Borumba project site, Nambour office) the first response will be to request this provider send a patrol to investigate the suspected security breach.

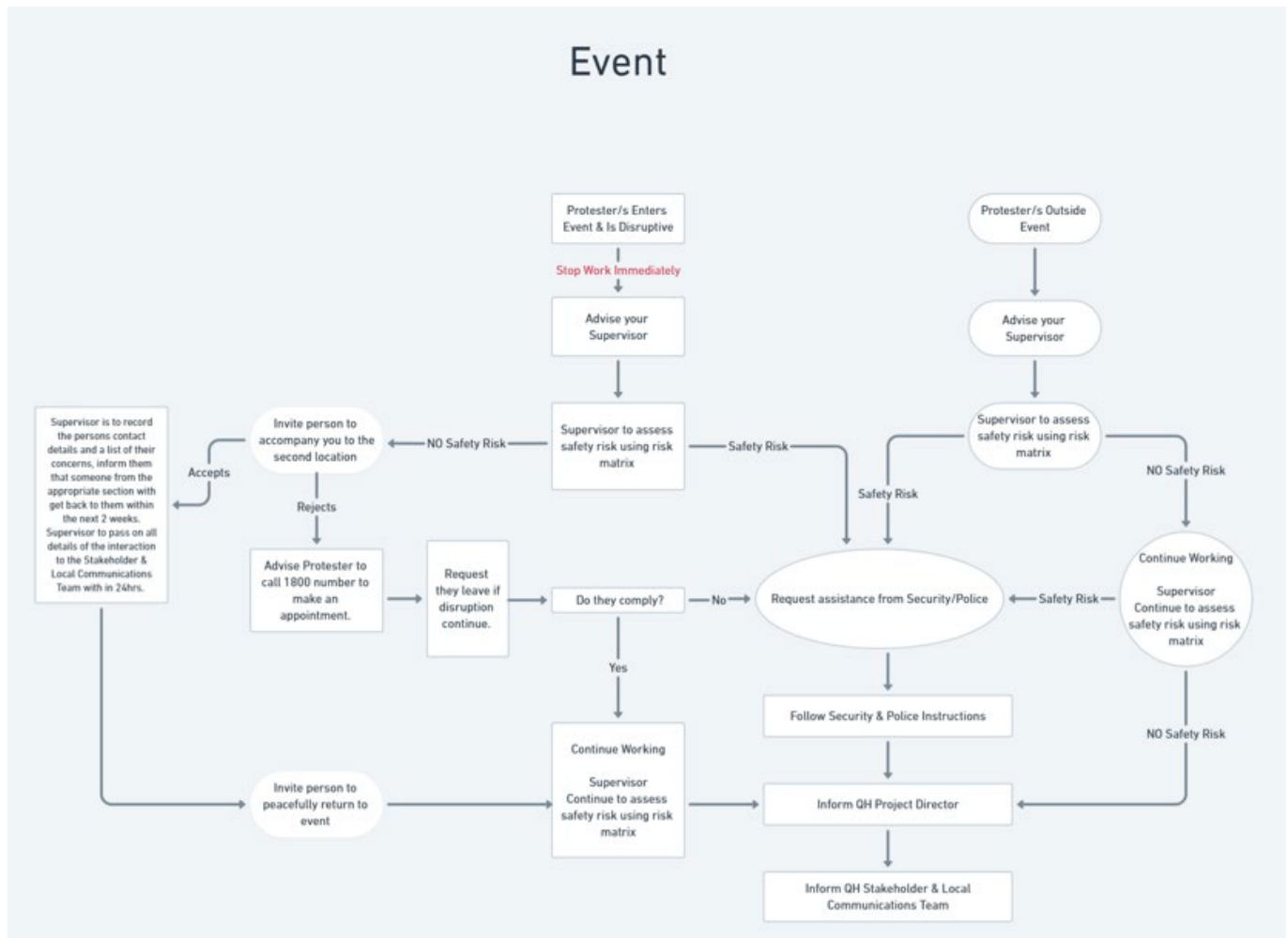
Where the report involves the Imbil office or Queensland Hydro properties such as Garapine or Grasstrees, all available information must be evaluated before a decision is made to have Queensland Hydro personnel attend the site:

- Number of individuals or vehicles reportedly present.
- Types of vehicles involved.
- Whether individuals appear to be carrying firearms or are equipped for hunting.
- Any evidence of vandalism or damage to property, such as disabled cameras.
- Whether forced entry has occurred.

If a decision is made to visit the site to investigate, a minimum of two (2) Queensland Hydro workers are to attend. Where consideration of known information has determined an ongoing risk of possible confrontation, Queensland Police Service should be notified immediately, and no Queensland Hydro worker is to attend until this has occurred.

