

PLAN

EMERGENCY MANAGEMENT PLAN

JAA NSO PL 0003

Revision Number: 3.0

Revision Date: 23/09/2022

AUTHORISATION

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INTERNAL

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DOCUMENT HISTORY

Revision	Date	Author(s)	Description of Changes
1.0	11/01/2021	Fiona Dunk ,Trevor Cotsworth & Nick Graham	Complete version update of the EMP and Annexes Includes update to LT structure Project Symphony & change to functional ownership of CEM. New numbering of all Group CES Framework, Plans and Guidelines. Updates to diagrams in line with CEM Framework updates Previous document number: JEM PL 0013
1.1	7/04/2021	Nick Graham	Addition to the Severity Matrix reflecting missing items identified during exercises
1.2	28/06/2021	Nick Graham	Added new Annex 11 linkages to WSGGP
1.3	22/07/2021	Nick Graham	Update to Appendix E.2 Assurance Section
2.0	29/03/2022	Nick Graham / Trevor Cotsworth	Version fully updated to reflect new Zinfra EMP. Amalgamation of Log Keeper / Coordinator roles into new Information Manager role & updated diagrams. Minor update to Group Structure.
3.0	23/08/2022	Nick Graham / Trevor Cotsworth	Version fully updated to reflect the integration of Business Continuity processes and the addition of Appendix D – Annex 13 Business Continuity Plan.

OWNING FUNCTIONAL GROUP & DEPARTMENT / TEAM

People, Safety and Resilience: Business Resilience

REVIEW DETAILS

Review Period: Review Date + 1 years

Next Review Due: October 2023

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1 INTRODUCTION

SGSPAA consists of Jemena and Zinfra. SGSPAA is an Australian infrastructure company which builds, owns, operates and maintains major energy assets. SGSPAA's reputation as an owner and operator of these energy systems is significant and SGSPAA will, at all times, demonstrate a commitment to the safety of the general public, its employees, the environment and the assets owned and operated by SGSPAA.

This Emergency Management Plan (EMP) and its annexes are intended to support the actions of an established Emergency Management Team (EMT) and Incident Management Team (IMT) when responding to:

- defined significant incidents or emergency level events impacting SGSPAA owned assets; or
- emergency level events requiring a coordinated Group wide approach; or
- defined interruptions to business-Critical Activities; or
- defined significant incidents or emergency level events impacting the Zinfra business.

Guidance provided in the EMP assists the Group in:

- effective decision-making for significant incident and emergency events;
- effective identification, assessment and escalation of these events;
- implementing role based checklists and supporting process based information for team members responding to significant incident or emergency level events;
- implementing pre-defined business continuity arrangements for defined Critical Activities;
- effective recording of EMT and IMT actions, decisions and management of the supporting systems available to activated teams;
- supports the post-event review of EMT and IMT activations ensuring the processes outlined in this Plan continually improve; and
- outlines the requirements for training and exercising.

1.1 GLOSSARY

Event	Encompasses terminology variations such as issue, incident, significant incident, disruption, emergency and crisis, whether potential or actual.
Jemena	Jemena is 100% owned business of SGSPAA, representing their asset management business. Jemena comprises the Market-Facing business units (see below) and the corporate services streams of the SGSPAA group (Digital, Finance, People, Safety and Resilience, Corporate Affairs, Legal and Risk).
Market-Facing Business Units	Includes Services & Projects (Zinfra), Gas Markets, and Jemena Networks.
SGSPAA	State Grid Singapore Power (Australia) Assets Pty Ltd SGSPAA is a subsidiary of State Grid Corporation of China and Singapore Power International Pty. SGSPAA is branded as Jemena for its operations within Australia. References to SGSPAA or SGSPAA Group and Jemena or Jemena Group and Zinfra are used interchangeably in the Plan, as the context requires.
The Board	Refers to SGSPAA Board.
The Plan / EMP	Refers to this Emergency Management Plan, inclusive of all its Annexes unless otherwise stated.
Zinfra	Zinfra Group is a 100% owned operating business of SGSPAA, representing their services business. Also known as Services & Projects Group.

1.2 PURPOSE

This EMP provides guidance on team processes, the roles and responsibilities of team members during declared events and the structure of an EMT and an IMT. This includes the process of escalation, activation and mobilisation to provide a state of readiness for effective deployment and response, continuity of Critical Activities, the deactivation and debriefing.

The Plan comprises actions and guidelines taken to enable SGSPAA Group (through an activated EMT / IMT) to:

- **Support** any response in the field or impacting whole of Group functionality such as a pandemic, providing operational or Group support and advice where an event may have impacts that cannot be handled through normal business processes.
- **Facilitate** appropriate notifications and communication with key stakeholders (both internal and external).
- **Coordinate** sourcing and deployment of additional resources as required (e.g. corporate assistance, communications, specialist technical input, legal).

1.3 PRIORITIES

The EMP demonstrates SGSPAA's commitment to the community, employees, contractors engaged by the SGSPAA Group, regulators, customers and stakeholders, to respond to events promptly and efficiently. SGSPAA's response to an event at any level of the organisation is based on the following priorities:

People	protect the health, safety and wellbeing of those involved directly and by association (e.g. stakeholders including staff and their family members, contractors, and the community).
Environment	protect, preserve and restore the environment.
Assets	repair property and asset damage and offset supply shortfalls to the extent practical.
Reputation	preserve and, where possible, enhance SGSPAA's reputation, through provision of accurate and timely information to customers and other stakeholders, meeting their expectations and striving for continuous improvement.
Livelihood	return to safe and normal operating conditions as quickly as possible, maintain business continuity, financial stability, and legal/regulatory compliance.

1.4 SCOPE

The EMP applies a common emergency management structure where the information and circumstances surrounding an event which is impacting the SGSPAA Group, and has been classified by an Incident or Emergency Management Team on the Severity Assessment Matrix as being a significant incident or emergency level event. The EMP includes supporting annexes that provide both supporting information and specific guidance on actions to be taken during a response. These annexures include:

- **Annex 1 (JEN):** Jemena Electricity Network (Vic)

- **Annex 2 (EGP):** Eastern Gas Pipeline (Pipeline Licences PL26 (NSW) and PL232 (VIC)) and VicHub Pipeline (Pipeline Licence PL247) including assets associated with the pipeline operated and maintained under contract
- **Annex 3 (QLD):** Queensland assets, including those assets associated with the following pipelines which are operated and maintained under contract. This annex incorporates:
 - Queensland Gas Pipeline (QGP) (PPL30);
 - Darling Downs Pipeline (DDP) (PPL90, PPL133 & PPL134);
 - Roma North Pipeline (RNP) (PPL2028); and
 - Atlas Lateral Pipeline (ALP) (PPL2040)
- **Annex 4 (JGN):** Jemena Gas Networks Transmission Assets (Licences PL1, 2, 3, 7 & 8 and embedded pipelines above 1050kPa) NSW Licenced Trunk Pipelines and Networks
- **Annex 5:** ACT Gas Network Transmission Assets (Pipeline Licence PL29) including Nowra Licenced Pipelines and Networks and Central Ranges Pipelines
- **Annex 6:** (retired)
- **Annex 7:** (retired)
- **Annex 8 (NGP):** Northern Gas Pipeline licences PPL34 (Northern Territory) & PPL2015 (Queensland)
- **Annex 9 (IT MIMT):** IT Major Incident Management Team and procedure (SGSPAA Digital)
- **Annex 10 Colongra Lateral Pipeline** (Pipeline Licence PL33)
- **Annex 11** Emergency Response Management Plan (ERMP) Western Sydney Green Gas Project (WSGGP)
- **Annex 12 Zinfra :** Relates to Projects and Client facing services
- **Annex 13 Group Business Continuity Plan:** Containing detail on invoking continuity arrangements and maintenance of minimum business continuity objectives (MBCO) for Critical Activities

1.4.1 INCIDENTS OR EMERGENCIES IMPACTING PERSONNEL OR ASSETS NOT OWNED OR OPERATED BY SGSPAA GROUP

Events affecting SGSPAA Group personnel and/or business Critical Activities that occur on assets, services or projects not owned or operated by SGSPAA Group (e.g. through S&P / Zinfra field resource contracts / 3rd party providers) may have separate response arrangements in place as part of external contractual obligations. Irrespective of these existing arrangements, the SGSPAA Group has a duty of care to ensure classified significant incidents or emergency level events are directly supported and coordinated. The inclusion of a Zinfra EMT and critical dependencies in the Business Continuity Plan within this Group EMP addresses the accountabilities to support these aforementioned events.

1.4.2 OUT OF SCOPE

The EMP is intended for reference by the EMT and IMT and supporting members during a response and does not replace the existing day-to-day risk management sub-plans and procedures or local field emergency response plans and manuals of asset/functional groups. The EMP does not cover incident / emergency response arrangements specific to individual sites (e.g. bomb threats, evacuation procedures, fire response), as these are maintained separately. Event specific response plans and procedures are referenced as appropriate and may be implemented independently of this plan.

Operational asset recovery plans, I.T. Disaster Recovery plans, IT Major Incident Management Plans, asset repair procedures, Pandemic Plan, field manuals, Standard Operating Procedures, Safe Work Method Statements, Safety Case Documentation and Work Instructions, are also outside of the scope of this Plan, but may be referenced / utilised during a response. Relevant asset-specific references, business continuity arrangements and resources are located in the annexes to this Plan.

1.5 AUTHORITY

The Group Manager Business Resilience is responsible for implementation of Emergency Management & Resilience activities across the Group. During a response, an approved EMT Emergency Manager or IMT Incident Manager has both the delegated responsibility and accountability to direct / coordinate a declared significant incident or emergency level response. With respect to invoking business continuity arrangements for disruption events, this is the responsibility of an Emergency Manager.

1.6 REFERENCE DOCUMENTS AND RELEVANT PLANS

Emergency management forms an important component of the SGSPAA Organisational Resilience Policy and has been prepared with reference to the **AS / NZS ISO 31000 Risk Management Standard, AS / ISO 22301 Security and resilience – Business continuity management systems – Requirements**, under the auspices of the Business Resilience Framework (JAA NSO FW 0002) and in support of the established SGSPAA risk management standards.

The following system level documents are applicable to this plan and provide SGSPAA with a common approach to structuring and documenting Crisis and Emergency Management activities:

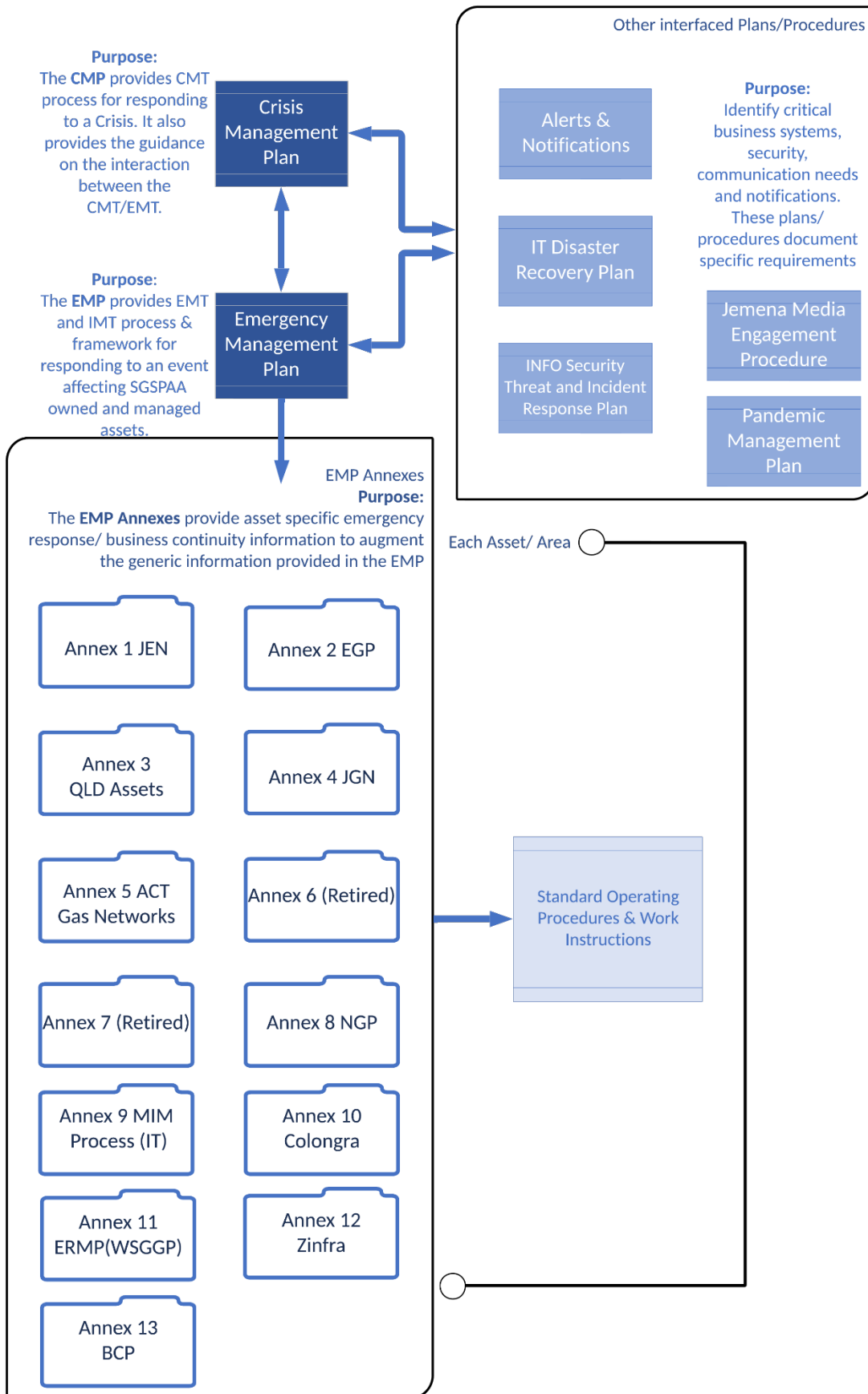
- Organisational Resilience Policy (JAA PO 0052)
- Business Resilience Framework (JAA NSO FW 0002)

The following documents contain interfaces with this plan:

- Crisis Management Plan (JAA NSO PL 0002)
- Group Pandemic Plan (JAA NOC PL 0004)
- Jemena Media Engagement Procedure (JEM SR PR 0001)
- SGSPAA IT Disaster Recovery Plan
- SGSPAA Managing Incidents (JAA HSE PR 0004)

The EMP is activated and executed by a 24/7 roster. This roster supports each core EMT and IMT role, with weekly handover meetings to facilitate briefings between incoming and outgoing role holders. These processes are defined in the Emergency Management Handover Agenda (JAA NSO GU 0001) and Emergency Management Roster Guidelines (JAA NSO GU 0006).

The relationship between the plans is illustrated in the diagram below:



2 DEFINITIONS

The following four definitions provide SGSPAA Group with event categories that determine the appropriate level of response, including activation of internal resources and teams. Further information on the application of each category is presented in the following sections and the table overleaf. Guidance on determining which category applies to an event is provided by the escalation process (Section 4) and the Severity Assessment Matrix (Sections 5).

2.1 INCIDENT

An unplanned, low impact deviation from normal operations which can be rectified using existing management processes and resources.

Coordinated by: Relevant Control Room or local area management if not network / asset related.

Comments: A response that is managed using standard control room, dispatch and field processes or local area management processes. No escalation beyond 'Business as Usual' resources or capability is required to resolve the issue.

2.2 SIGNIFICANT INCIDENT

An unplanned deviation from normal operations that exceeds normal business or capability levels, requiring an escalated and coordinated response with enhanced stakeholder communications.

Coordinated by: Control Room with IMT Incident Manager if Jemena network / asset related / relevant Incident Manager within the MIMT if Digital related or Zinfra Services and Projects.

Comments: Significant Incidents are a declared event, have the potential to escalate and warrant coordination and stakeholder communications. They require additional business support, which is facilitated through activation of an IMT (see Section 5.1).

2.3 EMERGENCY

An adverse event or series of events, which has the potential to impact on employee or public safety and / or requires special mobilisation and organisation of resources well beyond normal business process and resourcing levels.

Coordinated by: Emergency Management Team

Comments: An emergency is a declared event and requires EMT activation (see Section 5.1).

2.4 CRISIS

An event or issue that has the potential to seriously threaten the safety and well-being of SGSPAA employees, others who may be affected by our actions or which poses a threat to SGSPAA's reputation or operations.

Coordinated by: Crisis Management Team

Comments: A crisis is a declared event and requires CMT activation (see Section 5.1).

2.5 DISRUPTION EVENT

An event or issue that has the potential to interrupt SGSPAA business Critical Activities and / or requires the activation of Business Continuity Plan arrangements.

Coordinated by: Emergency Management Team

Comments: A disruption event is a declared event and requires EMT activation (see Section 5.1).

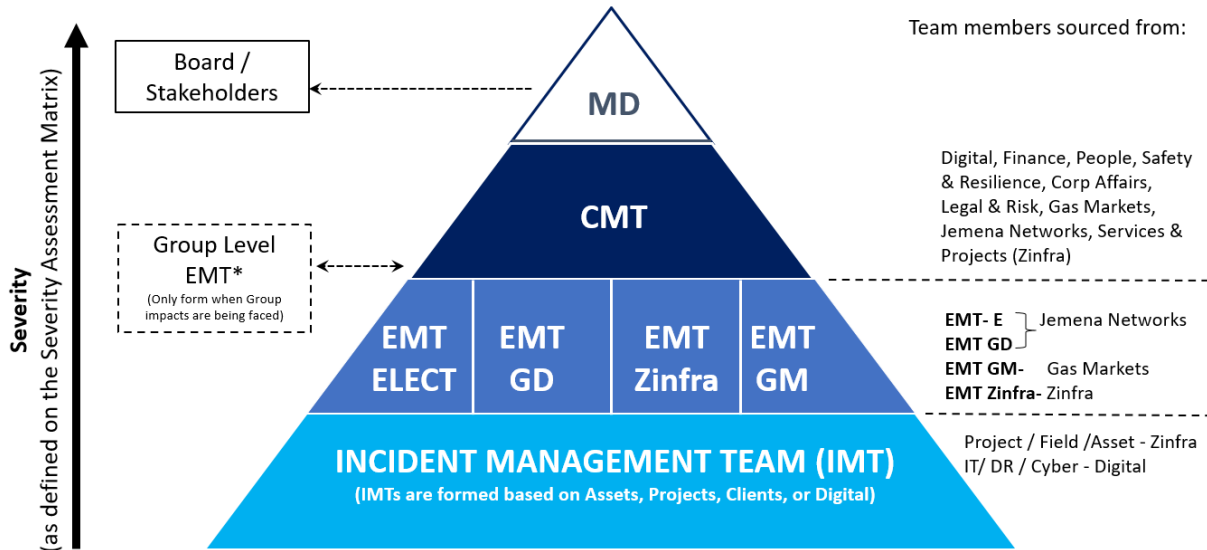
2.6 RESPONSE LEVELS

Event criteria and corresponding outcomes are illustrated in the table below:

	Incident	SIGNIFICANT INCIDENT	EMERGENCY	CRISIS
DEFINATION	Can be rectified using existing business as usual (BAU) processes and resources	Requires escalated and coordinated response with enhanced stakeholder communications	Requires special mobilisation and organisation of resources well beyond BAU	Has the potential to seriously threaten SGSPAA's people or reputation
DECLARATION	✗	✓	✓	✓
COORDINATION BY	<ul style="list-style-type: none"> Control Room Client Field Management Project Management 	<ul style="list-style-type: none"> Control Room & IMT Client Field Management Project Management 	Activated Emergency Management Team	Activated Crisis Management Team
				is Leader
RESOURCES				ide Executive resources available

3 CRISIS AND EMERGENCY MANAGEMENT STRUCTURE

An actual or potential event must be classified to determine an appropriate response as the level of escalation determines which team is accountable. The figure below shows the response structure and teams available to SGSPAA at the various levels of any response.



The core function of each team and category identified above is as follows:

3.1 SGSPAA MANAGING DIRECTOR

The SGSPAA Managing Director (MD) may decide not to activate as part of a team in response to a crisis, but if a crisis is to be declared, the decision to activate the CMT and who will lead the CMT resides with the MD (or as delegated). The MD must be briefed on a regular basis by the CMT Leader.

The MD’s role is to:

- act in an executive-level oversight and strategic decision-making capacity;
- review and endorse response strategies developed by the CMT;
- provide the CMT with strategic guidance as required;
- be prepared to use his / her authority to override CMT decisions if necessary; and
- brief the SGSPAA Board and Deputy MDs on the event and crisis response strategies.

If the MD undertakes an advisory-only role during a declared crisis, they should not impede the nominated Leader or the CMT’s capacity or capability to strategically manage the event. However, the MD may assume the role of CMT Leader at any time, or be prepared to use the MD’s authority to override CMT decisions.

3.2 CRISIS MANAGEMENT TEAM

When activated, the CMT is responsible for overall direction, strategic decision-making as well as the provision of corporate protection and support to activated response teams. The CMT maintains the responsibility and accountability for the outcome of the crisis.

Crisis Management involves those measures implemented primarily at the corporate and functional group levels to respond to and recover from an event or set of circumstances that threatens to:

- significantly impact the overall workforce health and well-being over a protracted period;
- significantly affect the company's ability to conduct business;
- negatively impact financial results;
- damage company or brand reputation;
- expose SGSPAA to material legal / compliance risks; and/or
- jeopardise relationships with employees, customers, suppliers, and other stakeholders.

