

TasWater

INCIDENT & EMERGENCY MANAGEMENT PLAN

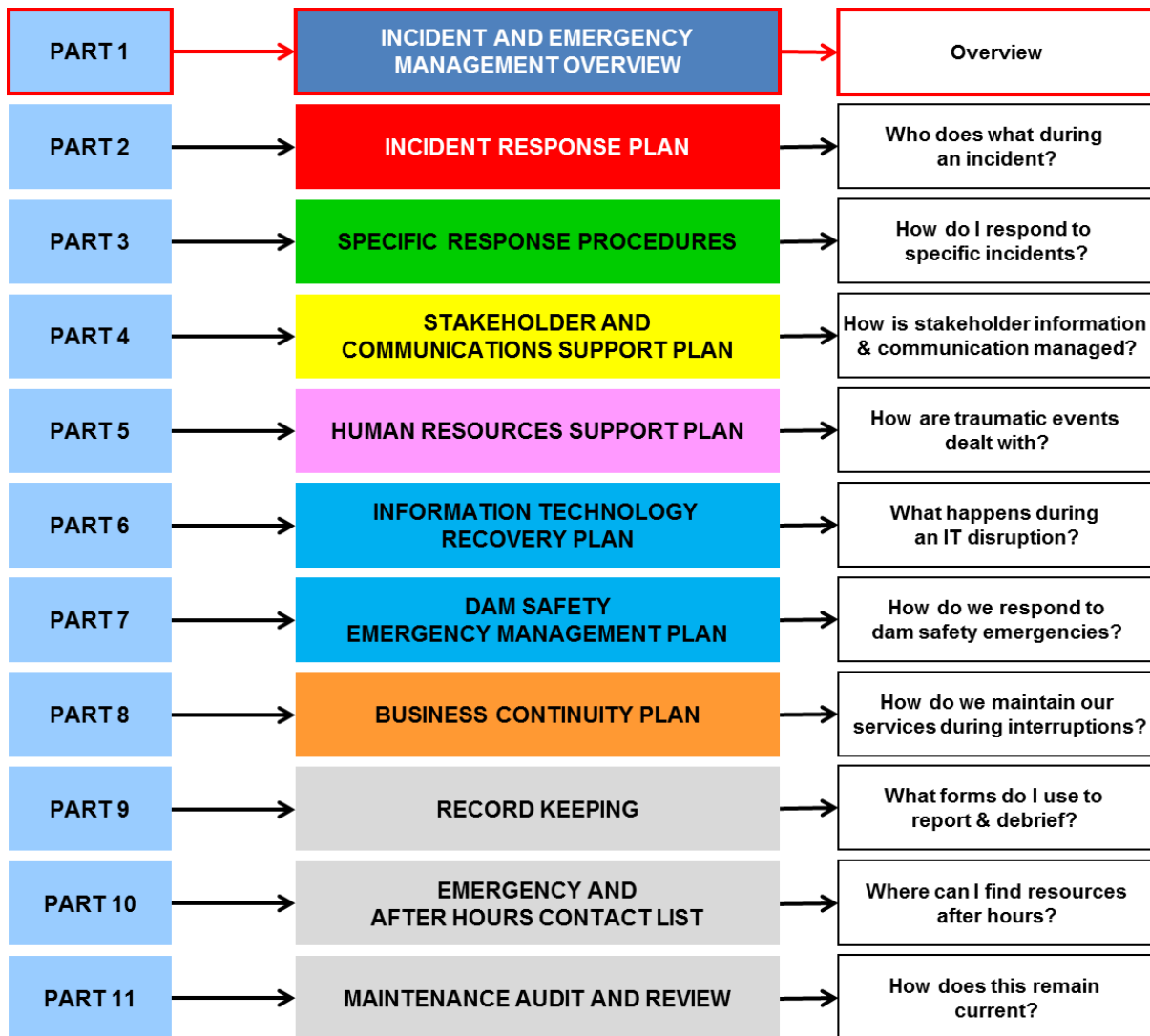
PART 1 INCIDENT & EMERGENCY MANAGEMENT OVERVIEW

This document outlines the system and processes to be used to control any INCIDENT or EMERGENCY situation or business interruption.

The framework covers all abnormal business situations involving any site and surrounding areas for which TasWater has legal, ethical or community responsibilities.

This document may be to be used in conjunction with supporting and subordinate plans within the Incident & Emergency Management Plan.

INCIDENT OR EMERGENCY RESPONSE REQUIRED AFTER HOURS?	CALL 13 6992 NOW
INCIDENT MANAGEMENT TEAM REQUIRED?	GO TO PART 2 NOW
SPECIFIC RESPONSE PROCEDURE REQUIRED?	GO TO PART 3 NOW
COMMUNICATIONS SUPPORT REQUIRED?	GO TO PART 4 NOW
HUMAN RESOURCES SUPPORT REQUIRED?	GO TO PART 5 NOW



PREAMBLE

These incident and emergency response arrangements represent TasWater's commitment to its owners, customers, stakeholders and the community to respond to incidents and emergencies promptly, effectively and efficiently.

The purpose of the arrangements is to provide a response capability, which enables us to minimise the impact of incidents by acting in a coordinated and consistent manner. A robust response capability will increase safety to employees and the public, protect continuity of services to customers and maintain overall system integrity.

The Executive Management Team and I are responsible for maintaining the incident and emergency management capability of TasWater. This is achieved through ensuring commitment to, and resourcing of, annual training and exercises, and the maintenance of response plans to meet stakeholder expectations.