Under no circumstances are Queensland Hydro workers to ever attempt to physically remove and/or make physical contact with unauthorised persons on a Queensland Hydro site.

7. Project Opponents at a Stakeholder Event



7.1 Event Planning

When planning a community event, the following is to occur:

- Stakeholder and Local Communications Team to assess the level of risk by gathering intelligence from reviews of known social media groups opposed to the Project and where applicable other agencies such as Queensland Police Service and Powerlink.
- With assistance from Health and Safety team, complete a Job Safety Analysis (JSA) considering the intelligence gathered. The JSA will need to consider the suitability of the venue – for example:
 - Does the venue have more than one exit to facilitate quick evacuation?
 - Will at least one of the exits be unobstructed by the public?
 - Does the venue have consistent and reliable phone coverage?
 - Where possible, avoid the use of stand-alone venues such as community halls and instead use venues within council chambers, visitor centres etc.
 - Look for venues which have the ability to create a reception area separate from the main room. This allows for an area where attendees can be greeted, checked off the pre-registration list and attendees can sign the conditions of entry sign on sheet before being allowed into the function room.
 - Is the venue close to a police station or in an area with quick police response times?

- As part of the JSA process, consider whether:
 - security personnel should be engaged to a) provide a presence to deter disruptive behaviour and b) manage any security events that occur.
 - to notify Queensland Police Service in advance of the event.

7.2 Before Event

- When publishing event require attendees to pre-register.
- Stakeholder and Local Communications Team to review known social media groups related to the project to check if any protest activity is being discussed for the event.
- Discuss security risks and controls to be implemented with all staff involved in the event.
- Provide instruction on dealing with aggressive/hostile attendees.
- Establish a location within the venue to engage with hostile attendees away from the main event.
- Set up room furniture to allow team to maintain a physical barrier between themselves and attendees.
- Team to agree on a pre-determined code word, such as an acronym, to be used in the case of feeling uncomfortable, so that support can be given from other team members.
- Install signage confirming that event is a “Private Event” where filming is not permitted.
- Where feasible, request that attendees sign in upon arrival e.g. event held at community hall. Sign in sheet should reiterate that the event is a private event and that filming is not permitted.
- Once the event is underway, close the venue door to stop other people coming in unchecked.

7.3 In event of hostile attendee

Queensland Hydro workers should be familiar with the common signs of impending violent or aggressive behaviour, as detailed in Appendix A.

Where an attendee is acting in an aggressive or threatening manner (e.g. verbally abusing, threatening physical abuse etc) the following is to occur:

- Stop work immediately and move to safe place.
- If safe to do so workers should attempt to de-escalate the situation or politely request the person/s leave the venue.
- If they refuse, workers are to advise the person that Queensland Hydro will be contacting police and then immediately call 000.
- Inform supervisor/ manager.
- Whilst waiting for Police or security to arrive, workers must maintain a safe distance apart, remain calm and do not engage further with the person/s. Where possible use furniture to create distance and space.
- Follow Police instructions.
- Manager/Supervisor will inform the Project Director (or delegate) and will use Alert Media (Serious Incident on Site) to notify the Head of Health, Safety and Environment, Head of Government Relations and Head of Stakeholder and Local Communications.

Under no circumstances are Queensland Hydro workers to ever attempt to physically remove and/or make physical contact with event attendees/ members of the public.