During any crisis or emergency, the CMT and MD must be kept aware of the status of the event and any response efforts.

Following activation of the CMT, an ongoing (simultaneous) response may also be required from the EMT and IMT or other supporting team(s).

3.3 EMERGENCY MANAGEMENT TEAM

Emergency Management involves the operational coordination of response and recovery efforts according to the identified priorities as directed by the EMT Emergency Manager.

The EMT's function is to act as a coordination and decision-making body with responsibility for monitoring and managing the implications of an event in order to minimise the impact on SGSPAA personnel, the environment, assets, reputation and livelihood.

Upon activation of the EMT, the EMT Emergency Manager will notify relevant stakeholders, including the EGM of the impacted Business Unit and if necessary, the extended SGSPAA Leadership Team so they may determine the need for activation of the CMT (see Section 4). SGSPAA maintains four Emergency Management Teams; EMT Gas Markets, EMT Gas Distribution, EMT Electricity and EMT Zinfra (Services and Projects). These teams utilise personnel who activate to respond to events specific to each area within the Group.

The EMT's and CMT both utilise EMQnet to record confirmed event information. The EMT must ensure that the information in EMQnet is kept current and accurate to establish a common operating picture for both teams.

A response coordinated by the EMT may also require the activation of an IMT (if not already activated through escalation). Likewise, following activation of the CMT, an ongoing response will most likely be required by the EMT.

3.4 GROUP EMERGENCY MANAGEMENT TEAM

Where an issues based event has been identified with the potential to impact whole of the Group, has escalated beyond business as usual management across multiple markets, or where multiple operational EMT's have been formed concurrently to manage events, it may be determined by Group senior leadership to stand up a Group level EMT. The team will be led by a member of the Business Resilience Team.

The Group EMT is responsible to a nominated Executive General Manager to coordinate the Group response to the issue or event, and to ensure the senior leadership are fully briefed and situationally aware of the response.

Examples of where a Group level EMT may enhance the overall coordination and response to an issue or event are:

- When a pandemic emerges or escalates beyond established BaU processes requiring a higher level of coordination;
- When two or more EMT's have been formed. These EMT's may be dealing with separate or related events, but require a higher level of Group coordination and support resourcing;
- When the senior leadership community within the Group determine an issue or event requires whole of Group coordination and where the event or issue is at an emergency level threshold on the severity assessment matrix;
- Where business interruption occurs impacting multiple group assets or functions.

Should an issue or event being assessed or managed by a Group EMT clearly exceed the emergency event level thresholds under the severity assessment matrix, i.e. multiple issues in the 'High', the Group EMT Emergency Manager must escalate this to the Crisis Team for formal assessment.

3.5 INCIDENT MANAGEMENT TEAMS

The incident management function may be activated to coordinate the response to a significant incident affecting a SGSPAA asset, or a Zinfra Service and Projects event. The IMT is coordinated by the IMT Incident Manager and is responsible for coordinating the tactical level response and recovery operations at the event scene or within the area of impact. The IMT also supports an affected Control Room with the management of the response to a specific significant incident that has escalated beyond the control room's ability to manage if the event impacts a Jemena asset. This allows the continuation of normal Control Room activity (e.g. network / operations management) to occur in parallel with a targeted incident response.

Specific IMT response and management actions are governed by specific asset / project / digital service / network field response procedures and plans.

Where the event being responded to also includes attendance by Emergency Services, the IMT / field responders may need to liaise closely with the emergency service's Incident Controller. This is particularly important in circumstances where an emergency service public information role is active, in order to support consistent and accurate reporting.

The IMT Incident Manager is responsible for determining the need for activation of the IMT. This may be as a stand-alone response or in support of an active EMT at the request of the EMT Emergency Manager. Whenever an IMT is activated, the IMT Incident Manager must immediately notify the appropriate EMT Emergency Manager so that they may monitor and determine the need for activation of an EMT.

3.6 SGSPAA BOARD

The role of the SGSPAA Board during any response is primarily 'for information only'. They must maintain an awareness of any crisis events, as indicated in the Severity Assessment Matrix (See Section 5), in order to identify and react to any impacts on SGSPAA. The Board:

- Is not necessarily directly involved in any response activities; and
- maintains awareness of current status of any crisis level events and response activities within SGSPAA through briefings from the MD and Deputy MD.

3.7 OTHER TEAMS

Other teams and plans within SGSPAA may activate in support of the Crisis and Emergency Management structure, including (but not limited to):

- **Crisis Communications Team (CxT)**
 - The CxT provides coordinated communications support including a consolidated communication strategy to address issues and help protect reputation and maintain public confidence. The CxT must be informed of any event that requires monitoring or activation of the EMT and/or CMT.
 - The CxT will have representation on both the EMT and CMT and in line with the SGSPAA media engagement policy, only authorised personnel with appropriate media training should represent SGSPAA to external stakeholders.
- **IT Major Incident Management Team (IT MIMT)**
 - Members of the Digital Enterprise team engaged by the IT Major Incident Manager to actively investigate a major IT incident and provide recommendations of technical solutions. The MIMT acts as a conduit into activating the IT DR plan if required and as in Incident Management Team in their own right.
- **Joint venture partners / key contractors (e.g. EvoEnergy, Major Projects)**
 - Joint venture partners and key contractors will maintain emergency capabilities separate to SGSPAA's. Where this is the case, they may activate in support of / coordination with activated SGSPAA team(s).
- **Startek call centre**
 - The Startek call centre may escalate an emergency to the EMT or be utilised as an information source during an event as well as providing support in managing and reporting on incoming fault calls (e.g. volumes, content, key information summaries).

If required, the EMT will share information with other activated teams to support, inform and coordinate their response strategies, actions and resource utilisation (e.g. through briefings and updates).

4 NOTIFICATION / ACTIVATION

SGSPAA operates on a “No Surprises” basis, which is based upon a severity assessment of probable outcomes of a potential event, using the Severity Assessment Matrix (see Section 5.1). Following the assessment, prompt notification is essential to enable timely activation of the required team.

4.1 INITIAL NOTIFICATION

Initial notification of an event will be made via a number of channels. These include into NSW and Victoria control room, by members of the public or emergency services, by contractors or by employees internally through their people leaders.

On receipt of such notifications, a control room in the case of an impact event occurring on a Jemena network asset or employee/contractor, or people leader in the case of an impact event occurring on a project, service or workplace other than on a Jemena asset, records the initial event information and coordinates the initial response to the event as a part of ‘Business as Usual.’

The internal event notifications to key people within SGSPAA in accordance with the Alerts and Notifications Process (JAA NSO PR 0001) as outlined below will also occur.

4.2 ALERTS AND NOTIFICATIONS PROCESS

SGSPAA maintains a mass notification system (Everbridge) that utilises SMS and emails to send alerts and notifications to a set of predetermined distribution lists. The triggers for issuing these messages, the message formats and templates including the recipient groups are outlined in the Alerts and Notifications Process (doc ref: JAA NSO PR 0001).

NOTE: the alerts and notifications process is intended to maintain organisational awareness of events affecting SGSPAA people and assets. Alerts and notifications DO NOT constitute a trigger for CMT, EMT or IMT activation, such activations are based on an assessment of the event information available, using the Event Severity Assessment Matrix as a guideline (see Section 5.1).

4.3 TEAM ACTIVATION AND MOBILISATION

EMT members may mobilise to either of the emergency management rooms, located in the Sydney or Melbourne corporate offices (see Appendix C) or to an appropriate depot. Teams may draw on members from both locations to attend an EMT in person or virtually via Microsoft TEAMS.

Emergency Managers may also elect to activate their Team using the Hybrid Emergency Operations approach. Under this approach, the EMT utilises the Microsoft TEAMS platform for EMT briefings, open discussion as well as EMQnet for recording of situation and actions. The decision to mobilise part or all of the team to an emergency management room remains with the Emergency Manager and is dependent upon their ability to remain in control of the event, the nature of the event itself including its location and likely duration/timing of the event.

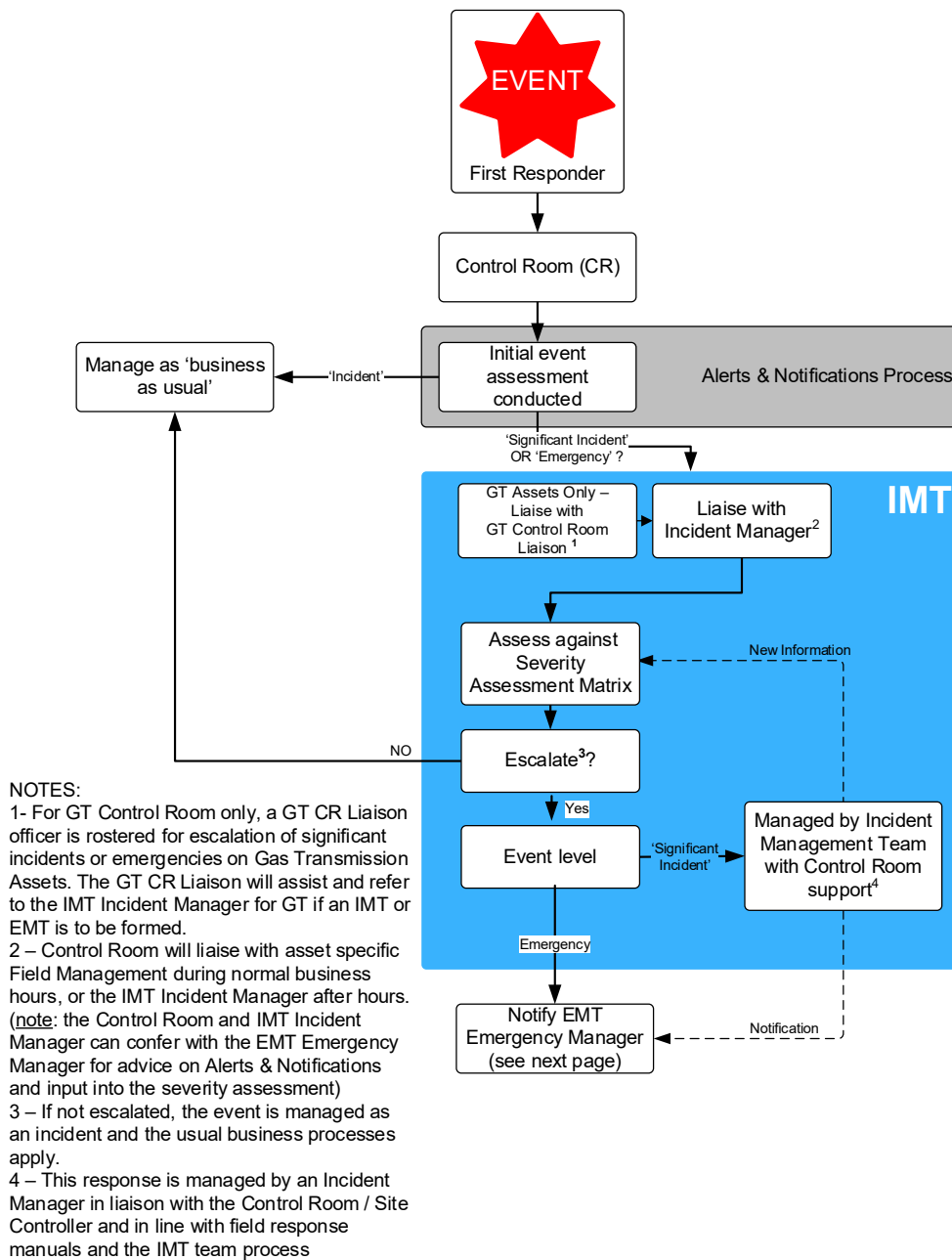
4.4 ACTIVATION AND ESCALATION PROCESS

4.4.1 GAS MARKETS, ELECTRICITY DISTRIBUTION AND GAS DISTRIBUTION EVENTS

Field related events on assets owned or operated by Jemena will ordinarily be reported to / discovered by one of the Control Rooms or by field personnel. Jemena operates three 24-hour Control Rooms, each with responsibility for differing assets.

All cases relating to events on Jemena **Gas Markets** assets, as well as major Gas Markets projects, are the responsibility of the Melbourne Gas Markets Control Room. Events on the **JEN** are the responsibility of the Melbourne Electricity Distribution Control Room. Events on the **JGN, ACT Gas Network**, and **Colongra Lateral Pipeline** assets will be managed by the North Sydney Gas Distribution Control Room.

On receipt of an event notification, the following process occurs:



In line with this process;

- **'Incidents'** (see Sections 2.1):
 - are managed initially as 'business as usual' by the relevant Control Room or local management
 - may require mobilisation of additional rostered resources to manage.

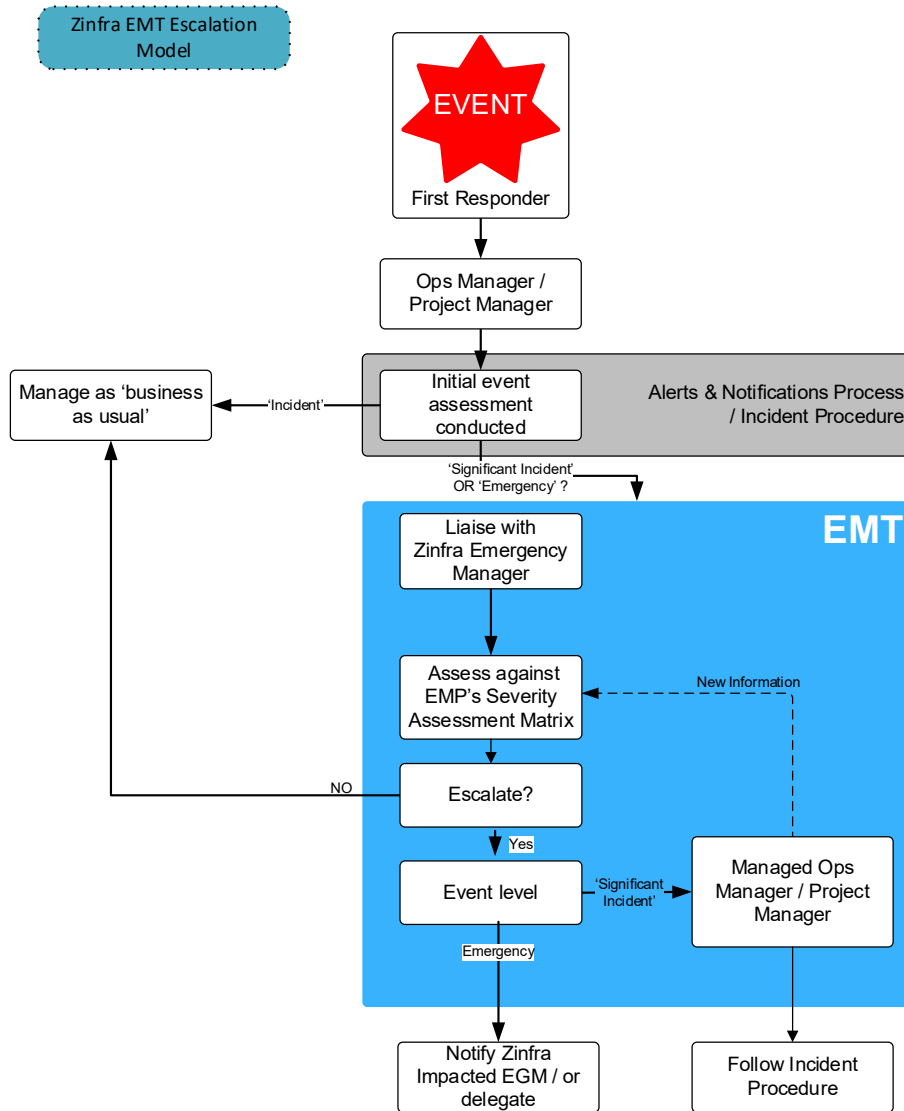
If an incident is unable to be managed under 'Business as Usual' processes or resourcing, the IMT Incident Manager may declare a 'Significant Incident'

- **'Significant Incidents'** (see Sections 2.2):
 - are assessed against the Severity Assessment Matrix (see Section 5.1) by the IMT Incident Manager
 - are declared events and require additional support to manage
 - are managed by the relevant Control Room and / or coordinated by an IMT Incident Manager in line with field response manuals and procedures (refer to EMP Annex for affected asset)
 - for declared 'Significant Incidents', the EMT Emergency Manager monitors the event and any new information to initiate escalation to an EMT if additional response management / support is required.

4.4.2 ZINFRA SERVICE AND PROJECTS SPECIFIC EVENTS

For events impacting the Group that fall outside of assets owned and managed by Jemena and as described in section 4.4.1 of this EMP, such as events impacting Zinfra Major Projects and Power Services operations outside of the JEN network, a Zinfra EMT retains the responsibility for assessing the event and if required mobilising the resources sufficient to respond to and recover from the event.

The receipt of a Zinfra specific event occurring, the following escalation process is to be followed:



In line with this process;

- **'Incidents'** (see Sections 2.1):
 - are managed as 'business as usual' by the local field or project management utilising approved incident response procedures.
 - may require mobilisation of additional rostered resources to manage.

If an incident is unable to be managed under 'Business as Usual' processes or resourcing, the field or project manager may declare a 'Significant Incident'

- **'Significant Incidents'** (see Sections 2.2):
 - are to be assessed against the Severity Assessment Matrix (see Section 5.1).
 - are declared events and require additional support to manage.
 - are managed by the field or project manager.

For declared 'Significant Incidents', the Zinfra EMT Emergency Manager must be advised, will monitor the event and any new information may escalate to an EMT if additional response management / support is required

4.4.3 EMT ACTIVATION

In line with the activation flowcharts (see Sections 4.4.1 and 4.4.2), the decision to escalate an event from a response managed by the Control Room or by a Field / Project Manager in coordination with or by the IMT Incident Manager (an 'Incident' or 'Significant Incident') to one requiring activation of the EMT is the responsibility of the relevant EMT Emergency Manager.

Prior to activation of the EMT, the EMT Emergency Manager would be aware of an incident following:

- Notification through the alerts and notifications process (see Section 4.2)
- Consultation / liaison with the Control Room if applicable and briefings from the IMT Incident Manager or Field / Project Manager for a declared 'Significant Incident'.

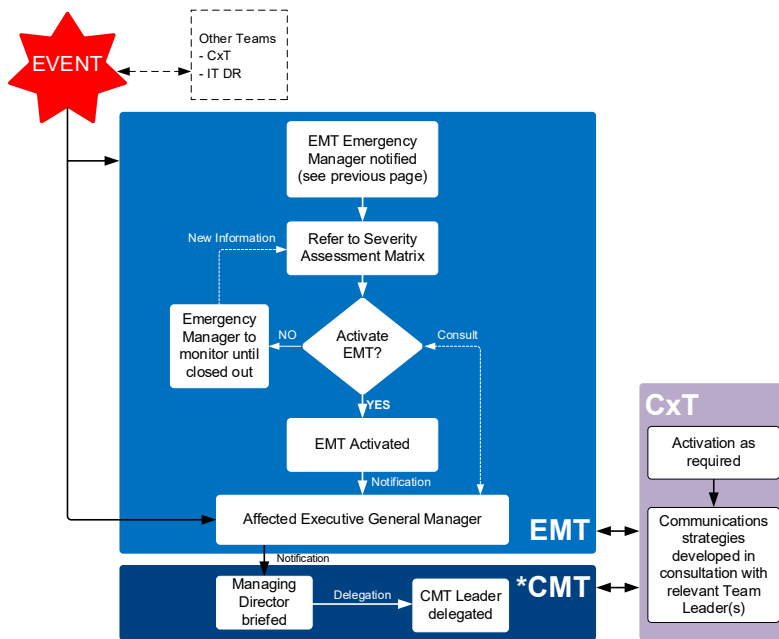
Based on the information provided during a briefing, the EMT Emergency Manager will make a determination as to whether EMT activation is required (in line with the Severity Assessment Matrix – see Section 5.1).

If an EMT is activated, they will establish and maintain active coordination and communication links with activated IMT(s) or the field / project to advise and support their response.

Recovery Objective Managers provide advice to the EMT in the event Critical Activities are impacted and/or the Business Continuity Plan is invoked (refer to EMP Appendix D Annex 13 BCP for details).

4.4.4 INTERNAL ESCALATION TO EMT & CMT

Events requiring activation of the Emergency and Crisis Management Teams may occur as illustrated in the flowchart below. Note that an event may originate at any point in the activation process. For example, an event may require activation of the CMT without any prior (or subsequent) involvement of the EMT. This is also the case for events that require the activation of the EMT.



* NOTE: refer to the Crisis Management Plan for details of CMT activation process

4.5 DE-ACTIVATION

The EMT Emergency Manager in the case of a declared emergency level event or the IMT Incident Manager in the case of a declared significant event are responsible for declaring an 'end of event' at the point that their teams are no longer required. The following key items should be considered during the de-escalation process:

- The decision to declare 'end of event' should be made in consultation with other activated team leaders (e.g. CMT Leader, EMT Emergency Manager & IMT Incident Manager).
- Any legacy arrangements for the maintenance / restoration of business Critical Activities as part of BCP activation are to be allocated to Recovery Objective Managers for reporting through their respective markets/business units.
- Update all event records in EMQnet – the EMT Information Manager is responsible for collating and uploading all event information, reports and records into the EMQnet event for post event safekeeping and reference.
- Carry out / contribute to an immediate 'hot' debrief of the IMT and / or EMT activation and response, followed by a formal debrief within a month – reference the Crisis, Emergency & Security Debriefing Guideline (JAA NSO GU 0007).
- Refer to the End of Event Guide (see **Appendix B.12**) for additional guidance.