Mike Brewster
Chief Executive Officer
18 August 2014

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1 DEFINITIONS AND ABBREVIATIONS

ADWG	Australian Drinking Water Guidelines
CEO	Chief Executive Officer of TasWater
DHHS	Department of Health and Human Services
DPIPWE	Department of Primary Industry, Parks, Water and the Environment
DSG	Department of State Growth (formerly Department of Infrastructure, Energy and Resources, and Department Economic Development, Tourism and the Arts)
Emergency	Complex incidents that have the potential to be of such magnitude as to require whole of organisation response and/or control by a General Manager and/or control by external emergency services.
EPA	Environment Protection Authority
IEMP	Incident and Emergency Management Plan
IAP	Incident Action Plan
IMT	Incident Management Team – The group of incident management personnel comprising the Incident Controller, the Safety Officer and any appointed functional officers leading the sections of Planning, Operations, Logistics and Public Information/Communications. The Incident Controller has the power to co-opt others as members of the IMT as required
Incident	Any event, actual or potential, that is not part of standard operations and is likely to result in adverse consequences to our customers, our people, our systems, our reputation, community health, the environment, damage to property, our financial sustainability or any combination of these. An incident: <ul style="list-style-type: none"> – has a definite spatial extent; – has a definite duration; – calls for human intervention; – has a set of concluding conditions that can be defined; and – is, or will be, under the control of an individual who has the authority to make decisions about the means by which it will be brought to a resolution.
Incident Action Plan	The plan used to describe the incident objectives, strategies, other resources and other information relevant to the control of the incident.
Incident Controller	The individual responsible for the management of all incident control activities across a whole incident.
Incident management	Those processes, decisions and actions taken to resolve an incident or emergency and support recovery that will enable operations to return to normal
Incident levels (1, 2 and 3)	Incidents occur on a continuum from routine, everyday events through to the one-in-one-hundred year disaster. They vary in scale, complexity and duration, the degree of delegation required, and the number of teams and resources required to resolve them. The need to classify events comes from the frameworks required to manage them. The IEMP Part 1: Incident and Emergency Overview provides incident level definitions and examples.
OTTER	Office of the Tasmanian Economic Regulator
Recovery	The coordinated process of supporting impacted operations, customers and personnel in returning to normal services.

Regulator	WorkSafe Tasmania, Department of Health and Human Services, Environment Protection Authority, Department of Primary Industry, Parks, Water and the Environment, or the Office of the Tasmanian Economic Regulator
Response Management Authority	The agency, service, organisation or authority with legislative responsibility for control of the incident. IEMP Part 1: Incident and Emergency Overview provides information on response management authorities and support agencies for different event types.
SES	State Emergency Service
TFS	Tasmanian Fire Service

2 INTRODUCTION

TasWater uses a systematic approach to the management of abnormal situations. The Incident and Emergency Management Plan (the IEMP) documents this approach and includes prevention of, preparation for, managing the response to, and recovery from, all types of incidents.

The IEMP also establishes the primary interface between TasWater's operations and Tasmanian Emergency Management Arrangements. As such, it uses the Australasian Inter-Service Incident Management System (AIIMS) as its foundation.

This document, Part 1: Incident and Emergency Management Overview, is the primary high-level reference document that outlines the general principles and objectives of TasWater's management approach to be used whenever there is an incident or emergency.

2.1 Incident versus Emergency

The intent of the IEMP is to provide a management response that will enable the recovery from a specific event. All emergencies are incidents however not all incidents are emergencies. The definitions applied in the IEMP are:

- **incident** refers to any event, actual or potential, that is not part of standard operations and is likely to result in adverse consequences to our customers, our people, our systems, our reputation, community health, the environment, damage to property, our financial sustainability or any combination of these. An incident:
 - has a definite spatial extent;
 - has a definite duration;
 - calls for human intervention;
 - has a set of concluding conditions that can be defined; and
 - is or will be under the control of an individual who has the authority to make decisions about the means by which it will be brought to a resolution.¹
- **emergency** refers to complex incidents that have the potential to be of such magnitude as to require whole of organisation response and/or control by a General Manager and/or control by external emergency services.

Incident levels are defined in Section 5.5 of this document.

2.2 Plan Scalability

It is important to note that the IEMP is scalable and is dependent upon the actual incident being managed.

Routine declared incidents and incident alerts will in the majority of instances be managed at a Manager / Coordinator level and will not require the full activation of this plan and all of its associated requirements. The CEO and General Managers are advised of all higher severity incidents and incident alerts as they are declared and provide input and advice as and when required. The size and operability of an incident management team is determined by the level of consequence and complexity of the incident.

¹ Reference: *Australasian Inter-Service Incident Management System*, 4th Edition 2013

3 INCIDENT AND EMERGENCY MANAGEMENT PLAN STRUCTURE

The IEMP is a collection of individual parts designed to enhance the overall resilience of TasWater. All parts may be consulted in responding to an incident or emergency, and the following committees and/or officers of TasWater are responsible for maintaining the parts.

Document Part	Responsibility
PART 1 – Incident and Emergency Management Overview (this document)	<ul style="list-style-type: none"> • Emergency Management Committee • Department Manager Quality Systems & Risk
PART 2 – Incident Response Plan	<ul style="list-style-type: none"> • Emergency Management Committee • Department Manager Quality Systems & Risk
PART 3 - Specific Response Procedures	<ul style="list-style-type: none"> • Emergency Management Committee • Individual procedure owners at Department Manager level
PART 4 – Stakeholder and Communications Support Plan	<ul style="list-style-type: none"> • General Manager Strategy & Stakeholders • Department Manager Communications, Marketing & Stakeholders
PART 5 – Human Resources Support Plan	<ul style="list-style-type: none"> • General Manager People & Safety • Department Manager Health & Safety
PART 6 - Information Technology Recovery Plan	<ul style="list-style-type: none"> • General Manager Finance & Commercial Services • Department Manager Business Systems
PART 7 – Dam Safety Emergency Management Plan	<ul style="list-style-type: none"> • General Manager Asset Management • Department Manager Asset Strategy, Planning & Performance
PART 8 – Business Continuity Plan	<ul style="list-style-type: none"> • Emergency Management Committee • Department Manager Quality Systems & Risk
PART 9 – Record Keeping	<ul style="list-style-type: none"> • Department Manager Quality Systems & Risk
PART 10 - Emergency and After Hours Contact List	<ul style="list-style-type: none"> • Department Manager Quality Systems & Risk
PART 11 – Maintenance, Audit and Review	<ul style="list-style-type: none"> • Department Manager Quality Systems & Risk

The IEMP is supported by TasWater's:

- Risk Management Framework
- Integrated Management System
- Strategic Asset Management Plan
- Stakeholder Management Strategy (TRIM 13/54525)

3.1 Incident and Emergency Management Continuum

TasWater applies the Prevention, Preparation, Response and Recovery (PPRR) framework² as the overarching structure for the management of incidents and emergencies (Figure 1). These are aspects of emergency management rather than sequential phases – which mean that they do not necessarily occur in order during an incident (Figure 2).