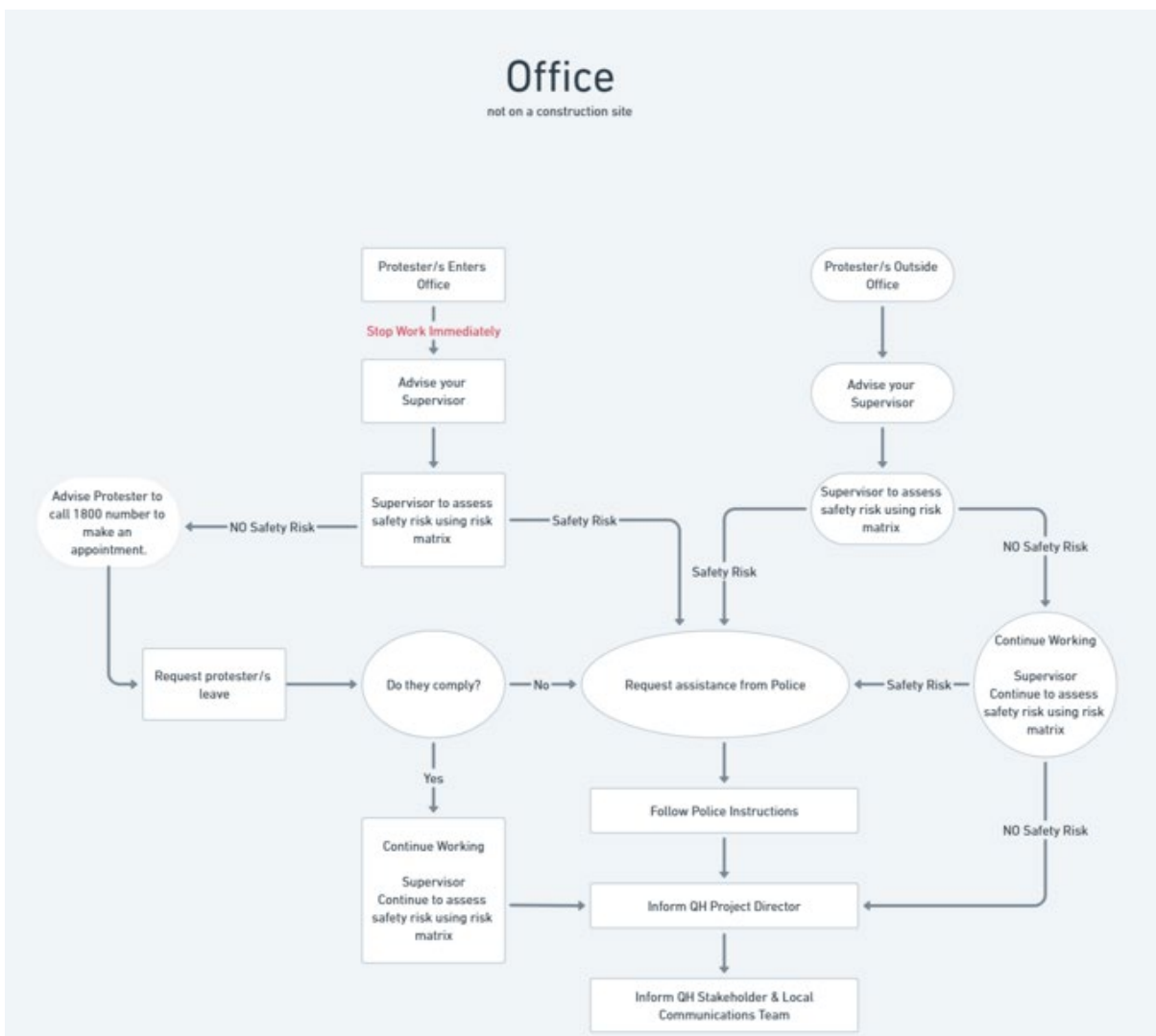
7.4 In the event of Disruptive Behaviour

Where an attendee is acting in a disruptive manner (for example inappropriately interrupts the presentation or others speaking) but is not acting in an aggressive or threatening manner the following is to occur:

- Worker to advise supervisor.
- Supervisor is to determine whether the person is acting in an aggressive or threatening manner.

- Where no risk to personal safety is identified, Supervisor to invite the person to accompany them to a different area of the event venue (away from other attendees). At all times they are to remain in visual contact with other team members.
- Other team members to discreetly observe and monitor the situation.
- The supervisor is to record the person's contact details and a list of their concerns and inform them that someone from Queensland Hydro will make further contact with them in the next 2 weeks.
- Supervisor to ensure all details of the interaction are recorded in Bluestream and passed onto the Stakeholder and Local Communications team within 24 hours.

8. Project Opponents at Queensland Hydro office



Queensland Hydro offices are secure, requiring authorised access. Access should not be immediately granted to persons arriving at a Queensland Hydro office who are unknown and / or who do not have a prior appointment. Before granting access CCTV footage and the intercom should be used to verify the person's identity and intent of the visit.

Reception areas should remain secure from other areas of the building to prevent unauthorised persons from being able to enter work areas from reception.

If a person/s enters a Queensland Hydro office and starts behaving in an aggressive or threatening manner the following protocol is to be followed:

- Worker to assess the situation and remain calm.
- Worker to immediately move to an area where they feel safe and are not accessible to the person/s for example moving behind the reception counter or a desk.
- Other workers not directly involved in the incident should not become an audience but should discreetly monitor the situation.
- Worker to advise the person/s to call the 1800 community contact number to make an appointment.
- If the person refuses to calm down and continues to be offensive, aggressive or threatening, ask the person to leave the premises.
- If they refuse, and/or behave in a manner where there is concern for safety, discontinue discussions with them and advise them the police are being called, then contact the police.
- Follow police instructions.

9. Telephone and Bomb Threats

All telephone threats received are to be treated seriously and the details recorded carefully using **HS-FRM-0054 Telephone Threat checklist in Appendix B**. Blank copies of this checklist are to be kept in easily accessible locations.