5 ESCALATION

In order to maintain consistency in the assessment of significant incidents, emergency and crisis events across the group, SGSPAA has developed a set of standardised notification and escalation 'thresholds'. These thresholds are set out in the Severity Assessment Matrix for ease of use (see **Appendix B.1**).

5.1 SEVERITY ASSESSMENT MATRIX

All events should be considered against the matrix to determine the appropriate level of escalation through a consistent, non-subjective and uniform assessment. Should an outcome occur that is not covered by the Severity Assessment Matrix, the activated team/s must make a judgement regarding the appropriate level of notification and escalation.

The Severity Assessment Matrix is a guidance tool. The IMT Incident Manager, EMT Emergency Manager, or CMT Leader may elect to activate their team in response to an event that may not be clearly defined within the matrix or which has the potential to escalate.

To use the matrix, responders should follow the steps below:

1. Identify the outcomes relevant to the event from the list in the left hand column of the matrix.
2. For each outcome, determine the description (from the boxes to the right of the outcome) that best describes the severity level. If there is uncertainty over a severity level, selecting the most serious ranking is advisable.
3. The outcome with the maximum severity level determines the overall severity ranking of the event and the relevant team to be activated for ongoing management.

Once an EMT is formed, it is the role of the EGM of the affected business unit (or their delegate) to immediately notify the SGSPAA MD so that the MD may determine the need for further activation.

6 INCIDENT AND EMERGENCY MANAGEMENT TEAMS

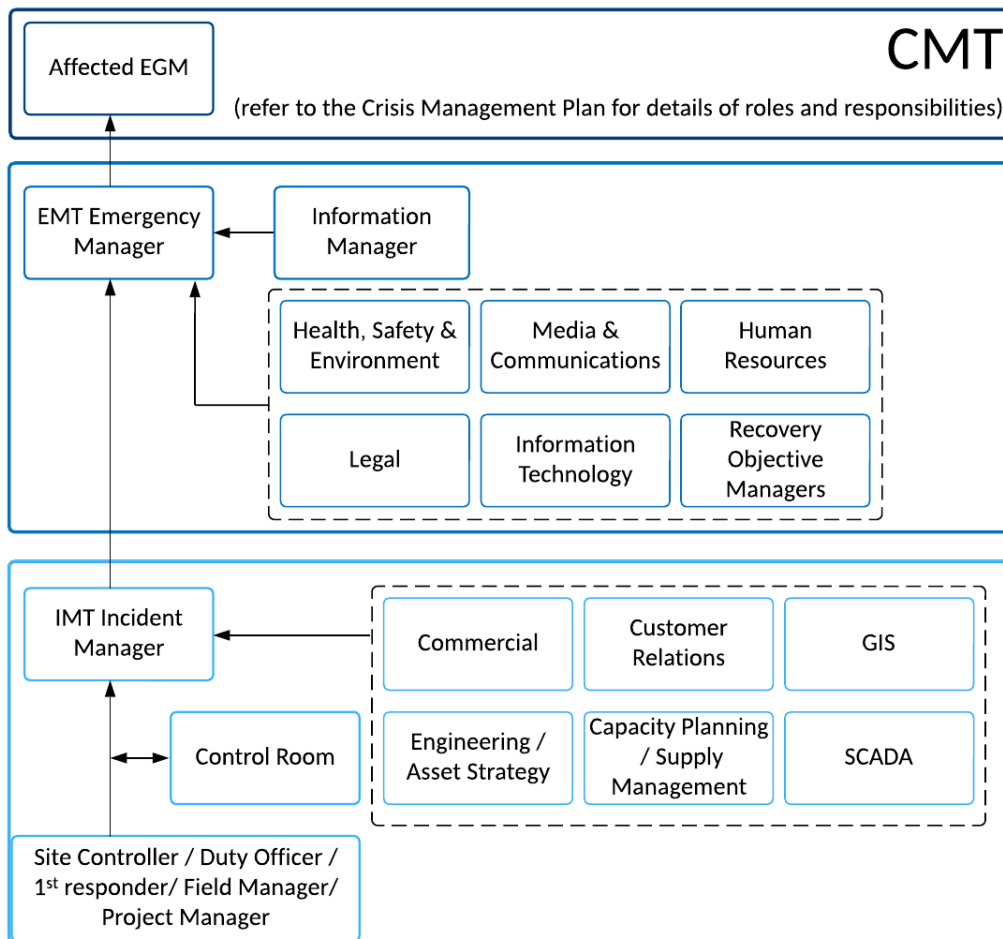
An assessment of the situation by the EMT Emergency Manager will determine the composition of the EMT, which will vary depending on the type of event, resources and expertise required to manage an event. As an event develops, it may be necessary to change the team composition to reflect the specific emergency management needs.

Like-wise, the IMT composition will be determined by the type of event being responded to and will be at the discretion of the IMT Incident Manager. They will draw in field support and Subject Matter Experts (SMEs) from the business as necessary to participate on the IMT support team and facilitate the IMT response.

6.1 TEAM COMPOSITION AND RESPONSE STRUCTURES

6.1.1 THREE TIER RESPONSE TEAM COMPOSITION

Incident and Emergency Management Team roles and functions are outlined below:



Team composition will be decided by team leaders based on the event requirements and confirmed at activation

NOTES:

1. Support roles are enclosed by dashed line
2. Support roles may be mobilised for either of the EMT or IMT based on event requirements and by agreement between Emergency Manager and Incident Manager

Activation of the IMT or EMT may include more than one person undertaking a particular role, or the same person performing several different roles. In any case, the IMT Incident Manager and EMT Emergency Manager / EMT Information Manager must be vigilant of the workload of activated team members.

Operationally focussed roles generally support the IMT structure directly as a part of the IMT Support Team, assisting the IMT Incident Manager in the response at the scene of an event, the deployment and management of physical resources (human, mechanical) or by interacting directly with the affected SGSPAA asset / system.

The EMT support functions are generally sourced from SGSPAA's corporate functions. They provide SME advice to the teams on dealing with the issues raised by an event. Examples of support roles include control room, engineering, commercial, technical, Recovery Objectives Managers and field resource advice at the IMT level and media, legal, HR and HSE for the EMT.

NOTE: *depending on which teams are activated and the specific requirements of any response, support roles may activate to assist either of the IMT or EMT (regardless of where they appear on the above diagram). The IMT Incident Manager and EMT Emergency Management will consult on the most appropriate team for the support roles to interface with. Some examples of support roles that may interface with either teams include the Control Room, Engineering, Commercial and Asset Strategy.*

6.1.2 BASIC RESPONSE STRUCTURE/DECLARATION OF EVENT

In the early stages of any response, the Control Room or Field / Operations Managers will directly support and liaise with the first responder(s) and if activated, the Site Controller / Duty Officer at the affected incident scene. This will remain the case until the event has been declared as either a Significant Incident or an Emergency, at which point an IMT and / or EMT is activated and assumes responsibility for overall event management.

6.2 IMT FUNCTION AND ROLE RESPONSIBILITIES

The IMT's function is to coordinate the tactical operational response team, responsible for implementing the physical/technical response to a Significant event to mitigate the impacts and safely bring an asset back into normal operations as quickly as possible.

When activating in accordance with the severity assessment matrix for a significant event, the IMT Incident Manager should make immediate contact with the EMT Emergency Manager, brief them on the event and notify them of any immediate assistance needs to support the IMT's initial response. When requested by the IMT, SGSPAA employees and contractors must provide assistance without delay.

The IMT Incident Manager will need to work closely with the affected Control Room and or field / project teams to manage the incident and develop / implement an appropriate response strategy for implementation by field resources (i.e. Site Controller / Duty Officer / Field or Project Manager).

The primary focus of the IMT will be on Significant events or issues that:

- The immediate safety, welfare and management of impacted Group personnel and contractors.
- Impact the operability of an asset or project, particularly where there is a subsequent impact on customers or other costs to SGSPAA (e.g. commercial, regulatory penalties); and
- Require coordination of field-focussed resources for extended or prolonged periods, including monitoring and management of responder fatigue.

The IMT will utilise the PEARL priorities to develop a response plan that:

- Identifies clear objectives and actions to implement them in the field;
- Safely restores affected assets to normal operations quickly and effectively;
- Considers the safety, environmental and operational aspects of an event at a local level (i.e. with a focus on the specific asset(s) or projects impacted);
- Tracks and records the issues and actions identified by the IMT;
- Coordinates and manages application of all operational resources to support local response efforts and recovery activities; and
- Provides a method for updating the EMT Emergency Manager (and activated EMT) with the IMT response objectives and actions and the progress against them.

6.3 EMT FUNCTION AND ROLE RESPONSIBILITIES

The EMTs function is to act as an operational coordination and decision-making body, responsible for monitoring and managing the outcomes of an emergency level event in order to minimise the impact on SGSPAA's personnel, operations, projects, and other business units. Once activated, the EMT Emergency Manager should make immediate contact with the EGM of the impacted business unit (or their delegate), provide a briefing of the event and utilise the delegated financial authority of the EGM of the impacted business unit in support of the EMTs initial response. When requested by the EMT, SGSPAA employees and contractors are to provide assistance without delay.

The primary focus of the EMT will be on Emergency events or issues that:

- Directly impact SGSPAA personnel and contractors;
- Have impacts across operations, clients or projects (including business Critical Activities defined in the BCP – Appendix D Annex 13), with widespread outages, business disruptions or significant damage;
- Generate scrutiny or interest from the community, government and local media;
- Call for resource sharing and / or mutual aid arrangements;
- Rely heavily on key relationships and partnerships;
- Require coordination of resources for extended or prolonged periods, including expenditure required beyond budget projections or DFA authority;
- Involve complex Command and Control arrangements.

The EMT will utilise the PEARL priorities to develop a response plan that:

- Identifies clear objectives;
- Supports IMT activities to support impacted personnel and restore business Critical Activities / assets / projects to normal operations quickly and effectively;
- Responds quickly and substantively to stakeholders (internal and external), in collaboration with the CMT (where activated);
- Meets required contractual or regulatory obligations;
- Considers safety, environmental, operational, legal and financial aspects beyond the immediate hazards from a 'whole of SGSPAA' perspective;
- Tracks and records the issues and actions identified by the EMT;

- Coordinates the actions of the EMT and IMT and other operational crews, retaining the authority to over-ride operational decisions if necessary;
- Coordinates resources to support IMT response efforts and recovery activities, including, but not limited to personnel, logistical, humanitarian and communications support;
- Provides a method to collate and disseminate information across all activated teams (i.e. CMT, IMTs); and
- Maintains public and stakeholder (internal and external) confidence in SGSPAA's ability to effectively maintain service delivery.

6.4 IMT AND EMT CORE AND SUPPORT ROLES

The primary responsibilities for each IMT and EMT core & support members are described below, with detailed role checklists available at **Appendix A**.

6.4.1 IMT INCIDENT MANAGER (CORE ROLE)

Manages tasking of the IMT and reporting to the EMT Emergency Manager on response activities. Responsible for coordination and oversight of all activities undertaken directly to resolve a Significant Incident, in communication with the active Site Controller / Duty Officer. Implements response strategies in coordination with the EMT (when activated) in line with SGSPAA's stated response priorities. Takes responsibility for the IMT response and deployment of resources to an incident scene, including safeguarding the welfare of those involved in the operational response to an event.

Only one person will generally be assigned as IMT Incident Manager for a particular significant event at any one time, however, where multiple significant incidents occur simultaneously the IMT Incident Manager may nominate multiple Site Controllers / Duty Officers.

6.4.2 CONTROL ROOM LIAISON

Manages information flow and liaison between a Control Room and the IMT on Jemena Networks and Gas Markets asset events. Provides the IMT with current system status, including updates on the asset / network integrity, security of supply to customers and deployed resources. Makes recommendations on the priority order for restoration / rectification of network elements to facilitate supply security or network integrity from a Control Room perspective and monitor rosters and resources of the Control Room during an event.

While this role is a core role supporting the IMT Incident Manager, only the Gas Markets is supported by its own roster (1:4) due to the operational nature of Gas Transmission assets with the Control Room. However the JGN and JEN roles are not supported by the EM roster system and would typically be filled by a Control Room Team Leader or Controller / Incident Planner (as per the BaU 24 hr staffing roster) in liaison with the rostered IMT Incident Manager.

6.4.3 EMT EMERGENCY MANAGER (CORE ROLE)

Monitors the safety and wellbeing of event responders. Manages the EMT function by providing leadership, direction and advice and acting as a decision making authority. They must manage the development and implementation of an overall response strategy, bringing together and coordinating the necessary people and their resources to cover all aspects of the operational preparedness, response and recovery phases of an event.

6.4.4 EMT INFORMATION MANAGER (CORE ROLE)

Provides guidance on EMT roles, responsibilities and activities to assist the activation and operation of the team. Maintains the EMTs adherence to the emergency management process and supports

the Emergency Manager. Maintains a record of the event and activities of the EMT for reference during the event and following return to BaU.

6.4.5 ENGINEERING / ASSET STRATEGY (SUPPORT ROLE)

Provides technical advice on the affected SGSPAA assets / systems. This includes engineering and ongoing intelligence, risk exposures, engineering and technical issues, alternate response strategies and overall assessment of the impacts that the event and any planned response may have on the asset / process equipment.

6.4.6 COMMERCIAL & COMM OPS (SUPPORT ROLE)

Provides commercial advice as well as an assessment of the impacts and planned response on commercial customers. Establishes and maintains communication with large / corporate customers and provides any required contractual notifications. In addition, Commercial act as liaison with AEMO, participating in AEMO-led industry response conferences on supply interruption events.

6.4.7 CUSTOMER CARE (SUPPORT ROLE)

Provides customer relations advice for events that generate significant customer interest. Establishes and maintains communication with customers utilising Startek call centres and maintains consistency with key messages from Media and Communications.

6.4.8 CAPACITY PLANNING (SUPPORT ROLE)

Provides capacity planning advice including asset / network modelling and supply status and forecasting to support severity assessment and response planning. Supports identification of most likely and worst case response scenarios as well as preparing modelling data to allow evaluation of response options and strategies.

6.4.9 GIS (SUPPORT ROLE)

Provides GIS support and advice to facilitate situational awareness and inform the event appreciation process. Makes detailed schematic and equipment information available to inform development of an effective response strategy.

6.4.10 SCADA (SUPPORT ROLE)

Provides advice on SCADA systems and capabilities in support of an event response.

6.4.11 MEDIA AND COMMUNICATIONS (SUPPORT ROLE)

Advises on and facilitates the development of internal and external communications and external media management strategies. Represents SGSPAA to relevant stakeholders and maintains EMT awareness of the impacts and consequences of their actions on stakeholders such as the public, government and external media.

NOTE: *This role will be held by a member of the Corporate Affairs Team. They may be co-located with the EMT, and will manage media and communications aspects of an event in collaboration with all activated teams (including the IMT, EMT and CMT). This role will also generally hold the Crisis Communications Lead position when active.*

6.4.12 HEALTH, SAFETY AND ENVIRONMENT (HSE) (SUPPORT ROLE)

Provides HSE advice, maintaining compliance and understanding of legislative and ethical commitments related to HSE matters including statutory reporting.

6.4.13 HUMAN RESOURCES (SUPPORT ROLE)

Maintains compliance with and understanding of legislative and ethical commitments concerning the treatment of employees and their families, including statutory reporting requirements. Monitors personnel and responds to minimise physical and mental health effects.

6.4.14 LEGAL (SUPPORT ROLE)

Advises on matters concerning SGSPAA's legal rights, obligations and strategy. Legal monitors events in order to minimise legal risks and ensures that investigative processes are initiated and conducted in a manner that protects SGSPAA to the fullest extent possible.

6.4.15 MAJOR INCIDENT MANAGER (SUPPORT ROLE)

Supports the efficient flow of information between the EMT and any active IT Major Incident Management Team or Disaster Recovery Team Procurement Property and Fleet (support role)

6.4.16 PROCUREMENT, PROPERTY AND FLEET (SUPPORT ROLE)

Coordinates additional procurement requirements for emergency events, and acts as the interface with operations and projects for all property and fleet requirements during an event.

6.4.17 EXECUTIVE GENERAL MANAGER OF THE IMPACTED BUSINESS UNIT

Advise and assist the EMT Emergency Manager with strategic guidance on any market-specific technical, commercial, regulatory or organisational considerations and interests. Brief the SGSPAA Leadership Team (MD & EGMs) and the CMT if activated and provide delegated financial authority to support the response.

6.4.18 RECOVERY OBJECTIVES MANAGER (BCP ROLE)

Accountable for ensuring the business Critical Activity is maintained to the minimum business continuity objective (MBCO) during continuity event within the defined Recovery Time Objective (RTO) set. Reports to the EMT Emergency Manager to inform/coordinate on the effectiveness of recovery arrangements for their respective critical activity.

6.5 OTHER SUPPORT

6.5.1 EMERGENCY SERVICES

State Emergency Management Acts designate 'combat' agencies for particular emergency incidents and have responsibilities in accordance with that legislation (e.g. fire authorities, police and ambulance). The IMT Incident Manager, Project / Field Managers, Site Controllers / Duty Officers and field responders must understand that aspects of emergency 'control' pass to the combat agency, necessitating liaison to coordinate response activities.

If SGSPAA personnel are responding to an event also attended by emergency services, control of the site remains with the emergency service's Incident Controller who will need to be in close liaison with the SGSPAA first responders, Site Controller / Duty Officer or ESLO / IMT Incident Manager. In these circumstances, it is critical that SGSPAA work closely with the public information function of the emergency service to ensure consistent and accurate reporting and communications.

SGSPAA is not classified as an emergency service, or combat agency and is therefore legally obliged to comply with direct, non-negotiable instructions from emergency service personnel such as the Hazardous Materials Unit of the Fire Brigade (HAZMAT). This may involve interrupting supply or removal of SGSPAA assets for further investigation. In these circumstances, emergency services must have a clear understanding of any SGSPAA concerns, specifically the wider implications of any actions, as well as response procedures that must be followed. Cooperation relies on effective liaison representation with agencies activated during a response.

6.5.2 INTERFACE WITH STATE EMERGENCY MANAGEMENT STRUCTURES

If an electricity or gas-related event escalates to the point where Emergency Services personnel are involved, the EMT should identify the relevant liaison within the State / Territory response structure.

If required, SGSPAA may provide an Energy-Emergency Management Liaison Officer (E-EMLO) to the relevant State or Territory Government Control / Coordination Centre in the event of an emergency.

The E-EMLO is responsible for representing SGSPAA in emergency planning discussions and decisions at the State Level Control / Coordination / Operations Centre and will facilitate communications between the Emergency Services and SGSPAA's EMT, including the need to convey any directions or requests to SGSPAA for action. The E-EMLO will provide the State or Territory response personnel with advice on SGSPAA's status, capabilities, actions and requirements.

For Victoria only, the E-EMLO is currently rostered for the Victorian State Control Centre by Department of Water, Land, Environment and Planning (DELWP) with each Victorian Distribution Business represented on a rotational weekly basis during the Spring/ Summer Period, then monthly between April to October. Other States and Territories requiring this liaison role will be coordinated through an EMT.

The current process for activating is contained within the AEMO Victorian Electricity Emergency Communications Protocol and further detailed relevant to SGSPAA's participation and roster management at Annex F.

State Emergency Control Centres

Both Victoria and New South Wales maintain state-level emergency management systems (ICON in NSW and EM-COP in Vic). These systems provide real-time information on the status of current events, their impact on the community and the deployment of emergency services. These systems also provide a valuable insight into the state-level response to any event that involves (or threatens to involve) SGSPAA personnel and assets. This information can be utilised to inform SGSPAA control rooms, or through authorised personnel within the Business Resilience Team and inform our own emergency and incident management activities during events.

Where necessary, access to these abovementioned systems for the Control Rooms or additional SGSPAA personnel may be requested either through direct contact with the respective state control centres or via the Business Resilience Team.