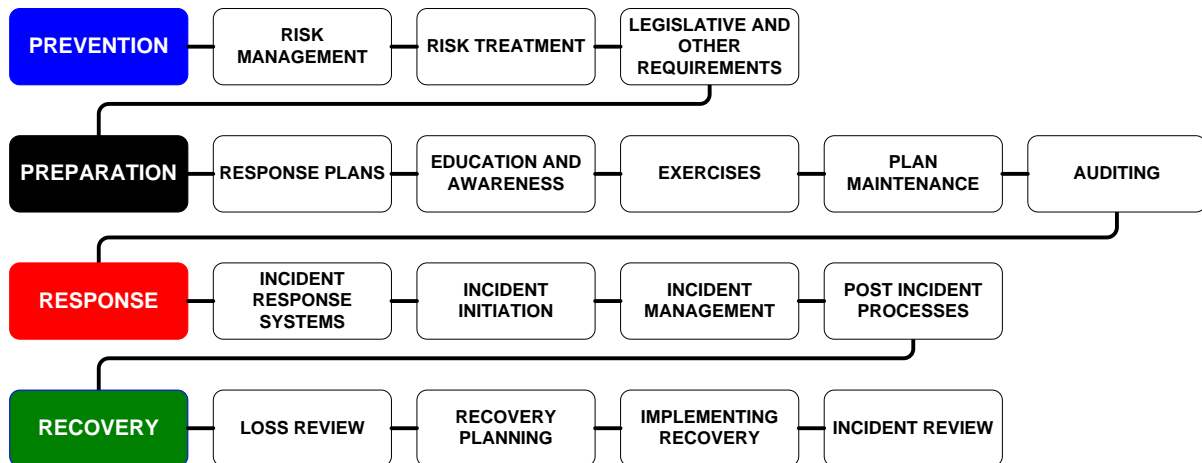


Figure 1: PPRR framework for incident and emergency management

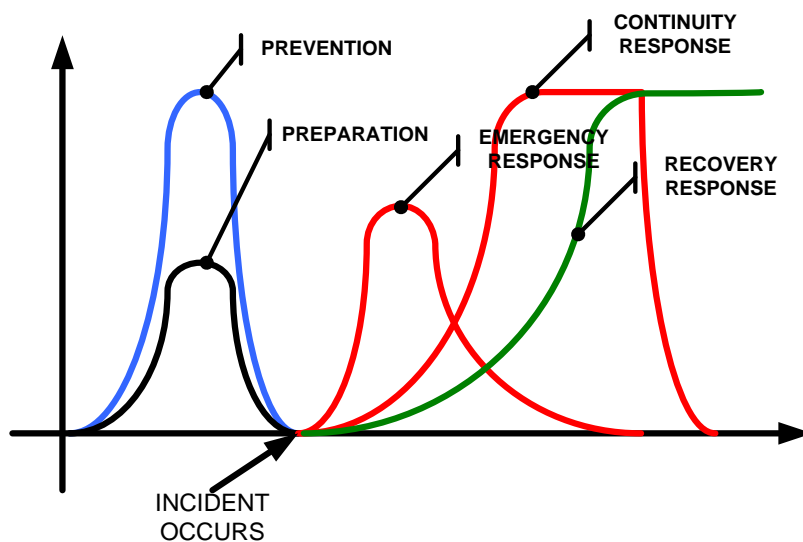


Figure 2: Aspects of incident and emergency management

² The Prevention, Preparation Response and Recovery (PPRR) model is published by Emergency Management Australia.

These four aspects are described briefly below.

Prevention

Prevention refers to activities and processes aimed at reducing the **likelihood** of an incident occurring and include: asset management programs, hazard identification, risk mitigation strategies, preventive maintenance programs and inspection procedures.

Preparation

Preparation refers to activities aimed at limiting the **consequences** of an incident by ensuring that TasWater can respond effectively to incidents. Preparation includes: training, exercises and the development of plans such as incident and emergency, contingency and business continuity plans.

Response

Measures taken in anticipation of, during and immediately after an emergency to ensure its effects are minimised and critical processes are maintained at an acceptable level of service during a disruption. Response includes: the activation of incident and emergency response plans, contingency plans, specific incident scenario response plans and Business Continuity Plans.

Recovery

The processes supporting the reinstatement of physical infrastructure and the environment and restoration of physical and emotional wellbeing of affected people. Recovery includes: IT Recovery Plans, return to work programs, and restoration works. It also includes processes for incident investigation and debriefing to assist with continuous improvement in incident response and management.

The following is a fictitious example of how to apply the Prevention, Preparation, Response and Recovery framework.

Example:

Devil's Nest Water Authority operates a number of facilities in remote, fire prone areas where there is a risk of fire rendering the facility inoperable for a period of time either by causing damage or cutting off services such as electricity or communications. The Emergency Risk Management Program for Devil's Nest Water has identified the following measures to help reduce this risk to acceptable levels:

1. Prevention –

- a. Asset management practices including ensuring clear space around the facilities and incoming services as advised by TasFire.
- b. A program to bury vulnerable services such as power and telecommunications lines to render them impervious to fire.
- c. Agreements with service suppliers to identify and recover services to priority facilities following an interruption.
- d. Installation of systems to minimise vulnerability to fire including a deluge tank, fire proofing of windows and onsite back up generation.

2. Preparation –

- a. Development of a contingency plan for at risk sites and a business continuity plan which identifies maximum allowable outages for all fire prone facilities, alternative methods of operation for the systems concerned and recovery processes.

3. Response –

- a. Devil's Nest Water has established an AIIMS based incident management system and implemented training for employees as well as tools and systems

for managing incidents.

- b. The incident management system is linked to the Business Continuity Plan and recovery plans to ensure that the systems work effectively together.

4. Recovery –

- a. Devil’s Nest Water has a Recovery component in all Business Continuity Plans which provides guidance on priorities for recovery.
- b. Devil’s Nest Water has incident investigation and post-incident debriefing procedures in place to ensure continuous improvement and assist in preventing recurrence.

3.2 General Responsibilities

In order to effectively meet our strategic objectives surrounding the provision of services to our customers and stakeholders, TasWater has a number of obligations and responsibilities. These include:

- Managing our response to incidents and emergencies in accordance with the IEMP.
- Developing and maintaining the IEMP so that it is aligned with the expectations of Regulators³.
- Communicating the incident as appropriate to relevant stakeholders, including:
 - Relevant Regulators (EPA, DHHS, DPIPWE, WorkSafe Tasmania, Department of State Growth⁴)
 - Emergency Services (SES, TFS, TASPOL)
 - Owners and Municipal Emergency Management Committees
 - Other affected service providers and stakeholders
- Work cooperatively with emergency response agencies, Councils and other stakeholder agencies.