Threats are to be classified as either “genuine” in which case appropriate response procedures are to be enacted, or else “hoax”, in which case no further action will be required other than to report the incident internally and to the police. In any cases of doubt as to the validity of a threat it should be regarded as genuine until proven otherwise.

In the event of a telephone threat or bomb threat the following protocol is to be followed:

DO:

- Ask the caller to speak louder and slower.
- Ask the caller to repeat themselves.
- Using non-verbal gestures, notify a co-worker that you are taking a threatening call.
- Remain calm.
- Try to get the exact words of the caller and the threat.
- If your phone has a display, record the number of the incoming call.

DON'T:

- Argue with the caller.
- Become angry yourself.
- Debate the issue.

Immediately after the call:

- Call 000.
- Follow the instructions of the police. Do not evacuate unless instructed to do so.
- If directed to evacuate, check your immediate work area as you leave to see if there are any packages, bags or other forms of container that are out of place/ don't belong in the area.
- Alert the Police if anything unusual is detected. Do not attempt to inspect the item.
- Move to the nominated Evacuation Assembly Area if directed to do so. Do not leave the Evacuation Assembly Area until the 'All Clear' has been given to re-enter the building or leave.

10. Handling Suspect / Threatening Mail

Signs of a suspicious package may include:

- No return address.
- Incorrect recipient titles/names.
- Unexpected delivery.
- Misspelled words.
- Poorly handwritten.
- Strange odour or sounds.

In the event of a suspicious mail package or threatening mail the following protocol is to be followed:

Don't

- Touch the item.
- Immerse in water.
- Fold or crease the item.
- Handle the item or envelope unnecessarily.
- Place in a confined space.
- Carry through an office area.

Remember! The article may contain hazardous material.

- Do
- Check with the addressee – was the item expected?
- Move people away from the item.
- Call 000.
- If directed by police, place the item in clean protective covering.
 - Plastic sleeve.
 - Envelope.
 - Crush proof container (document to remain unfolded).
- Identify who has handled the document and note for police.
- If directed to evacuate, move to the nominated Evacuation Assembly Area. Do not leave the Evacuation Assembly Area until the 'All Clear' has been given.

Appendix A - Common signs of impending violent or aggressive behaviour

A variety of behaviours referred to as 'escalation' may indicate actual or impending aggression. The presence of a calming support person can often de-escalate the person/s or situation.

The four emotive/behavioural states commonly displayed on presentation of aggression are:

- Fear.
- Frustration.
- Manipulation.
- Intimidation.

A variety of behaviours may indicate impending or actual aggression/violence. These can present as, but are not limited to, the following forms:

- loud clipped or angry speech.
- pacing.
- angry facial expressions.
- refusal to communicate.
- threats or gestures.
- physical or mental agitation.
- restlessness.
- persecutory ideation.
- delusions or hallucinations with violent content.
- person themselves reporting violent feelings.
- intoxication or disinhibiting medications.
- psychosis or paranoia e.g. a delusional or perceived belief that the person is being persecuted or threatened.
- anxiety/panic attacks.

Appendix B - Telephone Threat Checklist

Telephone Threat Checklist			
Name of person receiving call:			
Date of call:	Time of call:	Time call ended:	
Exact wording of threat			
Questions to ask of caller			
What is your name? Where are you calling from? Is this a bomb threat? In event of bomb threat: Where is the bomb? What does it look like? When will it go off? What kind of bomb is it? Why are you doing this?			
Observations about the call			
Male <input type="checkbox"/> Female <input type="checkbox"/> Adult <input type="checkbox"/> Teen <input type="checkbox"/> Child <input type="checkbox"/> Estimated age?			
Phone number displayed (caller ID)?			
Caller's Voice:(circle)	Background Noises:(circle)	Language:(circle)	
<ul style="list-style-type: none"> ▪ Accent ▪ Angry ▪ Calm ▪ Coughing ▪ Cracking Voice ▪ Crying ▪ Deep ▪ Deep breathing ▪ Disguised ▪ Distinct ▪ Excited ▪ Laughter ▪ Lisp ▪ Loud ▪ Ragged ▪ Rapid ▪ Raspy ▪ Slow ▪ Slurred ▪ Soft ▪ Stutter ▪ Any other specifics? 	<ul style="list-style-type: none"> ▪ Airplane ▪ Animals ▪ Children ▪ Factory/machinery ▪ Household ▪ Music ▪ PA system ▪ Sirens ▪ Street ▪ Train ▪ Voices ▪ Any other specifics? 	<ul style="list-style-type: none"> ▪ Abusive ▪ Incoherent ▪ Irrational Profane ▪ Well spoken ▪ Any other specifics? 	