6.5.3 TECHNICAL REGULATOR'S NOTIFICATION AND SUPPORT

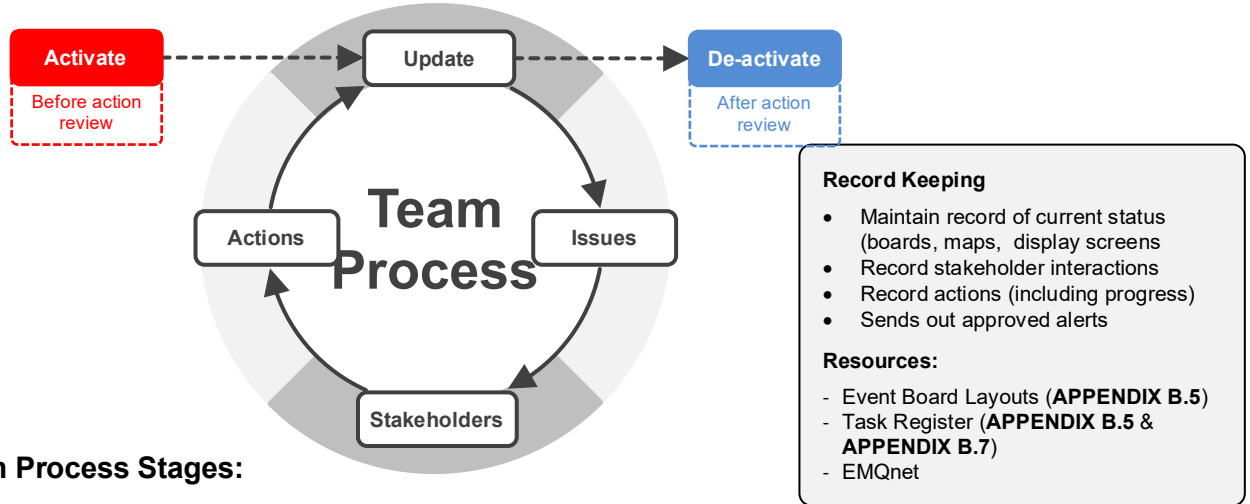
States and territories maintain a number of regulatory and support authorities that have roles in relation to SGSPAA operations. These include AEMO, WorkSafe, and various technical and government regulators who must be notified when events occur impacting network and non-network operations. In some cases, automatic notifications via Everbridge are made to regulatory authorities which advise of events impacting personnel and operations.

The Incident and Emergency Managers must be aware of the required notification protocols and ensure that appropriate and timely notifications are made in compliance with reporting obligations. Reference EMP Annexes 1-13, which detail reporting obligations and timelines.

Note: While the EMP annexes details reportable obligations, there are detailed procedures maintained by Asset Managers, the Asset Assurance Team and HSE team on reportable obligations for all States and Territories. These subject matter experts should be consulted early in a response to ensure obligations for advising regulators are met within the legislative timelines.

6.6 TEAM PROCESS

Following initial actions and assessment, the IMT Incident Manager and EMT Emergency Manager will guide their teams through a defined response process as outlined below.



Team Process Stages:

Activate	<ul style="list-style-type: none"> Assess event against the Severity Assessment Matrix, determine need for activation (APPENDIX B.1) Nominate Incident / Emergency Management Room location (APPENDIX C), determine team composition and commence callout Notify the EMT for IMT activations and the SGSPAA Leadership Team for EMT activations Conduct initial team briefing (APPENDIX B.4), including a 'before action review' to re-enforce lessons identified following past activations Initiate an EMQnet event to record event information and documentation Refer team members to Role Checklists (APPENDIX A)
Update	<ul style="list-style-type: none"> Gather current event information, utilising team's knowledge / damage assessments Review current event status (round-table briefing) and severity (APPENDIX B.1) Conduct team briefing (APPENDIX B.4) – ensure staggered IMT, EMT & CMT briefing times List outcomes and severities Establish / review team objectives – display (or provide copies)
Issues	<ul style="list-style-type: none"> For each outcome, identify and list response issues Establish priorities and key outcomes referring to APPENDIX D BC plans where appropriate Team members should consider issues specific to their role (APPENDIX A)
Stakeholders	<ul style="list-style-type: none"> Identify stakeholders – internal and external (APPENDIX B.6). Use issues list as a prompt Consider prioritising stakeholder list Assign responsibility for stakeholder liaison Record stakeholder interactions (APPENDIX B.9 / EMQnet)
Actions	<ul style="list-style-type: none"> Identify and allocate response tasks – including who is responsible and when they are due (APPENDIX B.5 & APPENDIX B.7 / EMQnet) Record and track progress and completion Identify and approve key messages quickly, send out alerts and issue SitReps
De-activate	<ul style="list-style-type: none"> Declare 'end of event' after consultation with activated team leaders (APPENDIX B.12) Update all IMT / EMT records in EMQnet for post event safekeeping and reference Contribute to immediate 'hot' debrief and subsequent formal debrief (JAA NSO GU 0007)

Repeat these process steps until normal operations are achieved and the response is terminated, remembering to:

- Schedule regular team briefing meetings (**APPENDIX B.4**) – repeat team process
- Identify and address any new / changed outcomes and issues
- Utilise whiteboards to record and triage information during briefings – update confirmed event information in EMQnet after each briefing (e.g. status, stakeholders, tasks)
- Maintain contact with other activated teams / sites (e.g. for information exchange, coordination)
- Consider mobilising alternate team members for long responses (**APPENDIX B.10**)
- Maintain up to date personal and team logs (**APPENDIX B.5 & APPENDIX B.8**)

6.7 ONLINE CRISIS AND EMERGENCY MANAGEMENT SYSTEM

6.7.1 ONLINE CRISIS AND EMERGENCY MANAGEMENT SYSTEM - EMQNET

EMQnet is the Crisis and Emergency Management System hosted online at a secure website:

www.EMQnet.com

Within **EMQnet**, members of the Crisis, Emergency and Incident management teams are able to utilise the secure, real-time communication and recording system known as **LUIS™** (Live Update Information System) to enhance the coordination of response efforts both within SGSPAA and across our key stakeholders as required.

6.7.2 DOCUMENTATION

Document Management

EMQnet also hosts the Emergency Management Plan and other reference documentation for use by the Emergency and Incident Management Teams.

Only the most up-to-date version is available to download with recipients notified of document updates and page revisions. Hardcopies of the procedure should be considered 'Uncontrolled'.

The 'Profile Pack'

By logging onto EMQnet, members may generate a personalised 'Profile Pack' comprised of role-specific checklists, documentation and supporting information which have been developed to assist each role. Each tailored role checklist provides a series of actions, prompts and interfaces to guide and assist team members towards an effective and comprehensive response.

Each 'Profile Pack' contains information extracted from this EMP and its supporting documents which are considered mandatory such as the Severity Assessment Matrix, standard reporting forms and details of the SGSPAA response structure. Users are able to select additional role checklists and supporting documentation to personalise their profile pack as desired.

APPENDIX A IMT / EMT MEMBERS

Following an event, team members are responsible for providing any original and completed documents to either the IMT's Incident Manager or the EMT's Information Manager for collation, safe storage and possible future reference.

The following pages contain role checklists for each of the IMT or EMT core and support members for reference during an event:

- Appendix A.1 – IMT Incident Manager (Core Member)
- Appendix A.2 – Control Room Liaison
- Appendix A.2.1 – Gas Markets Control Room Liaison (Core Member)
- Appendix A.3 – EMT Emergency Manager (Core Member)
- Appendix A.4 – EMT Information Manager (Core Role)
- Appendix A.5 – Engineering / Asset Strategy (Support Role)
- Appendix A.6 – Commercial / Comm Ops (Support Role)
- Appendix A.7 – Customer Care (Support Role)
- Appendix A.8 – Capacity Planning (Support Role)
- Appendix A.9 – GIS (Support Role)
- Appendix A.10 – SCADA (Support Role)
- Appendix A.11 – Media and Communications (Support Role)
- Appendix A.12 – Health, Safety and Environment (HSE) (Support Role)
- Appendix A.13 – Human Resources (Support Role)
- Appendix A.14 – Legal (Support Role)
- Appendix A.15 – Information Technology Liaison (Liaison Role)
- Appendix A.16 - Fleet, Property and Procurement (Support Role)
- Appendix A.17 – Executive General Manager of the Impacted Business Unit
- Appendix A.18 – Recovery Objective Manager (Support Role)

APPENDIX A.1 IMT INCIDENT MANAGER

IMT Incident Manager

Manage tasking of the IMT and reporting to the EMT Emergency Manager on response activities. Responsible for coordination and oversight of all activities undertaken directly to resolve a Significant Incident, in communication with the active Site Controller / Duty Officer and field. This includes implementation of response strategies in coordination with the EMT in line with SGSPAA's stated response priorities. Take responsibility for the IMT response and deployment of resources to an incident scene, including safeguarding the welfare of those involved in the operational response to an event.

Key Interfaces

EMT Emergency Manager	Provide updates on response and event status (SITREPS), coordinate IMT and EMT strategies, contribute to stakeholder identification
IMT Support Roles	As required relevant to the event
Site Controllers / Duty Officers	Task with actions to implement an appropriate response, provide resources for tasking at an incident scene, receive regular status updates

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Ascertain system status (e.g. asset and supply conditions) – confirm local information with Site Controllers / Duty Officers and the field / project. <input type="checkbox"/> Carry out initial assessment of event (source local safety and damage assessment from Site Controllers / Duty Officers) – determine any response already undertaken (including by emergency services) and identify need for IMT activation (consult Control Room as appropriate) <input type="checkbox"/> If activated, establish communication with the rostered EMT Emergency Manager and provide an event brief <input type="checkbox"/> Arrange any immediate assistance (e.g. personnel, equipment) required at site to bring site under control and initiate response <input type="checkbox"/> Manage development of an initial SITREP and Incident Action Plan (APPENDIX B.3) <input type="checkbox"/> Arrange for attendance at emergency services / control agency control centre as appropriate <input type="checkbox"/> Determine composition of IMT and arrange callout <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8) <input type="checkbox"/> Activate an information tracking system to monitor operational response (including resource deployment in the field, current and future needs)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Chair IMT meetings / briefing sessions (APPENDIX B.4) <input type="checkbox"/> Carry out a review of the severity classification (APPENDIX B.1) / provide input into the EMT assessment <input type="checkbox"/> Assess actual operational outcomes Vs EMT response priorities / actions / objectives <input type="checkbox"/> Establish contact with EMT Emergency Manager and brief on response progress and event requirements
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> IMT (inc. multiple event sites where applicable) response development / review and execution – see asset specific EMP Annexes for response & communications guidance, information, contingency plans and SOPs <input type="checkbox"/> Evaluate available personnel resourcing for support of field response activities (current and future / ongoing) – prepare resource roster and monitor fatigue and welfare <input type="checkbox"/> Safety of all people affected by / involved in the response (public / community, emergency services / third party responders, SGSPAA field personnel, employees, any other personnel under the control of the IMT) <input type="checkbox"/> Manage sourcing and provision of food, amenities and accommodation to support operations in the field <input type="checkbox"/> IMT response resources – coordinate event-wide resource requirements, manage specialist response needs <input type="checkbox"/> Coordination of overall IMT response in line with priorities and any EMT strategic guidance <input type="checkbox"/> Prioritise / manage response resource availability and allocation – develop a resource plan to manage resource movements (e.g. dispatch, staging, relief) and support requirements <input type="checkbox"/> Manage collection of evidence at the event scene (to record / support / justify response) – including documentary / photographic <input type="checkbox"/> Emergency Services liaison – manage communication with emergency services attending the incident scene, identify information requirements, provide context / information for their response decisions
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> EMT Emergency Manager – liaise regarding stakeholder identification, notification and management <input type="checkbox"/> Other response team leaders – coordinate IMT response strategy and actions <input type="checkbox"/> Local / regional emergency services command – coordinate liaison and information exchange <input type="checkbox"/> Local contractors and suppliers – manage and coordinate resources <input type="checkbox"/> Emergency Services – <ul style="list-style-type: none"> - consider the requirement to nominate a dedicated emergency services liaison at the incident scene or nominated command post / centre - communicate / confirm operational impacts of Emergency Services response decisions, including any restrictions on SGSPAA's ability to accommodate requests from Emergency Services - refer support requests to appropriate IMT / EMT members for action
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Establish team meeting / briefing schedule with response personnel <input type="checkbox"/> Develop and initiate implementation of a strategy to manage the safety of personnel at the event site/s (i.e. safety / hazards / security) <input type="checkbox"/> Monitor responder fatigue levels – develop and maintain a fatigue management roster sufficient to cover predicted / extended operations <input type="checkbox"/> Maintain awareness of event implications for situational awareness and briefing purposes <input type="checkbox"/> Assist and advise the EMT in development and execution of an appropriate response strategy – reference asset specific annexes for response and communications guidance, information, contingency plans and SOPs <input type="checkbox"/> Coordinate resourcing requirements (including people, supplies and equipment) for the event response – liaise with the EMT and Site Controllers / Duty Officers / Field and Project Managers <input type="checkbox"/> Manage resource procurement, allocation and deployment (including people, supplies and equipment) to forward muster point / laydown areas, maintain a resources deployment register <input type="checkbox"/> Establish and maintain ongoing contact with EMT Emergency Manager <input type="checkbox"/> Provide the EMT with specialist operations advice in support of the response <input type="checkbox"/> Monitor response resource allocations to meet changes in response requirements <input type="checkbox"/> Provide non-technical IMT and EMT members sufficient operational understanding of the event to be effective in their roles <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

 otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Coordinate attendance of IMT at site level debrief following declaration of 'End of Event' by EMT Emergency Manager <input type="checkbox"/> Develop and implement a demobilisation plan for resources utilised during a response <input type="checkbox"/> Participate in any company wide debrief process as necessary (e.g. IMT, EMT, CMT) and participate in any investigation relevant to the event <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager <input type="checkbox"/> Notify all operational resources / 3rd party responders of event conclusion
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APPENDIX A.2 CONTROL ROOM LIAISON

Control Room Liaison

Manage information flow and liaison between an impacted assets Control Room and the IMT. Provide the IMT with current system status, including updates on the asset / network integrity, security of supply to customers and deployed resources. Make recommendations on the priority order for restoration / rectification of network elements to facilitate supply security or network integrity from a Control Room perspective and monitor rosters and resources of the Control Room during an event.

Key Interfaces

IMT Incident Manager	Advise on network integrity, status and security of supply, provide main communication route between the Control Room and the IMT
Engineering / Asset Strategy	Coordinate on maintaining network integrity

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon IMT activation, attend or advise the IMT as directed – brief the Incident Manager, source additional detail as requested and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to overall event assessment based on current information available in the Control Room (including interpretation of system information / status) <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Provide IMT with current system conditions and any implications for the event or response
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Network integrity and supply security – maintain awareness, advise IMT of implications, priorities for restoration / rectification activities (with Commercial, Engineering / Asset Strategy representatives) <input type="checkbox"/> Control Room management of the network to assist in management of the emergency (coordinate with IMT and EMT response actions and priorities) <input type="checkbox"/> Impacts of response strategies (current or planned) on systems or processes – provide information to response teams to facilitate informed decision making (brief on potential response implications and consequences) <input type="checkbox"/> Maintaining / restoring system security (consider possible consequences of IMT / EMT strategies) <input type="checkbox"/> System resource requirements and deployment
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Regulators and government – advise response teams on system impacts (current or potential) <input type="checkbox"/> Customers – determine potential impacts (e.g. supply interruptions) and advise stakeholders (specifically Commercial)
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Relay information updates from the Control Room to the IMT – identify and clarify any misunderstandings <input type="checkbox"/> Provide non-technical team members with sufficient understanding of the event to be effective in their roles <input type="checkbox"/> Assist and advise the IMT / EMT in development of an appropriate response strategy <input type="checkbox"/> Provide advice on supply conditions and security <input type="checkbox"/> Contribute to creation of a project plan to restore damaged / out of service system elements <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding
Actions

- Identify and complete all outstanding actions and obligations – update event records in EMQnet
- Participate in event debriefs as necessary
- Provide all log sheets and written records / correspondence to EMT Information Manager

APPENDIX A2.1 GAS MARKETS CONTROL ROOM LIAISON

Gas Markets Control Room Liaison

Control Room Liaison will provide the Gas Markets Control Room first point of external support to manage threats to supply, operability, maintainability and reliability- when internal troubleshooting fails to resolve an issue. The Gas Markets Control Room Liaison will provide advice and direction on how to remediate emergent issues - this may include contact with other on-call technical resources i.e. engineering. In the event that the emergent issue requires field support beyond the on-call requirements, then the IMT Incident Manager may also be notified. Subsequently the Gas Markets Control Room Liaison will help manage information flow and liaise between the Control Room and the IMT. They will provide the IMT with current system status, including updates on the asset / network integrity, security of supply to customers. They will also make recommendations on the priority order for restoration / rectification of network elements to facilitate supply security from a Control Room perspective and monitor rosters and resources of the Control Room during an event.

Key Interfaces

IMT Incident Manager	Advise on network integrity, status and security of supply, provide main communication route between the Gas Markets Control Room and the IM / EM
Commercial Operations	Update impacted customers to any potential supply and/or gas quality issues
Engineering / Asset Strategy	Coordinate on maintaining network integrity

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon contact from Gas Markets Control Room - provide appropriate support to troubleshoot and remedy the emergent issue. Where necessary liaise with other relevant support personnel e.g. Engineering/Asset Management, CommOps. Assist in deciding whether the issue is to be elevated to IMT <input type="checkbox"/> Upon IMT or EMT activation, attend or advise the IMT or EMT as directed – brief the IM / EM and source additional detail as requested and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Keep in regular contact with Gas Markets Control to determine if the measures put in place is remedying the issue and record outcomes. <input type="checkbox"/> Where necessary modify approach taken for troubleshooting and reassess performance <input type="checkbox"/> Where appropriate, provide guidance to the System Controllers regarding communication strategy to for the decided rectification/remedy approach <input type="checkbox"/> Monitor the situation via SCADA (if possible) In the event of an IMT being activated: <input type="checkbox"/> Contribute to overall event assessment based on current information available in the Control Room (including interpretation of system information / status) <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Provide IMT / EMT with current system conditions and any implications for the event or response
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Network integrity and supply security – maintain awareness, advise IMT / EMT of implications, priorities for restoration / rectification activities (with Commercial, Engineering / Asset Strategy representatives) <input type="checkbox"/> Control Room management of the network to assist in management of the emergency (coordinate with IMT and EMT response actions and priorities) <input type="checkbox"/> Impacts of response strategies (current or planned) on systems or processes – provide information to response teams to facilitate informed decision making (brief on potential response implications and consequences) <input type="checkbox"/> Maintaining / restoring system security (consider possible consequences of IMT / EMT strategies) <input type="checkbox"/> System resource requirements and deployment
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Regulators and government – advise response teams on system impacts (current or potential) <input type="checkbox"/> Customers – determine potential impacts (e.g. supply interruptions) and advise stakeholders (specifically Commercial)
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Provide the Gas Markets Control Room with first point of external contact for technical and non-technical support to remediate the emergent issue(s) impacting supply, operability, maintainability and reliability for pipelines and process plant. <input type="checkbox"/> Where necessary coordinate other external support to help remedy the emergent issue(s) <p>In the event that the Gas Markets Control Room Liaison and Gas Markets Control Room decide to elevate to the IMT / EMT, then the following lists main potential actions to be followed:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Relay information updates from the Control Room to the IMT / EMT – identify and clarify any misunderstandings <input type="checkbox"/> Provide non-technical team members with sufficient understanding of the event to be effective in their roles <input type="checkbox"/> Assist and advise the IMT / EMT in development of an appropriate response strategy <input type="checkbox"/> Provide advice on supply conditions and security <input type="checkbox"/> Contribute to creation of a project plan to restore damaged / out of service system elements <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager
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APPENDIX A.3 EMT EMERGENCY MANAGER

EMT Emergency Manager

Monitor the safety and wellbeing of event responders. Manage the EMT function by providing leadership, direction and advice and acting as a decision making authority. Manage development and implementation of an overall response and recovery strategy, bringing together and coordinating the necessary people and their resources to cover all aspects of the operational preparedness, response and recovery phases of an event.