3.2.1 The Emergency Management Committee

The Emergency Management Committee (EMC) is responsible for ensuring TasWater’s incident and emergency management is effective in achieving a high level of resilience to adversity and the continuity of essential services during and following disaster. In doing this, the EMC shall be responsible for overseeing the development, implementation and operation of the TasWater Incident and Emergency Management Plan, associated policies, protocols and sub-plans.

This also ensures that TasWater meets its obligations under section 1, Schedule 2 of the Water and Sewerage Licence to TasWater issued by the Office of the Tasmanian Economic Regulator.

The EMC operates under a Terms of Reference approved by the CEO and endorsed by the TasWater Executive Management Team.

³ Primarily OTTER, EPA, DHHS, DPIPWE, WorkSafe Tasmania and DSG

⁴ Formerly Department of Infrastructure, Energy and Resources (DIER) and Department Economic Development, Tourism and the Arts

3.2.2 Interface between TasWater’s Operations and Tasmanian Emergency Management Arrangements

The *Emergency Management Act 2006* is the primary legislation for emergency management in Tasmania. The Act provides a framework for emergency management including additional powers and authorities. It establishes a flexible emergency management system overseen by the State, regional and municipal emergency management committees.

Regional emergency management committees are chaired by the Regional Controller (District Commanders from Tasmania Police) with support by the State Emergency Service’s Regional Managers as the Executive Officers. Membership of regional committees usually includes senior representatives of emergency services, Municipal coordinators, community recovery representatives, other Government agencies and enterprises, utilities and relevant volunteer organisations.

Representatives from TasWater form part of the three regional committees: Southern, Northern and North-West.

The *Tasmanian Emergency Management Plan* (TEMP) provides the broad policy framework for emergency management at the state-wide level. Regional emergency management plans provide further detail on the specific arrangements/response for governance and conduct of emergency management planning within a region while municipal emergency management plans provide similar details for the local level. There are also State Special Plans such as the *Tasmanian Public Health Emergencies Management Plan*.

TasWater’s IEMP is designated as an associated plan under Tasmania’s emergency management plan hierarchy and is structured to support these plans.

TasWater’s Role in State, Regional and Local Incident Response

Section 3.3.14 of the TEMP states:

When an emergency occurs, initial response actions are usually carried out at the emergency site by those who have the primary responsibility for protecting the life, property or environment that is under threat. In the first instance, this is usually the asset owner/manager of the property/premises and/or the people at the emergency site. Where people are not present or able to respond effectively, specified agencies/organisations have responsibilities/authority to take control of the situation. In this plan they are identified as the response Management Authority. Control at the scene may alter during response as the situation changes. For example, control will revert to Tasmania Police for investigation of deaths that may have occurred in the emergency.

In general the ‘Response Management Authority’ in an emergency will be the organisation which has the specialist knowledge, expertise and capacity for effective management of a particular incident. The following table provides brief summary of ‘lead’ and ‘support’ agencies across a range of incidents that could occur in TasWater’s area of operations.

Table 1: Tasmanian response management authorities and support agencies for hazards⁵

Incident	Response Management Authority (lead)	Support Agency ¹
Earthquake	Tasmania Police (TAS POL)	All agencies
Energy supply emergency – includes petroleum, gas, electricity; excludes energy infrastructure failures	Department of State Growth ⁶ (DSG)	TasNetworks TasGas Councils
Environmental emergency	Department of Primary Industries, Parks, Water & Environment (DPIPWE) EPA Division	Councils
Fire - national parks and other reserves	DPIPWE Parks & Wildlife Service	Tasmania Fire Service (TFS) Councils
Fire - declared forest land/State forest	Forestry Tasmania	TFS Councils
Fire - urban & privately managed rural land	TFS	Councils
Flood – dams	TAS POL, assisted by dam owner (eg TasWater)	DPIPWE Water Resources Division, SES Councils
Flood – rivers	State Emergency Service (SES)	TAS POL Councils
Hazardous materials - chemical, liquid fuel, explosives (unintentional release of)	TFS	DPIPWE EPA Division WorkSafe Tasmania Councils
Influenza pandemic	Department of Health & Human Services (DHHS)	Councils
Infrastructure failure – electricity, gas, petroleum	TasNetworks TasGas TFS	DSG Councils
Infrastructure failure – water and sewerage	Infrastructure owner (eg TasWater)	Councils
Intentional violence (eg terrorist events)	TAS POL	Councils
Landslip, landslide	TAS POL	DSG Councils
Public health emergency	DHHS – Population Health	Councils
Storm, high winds, tempest	SES	Councils Infrastructure owners
Water supply contamination	DHHS – Population Health	TasWater Councils

¹ – The Support Agency varies according to the circumstances of the incident

⁵ Sourced from *Tasmanian Emergency Management Plan*, Issue 7.1, Department of Police and Emergency Management, with secondary reference to *Mersey-Leven Municipal Emergency Management Plan*, Issue 1, Mersey-Leven Emergency Management Committee.

⁶ Formerly Department of Infrastructure, Energy and Resources (DIER) and Department Economic Development, Tourism and the Arts

TasWater may be directed to activate its IEMP during the response phase of a State, regional or local emergency by a range of authorities including:

- Participating Municipal Emergency Management Coordinators;
- The SES; and/or
- The responsible Minister under the *Water and Sewerage Industry Act*.

In the event of a major emergency being declared, and consistent with the provisions of the *Water and Sewerage Industry Act* and the TEMP, the Regional Emergency Management Plan will take precedence over the TasWater's EMP.

TasWater's Role in State, Regional and Local Incident Recovery

Councils are responsible for community recovery arrangements including appointing workers to coordinate recovery activities. Councils undertake the primary role in providing community recovery services in the immediate aftermath of an emergency, and can be supported by a number of State Government agencies and Non-Government Organisations, depending on their capacity and the presence of support services in the area. Council assistance is usually provided in any of three main ways:

- Providing the assistance that is required;
- Coordinating the provision of the assistance that is required; and
- Requesting that the Regional Community Recovery Committee coordinates provision of the assistance. This request is made by the Municipal Community Recovery Coordinator to the Regional Managers of the State Emergency Service (as Executive Officers of the Regional Emergency Management Committees).

TasWater may be requested by a Municipal Community Recovery Coordinator to provide assistance in the recovery phase in relation to infrastructure and service recovery efforts, including:

- Supply of potable water
- Temporary sewerage and storm water systems
- Recovery of other infrastructure that supports environmental and public health

4 PREVENTION

Prevention and mitigation activities are ongoing as part of normal operations. These activities and processes are aimed at reducing the likelihood of an incident or the likelihood of the consequences of an incident impacting on TasWater's ability to conduct its core business and include:

- Hazard identification;
- Implementation of corrective and preventive actions to address hazards and incidents;
- Risk assessment processes and implementation of risk controls;
- Preventive maintenance programs;
- Asset management programs;
- Criticality assessments;
- Compliance with legislative and other stakeholder requirements; and
- Inspection procedures.

Further detail on these activities is included in TasWater's:

- Risk Management Framework and risk / control registers
- Health and Safety Management System
- Environmental Management System
- Compliance Management Program
- Asset Management Plan
- Dam Safety Management Plan

5 PREPARATION

The objective of Preparation (or Preparedness) activities is to ensure that an organisation can effectively respond to an incident or emergency when it occurs.

Preparation involves the development of suitable plans and associated activities, such as training and exercises, in readiness for potential incidents. These activities are intended to limit the consequences of an incident rather than preventing or reducing the likelihood of the occurrence of the incident. Preparation includes:

- Development of incident and emergency response plans for generic response arrangements – detailed in IEMP Part 2: Incident Response Plan;
- Development of response procedures for specific scenarios such as sewer spill, drinking water supply contamination, water service failure, dam failure – detailed in IEMP Part 3: Specific Response Procedures and Part 7: Dam Safety Emergency Management Plan;
- Development of support plans for communications and human resource functions;
- Contingency and business continuity plans;
- Conducting training and emergency scenario exercises to test the plans – outlined in IEMP Part 11: Maintenance, Audit and Review; and
- Auditing and maintaining plans and processes – outlined in IEMP Part 11: Maintenance, Audit and Review.

6 RESPONSE AND RECOVERY

6.1 Incident and Emergency Objectives

Incident and emergency objectives and their order of priority provide guidance to incident controllers if an event outstrips the capacity to control with the available resources. The circumstances of the incident, inter-agency control and intent will also guide the application of objectives. The objectives can be co-managed during an event and are not necessarily dependant on the control of a higher objective before TasWater enacts suitable controls.

TasWater's primary objective in managing an incident or emergency is to protect the life and welfare of staff, contractors and the community.

TasWater's secondary objectives are listed below in order of priority. In any event the incident controller is empowered to make the final decision as to which objective(s) take priority as determined by the circumstances.

- Issue timely and accurate communications;
- Protect critical infrastructure;
- Protect community assets;
- Minimise damage to the environment;
- Manage liability; and
- Minimise business interruption to continue service delivery to customers.

Effective management of the incident and emergency objectives will enhance TasWater's reputation.

6.2 Overview of Incident Response Process and Principles⁷

The underpinning incident response process involves six steps as follows, noting that the level of activity depends upon the circumstances and severity of the actual event.

⁷ This section is an overview only, incident response details are provided in IEMP Part 2: Incident Response Plan

Table 2: The incident response process

Step	Action	Who
1. Respond	Undertake first response actions; report non-routine events to supervisor who will advise relevant Manager, Coordinator or Duty Manager (after hours)	Employees first on scene – First Responders
2. Assess	Assess situation and assign an incident level Confirm first response actions	Manager, Coordinator or Duty Manager
3. Notify	Declare the alert / incident and appoint Incident Controller Confirm incident level and notify internal and external stakeholders	Manager, Coordinator or Duty Manager Incident Controller
4. Command & Control	Establish command and control functions (Incident Management Team) Set objectives and develop strategies Establish Incident Control Centre	Incident Controller
5. Manage & Recover	Manage the incident: Develop Incident Action Plan Deploy existing Plans & Procedures Issue Situation Reports Manage communications Maintain records Manage recovery activities: Develop a recovery plan Appoint a Business Recovery Team Coordinate and monitor recovery activities	Incident Controller Business Continuity Coordinator
6. Improve	Initiate incident investigation Undertake post incident investigation, reporting and improvement actions	Incident Controller Emergency Management Officer

6.2.1 Sensitive Incidents

For the vast majority of events, TasWater will communicate all incidents and emergencies in an open and honest manner to ensure we provide transparency against all decisions made and associated actions taken.

There may be instances where an incident occurs and the communication of such needs to be limited to specific stakeholders. This is to ensure the Incident Management Team has confirmed that an incident has actually occurred, assessed the impact severity of the incident, developed appropriate communication statements and strategies, assessed legal and regulatory implications, and deployed other required action plans before being communicated to a wider audience.

It is therefore appropriate that in certain circumstances a declared incident may be communicated using a non-standard approach..

Only the CEO can approve the declaration of a sensitive incident under this Plan. The approval and justification/reasons for the approval shall be recorded on the Incident Log.

6.2.2 Principles for the Application of the Incident Response Process

Five fundamental principles guide the application of the incident response process⁸:

Flexibility

Incident management must be adaptable to an all hazards approach that can respond to changes that occur with the evolution on an incident, both during escalation and resolution, and from a focus on response to a focus on business and community recovery. The incident drives the size and nature of the Incident Management Team.

Management by objectives

A process of management where the Incident Controller, consulting as appropriate with the Incident Management Team and supporting parties, determines the desired outcomes of the incident.

Functional management

The process of structuring an organisation into sections or units based on the type of work to be performed. The IEMP identifies a number of critical functions that must be undertaken to manage an incident or emergency effectively: control, planning, intelligence, public information (communications), operations, investigation, logistics and finance (these are described further in IEMP Part 2: Incident Response Plan).

Unity of command

There is one set of common objectives for all those involved in the response to an incident or emergency, leading to one consolidated plan for all responders.

Span of control

This principle applies in both the structuring and staffing of an Incident Management Team. Consideration needs to be given to the number of groups or individuals that can be successfully supervised by one person.

6.2.3 Initial Response – On-Scene Response Team

The initial incident response will be managed by the First Responders. Their primary actions include:

- Assessing the incident;
- Ensuring appropriate notifications, warnings are made; and
- If possible, safe to do so, skilled and equipped:
 - rescue, or assist in ensuring bystanders are safe;
 - contain the incident, and
 - treat the incident.