Key Interfaces

IMT Incident Manager	Obtain regular updates on the status of the event (SITREPs)
EMT Information Manager	Advise on EMT structure, function, information management and process
Media and Communications	Consult on communications strategy and materials
EGM of the impacted business unit	Liaison with the CMT and SGSPAA Leadership Team
Recovery Objective Managers	Obtain regular updates on the status of continuity/restoration arrangements for affected business Critical Activities

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Receive event briefing (e.g. from Control Room Controller, Duty Manager / Officer, IMT Incident Manager, Recovery Objective Manager) and carry out initial assessment of event <input type="checkbox"/> Review, approve and provide direction on any necessary actions to make impacted systems safe <input type="checkbox"/> Identify need for EMT activation (APPENDIX B.1) and determine team composition – with EMT Coordinator <input type="checkbox"/> Activate EMT and instruct the EMT Coordinator to establish the Emergency Management Room <input type="checkbox"/> Initiate contact with the EGM of the impacted business unit – provide event briefing, establish the need for delegated financial authority in support of the initial EMT response <input type="checkbox"/> Issue early event notifications to key stakeholders (including internal) <input type="checkbox"/> Conduct a 'before action review' to re-enforce lessons identified following past activations <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Chair team meetings / briefing / debrief sessions (APPENDIX B.4) – set and review response objectives <input type="checkbox"/> Carry out overall event assessment – review against the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Assess and declare the event – consult with Media and Communications representative to carry out industry notifications / communications as required <input type="checkbox"/> Establish / review team objectives <input type="checkbox"/> Escalate / de-escalate event as appropriate and carry out associated activations / notifications <input type="checkbox"/> Review and approve meeting minutes / actions on event status boards and task list (APPENDIX B.5) <input type="checkbox"/> Confirm accuracy of key event information in EMQnet and approve messaging.
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Safety and wellbeing of EMT and other responders e.g. fatigue management, personal safety and security <input type="checkbox"/> Team briefings – coordinate IMT, EMT and CMT briefings to establish a sustainable meeting rhythm <input type="checkbox"/> Response and recovery strategy development / review and execution – refer to specific EMP Annexes for response and communications guidance, information, contingency plans and SOPs <input type="checkbox"/> Identify other emergency or crisis management plans that are endorsed by regulators for the impacted asset and what thresholds these plans have regarding activation of and coordination with additional teams (e.g. EvoEnergy Crisis Team under Licence 29 arrangements) <input type="checkbox"/> Alignment / consistency of EMT members' actions and activities – manage response continuity <input type="checkbox"/> Align EMT actions and response with those of other activated response teams (e.g. IMT / CMT) <input type="checkbox"/> Communications strategy and requirements (with relevant EMT members) <input type="checkbox"/> Industry wide considerations (including notifications – joint response obligations) <input type="checkbox"/> Industry / AEMO communication obligations <input type="checkbox"/> Impact minimisation – contain event and begin recovery (EMP Appendix D Annex 13 - BCP) <input type="checkbox"/> Confirm regulatory notification requirements have been met (e.g. ESV, AEMO, UTR, WorkCover / WorkSafe, IPART, EUSFA etc) within timelines as defined in licenses
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Customers – review / assess ongoing customer impact (liaise with Commercial representative for advice) <input type="checkbox"/> Consider stakeholder needs and expectations – e.g. regulators, government agencies, emergency services, community groups, employees, media outlets, customers, retailers <input type="checkbox"/> Other industry participants and communications / notification groups – as per Emergency Communications Protocol (if applicable) <input type="checkbox"/> External contacts – e.g. applicable regulators and government agencies (confirm with EMT representatives from HSE, Works Practices, Media and Communications) <input type="checkbox"/> ACT Emergency Officer and Zinfra (for licence 29 events only) – make early contact to establish representation in the JOCG <input type="checkbox"/> Industry partners – e.g. retail companies, contractors (per industry practices and contractual obligations) <input type="checkbox"/> Industry meetings – attend meetings / arrange representation (e.g. at state control / emergency management centres), contribute on behalf of SGSPAA <input type="checkbox"/> Regulators (e.g. ESV, AEMO, UTR, PIE etc) – advise regulators of operating constraints (e.g. reduced pipeline operating pressures, customer and asset outages) <input type="checkbox"/> EGM of the impacted business unit – provide SITREP (APPENDIX B.3) / briefing as event changes and following EMT meetings <input type="checkbox"/> Startek – obtain Emergency Safety Analysis from on duty Startek personnel (APPENDIX B.11), provide for EMT consideration
Actions	<ul style="list-style-type: none"> <input type="checkbox"/> During any absences from the Emergency Management Room, delegate some team management functions to the EMT Coordinator to support team function and assign a temporary Emergency Manager until your return <input type="checkbox"/> Guide and advise EMT members on response requirements, identify and allocate tasks <input type="checkbox"/> Activate support team members as necessary to assist the response (including subject matter experts, system technical / supply advisers, communications specialists, Recovery Objective Managers) <input type="checkbox"/> Create a working group to consider most likely and worst case scenarios for the event (6, 12 & 24+ hours) <input type="checkbox"/> Create a working group to consider business continuity impacts greater than 7 days. <input type="checkbox"/> Coordinate the overall business approach to the event <input type="checkbox"/> Establish team meeting / briefing schedule (including frequency and timing) – with EMT Coordinator <input type="checkbox"/> Provide regular updates to the SGSPAA Leadership Team or Crisis Management Team (via / in liaison with the EGM of the impacted business unit) including issuing of regular SitReps and approving messaging. <input type="checkbox"/> Identify and apply appropriate plans, procedures and work instructions – including in case of death or serious injury procedures <input type="checkbox"/> Consider need to initiate an incident investigation – consult Legal representative for advice on professional privilege <input type="checkbox"/> Allocate tasks to support groups / individual EMT members – monitor progress / completion <input type="checkbox"/> Maintain an overview of the recovery strategy and activities (EMP Appendix D Annex 13 - BCP) – review ongoing impacts on the business <input type="checkbox"/> Assist with notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support staff / teams (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts

If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' on next page

Concluding
Actions

- Identify and complete all outstanding actions and obligations – update event records in EMQnet
- Allocate legacy arrangements for the maintenance / restoration of business Critical Activities to Recovery Objective Managers for reporting through their respective markets/business units
- Declare end of event (**APPENDIX B.12**) and coordinate / chair EMT debriefing
- Formulate and implement a stand down plan with other activated response and support teams – manage consistency and coordination of actions
- Confirm notification of all operational resources / 3rd party responders of event conclusion
- Authorise and participate in the post-event investigations (by Legal representative) – assign actions, track and monitor progress and completion status
- Provide all log sheets and written records / correspondence to EMT Information Manager

APPENDIX A.4 EMT INFORMATION MANAGER

EMT Information Manager

Provide guidance on EMT roles, responsibilities and activities to assist the activation and operation of the team. Maintain the EMT's adherence to the emergency management process and support the Emergency and Incident Managers. Coordinates and validates information and assists in the overall governance of an EMT.

Key Interfaces

EMT Emergency Manager	Advise on EMT activation, composition, function and process
EMT Incident Manager	Advise on EMT activation, composition, function and process
EMT members	Guide, support and advise on role responsibilities

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the EMT as directed – obtain event briefing from EMT Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Assist the EMT Emergency Manager to determine the need for EMT activation <input type="checkbox"/> On instruction from the EMT Emergency Manager, carry out EMT activation – review EMT composition and verify that it is appropriate, track responses to activation process <input type="checkbox"/> Compile an initial Situation Report (APPENDIX B.3), collating all of the key event information and data – provide to the EMT Emergency Manager for review and distribution <input type="checkbox"/> Commence an Event Log and refer to APPENDIX A.5– coordinate activation of EMQnet to manage confirmed event information <input type="checkbox"/> Establish Emergency Management Room and notify EMT members of its location – verify that all equipment is present and functioning correctly. If working in a Hybrid environment, ensure Teams is included in invites and technical ability to share room camera is working. <input type="checkbox"/> Advise EMT Emergency Manager of status of team members (available / unavailable / arrived / en-route) <input type="checkbox"/> Confirm IMT / CMT contact information, distribute Emergency Management Room / EMT contact information <input type="checkbox"/> Prompt consideration of personal safety for EMT members (e.g. secure parking, taxi / public transport use) <input type="checkbox"/> Assist the EMT Emergency Manager with a 'before action review' to re-enforce lessons identified following past activations <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Assist EMT Emergency Manager to chair meetings / briefing sessions (APPENDIX B.4) <input type="checkbox"/> Contribute to overall event assessment based on current information <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Utilise whiteboards to record and triage new / updated information and identify confirmed facts <input type="checkbox"/> Prompt EMT Emergency Manager to establish / review team objectives <input type="checkbox"/> Advise EMT members on EMT process, their roles and responsibilities and any outstanding actions / commitments <input type="checkbox"/> Update EMQnet with confirmed current event information, stakeholders and tasks <input type="checkbox"/> Prepare SITREP– distribute to activated response teams and key internal stakeholders e.g. the SLC. <input type="checkbox"/> Maintain a record of the current status on the Status Board as directed by the EMT Emergency Manager (APPENDIX B.5 / EMQnet) <input type="checkbox"/> Record / document EMT briefing meetings (use whiteboards to triage information) – record decisions, actions and outcomes <input type="checkbox"/> Update event records immediately following EMT briefings (APPENDIX B.5) – update EMQnet with confirmed event information and updates (from whiteboard meeting notes)
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Security and integrity of the Emergency Management Room and safety of EMT members – authorised entry for the Emergency Management Room <input type="checkbox"/> Administrative and logistical support required by the EMT (deploy support groups) <input type="checkbox"/> Monitor and manage effectiveness, morale and fatigue levels of the EMT <input type="checkbox"/> Extended operation – assist EMT Emergency Manager with EMT member shift changes, manage to minimise impact on response continuity and fatigue of team members (APPENDIX B.10) <input type="checkbox"/> Resourcing – identify and provide support resources to assist the EMT to function (e.g. facilities, logistical and administrative, current and future needs, establish a SAP work centre cost code for time writing) <input type="checkbox"/> Record / document EMT issues (APPENDIX B.5 / EMQnet) <input type="checkbox"/> Information updates / current event statistics and data – gather, compile and provide to the EMT Emergency Manager <input type="checkbox"/> Key event information – identify required information categories with EMT Emergency Manager (e.g. number of customers impacted, affected geographical area, resources deployed, response / recovery duration)
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Record stakeholder identification, prioritisation and notifications (APPENDIX B.5 / EMQnet) <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Manage the ongoing administration of event records (APPENDIX B.5) <input type="checkbox"/> EMT Emergency Manager – provide information and statistics on the size and scale of the event, assist with their distribution to internal stakeholders <input type="checkbox"/> Identify and prepare the distribution list for the event SitRep <input type="checkbox"/> EMT Emergency Manager – advise on EMT structure, function and process <input type="checkbox"/> EMT members – guide and support on execution of their role purpose and responsibilities <input type="checkbox"/> Response team communications – <ul style="list-style-type: none"> - verify that internal notifications and communications from the EMT are timely, tailored and accurate - manage communication of current information between teams (e.g. IMT, EMT, CMT) covering event information, briefings etc.
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain an accurate and chronological team log / record of events (APPENDIX B.5 / EMQnet). <input type="checkbox"/> Record actions / tasks assigned to EMT members and track their status (APPENDIX B.5 / EMQnet) – inform EMT members of overdue tasks / unfulfilled commitments <input type="checkbox"/> Request additional support as required – assign tasks and responsibilities <input type="checkbox"/> Clarify any confusion of events / actions as soon as apparent <input type="checkbox"/> Prepare and populate an information template to capture key event information (APPENDIX B.5 / EMQnet) <input type="checkbox"/> Display and maintain information hardcopies in Emergency Management Room (e.g. media releases, contact lists, event details – maps, details of event scene) <input type="checkbox"/> Plan for EMT Emergency Manager absences from the Emergency Management Room, assist to identify a delegate for the EM role and assume some team management functions to support the EMT function <input type="checkbox"/> Monitor / manage the EMT membership (e.g. monitor fatigue and effectiveness, source alternates) <input type="checkbox"/> Assist EMT Emergency Manager with EMT briefing schedule (preparation, execution, timing) <input type="checkbox"/> Support and advise the EMT Emergency Manager with EMT composition, function and process <input type="checkbox"/> Advise EMT on role responsibilities, team purpose and available tools (e.g. forms, procedures, checklists) <input type="checkbox"/> Remind EMT members of any outstanding commitments / role responsibilities <input type="checkbox"/> Prioritise EMT access to systems / resources (e.g. communications systems, internet, office space) <input type="checkbox"/> Book emergency accommodation for support personnel, following the process below: <ul style="list-style-type: none"> - Liaise with the EGM of the affected business unit for verbal approval of proposed bookings - Call CTM emergency after-hours number (1800 836 000) and request accommodation - Advise CTM that it is an emergency booking and that they have SPSSGAA's emergency approvers on file - CTM will confirm with the nominated EM / emergency approver and process the booking as a priority item <input type="checkbox"/> Draft Everbridge messaging for approval. <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts <input type="checkbox"/> Distribute minutes / status summaries during the event as required. <input type="checkbox"/> Maintain a record of EMT members assigned to team roles / present in the Emergency Management Room (APPENDIX B.5 / EMQnet) <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10)
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Enter any outstanding information into recording logs / devices (APPENDIX B.5 / EMQnet) <input type="checkbox"/> Participate in event debriefs as necessary – act as recording secretary <input type="checkbox"/> Collect and consolidate log sheets and written records / correspondence into a master event log (include EMT and IMT records where available) <input type="checkbox"/> Close out Everbridge messaging and de-escalate the Red Alert. <input type="checkbox"/> Update all records in EMQnet – collate and upload all event information, reports and records <input type="checkbox"/> Identify and complete all outstanding actions and obligations <input type="checkbox"/> Assist EMT Emergency Manager to coordinate / chair EMT debriefing and implement an EMT stand down plan (APPENDIX B.12) <input type="checkbox"/> Review post-event reports and identify areas for improvement (with EMT Emergency Manager) – assign actions and track their progress and completion <input type="checkbox"/> Provide input feedback and input to inform Emergency Management Plan updates
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APPENDIX A.5 ENGINEERING / ASSET STRATEGY

Engineering / Asset Strategy

Provide technical advice on the affected SGSPAA assets / systems. This includes engineering and ongoing intelligence, risk exposures, engineering and technical issues, alternate response strategies and overall assessment of the impacts that the event and any planned response may have on the asset / process equipment.

NOTE: this role may be activated to support either the IMT or EMT – mobilise as directed when receiving initial activation advice.

Key Interfaces

EMT / IMT members	Provide with specialist technical expertise, advice and support
Commercial	Liaison on asset status, customer listing and supply
Control Room Liaison	Coordinate with on maintaining network integrity

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the IMT / EMT as directed – obtain event briefing from the Incident / Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8) <input type="checkbox"/> Determine appropriate representation by engineering and / or supply management
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to overall event assessment based on current information (including interpretation of system information / status) <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Provide current system conditions and any implications for the event or response
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Operational control of the network required in the management of the emergency (with EMT Emergency Manager and / or IMT Incident Manager) <input type="checkbox"/> Impacts of response (current or planned) on systems or processes – provide information to facilitate informed decision making by the IMT / EMT (brief on potential response implications and consequences) <input type="checkbox"/> Requirements for specialist equipment, personnel, support services, mutual aid etc. (in liaison with IMT Incident Manager) <input type="checkbox"/> Coordination of systems management / response with other elements of EMT and IMT response <input type="checkbox"/> Maintaining / restoring system security (consider possible consequences of EMT and IMT strategies)
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Relations / Customers – determine potential impacts (e.g. supply interruptions) and advise relevant team members (e.g. Commercial and Customer Relations representatives). Consider appropriate liaison. <input type="checkbox"/> Control Room Liaison – source current information on system / supply status and condition / integrity
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Assist and advise the activated teams (IMT / EMT) in development of an appropriate response strategy <input type="checkbox"/> Provide specialist technical expertise, advice and support to allow the IMT / EMT to be effective in their roles – advise on any system impacts (e.g. stability, security, continuity of supply) <input type="checkbox"/> Obtain all required technical information to allow technical assessments to be completed (e.g. system specifications, P&ID's, Data Sheets etc.) <input type="checkbox"/> Evaluate and provide technical advice on system repair and recovery options and procedures / methods <input type="checkbox"/> Contribute to creation of a project plan to restore damaged / out of service system elements <input type="checkbox"/> Cross check that engineering aspects of response and repair are correctly applied
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager
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APPENDIX A.6 COMMERCIAL / COMM OPS

Commercial / Comm Ops

Provide commercial advice as well as an assessment of the impacts and planned response on commercial customers and operations. Establish and maintain communication with large / corporate customers and provide any required contractual notifications. Act as the SGSPAA liaison with AEMO, participating in AEMO-led industry response conferences on supply interruption events.

NOTE: this role may be activated to support either the IMT or EMT – mobilise as directed when receiving initial activation advice.

Key Interfaces

Emergency / Incident Manager	Provide commercial advice on response strategies & contractual notifications
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Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the IMT / EMT as directed – obtain event briefing from the Incident / Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Activate an information tracking system to monitor status of customers and communications issued <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
Update	<ul style="list-style-type: none"> <input type="checkbox"/> Provide event updates, including current situation, response progress, emergent risks <input type="checkbox"/> Contribute to overall incident assessment based on current information <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Advise on commercial implications (current and future)
Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Operational control of the network required in the management of the emergency (with EMT Emergency Manager and / or IMT Incident Manager and Control Room Liaison) <input type="checkbox"/> Coordination of systems response with other elements of response (under guidance from EMT Emergency Manager / IMT Incident Manager) <input type="checkbox"/> Advise on implications of network control options (e.g. on commercial customers and contract impacts) <input type="checkbox"/> Current Vs predicted supply situation (system status and implications) – assess commercial impacts <input type="checkbox"/> IMT / EMT strategies – consider consequences for commercial customers <input type="checkbox"/> Implementation of curtailment procedures following direction from the market operator (AEMO) – refer to asset specific EMP Annexes or Commercial Emergency Response Guides for reference / contact info.
Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Determine customers likely to be directly impacted by the emergency situation – identify any contractual notifications required, provide input into stakeholder communications strategy <input type="checkbox"/> Regulators and government – advise the IMT / EMT on required notification / reporting, impacts (current or potential) and potential reactions <input type="checkbox"/> Determine connecting infrastructure likely to be directly impacted <input type="checkbox"/> Energy market operators, facility operators and market participants – initiate supply side response (through upstream contracts or market operator facilitated contingency energy supply) <input type="checkbox"/> Engineering / Asset Strategy representative – consult for advice on potential customer impacts (e.g. supply interruptions)

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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Assist and advise the IMT / EMT in development and execution of an appropriate response strategy <input type="checkbox"/> Contribute to development of customer focussed communications (liaise with Media and Communications representative) – including any public statements <input type="checkbox"/> Participate in industry and / or facility operator conferences to gain assessment of supply situation, market actions being taken and confirmation of actions taken <input type="checkbox"/> Provide commercial advice in support of the response (including information on critical issues) <input type="checkbox"/> Issue Contractual Notices and Operation Flow orders, if required <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

 otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary <input type="checkbox"/> Contribute to implementation of the event demobilisation plan (liaise with IMT Incident Manager) <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager
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APPENDIX A.7 CUSTOMER CARE

Customer Care

Provide customer care advice for events that generate significant customer interest. Establish and maintain communication with customers utilising Startek call centres and maintain consistency with key messages from Media and Communications.

NOTE: this role may be activated to support either the IMT or EMT – mobilise as directed when receiving initial activation advice.

Key Interfaces

EMT / IMT members	Provide with specialist technical expertise, advice and support
Commercial	Liaison on asset status, customer listing and supply
Media and Communications	Liaise on key customer messages to maintain consistency

Assembly	<input type="checkbox"/> Upon activation, attend or advise the IMT / EMT as directed – obtain event briefing from the Incident / Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8) <input type="checkbox"/> Determine appropriate representation by engineering and / or supply management
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Update	<input type="checkbox"/> Contribute to overall event assessment based on current information (including interpretation of system information / status) <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Provide status of customer relations activities
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Issues	<input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Customer communications – manage processes for keeping customers informed (e.g. liaison with Startek) <input type="checkbox"/> Outage portals – monitor and maintain currency of outage information
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Stakeholders	<input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Startek – communicate and update with agreed emergency and response information (with Media and Communications representative)
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Actions	<input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Assist and advise the activated teams (IMT / EMT) in development of an appropriate response strategy <input type="checkbox"/> Monitor and update outage information displayed on customer-facing outage portals (e.g. through Startek call centre, Group website) <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager
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APPENDIX A.8 CAPACITY PLANNING

Capacity Planning / Supply Management

Provide capacity planning advice including asset / network modelling and supply status and forecasting to support severity assessment and response planning. Support identification of most likely and worst case response scenarios as well as preparing modelling data to allow evaluation of response options and strategies.

NOTE: this role may be activated to support either the IMT or EMT – mobilise as directed when receiving initial activation advice.

Key Interfaces

EMT / IMT members	Provide with specialist technical expertise, advice and support
Engineering / Asset Strategy	Liaise on event impacts to identify modelling parameters and constraints

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the IMT / EMT as directed – obtain event briefing from the Incident / Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to overall event assessment based on current information (including interpretation of system information / status) <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Provide update on outcomes from capacity / supply modelling for the affected asset (impacted customers, system status, line pack etc)
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Response impacts (current/planned) on asset capacity/supply capabilities – provide information to facilitate informed decision making by the IMT / EMT (brief on potential response implications and consequences) <input type="checkbox"/> Current versus predicted supply situation (system status and implications) <input type="checkbox"/> Maintaining / restoring security of supply (consider possible consequences of EMT and IMT strategies)
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Engineering / Asset Strategy – determine and advise on potential impacts (e.g. supply interruptions) of the event and response strategies <input type="checkbox"/> Control Room Liaison – source current information on system / supply status and condition / integrity to advise system modelling
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Provide / coordinate modelling for affected asset (impacted customers, system status, line pack etc) to advise on supply conditions and security of supply <input type="checkbox"/> Provide specialist technical expertise, advice and support to allow the IMT / EMT to be effective in their roles – advise on any system impacts (e.g. stability, security, continuity of supply) <input type="checkbox"/> Prepare consequence modelling / information (e.g. consequence contours, map overlays) <input type="checkbox"/> Evaluate and provide technical advice on the capacity / supply implications of system repair and recovery options and procedures / methods <input type="checkbox"/> Mobilise system planners to create strategies for maintaining supply continuity and for system recovery <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' on the next page

Concluding
Actions

- Identify and complete all outstanding actions and obligations – update event records in EMQnet
- Participate in event debriefs as necessary
- Provide all log sheets and written records / correspondence to EMT Information Manager

APPENDIX A.9 GIS

GIS

Provide GIS support and advice to facilitate situational awareness and inform the event appreciation process. Make detailed schematic and equipment information available to inform development of an effective response strategy.

NOTE: this role may be activated to support either the IMT or EMT – mobilise as directed when receiving initial activation advice.