TasWater employees and/or other external agencies are the initial responders. External agencies include contractors, Tasmania Fire Service, Ambulance Tasmania, State Emergency Service and Tasmania Police.

Any person, including a First Responder, is authorised to raise the alert by any means available and fit for the situation.

⁸ Adopted from the *Australasian Inter-Service Incident Management System*, 4th Edition 2013

Once incident response is activated the senior person at the affected location MUST be advised immediately. This senior person may be the Team Leader or Duty Officer, depending upon circumstances. The senior person controlling the incident site is to become the On Scene Commander. It is their role to form an On Scene Response Team and direct activities on site as required.

A decision on the initial actions to contain the situation must be made. This may include shutting down site operations if it is not safe to continue.

Safety First

Safety at the incident site is ultimately the responsibility of the On-Scene Commander. They must ensure that the safety and security of all staff, visitors and contractors is the first priority. This may involve seeking assurances from and formal arrangements made, where required, with all third parties operating on the site.

6.2.4 Notification and Escalation of Incidents

Early notification and escalation of the incident will ensure appropriate support and response is made to control the incident. Definitions of incident levels are provided in Section 5.5 of this document.

In general all incidents must be reported to:

- Line Supervisor (business hours)
- Duty Manager (after hours)
- Relevant Operations & Maintenance Department Manager and Operations & Maintenance General Manager for operational incidents at Levels 2 and 3
- Relevant Department Manager and General Manager for non-operational incidents at Levels 2 and 3

Consideration needs to be given to notifying the Stakeholder and Communications Support Team for any incident at Level 2 or 3. The IEMP Part 4: Stakeholder and Communications Support Plan provides further details on the role of this support team.

Further details on the notification and escalation of incidents are provided in IEMP Part 2: Incident Response Plan.

The IEMP: Incident Notification Matrix (TRIM record IMS12/386) provides a quick reference guide to the notifications that are required immediately following a Level 2 or 3 incident.

6.3 Incident Leadership

All TasWater staff have a role in the response to, and recovery from incidents and emergencies. Staff members identifying a non-routine event should advise their supervisor.

Specific incident response and recovery leadership roles include:

Manager/Coordinator/Duty Manager

Managers, Coordinators and Duty Managers are responsible for:

- Receiving, assessing and disseminating information about actual and potential incidents;
- Assessing whether TasWater is, or may be impacted by an incident;
- Assessing whether TasWater should be contributing to the management of an incident;
- Confirming that the first response actions are appropriate and in accordance with response procedures;
- Appointing an appropriate person to control the incident.

On-Scene Commander

On-Scene Commanders are staff appointed by an Incident Controller to be responsible for managing activities at the incident site including all actions of TasWater personnel and liaising with other agencies. On-Scene Commanders have a particular focus on safety at the site.

Incident Controller

An Incident Controller is appointed for every incident or emergency. They take responsibility for managing all activities relating to the incident including:

- Applying a risk management approach and establishing systems and procedures for the safety and welfare of all persons working on the incident;
- Confirming the incident level and notifying internal and external stakeholders;
- Establishing command and control functions including an Incident Management Team if required;
- Setting objectives and developing strategies to control the incident, including an Incident Action Plan;
- Establishing an Incident Control Centre;
- Deploying existing plans and procedures and monitoring effectiveness;
- Obtaining and maintaining human and physical resources, facilities, services and materials;
- Managing communications, including providing information and warnings to others so they can make informed decisions;
- Establishing effective liaison and cooperation with all relevant persons, including external agencies, customers, affected communities and those working beyond the Incident Management Team;
- Initiating an incident investigation if required; and
- Reporting and maintaining records.

Business Continuity Coordinator

Business Continuity Coordinators are appointed by a senior manager to be responsible for:

- Developing and implementing a business recovery plan;
- Appointing a Business Recovery Team if required; and
- Coordinating and monitoring all post response activities following an incident.

6.4 Incident and Emergency Response Structure⁹

TasWater's incident and emergency response uses a two-tiered structure with an On-Scene Response Team (which includes the First Responders, see Section 5.2.3) and an Incident Management Team (IMT) under the leadership of an Incident Controller. The incident drives the size and nature of the response and the teams involved.

A complex event may require the activation of more than one IMT, for example, an operational incident with an underlying strategic impact may require a:

- Tactical IMT to respond to events impacting on people, environment and/or assets; and
- Strategic IMT to respond to events impacting on reputation, liability and/or business continuity.

6.4.1 Incident Management Team (IMT)

The Incident Controller and their team carry the responsibility for resolving the incident and working with internal and external stakeholders to protect and support those people, assets and services threatened by the incident.

The decision to form an IMT lies with the Incident Controller and is dependent upon the nature of the incident. For less complex incidents of short duration, the Incident Controller may not nominate a team, dealing with all decisions required. As an incident escalates in either scale or complexity, the Incident Controller will delegate some or all of the incident management functions, thus forming an IMT.

The role of the IMT is to (incident management functions are indicated in brackets):

- Provide incident command when the incident exceeds on scene resources or reaches a complexity that requires a cross business response (Control)
- Confirm the appointment of the On Scene Commander to be the interface between the physical event and the IMT.
- Build a picture of what has happened, what is happening and what is likely to happen (Planning – Intelligence)
- Decide what needs to be done and how it will be done, documenting this in an Incident Action Plan (Planning)
- Gather the resources necessary (Logistics)
- Implement the Incident Action Plan and monitor its progress (Operations)
- Keep people and organisations informed, including Government and inter-agency emergency management liaison (Public Information/Communications and Liaison)
- Maintain records of IMT meetings and decisions (Management Support)
- Initiate and support the recovery activities; hand over to a Business Recovery Team if required

⁹ This section is an overview only, incident response details are provided in IEMP Part 2: Incident Response Plan.

The activation of an IMT automatically triggers a transfer of overall control of the event from the On Scene Commander to the Incident Controller. Further details on the IMT are in IEMP Part 2: Incident Response Plan.

6.4.2 IMT Structure

The IMT structure and size should be adaptable, reflecting the scale and complexity of the incident, the tempo of operations and the evolution of events.

The Incident Controller may choose to manage all functions for a small incident, or during the early phases of what may become a large or complex incident (Figure 3).

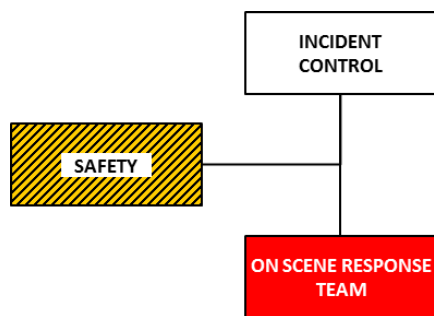


Figure 3: Example of a Level 1 (minor incident) IMT

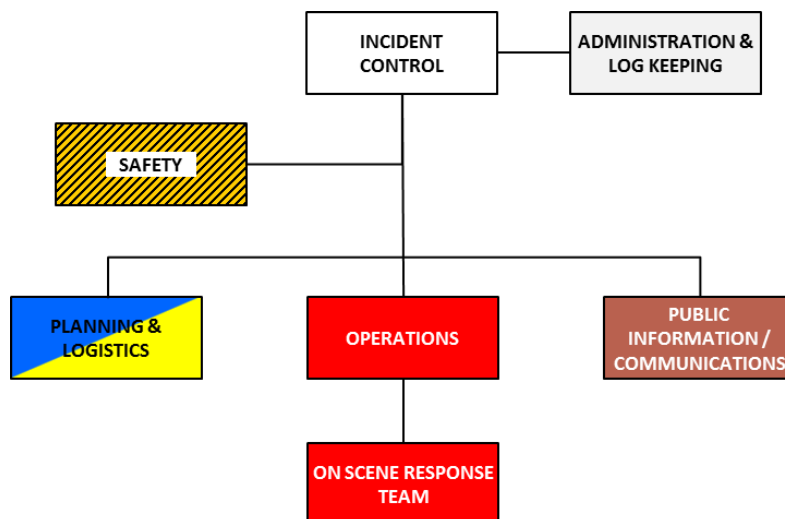


Figure 4: Example of a Level 2 (major incident) IMT

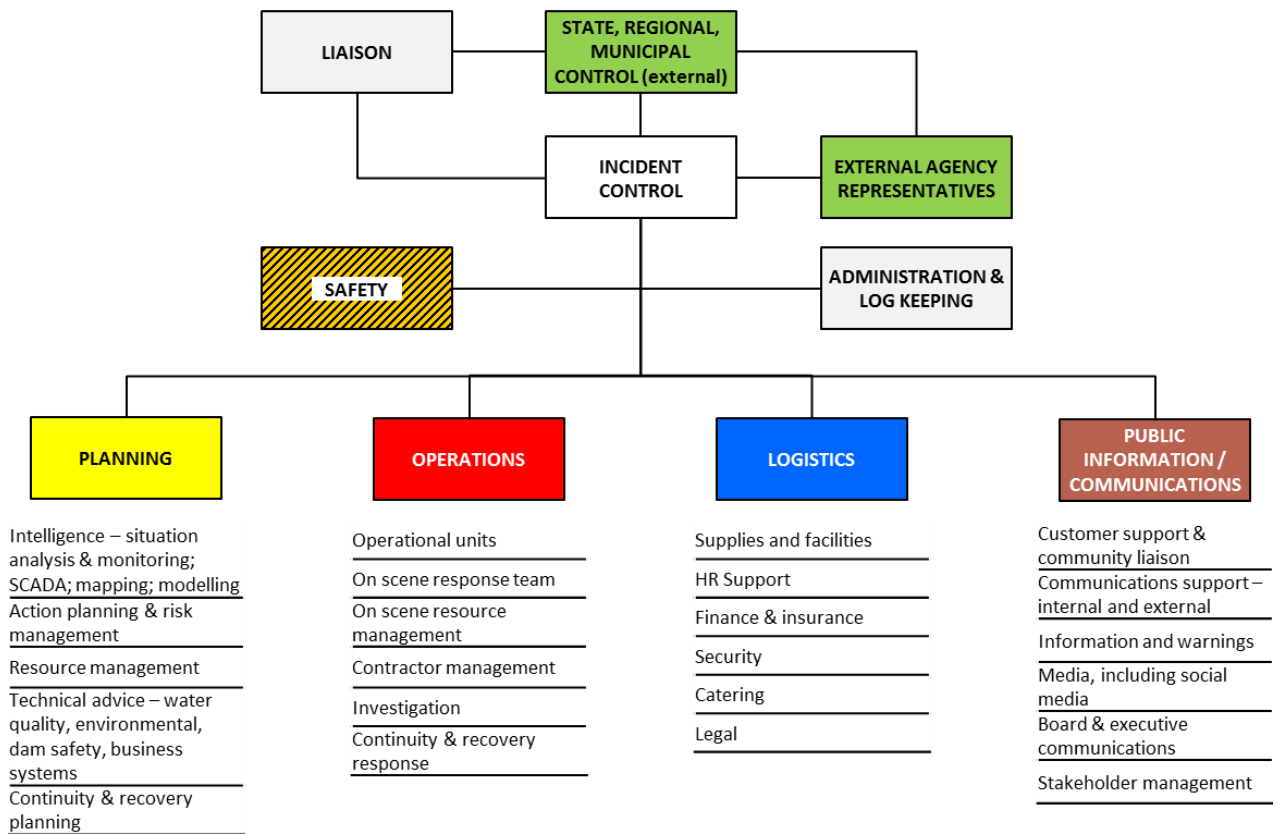


Figure 5: Example of a Level 3 (emergency events) IMT including relationship with State control arrangements

6.5 Training and Assessment

All employees who may potentially be involved in an incident response must be trained in their responsibilities and assessed to ensure a degree of understanding is achieved. In particular, employees likely to act in any of the key roles identified in this plan must receive detailed training on their responsibilities. Records of training are to be maintained within the Corporate Human Resources Information System.

Incident Management Training for TasWater staff is provided at 3 levels:

- Incident Awareness
- Incident Participant
- Incident Controller

In addition, the incident management arrangements are to be regularly tested using simulations and desktop exercises so that relevant personnel have an opportunity to practise the requirements of this plan and incident management critical decision making under simulated incident situations.

TasWater may be required to participate in exercises facilitated by Tasmanian emergency services and will allow for the commitment of appropriate resources and logistical arrangements to enable their participation.

The IEMP Part 11: Maintenance Audit and Review provides further details on how the currency of the IEMP and competency of staff are maintained.

6.6 Incident Levels

Incidents occur on a continuum from routine, everyday events through to the one-in-one-hundred year disaster. They vary in scale, complexity and duration, the degree of delegation required, and the number of teams and resources required to resolve them. The need to classify events comes from the frameworks required to manage them.