Key Interfaces

EMT / IMT members

Provide with specialist GIS advice and support

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the IMT / EMT as directed – obtain event briefing from the Incident / Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to overall event assessment based on current information (including interpretation of system information / status) <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Provide GIS mapping and data for affected asset (impacted customers, system layout and configuration etc)
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Customer data and system information – provide mapping and data to support development of response strategies <input type="checkbox"/> Maintaining / restoring system security – provide system configuration information, consider possible consequences of EMT and IMT strategies
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> IT representative – coordinate assistance to support availability / response for any GIS issues
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Assist and advise the activated teams (IMT / EMT) in development of an appropriate response strategy <input type="checkbox"/> Provide GIS layout / configuration data and mapping to inform discussions on supply conditions and security <input type="checkbox"/> Provide specialist technical expertise, advice and support to allow the IMT / EMT to be effective in their roles – advise on any system impacts (e.g. stability, security, continuity of supply) <input type="checkbox"/> Obtain all technical GIS information to inform technical assessments of affected assets to be completed <input type="checkbox"/> Contribute to creation of a project plan to restore damaged / out of service system elements <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to '**UPDATE**' actions;

otherwise continue to '**CONCLUDING ACTIONS**' on the following page

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager
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APPENDIX A.10 SCADA

SCADA

Provide advice on SCADA systems and capabilities in support of an event response.

NOTE: This role may be activated to support either the IMT or EMT – mobilise as directed when receiving initial activation advice.

Key Interfaces

EMT / IMT members

Provide with specialist SCADA advice and support

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the IMT / EMT as directed – obtain event briefing from the Incident / Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to overall event assessment based on current information (including interpretation of system information / status) <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Provide SCADA advice and data for affected asset (e.g. system status, capabilities)
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Maintaining / restoring system security – provide SCADA system configuration information, provide detail on current status and recovery time-frames, consider possible consequences of EMT and IMT strategies
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> IT representative – coordinate assistance to support availability / response for any SCADA issues
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Assist and advise the activated teams (IMT / EMT) in development of an appropriate response strategy <input type="checkbox"/> Provide SCADA status / configuration data to inform discussions on operability and recovery of affected assets <input type="checkbox"/> Provide specialist technical expertise, advice and support to allow the IMT / EMT to be effective in their roles – advise on impacts of the event / recovery strategies on the SCADA system <input type="checkbox"/> Obtain all technical SCADA information to inform technical assessments of affected assets to be completed <input type="checkbox"/> Contribute to creation of a project plan to restore damaged / out of service system elements <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager
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APPENDIX A.11 MEDIA AND COMMUNICATIONS

Media and Communications

Advise on and facilitate the development of communications and external media management strategies.. Represent SGSPAA to relevant stakeholders and maintain EMT awareness of the impacts and consequences of their actions on stakeholders such as the public, government and media.

NOTE: This role will usually be held by a member of the Corporate Affairs Team. They may be co-located with the EMT, and will manage Media and Communications aspects of an event in collaboration with all activated teams. *This role will also generally hold the Crisis Communications Lead position when active.*

Key Interfaces

EMT Emergency Manager	Advise on communication strategy and materials
Crisis Communications Team (CxT)	Coordinate internal / external communications strategy with CxT NOTE: the EMT Media and Communication role holder may also be a member on the CxT
Legal	Identify process for approval of communications material

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the EMT as directed – obtain event briefing from EMT Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Establish contact with any other activated communications teams / representatives within SGSPAA (including CxT) – agree on standard event communications protocols <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8) <input type="checkbox"/> Confirm the EMT Emergency Managers communications needs and expectations <input type="checkbox"/> Identify any response-related communications already undertaken
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to overall event assessment based on current information <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Review response outcomes against communications and media management objectives <input type="checkbox"/> Advise the EMT on likely / expected media and stakeholder perspectives , interest and reactions
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Communication priorities (establish in consultation with EMT Emergency Manager) <input type="checkbox"/> Media / reputation exposures – communicate to the EMT any immediate, emerging and ongoing communications issues, interest and activity (e.g. traditional and social media, NGOs, other stakeholders) <input type="checkbox"/> External scrutiny – monitor external (e.g. media) awareness / reporting of event <input type="checkbox"/> Spokesperson – select and brief appropriate spokespeople (consult with EMT Emergency Manager) <input type="checkbox"/> Identify the most appropriate EMT members / spokespeople to make contact with specific stakeholders <input type="checkbox"/> Media attendance – manage any media attending event scene / SGSPAA locations (including security, segregation from response, response to information requests, communication of key messages) <input type="checkbox"/> Influential / aggressive media – formulate specific response strategies, prepare spokesperson <input type="checkbox"/> External contact – manage filtering, prioritisation and re-direction of incoming event related calls (e.g. media, next of kin) including resource requirements, information needs (e.g. approved / key messages) <input type="checkbox"/> Call centre / switchboard, IVR messaging, SMS, websites (with Customer Care representative) – identify resource requirements, actions, information needs (including currency and accuracy of scripts / information)
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Identify key stakeholder contacts and develop briefing schedule / management strategy (APPENDIX B.6) – assign responsibilities to individual EMT members <input type="checkbox"/> Confirm (e.g. with Works Practices, HSE, Commercial representatives) that relevant industry parties and external agencies have been informed / notified – e.g. industry representation (e.g. AEMO single industry spokesperson), regulators and government agencies <input type="checkbox"/> Internal communications (e.g. Managing Director, EGM's, staff) – develop internal message strategy and materials (with HR representative), distribute event updates throughout business at regular intervals
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> IMT Incident Manager – provide communications and media advice / support, utilise for implementation of communications and media strategies at the event scene <input type="checkbox"/> Spokespeople – brief on key messages and relevant facts / background information, prepare for interviews / media conferences, prompt compliance with messages from any industry spokespeople
Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / groups and media / communication strategies as necessary – brief activated teams (IMT, EMT, CMT) <input type="checkbox"/> Develop communications plans (including external and internal communications) and materials and manage its distribution <input type="checkbox"/> Consider stakeholder feedback during response strategy development, advise EMT on stakeholder perspectives, interest and reactions <input type="checkbox"/> Coordinate prompt development, review and approval of communications material (e.g. event information, customer safety information etc)– with EMT Emergency Manager, Legal, Commercial & Customer Care representatives <input type="checkbox"/> Develop key messages and materials – maintain consistency between messages for various stakeholders (e.g. media, community, employees, regulatory) and with other activated teams (e.g. IMT, CMT) <input type="checkbox"/> Maintain EMT awareness and understanding of key messages <input type="checkbox"/> Establish, maintain and distribute disclosure standards and communications protocols – clearly communicate which information is confidential and which may be released <input type="checkbox"/> Prompt EMT members to maintain records of all stakeholder interactions (APPENDIX B.9) <input type="checkbox"/> Keep a communications log of all event related calls made / received <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts

If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Advise EMT Emergency Manager on the timing and communication implications of stand down timing <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary (including EMT / communications teams) <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager (including communications logs / media information) <input type="checkbox"/> Consider on-going media attention – develop suitable management strategies <input type="checkbox"/> Confirm that all stakeholders and media contacts are notified of the event conclusion <input type="checkbox"/> Review effectiveness of the media and communications strategies and coordination. Identify areas for improvement
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APPENDIX A.12 HEALTH, SAFETY AND ENVIRONMENT (HSE)

Health, Safety and Environment (HSE)

Provide HSE advice, maintaining compliance and understanding of legislative and ethical commitments related to HSE matters including statutory reporting.

Key Interfaces

EMT Emergency Manager	Provide updates on casualties, advise on HSE issues
Legal	Understand legal impacts of legal privilege on response and investigations

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the EMT as directed – obtain event briefing from EMT Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8) <input type="checkbox"/> Review any safety or environment related response, activity or contacts made prior to your arrival
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to overall event assessment based on current information <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Brief EMT on those people injured or at risk, as well as any environmental activities and issues
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Status of people injured or at risk – source from IMT Incident Manager / affected site and update EMT (including head count, casualty numbers, locations and status) <input type="checkbox"/> Liability – identify any deviation between safety and environment procedural / policy requirements and any actions leading up to and during the event / response <input type="checkbox"/> Identify regulatory and statutory reporting obligations and ensure these reporting timelines are met. <input type="checkbox"/> Common faults – identify any elements of the event that may impact other SGSPAA assets (e.g. through use of similar equipment / processes or operating conditions / environments)
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Regulatory and statutory reporting – verify that appropriate HSE regulatory bodies have been contacted – including state Safe Work regulators or Environmental Protection Agencies and appropriate HSR (confirm with Works Practices as required) <input type="checkbox"/> IMT Incident Manager – assist the affected IMT(s) with health and safety management at the scene <input type="checkbox"/> Legal representative – discuss legal privilege requirements and impacts on response and investigations
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Assist and advise the EMT in development of an appropriate response strategy <input type="checkbox"/> Provide the EMT with relevant company records or data (e.g. safety and environment policy records, training records, qualifications of affected personnel, company HSE statistics) <input type="checkbox"/> Provide EMT with specialist HSE advice and support relevant to the response (including critical issues) <input type="checkbox"/> Document injury / fatality details and advise EMT on legislative reporting <input type="checkbox"/> Ensure statutory and regulatory reporting obligations are identified and timelines for reporting are met. <input type="checkbox"/> For any spill or release verify that appropriate surveillance and tracking is in place <input type="checkbox"/> Consider the requirement to monitor possible environmental and ecological effects of any release <input type="checkbox"/> If relevant, provide a profile of areas likely to be affected by any toxic release (produce maps if possible) – assist activated IMT(s) to prioritise areas for protection / special consideration <input type="checkbox"/> Undertake actions as per any pre-prepared Environmental Response Plan <input type="checkbox"/> Provide the EMT with relevant environmental contaminants registers for affected systems (e.g. PCB's, asbestos) <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to **'UPDATE'** actions;

otherwise continue to **'CONCLUDING ACTIONS'** below

Concluding
Actions

- Identify and complete all outstanding actions and obligations – update event records in EMQnet
- Participate in event debriefs as necessary
- Provide all log sheets and written records / correspondence to EMT Information Manager
- Assist Human Resources representative to organise counselling for affected personnel and monitor attendance
- Assist in final reporting to safety and environment regulators – verify that requirements have been met
- Monitor any long term health, environment or ecological effects related to the event or the response

APPENDIX A.13 HUMAN RESOURCES

Human Resources

Maintain compliance and understanding of legislative and ethical commitments concerning the treatment of employees and their families, including statutory reporting requirements. Monitor personnel and respond to minimise physical and mental health effects.

Key Interfaces

EMT Emergency Manager	Advise on management of welfare of responders and affected employees
Media and Communications	Develop internal communications strategy and key messages

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the EMT as directed – obtain event briefing from EMT Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Provide EMT with an update on human resources activities, issues and related communications <input type="checkbox"/> Contribute to overall event assessment based on current information <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1)
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Identify and communicate any immediate, emerging and ongoing human resources issues to the EMT <input type="checkbox"/> Critical skills – assist Recovery Objective Managers implementing alternate personnel/staffing plans <input type="checkbox"/> Effects on employees and family members (e.g. counselling, relatives' support, employee relations) <input type="checkbox"/> Coordinate any next of kin communications and support (including incoming and outgoing calls / communications) <input type="checkbox"/> Protection of employees and next of kin from media <input type="checkbox"/> In-house impact of event (e.g. morale and rumours) <input type="checkbox"/> Industrial / employee relations and issues – identify nature and severity, develop / implement a response <input type="checkbox"/> Post-trauma and after-care counselling (guidelines / provision) <input type="checkbox"/> Coordination of Human Resources response with CMT – including employee / next of kin contact <input type="checkbox"/> Liability – identify any deviation between procedural / policy requirements and any actions leading up to and during the event / response <input type="checkbox"/> Welfare and recovery of affected people (e.g. EMT, IMT and employees, vulnerable community members supply interruptions) – except as provided for by other agencies
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Employees and contractors – develop internal messaging strategy and release information releases (with Media and Communications representative), update as situation changes <input type="checkbox"/> Recovery Objective Managers – coordination of alternate personnel/staffing plans <input type="checkbox"/> Next of kin – in coordination with CMT, Media and Communications representative (e.g. communications strategy, key messages) and emergency services (e.g. Police)
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Advise EMT on ethical and statutory obligations relevant to the treatment of employees <input type="checkbox"/> Maintain records of the status of employees involved in the event / response and any measures taken to support them and their families <input type="checkbox"/> Make employee next of kin records readily available to the EMT as required <input type="checkbox"/> Support the development of internal communications strategy and key messages – with Media and Communications representative
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Advise EMT on potential industrial / employee relations implications of event and proposed response strategies <input type="checkbox"/> Support Recovery Objective Managers as required when implementing alternate skills/staffing arrangements as part of continuity for business Critical Activities <input type="checkbox"/> Manage distribution of information to employees and next of kin (with Media and Communications representative) <input type="checkbox"/> Prepare and implement employee and next of kin support / assistance programs as appropriate – including travel and accommodation assistance, trauma counselling and financial support <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

 otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager <input type="checkbox"/> Consider required post emergency support and counselling (e.g. counselling and psychological after-care programs) – EMT, IMT, employees, next of kin. Coordinate implementation with Health, Safety and Environment representative
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APPENDIX A.14 LEGAL

Legal

Advise on matters concerning SGSPAA’s legal rights, obligations and strategy. Monitor events in order to minimise legal risks and ensure that investigative processes are initiated and conducted in a manner that protects SGSPAA to the fullest extent possible.

Key Interfaces

EMT Emergency Manager	Advise on legal aspects of the response strategy
Media and Communications	Review and provide feedback on communications strategy and materials
EMT members	Advise on legal liabilities, risks and issues, legal strategy for response

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the EMT as directed – obtain event briefing from EMT Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Review external contacts for legal implications (including any already made) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8) <input type="checkbox"/> Advise on the need (as necessary) for any event or technical experts reports to be prepared to enable legal advice to be provided under legal professional privilege
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to overall event assessment based on current information <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Brief EMT on legal activities and issues
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Legal obligations / requirements – including reporting / notifications, supply contracts <input type="checkbox"/> Legal liabilities, risks and issues – identify and advise the EMT on implications relevant to the event and response strategies (current and future) <input type="checkbox"/> Legal impacts – failure to meet legal requirements, due diligence, duty of care, contractual provisions, responsibility / liability issues and licence and regulatory obligations <input type="checkbox"/> Admissions of liability, fault or blame (e.g. inadvertent, stakeholder contacts) <input type="checkbox"/> Insurance – advise EMT on policies and coverage, contact and liaise with insurance advisors / assessors <input type="checkbox"/> External legal representation / advice – determine need and arrange as required <input type="checkbox"/> Legal privilege – define requirements to implement and maintain, and scope of its application <input type="checkbox"/> Preservation of evidence (including documentary / photographic) – advise and support the IMT Incident Manager on management in accordance with relevant SGSPAA policy and legal requirements <input type="checkbox"/> Risk management strategies / implementation <input type="checkbox"/> Audit trail maintenance (investigations / document generation and collection) <input type="checkbox"/> Legal suitability of media material generated by Media and Communications representative
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Legal, insurance, risk and / or investigations support staff <input type="checkbox"/> Media and Communications representative – provide advice on legal issues and notification requirements (e.g. contractual, government, regulatory authorities) <input type="checkbox"/> Insurance brokers – notify and maintain contact regarding claims, loss assessment, etc <input type="checkbox"/> Advise EMT in connection with dealings with external parties including regulators <input type="checkbox"/> Be available to answer legal questions from the EMT or comment on stakeholder messages
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Advise the EMT on establishment and upkeep of legal privilege (manage implementation as necessary) <input type="checkbox"/> Identify and advise EMT on legal liabilities, risks and issues, legal strategy for response <input type="checkbox"/> Review media / communications materials – <ul style="list-style-type: none"> - advise on legal soundness, issues / implications and sensitive content - consider safe legal stance vs optimum operational / image response <input type="checkbox"/> Provide legal advice to EMT in defining response strategies or for identified litigation risks <input type="checkbox"/> Assist Human Resources representative to review the injury / fatality status and define an appropriate response <input type="checkbox"/> Advise EMT on relevant insurance and coverage – manage insurance claims / loss assessments <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

 otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager <input type="checkbox"/> Confer with EMT Emergency Manager regarding restricting access to logs and records of the event <input type="checkbox"/> Oversee appropriate archiving / storage of event information (in line with legal privilege) and review for possible future issues <input type="checkbox"/> Analyse long term legal impacts of event and develop appropriate response strategies <input type="checkbox"/> Oversee post-event reviews / investigations (as authorised by EMT Emergency Manager) – utilise EMT Emergency Manager as resource if necessary
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APPENDIX A.15 MAJOR INCIDENT MANAGER

MAJOR INCIDENT MANAGER

Support the efficient flow of information between the EMT and any active IT Major Incident Management Team or Disaster Recovery Team.

Key Interfaces

EMT Emergency Manager	Provide updates to the EM on the status (and potential impacts) of any major IT / DR event
Recovery Objective Managers	Liaise regarding Digital Major Incidents and their impact on SGSPAA, operations and implementation of the BCP.

Assembly	<input type="checkbox"/> Upon activation, attend or advise the EMT as required by the EMT Emergency Manager (including initial briefing) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8) <input type="checkbox"/> Represent IT Major Incident Management Teams <input type="checkbox"/> Identify any IT/OT implications/components of the event that the EMT is responding to.
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Update	<input type="checkbox"/> Contribute to overall event assessment based on current information <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Relay update information from the IT Major Incident Management Team or Disaster Recovery Team– Major Incident status, time until fixed (if known) and what business operations and processes are affected <input type="checkbox"/> Provide the EMT with input and expert IT and communications advice on SGSPAA systems – infrastructure, data, security, connectivity and web sites (coordinate with SCADA and GIS representatives)
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Issues	<input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> IT Major Incidents (from/affecting the event) – effect on EMT / response capability, impacts on critical business activities, effects on continuity of normal operations (i.e. for unaffected parts of the business)
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Stakeholders	<input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> IT response teams (i.e. on activation of IT Major Incident Management and Disaster Recovery Teams) <ul style="list-style-type: none"> - maintain contact, receive updates on the status of the IT Major Incident or Disaster Recovery, time until fixed (if known) and what business operations and processes are affected - relay requests for information between the EMT and the IT Major Incident Management or Disaster Recovery Teams
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Actions	<input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Provide EMT members with sufficient information/understanding of the IT issues to be effective in their roles – including impacts on digital systems, information security, infrastructure, data or connectivity <input type="checkbox"/> Monitor the integrity of the IT and communications systems following the event and during the response – identify and implement effective alternatives to maintain availability (liaise / coordinate with SCADA and GIS representatives) <input type="checkbox"/> Prioritise restoration of systems / resources based on EMT’s assessment for critical activities (e.g. communications systems, internet) <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to ‘UPDATE’ actions;

otherwise continue to ‘CONCLUDING ACTIONS’ on the next page

Concluding
Actions

- Identify and complete all outstanding actions and obligations – update event records in EMQnet
- Participate in event debriefs as necessary
- Provide all log sheets and written records / correspondence to EMT Information Manager
- Identify potential IT improvements to improve future IT system resilience, develop an implementation program
- Assist with / advise on any IT or communications related recovery plans and operations

APPENDIX A.16 PROCUREMENT, PROPERTY AND FLEET

Procurement, Property and Fleet

Coordinates additional procurement requirements for emergency events, and acts as the interface with operations and projects for all property and fleet requirements during an event.

Key Interfaces

EMT Emergency Manager	Advise supply chain and critical spares. Coordinate fleet requirements across the Group to support the response. Act as the liaison for property and buildings impacted by an event.
IMT Incident Manager	Advise supply chain and critical spares. Coordinate fleet requirements across the Group to support the response. Act as the liaison for property and buildings impacted by an event.
Recovery Objective Managers	Coordinate with ROMs on restoration of property and fleet supporting business Critical Activities.
Media and Communications	Coordinate with Media and Coms on internal messaging requirements
HR	Liaise with HR function to ensure impacts to personnel around access to property and facilities are well known and managed.

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the EMT as directed – obtain event briefing from EMT Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Provide EMT with an update on identified supply chain issues and critical spares access and availability <input type="checkbox"/> Assess and update EMT on fleet impacts, requirements and access. <input type="checkbox"/> Update the EMT on impacts to property across the Group and strategies around managing these impacts <input type="checkbox"/> Contribute to overall event assessment based on current information <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1)
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Identify and communicate any immediate, emerging and ongoing supply chain, fleet and property related issues to the EMT <input type="checkbox"/> Facilities supporting Critical Activities - assist Recovery Objective Managers implementing alternate work location plans <input type="checkbox"/> Identify impacts to staff where access to property or fleet has degraded the Groups ability to work <input type="checkbox"/> Coordinate internal messaging where impacts to procurement, property and fleet are a factor. <input type="checkbox"/> Assess long term impacts on supply chain around a declared event. <input type="checkbox"/> Liaison with Group to establish immediate supply chain emergency purchasing requirement.
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Recovery Objective Managers – assist Recovery Objective Managers implementing alternate work location plans <input type="checkbox"/> Employees and contractors – develop internal messaging strategy and release information releases (with Media and Communications representative), update as situation changes <input type="checkbox"/> External FM companies and direct suppliers including fleet providers are engaged and requirements relayed in a timely manner
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Activate support personnel / group as necessary – brief and allocate tasks <input type="checkbox"/> Establish long term impacts to critical spares and supply chain impacts and brief the EMT <input type="checkbox"/> Coordinate with Recovery Objective Managers, Markets and the Group on access to impacted facilities <input type="checkbox"/> Establish emergency supply chain procurement process and advise EMT <input type="checkbox"/> Support the development of internal communications strategy and key messages – with Media and Communications representative <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Refer any media interest to Media and Communications representative <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and complete all outstanding actions and obligations – update event records in EMQnet <input type="checkbox"/> Participate in event debriefs as necessary <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager <input type="checkbox"/> Consider required post emergency support and counselling (e.g. counselling and psychological after-care programs) – EMT, IMT, employees, next of kin. Coordinate implementation with Health, Safety and Environment representative
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APPENDIX A.17 EGM OF THE IMPACTED BUSINESS UNIT

Executive General Manager of the impacted business unit

Advise and assist the EMT Emergency Manager with strategic guidance on any market specific technical, commercial, regulatory or organisational considerations and interests. Brief the SGSPAA Leadership Team (MD & EGMs) and the CMT and provide delegated financial authority in support of the response.