To assist in ensuring prudent emergency preparedness and response TasWater has developed a four level system that incorporates an 'alert level' and three 'incident levels'. The levels are described below and Table 3 provides examples as a guide in determining the level based on TasWater's risk consequence tool. The alert system has been aligned with other external emergency response agencies to ensure appropriate liaison and interaction (Table 4).

The alert level is based on potential consequences while incident levels are based on actual impact.

Alert Level - Standby

Alert Level is applied when information has been received indicating that an incident is imminent or may occur in the near future. The potential incident could be at any level, 1, 2 or 3. Declared Alert Level incidents may require the activation of an Incident Management Team or other components of the IEMP and notification of external stakeholders.

Incident Level 1 - Minor

Level 1 is a minor incident where local work teams operate under normal supervision with some additional managerial and localised support. The response team can effectively cope with minor effect on the Corporation, its customers and the community. This level may require the activation of an Incident Management Team.

Incident Level 2 - Major

Level 2 is a major incident that can be controlled at the site level by an on-site commander however:

- the incident may need additional skills and resourcing over and above that which is usually used by the local work team; and/or
- there are multiple incidents impacting the Corporation at the same time, requiring coordinated management and response; and/or
- the incident requires response from an emergency services agency; and/or
- regulatory authorities direct TasWater to act; and/or
- the actual or potential impact on the Corporation, its customers, the community and the environment is more widespread; and
- the incident requires the activation of an Incident Management Team to manage the operational and customer impacts and a site management team to manage the scale of the site operation. The line General Manager of the affected area shall be immediately notified when an Incident Management Team is activated. The size of the team will be dictated by the scale and complexity of the incident.

This level may or may not require the activation of an additional strategic level Incident Management Team to manage the broad range of corporate and strategic issues that may emerge from the event.

Incident Level 3 - Emergency

A Level 3 incident is an emergency that:

- requires off-site coordination with major levels of external resourcing and support; and/or
- has, or potential to have, multiple sectors and part of a Municipal, Regional or State controlled response structure; and/or
- causes, or has the potential to cause, a major impact on the Corporation, its customers, the community and the environment; and
- requires the activation of an Incident Management Team to manage the operational and customer impacts and a site management team to manage the scale of the site operation. The line General Manager of the affected area shall be immediately notified when an Incident Management Team is activated. The size of the team will be dictated by the scale and complexity of the incident.

This level will generally require the activation of an additional strategic level Incident Management Team to manage the broad range of corporate and strategic issues that may emerge from the event.

Table 3: Guide to incident levels (based on TasWater Risk Consequence Tool)

Alert / Incident Level	Consequence Rating	Financial Impact	Health & Safety Impact (includes contractors & public)	Drinking Water Quality / Public Health Impact	Property & Infrastructure Impact	Customer Service Delivery / Supply Interruption Impact	Reputation Impact (stakeholders include customers, owners, regulators, government, employees)	Environmental Impact	Compliance & Legal Impact
LEVEL 1	1	<=1% revenue	First Aid Injuries - superficial injury with little or no treatment. No public health impact.	Loss of aesthetic water quality leading to customer complaint. Localised loss of chlorine residual for short period of time.	Isolated or minimal loss; short term impact; repairable through normal operations	Negligible impact on service delivery; no discernible disruption.	Of interest to individuals only. Stakeholder indifference. No media interest.	Minimal environmental impact. Small release contained and immediately controlled. No impact on protected species. No lasting environmental harm.	Technical compliance breach with limited material impact. No legal significance. Improvement notice.
	2	>1%-2% revenue	Minor injury/illness requiring medical treatment. Isolated cases of illness, or isolated public health impacts.	Deterioration of water quality aesthetics with multiple complaints. Breach of ADWG health limits, with no impact to customer. Single detection of <i>E.coli</i> >1 cfu/100mL in potable supply. Prolonged loss of chlorine residual.	Minor loss with limited downtime; short term impact; mostly repairable through normal operations.	Minor corrective action required to restore services for local community. Localised service disruption <2 hours	Of interest to local community only. Stakeholder aware of issue.	Extent of impact is isolated. Release affecting small area. No impact on protected species. Minimal environmental harm. Some remediation required.	Compliance or legal breach resulting in minor corrective action. Prohibition notice issued.
LEVEL 2	3	>2%-15% revenue	Ongoing medical treatment required (employees), widespread minor illness, or minor public health impact.	2 x <i>E.coli</i> >1 cfu/100mL and issue of boil water notice. Exceedance of ADWG health limit requiring action as directed by DHHS.	Significant loss with temporary disruption of services; medium term impact on organisation.	Service restored after major intervention. Widespread service disruption >6 hours duration, or impacts on priority customers (eg dialysis patients, major customers, hospitals).	Stakeholder actively expressing dissatisfaction.	Significant environmental impact but localised. Release effecting moderate area. External assistance required to manage. Impact on protected species. Considerable remediation required	Moderate compliance or legal breach leading to low level investigation or moderate penalties. Third party litigation.
LEVEL 3	4	>15%-40% revenue	Extensive injuries, widespread serious illness of employees or public.	Localised illness associated with water quality as determined by DHHS requiring medical treatment.	Critical loss or event requiring replacement of property or infrastructure; long term impact on organisation.	Widespread service disruption >1 day duration or 8 hours duration for priority customers. Could be recurring in nature.	Stakeholder alarm or grave concern. Regulators or owners threaten action to remove the Board and/or restructure the business.	Serious widespread environmental harm. Impact requiring long term remediation. Significant impact on protected species. Requires external agencies to manage.	Serious compliance or legal breach resulting in court imposed penalties or significant fines. Multiple third party litigation.
	5	>40% revenue	Fatality or permanent disablement of employee or public.	Widespread illness associated with water quality (>1000 customers). Death due to illness due to poor water quality.	Disaster with extensive loss and long term consequences; threat to viability of service or operation. ANCOLD Scale - dam failure.	Major failure in service delivery and considerable time to restore. Widespread service disruption of >3 days. Or >8 hours duration for priority customers. Could be ongoing in nature.	Irreparable loss of community and stakeholder confidence in the organisation. Regulators or owners take action to remove the Board and/or restructure the business.	Large scale impact on the environment. Irreversible impact on protected species.	Extensive breach with fines & litigation with possible class action. Loss of charter to operate. Prison sentences for Directors and Officers.