Key Interfaces

EMT Emergency Manager	Assist with providing strategic guidance considering market specific and whole of business impacts
SGSPAA Leadership Team	Advise on serious issues (i.e. CMT triggers)

Assembly	<ul style="list-style-type: none"> <input type="checkbox"/> Upon activation, attend or advise the EMT as requested – obtain event briefing from EMT Emergency Manager and assist with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Assist EMT Emergency Manager to validate the requirement for EMT activation <input type="checkbox"/> Utilise your delegated financial authority in support of the initial EMT response <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<ul style="list-style-type: none"> <input type="checkbox"/> Establish contact with the SGSPAA Leadership Team (MD & EGMs) as required <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Assist EMT Emergency Manager to review event status / outcomes against the EMTs response priorities and objectives
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Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Advise EMT Emergency Manager on strategic considerations relevant to the response strategy development / review and execution (e.g. market and organisational issues) <input type="checkbox"/> Industry / AEMO / Emergency Services – provide representation at a senior or state level (liaise / coordinate with Commercial representative) <input type="checkbox"/> EMT resourcing – liaise with peers / line management to facilitate the release of EMT support personnel from BAU activities / responsibilities
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Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Notify and update the Leadership Team (MD & EGMs) as required and if applicable, the CMT <input type="checkbox"/> Assist EMT Emergency Manager with stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Consider stakeholder needs and expectations – e.g. Industry, AEMO, Emergency Services
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Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Assist EMT Emergency Manager to provide regular updates to the Leadership Team (MD & EGMs) / CMT <input type="checkbox"/> Assist EMT Emergency Manager with emergency funding approvals (e.g. equipment hire, parts purchase, contractor engagement) <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Provide all log sheets and written records / correspondence to EMT Information Manager
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APPENDIX A.18 RECOVERY OBJECTIVE MANAGER

Recovery Objective Manager

Provide advice and coordinate the recovery of affected business Critical Activities and restoration in support of an event response.

NOTE: This role may be activated to support the EMT – mobilise as directed when receiving initial activation advice.

Key Interfaces

Emergency Manager	Provide updates to the EM on the status (and potential impacts) the affected business critical activity
HR	Liaise with HR function to ensure impacts to personnel around access to facilities for the conduct of critical activities are managed.
Procurement, Property & Fleet	Liaise with PP & F function to ensure impacts to facilities are understood and adjusted to effectively manage critical activities.
MIM	Liaise with the MIM to assist in implementing workarounds for critical activities.

Assembly	<input type="checkbox"/> Upon activation, attend or advise the EMT as directed – obtain event briefing from the Emergency Manager and assist (as requested) with classification on the Severity Assessment Matrix (APPENDIX B.1) <input type="checkbox"/> Initiate personal log of events (APPENDIX B.8)
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Update	<input type="checkbox"/> Contribute to overall event assessment based on current information (including impact on business Critical Activities) <input type="checkbox"/> Provide input to a review of the severity classification (APPENDIX B.1) <input type="checkbox"/> Provide advice on impacts and continuity arrangements for affected business Critical Activities and implementation of BCP (ANNEX D - APPENDIX 13)
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Issues	<input type="checkbox"/> Recognise and maintain response priorities (People, Environment, Assets, Reputation and Livelihood) <input type="checkbox"/> Identify impacted Critical Activities, provide detail on current status and recovery time-frames, consider possible consequences of EMT strategies <input type="checkbox"/> Advise on any immediate Recovery Time Objectives that will not be meet within the Maximum Tolerance Period of Disruption (MTPD)
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Stakeholders	<input type="checkbox"/> Contribute to stakeholder identification and prioritisation (APPENDIX B.6) <input type="checkbox"/> Internal (SGSPAA) dependencies – coordinate assistance to support continuity arrangements for affected business Critical Activities and implementation of BCP <input type="checkbox"/> External (3 rd party) dependencies – coordinate to ensure continuity arrangements for affected business Critical Activities and implementation of BCP
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Actions	<input type="checkbox"/> Work with other support personnel / group as necessary to achieve work around actions <input type="checkbox"/> Assist and advise the EMT in development of an appropriate response strategy <input type="checkbox"/> Coordinate the continuity arrangements for affected business Critical Activities to inform discussions on operability and recovery of affected assets <input type="checkbox"/> Contribute to creation of a plan to either maintain continuity objectives or restore affected business Critical Activities that extend greater than 7days. <input type="checkbox"/> Undertake notification and management of assigned stakeholders (APPENDIX B.7) <input type="checkbox"/> Consider shift handover for extended responses – including for support personnel (APPENDIX B.10) <input type="checkbox"/> Log of events (APPENDIX B.8) – maintain and record your decisions, actions, updates and contacts
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If response is ongoing, return to 'UPDATE' actions;

otherwise continue to 'CONCLUDING ACTIONS' below

Concluding
Actions

- Identify and complete all outstanding actions and obligations – update event records in EMQnet
- Continue to manage legacy arrangements for the maintenance / restoration of your business Critical Activities including reporting through respective markets/business unit lines
- Participate in event debriefs as necessary
- Provide all log sheets and written records / correspondence to EMT Information Manager

APPENDIX B FORMS

At the end of an event, team members are responsible for providing any original and completed documents to the EMT Information Manager for collation, safe storage and possible future reference.

The following pages contain a selection of forms for use by each of the members of the EMT:

- Appendix B.1 – Severity Assessment Matrix
- Appendix B.2 – Team process
- Appendix B.3 – SITREP Report Template
- Appendix B.4 – Meeting agenda
- Appendix B.5 – Event board layouts
- Appendix B.6 – Issues and stakeholder identification
- Appendix B.7 – Role activity form
- Appendix B.8 – Log of events
- Appendix B.9 – Telephone call record sheet
- Appendix B.10 – Shift handover guide
- Appendix B.11 – End of event guide

APPENDIX B.1 SEVERITY ASSESSMENT MATRIX

To use the matrix, responders should follow the steps below;

1. Identify the outcomes relevant to the event from the list in the left hand column of the matrix;
2. For each outcome, determine the description (from the boxes to the right of the outcome) that best describes the severity. If there is uncertainty over a severity it is advisable to select the most serious ranking;
3. The outcome with the maximum severity determines the overall severity ranking of the event.

Should an outcome occur that is not covered by the Severity Assessment Matrix, the most senior team responding must be notified in order to make a judgement regarding the appropriate level of notification / escalation.

Once a team is notified of an event or issue, it is their responsibility to determine whether they must activate in response. If they do activate, they must then immediately notify the next tier team (e.g. IMT to EMT, EMT to CMT).

Severity Outcome	Low	Medium	High
	Significant Incident / Incident Management	Emergency Management / Business Continuity Management	Crisis Management
Personal injury	<ul style="list-style-type: none"> Single Permanent partial disability (staff or contractors) Medical aid required for member(s) of the public 	<ul style="list-style-type: none"> Total permanent disability (staff or contractors) One or more people conveyed to hospital by emergency services Permanent disability and/or life threatening injuries affecting member(s) of the public 	<ul style="list-style-type: none"> 1 or more fatalities (staff, contractors or member(s) of the public)
Missing personnel	<ul style="list-style-type: none"> Staff member(s) unaccounted for despite efforts by supervisor 	<ul style="list-style-type: none"> Staff member(s) confirmed missing >4hrs 	<ul style="list-style-type: none"> Staff member(s) confirmed missing >24hrs or overnight
Pandemic		<ul style="list-style-type: none"> Whole of Group impacted during a declared pandemic where availability of critical staff members across multiple business units are impacting the Groups ability to maintain operations. (see note 3) 	<ul style="list-style-type: none"> WHO Pandemic Phase V + VI Implement contingency plans; Australian Phase – SUSTAIN
Environmental	<ul style="list-style-type: none"> Harm to the natural environment and/or cultural heritage that can be remediated (<1 year management) 	<ul style="list-style-type: none"> Harm to the natural environment and/or cultural heritage with difficult remediation (multi-year management) 	<ul style="list-style-type: none"> Harm to the natural environment and / or cultural heritage that cannot be remediated
Threat from impact by natural environment		<ul style="list-style-type: none"> Tropical cyclone, storm, flood, bushfire predicted to impact / has directly impacted our people / assets A declared state of emergency A Catastrophic / Code Red fire weather warning issued by authorities in SGSPAA's areas of operation 	
Operational / continuity of services	<ul style="list-style-type: none"> Loss of electricity supply to > 1% customers (3,200) > 24hrs Loss of gas supply to > 0.1% of customers (1,300) or any contract customer, or major hospital Business interruption for 1-7days (network / pipelines / offices) Functional failure at a high pressure gas facility (including shutdown of a delivery run or compressor) Trip of the PCCS or MICS Lack of Reserve (LOR) 2 or 3 event predicted / forecasted Impact to a Zinfra Major Project team which ceases the projects operation for up to 24 hours. Impact to Zinfra Power Services operations impacting the delivery of a function for up to 24 hours 	<ul style="list-style-type: none"> Loss of electricity supply to > 2% customers (6,500) > 24hrs Loss of gas supply to > 1% customers (13,000) or a top 10 contract customer Loss of gas supply to a critical main or one way feed into a regional town (irrespective of the number of impacted customers) Failure of a pipeline delivery point leading to gas supply interruption Business interruption for 7-30days (network / pipelines / offices) Pipeline supply curtailment 0 – 48hrs, inability to deliver nominated nominations Operational / supply issues leading to a threat to pipeline integrity Actual Lack of Reserve (LOR) 2 or 3 event declared by AEMO Contingency Gas Event declared by AEMO Impact to a Zinfra Major Project team which ceases the projects operation for greater than 24 hours. Impact to Zinfra Power Services operations impacting the delivery of a function for greater than 24 hours 	<ul style="list-style-type: none"> Loss of electricity supply to 2 Zone Substations > 24hrs or > 15% customers (49,000) > 24hrs Loss of gas supply to > 15% customers (195,000), extended outages for multiple major contract customers or outages affecting critical customers (e.g. hospitals) Business interruption for > 30days (network / pipelines) Extended pipeline curtailment > 48hrs Extended impact to a Major Project greater than 72 hours Extended impact to Zinfra Power Services greater than 48 hours impacting more than one area of Power Services operation simultaneously.
Operational asset / property damage	<ul style="list-style-type: none"> Some loss of or damage to 3rd party property 	<ul style="list-style-type: none"> Significant damage to internal asset(s) or third party property impacting critical activities 	<ul style="list-style-type: none"> Significant destruction of key internal asset(s) or third party property

Severity Outcome	Low	Medium	High
	Significant Incident / Incident Management	Emergency Management / Business Continuity Management	Crisis Management
Financial issue: EBITDA / cashflow	<ul style="list-style-type: none"> • 1-3% of EBITDA¹ (\$10M-\$30M²) • Liquidity / cash flow may be affected – 50% utilisation of undrawn credit facilities. 	<ul style="list-style-type: none"> • 3-5% of EBITDA¹ (\$30M-\$50M²) • Liquidity / cash flow may be adversely affected – 100% utilisation of undrawn credit facilities 	<ul style="list-style-type: none"> • > 5% of EBITDA¹ (> \$50M²) • Imminent liquidity / cash flow problem – 100% utilisation of undrawn credit facilities and cash at bank
Financial issue: recoverable value	<ul style="list-style-type: none"> • 1-3% or \$120-\$360M of Recoverable Value of SGSPAA's Assets 	<ul style="list-style-type: none"> • 3-5% or \$360-\$600M of Recoverable Value of SGSPAA's Assets 	<ul style="list-style-type: none"> • > 5% or \$600M of Recoverable Value of SGSPAA's Assets
Major contractor, supplier or partner issue	<ul style="list-style-type: none"> • Supply or services potentially disrupted with threat to operations 	<ul style="list-style-type: none"> • Operations interrupted following disruption of supplies / services impacting critical activities 	<ul style="list-style-type: none"> • Multiple markets impacted and/or Group EMT activated; • Joint venture partner in crisis
Community / NGO action	<ul style="list-style-type: none"> • Community concerns limited to individual local complaints 	<ul style="list-style-type: none"> • Community consultation and / or NGO negotiation required 	<ul style="list-style-type: none"> • Organised campaign by Community and / or NGO
Reputation impacts	<ul style="list-style-type: none"> • Numerous regional complaints • Adverse local media and/or heightened concern • Persistent public scrutiny • Reputation impacted with some stakeholders • Some stakeholder concern / negativity lasting a week 	<ul style="list-style-type: none"> • Significant adverse public attention on a state level • Heightened concern from stakeholders • Reputation impacted with significant number of stakeholders • Significant stakeholder criticism / negativity lasting weeks 	<ul style="list-style-type: none"> • Sustained and hostile public campaign • Sustained and widespread public outrage on a national level • Reputation impacted with majority of key stakeholders • Sustained stakeholder criticism / negativity lasting months
Regulatory authority action	<ul style="list-style-type: none"> • Regulator requires formal explanations and remedial action plans • Fines or penalties from legal issues, breaches / non-compliances 	<ul style="list-style-type: none"> • Regulatory investigations or govt. review • Some regulatory or policy violations / breaches • Litigation involving significant senior management time • Major fines or penalties and prosecutions possible 	<ul style="list-style-type: none"> • Major regulatory restrictions and/or govt. interventions • Possible loss of license to operate • Frequent regulatory or policy violations / breaches • Major litigation, with a possibility of punitive damages • Significant fines, prosecutions and jail terms possible
Human resource and / or industrial relations issues		<ul style="list-style-type: none"> • Disruption affecting a markets ability to perform emergency response operations • Disruption affecting ability to perform a defined critical activity 	<ul style="list-style-type: none"> • Multiple markets impacted and/or Group EMT activated;
Key business systems impacted	<ul style="list-style-type: none"> • Loss of SCADA for > 20 minutes 	<ul style="list-style-type: none"> • Disruption of communications, enabling digital network, applications or hardware affecting ability to perform defined critical activities • Total loss of SCADA for > 2 hours until visibility and control are restored 	<ul style="list-style-type: none"> • Loss of communications, network, applications or hardware affecting Critical Activities beyond MTPD. • Global conflict impacting the Groups ability to source critical spares or impacting whole of Group operational capability.
Loss of multiple office bearers / senior executive roles			<ul style="list-style-type: none"> • Sudden loss of multiple office bearers / business critical personnel with potential to impact key business processes
Terrorism, kidnap, extortion, sabotage		<ul style="list-style-type: none"> • Threats without actions 	<ul style="list-style-type: none"> • Escalated threats or actions involving harm and/or damage to our People, Assets and Reputation
Criminal / negligent allegations			<ul style="list-style-type: none"> • Illegal / negligent act which threatens SGSPAA governance or reputation

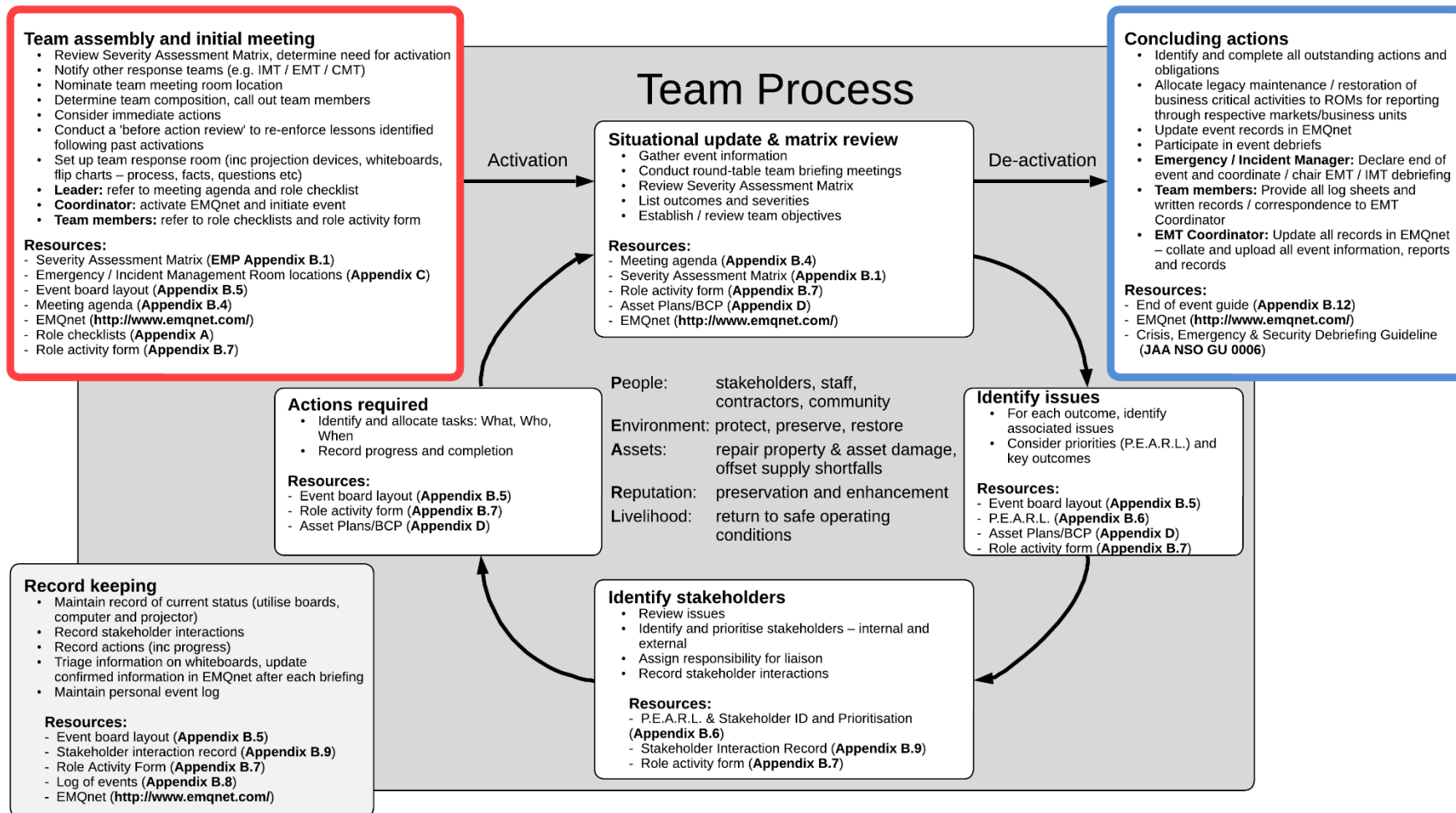
NOTES:

1 – EBITDA refers to the budgeted or forecast Group Earnings Before Interest, Taxes, Depreciation and Amortisation for the relevant period

2 – Use Net Profit After Tax (NPAT) as impact measure for risks relating to Financing Costs, Tax, Depreciation and Amortisation. NPAT is equivalent to 70% of the applicable EBITDA threshold.

3 – A Group EMT may be formed as directed by the CMT or by the leadership team to coordinate impacts across the Group during a declared pandemic , where a coordinated response across multiple markets and business units is required.

APPENDIX B.2 TEAM PROCESS



APPENDIX B.3 SITREP ACTIVITY REPORT TEMPLATE

SITUATION REPORT

XX/XX/20XX

Issued: XXXXhrs

Team:

Impacted Network or Asset: *JGN, Zinfra S&P, JEN, EGP, QGP, DDP, NGP, Atlas etc*

SITUATION BACKGROUND

What has occurred and key points

- XXXX
- XXXX

CURRENT SITUATION

Description on current situation and key points

- XXXX
- XXXX
- Event Severity: LOW / MEDIUM / HIGH

TEAM OBJECTIVES AND PRIORITIES (what are we trying to do?)

- XXXX
- XXXX

CURRENT ISSUES (what is happening?)

- XXXX
- XXXX

KEY STAKEHOLDERS (who are our priority 1 contacts?)

- XXXX
- XXXX

ASSIGNED ACTIONS (what are we doing?)

WHAT	WHO	WHEN (time & date)	STATUS (open / complete)

NEXT MEETING

- **DATE** at **TIME** hrs
- Location details (room or teleconference information)

NEXT SITUATION REPORT DUE

- The next SITREP will be provided XXXX

Prepared By:	Approved By:
EMT Information Manager	Emergency Manager

*** Guidance on suggested information for these fields is provided overleaf (for gas and electricity events).**

GAS/ELECTRICITY SPECIFIC PROMPTS	
<p>CURRENT SITUATION</p> <p>What is happening?</p>	<p><i>(hazard description, damage assessment, impacted areas / assets, customer numbers, supply issues, restoration times)</i></p> <ul style="list-style-type: none"> • Date and Time <i>(event occurred / reported)</i> • General Description <i>(location, weather, damage, expected impacts)</i> • Injuries or deaths <i>(numbers, status / casualty condition)</i> • Customers off supply <i>(number, supply issues, expected duration)</i> • Event site contact <i>(name, contact information)</i> • EMT contact information <i>(names / numbers, Emergency Manager, EGM of impacted business unit, Information Manager)</i> • Critical Activities impacted • Faults call centre summary <i>(calls in queue, calls in last / previous hours, longest wait time)</i> <p>GAS SPECIFIC PROMPTS</p> <ul style="list-style-type: none"> • Pipeline Affected • Amount of gas loss <i>(rate, quantity)</i> • Pipeline Linepack, Forecasted Daily Supply, Forecasted Survival Time • Status of achieving Recovery Time Objective and maintaining Minimum Business Continuity Objectives of Critical Activities <p>ELECTRICITY SPECIFIC PROMPTS</p> <ul style="list-style-type: none"> • No. of Customers off due to device faults • No. of Device faults • No. of Single premise faults • No. of Wire Down Faults • No. of Construction Jobs • Total No. of active faults • No. Dispatched • No. Un-Dispatched • Status of achieving Recovery Time Objective and maintaining Minimum Business Continuity Objectives of Critical Activities <p>ZINFRA SPECIFIC PROMPTS</p> <ul style="list-style-type: none"> • Major Project team / group impacted / Power Service group impacted • Key stakeholders impacted • Associated emergency management arrangements already in place • Status of achieving Recovery Time Objective and maintaining Minimum Business Continuity Objectives of Critical Activities
<p>CURRENT / PLANNED ACTIONS</p> <p>what IS being undertaken and what NEEDS to happen</p>	<p><i>resources committed / deployed, extra resources required, workload estimate – hrs, estimated restoration time)</i></p> <ul style="list-style-type: none"> • Emergency Services <i>(requested / notified, present)</i> • Current Actions <i>(underway)</i> • Next actions <i>(planned)</i> • Next report <i>(time, date)</i> • Active crews for faults <i>(internal and external)</i> • Active crews for construction <i>(internal and external)</i> • No. of additional crews available • Other crews or resources • Key planning issues / considerations

APPENDIX B.4 MEETING AGENDA

The Meeting Agenda is intended as a guideline and may vary according to circumstances. Meetings should be chaired by the EMT Emergency Manager and minutes recorded by the EMT Information Manager.

FORMALITIES		
Team Structure: Confirm /record attendees, allocate team roles (reallocate to cover absentees), record any role changes	IMT Incident Manager, EMT Emergency Manager, EMT Information Manager	<input type="checkbox"/>
Current situation: Review confirmed / agreed event status information and the response to date	IMT Incident Manager, EMT Emergency Manager, EMT Information Manager	<input type="checkbox"/>
UPDATES		
Round table briefing – reports from team members	Team members	<input type="checkbox"/>
Event status review – Identify any changes to identified event outcomes or severity levels (APPENDIX B.1)	IMT Incident Manager, EMT Emergency Manager	<input type="checkbox"/>
Priorities and Forward Planning – set / confirm response objectives and identify priorities (P.E.A.R.L) Review specific Asset/BCP arrangements (APPENDIX D)	Team members	<input type="checkbox"/>
ISSUES		
Review against the Severity Assessment Matrix outcomes and priorities, record new additions (APPENDIX B.6)	Team members	<input type="checkbox"/>
STAKEHOLDERS		
Review against the identified issues, record new additions (APPENDIX B.6)	Team members	<input type="checkbox"/>
TASKS		
Review against issues and stakeholders, assign tasks and update task list	Team members	<input type="checkbox"/>
OTHER		
Confirm task allocation with team members	IMT Incident Manager, EMT Emergency Manager, EMT Information Manager	<input type="checkbox"/>
Resources – review resources currently committed to the event	Team members	<input type="checkbox"/>
CLOSING ITEMS		
Questions / Other matters?	Team members	<input type="checkbox"/>
Set time for next team meeting and close meeting	IMT Incident Manager, EMT Emergency Manager, EMT Information Manager	<input type="checkbox"/>
Update status boards with confirmed / accepted status and response information	EMT Information Manager	<input type="checkbox"/>

Tips for briefing conduct:

- Formally allocate seats for the team in order of briefing
- Only one person speaks at a time
- Hold all questions until the end of the brief
- Avoid decision based discussion – direct groups to develop plans in breakout rooms for delivery to EMT Emergency Manager / IMT Incident Manager
- All calls to be taken outside meeting room – enforce meeting etiquette
- All information and outcomes should be captured / recorded (e.g. on status boards / EMQnet)

APPENDIX B.5 EVENT BOARD LAYOUTS

Situational Report (incl. Date / Time)	SITREP #				Event Location (Site / Venue)				
Brief Event Description	(what happened?)								
Current Situation	(what is the current response status now?)								
Event Severity (✓)	Low		Status (✓)	Escalating		Next Briefing Date / Time		Teleconference number	
	Medium			Stable					
	High			Improving					
Response Objectives									
Issues		Stakeholders		Actions		Who		When	
PEOPLE									
ENVIRONMENT									
ASSET									
REPUTATION/LIVELIHOOD									
COMS STRATEGY – INTERNAL									
COMS STRATEGY - EXTERNAL									

Emergency Management Team member list

<u>DUTY ROSTER</u>		<u>SHIFT TIMING</u>		<u>FATIGUE MANAGEMENT</u>		
TEAM MEMBER ROLE	ROLE HOLDER [name & contact info.]	TIME ON:	TIME OFF:	HAND OVER REQUIRED? [yes/no]	HAND OVER TO? [name & contact info.]	HAND OVER TIME:
IMT Incident Manager		:	:			:
Control Room Liaison		:	:			:
EMT Emergency Manager		:	:			:
EMT Information Manager		:	:			:
Engineering / Asset Strategy		:	:			:
Commercial / Comm Ops		:	:			:
Customer Care		:	:			:
Capacity Planning		:	:			:
GIS		:	:			:
SCADA		:	:			:
Media and Communications		:	:			:
Health, Safety & Environment		:	:			:
Human Resources		:	:			:
Legal		:	:			:

<u>DUTY ROSTER</u>		<u>SHIFT TIMING</u>		<u>FATIGUE MANAGEMENT</u>		
TEAM MEMBER ROLE	ROLE HOLDER [name & contact info.]	TIME ON:	TIME OFF:	HAND OVER REQUIRED? [yes/no]	HAND OVER TO? [name & contact info.]	HAND OVER TIME:
Procurement Property & Fleet		:	:			:
Information Technology Liaison		:	:			:
Recovery Objective Manager(s)		:	:			:
EGM of impacted business unit		:	:			:

APPENDIX B.6 ISSUES AND STAKEHOLDER IDENTIFICATION

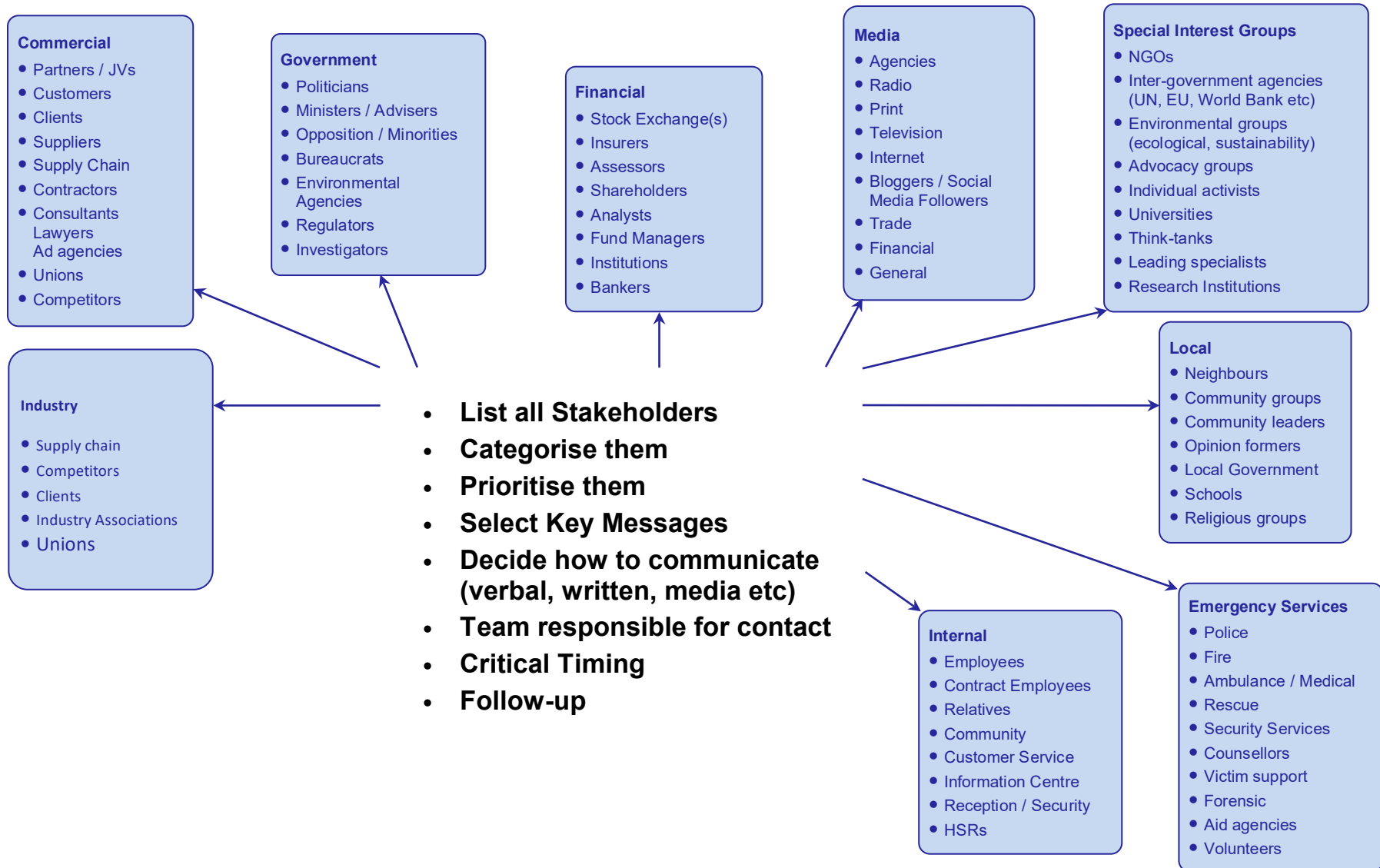
Instruction: Use this form to assist in identifying issues and obvious stakeholders for each Outcome.

People	Environment	Assets	Reputation	Livelihood
Staff / Contractors	Toxicity	Control objectives	JVP Liaisons	JVP / Contractor liaison
Communities	Contain	Control strategies	Holding statement	Continuity of business Critical Activities
Rescue / Muster	Control	Exposure protection	Event facts (verified?)	Production recovery
Evacuation	Offsite impacts	Escalation controls	Critical details	Supply chain impact
Shelter in place	Neighbours	Shutdown procedures	Technical details	Customers
Medivac	Communities	Equipment isolation process / sequence	General details	Financial position
Hospitals	Fugitive emissions	Response team(s) skills / headcount / duration	Stock Exchange notification	Response and recovery finance
Family and Next of Kin	Hazmat containment	Exclusion zone	Internal messages	Insurance position
Welfare and hydration	Monitoring regime	Security of assets	Community liaisons	Legal position
Information and briefing	Interpretation of results	Critical spares	External messages	Recovery plans
Transport	Waste collection / storage	Essential services (power / water / gas / fuel)	Heads of Government	Employee brief / consultation
Crew / shift rotation	Waste disposal	On / off site resources	Regulatory liaisons	Board / Shareholder messages
Peer support	Weather impact and storm water	Re-energizing procedures	Key stakeholder liaisons	Positive opportunities
Stand-down / restart	Environment Authority	External Agencies	Spokesperson briefing	
Debrief	Transport Authority	Continuity of operations	Media updates	
Safety Authority	External Agencies		Positive opportunities	
Unions				
Health & Safety Representatives (HSRs)				
External Agencies				

Consider Scenarios: Best Case / Worst Case

Forward Strategy Timeframes: Short term: +3 hours; Medium term: +12 hours; Long term >48 hours

Short, medium and long term goals and strategies may directly influence the immediate actions required of the activated teams.



REMEMBER...A STAKEHOLDER IS ANYONE WHO CONSIDERS THEMSELVES AFFECTED BY OUR ACTIONS

APPENDIX B.7 ROLE ACTIVITY FORM

The aim of the Role Activity Form is to detail your strategy in relation to your role and specific stakeholders. You may need to contact your counterpart(s) within other teams to formulate your final tasks.

Name:		Team:	
Role:			
Identified Issues or Outcomes relevant to your role			
Stakeholders relevant to your role			
Tasks assigned to your role			
What (task details)		Priority	When (deadline)

APPENDIX B.9 TELEPHONE CALL RECORD SHEET

Call type:	Inbound <input type="checkbox"/>	Outbound <input type="checkbox"/>	Time and Date of call:
Message for:			

MESSAGE FROM:			
Name:		Media <input type="checkbox"/>	Stakeholder <input type="checkbox"/>
Organisation / Department:		Next of Kin <input type="checkbox"/>	Government <input type="checkbox"/>
Title / Relationship:		Public <input type="checkbox"/>	URGENT <input type="checkbox"/>
Contact details: (e.g. phone / email)			

MESSAGE DETAILS:

ACTION:			
Action required:	Call back <input type="checkbox"/>	Will call you <input type="checkbox"/>	Other:
	Wants meeting <input type="checkbox"/>	Email <input type="checkbox"/>	
Action deadline:	Date:		Time:
Actioned by:			Date: Time:

One page per call

APPENDIX B.10 SHIFT HANDOVER GUIDE

Some responses may extend over a long period of time requiring a changeover of personnel. Team members should operate in shifts of between 10-12 hours on rotation with their alternates.

The below guidelines should be followed at each handover:

SHIFT HANDOVER	✓
- All alternates must be approved by the relevant team leader (i.e. IMT Incident Manager or EMT Emergency Manager)	<input type="checkbox"/>
- Alert alternates for each team member, informing them of the time that they will be required and the location to report to (normally schedule for 10 to 12 hour shifts)	<input type="checkbox"/>
- IMPORTANT – When scheduling team member changeover times / roster, consider:	<input type="checkbox"/>
o Stagger changeover times of individual members over a reasonable period to avoid concurrent changeover of several members and maintain team continuity	<input type="checkbox"/>
o Avoid planning changeover times that may conflict with critical periods during the response (e.g. periods of extreme pressure / delicate response planning)	<input type="checkbox"/>
- Individual handovers are to include a complete briefing on the event, current status and actions taken	<input type="checkbox"/>
- Departing team members are to sit with their alternate until both are satisfied that the alternate is fully conversant with the situation and duties	<input type="checkbox"/>
- Relieved team members are to advise the EMT Information Manager (for the EMT) or IMT Incident Manager (for the IMT) that their handover is complete and make arrangements for when they will next be required	<input type="checkbox"/>
- Relieved team members must get adequate sustenance and rest in case they are required again	<input type="checkbox"/>
- Responsibility for arranging a handover is that of the individual members in consultation with the EMT Information Manager and the EMT Emergency Manager (for the EMT) or IMT Incident Manager (for the IMT)	<input type="checkbox"/>

NOTE:

- For the purposes of fatigue management, all team members must log their details with the EMT Information Manager (for the EMT) or the IMT Incident Manager (for the IMT) who will record and manage shift durations and handover times.
- In calculating work hours for fatigue management purposes, travel to and from work will not usually be included. However, since travel time can impact the levels of fatigue in the workforce, the expectation is that all employees monitor their fatigue levels and advise their leader if they consider that their travel times to and from work may impact their fatigue levels.

APPENDIX B.11 END OF EVENT GUIDE

Responsibility for assessing and declaring the termination of an event response rests with the leader of the most senior activated response team – i.e. IMT Incident Manager, EMT Emergency Manager or CMT Leader, depending on the level of event.

In standing down, the following must be considered:

END OF EVENT:	✓
Send out appropriate alerts and notifications (e.g. Everbridge, email) to inform the business that the event has been closed (see Alerts and Notifications Process: JAA NSO PR 0001)	<input type="checkbox"/>
On-going response management / communications strategy if required	<input type="checkbox"/>
On-going recovery actions handed over to appropriate Recovery Objectives Manager(s) / project teams or Control Room.	<input type="checkbox"/>
Resources for on-going control / communications	<input type="checkbox"/>
Final information release to:	<input type="checkbox"/>
<ul style="list-style-type: none"> - Contractors - Consultants - Customers - Suppliers - Insurers - Financiers - Management team - Activated response teams - Employees - Government - Media - Stock exchange - Shareholders - Partners - Environmental Agencies - Regulators - Local Communities - Neighbours/Third parties - Lawyers - Emergency Services - NGOs - Pressure groups - Unions 	<input type="checkbox"/>
• Final update of information (e.g. team briefing / event log) - collate and upload all event information, reports and records into EMQnet event	<input type="checkbox"/>
• De-brief of team members (including members currently relieved or stood down) – refer Business Resilience Debriefing Guideline (JAA NSO GU 0007)	<input type="checkbox"/>
• Closing down security arrangements	<input type="checkbox"/>
• Finalise support services – e.g. catering etc.	<input type="checkbox"/>
• Compile and securely file all documents relating to the response	<input type="checkbox"/>
• Arrange for full investigation and analysis of the event	<input type="checkbox"/>
• Carry out follow-up review to ascertain effectiveness of:	<input type="checkbox"/>
- Callout	<input type="checkbox"/>
- SGSPAA response	<input type="checkbox"/>
• Crisis Management Team	<input type="checkbox"/>
• Emergency Management Team(s)	<input type="checkbox"/>
• Incident Management Team(s)	<input type="checkbox"/>
- Documentation	<input type="checkbox"/>
- Interface between activated teams and stakeholders	<input type="checkbox"/>
• Approve / comment on event debriefing reports and recommended actions	<input type="checkbox"/>
• Analyse public perception after response conclusion (e.g. one week, one month after)	<input type="checkbox"/>
• Check if Key Messages got through to stakeholders / external organisations / personnel	<input type="checkbox"/>
• Notify BRT of event conclusion for close-out in EMQnet	<input type="checkbox"/>

APPENDIX C EMERGENCY / INCIDENT MANAGEMENT ROOMS

APPENDIX C.1 MELBOURNE

For the management of emergencies impacting, SGSPAA personnel and assets a 24 hour Control Room is available in Melbourne. Calls for assistance should be made directly to this Control Room:

PRIMARY LOCATION:

SGSPAA – Melbourne head office

14th Floor Room 14:06 (note, that Gas Markets are currently utilising 14:05 as a secondary Control Room for COVID related purposes.

Emergency Room 14.06:

Control Room DDP Desk – 1300 591 456

Control Room QGP Desk – 1300 132 018

Control Room EGP Desk – 1300 137 978

Control Room NGP Desk – 1300 064 032

Control Room JEN Desk – (03) 9601 2100

SECONDARY LOCATION:

Zinfra – Tullamarine Depot

APPENDIX C.2 NORTH SYDNEY

For the management of emergencies affecting the JGN and Rosehill Recycled Water Network assets, SGSPAA operates a 24 hour Control Room located in North Sydney. Calls for assistance should be made directly to this Control Room:

PRIMARY LOCATION:

SGSPAA – North Sydney Office Room 09.03

Control Room JGN / Evo – 1800 012 111

SECONDARY LOCATION:

Zinfra – Greystanes Depot

APPENDIX D ASSET RESPONSE ANNEXES

ANNEX ONE – JEMENA ELECTRICITY NETWORK (JEN)

Annex One contains information specific to SGSPAA's Electricity Assets. This information is relevant to the emergency management arrangements in place for the JEN and supports the Emergency Management Plan.

ANNEX TWO – EASTERN GAS PIPELINE (EGP)

Annex Two contains information specific to the Eastern Gas Pipeline (PPL232 & PPL26) and VicHub Pipeline (PPL247), including assets associated with the pipeline operated and maintained under contract. This information is relevant to the emergency management arrangements in place for the EGP and supports the Emergency Management Plan.

ANNEX THREE – QUEENSLAND ASSETS

Annex Three contains information that is specific to the Queensland assets, incorporating the QGP (PPL30), DDP (PP90, PPL133 & PPL134), RNP (PPL2028) & ALP (PPL2040) and including any assets associated with these pipelines which are operated and maintained under contract. This information is relevant to the emergency management arrangements in place for these pipelines and supports the Emergency Management Plan.

ANNEX FOUR – NSW GAS NETWORK (JGN)

Annex Four contains information that is specific to SGSPAA's NSW operations, covering Jemena Gas Networks NSW Licenced Trunk Pipelines & Networks. This information is relevant to the emergency management arrangements in place for the NSW Gas Network and supports the Emergency Management Plan.

ANNEX FIVE – ACT GAS NETWORK

Annex Five contains information that is specific to SGSPAA's ACT operations, covering the ACT Gas Network (inc. Nowra) Licenced Pipelines & Networks. This information is relevant to the emergency management arrangements in place for the ACT Gas Network and supports the Emergency Management Plan.

ANNEX SIX – RETIRED

Annex Six has been retired. The annex covered our operations pertaining to the Recycled Water Network at Rosehill, which is no longer under SGSPAA management.

ANNEX SEVEN – RETIRED (DDP INCORPORATED INTO ANNEX THREE)

Annex Seven has been retired with all information incorporated in Annex 3, Queensland Assets.

ANNEX EIGHT – NORTHERN GAS PIPELINE (NGP)

Annex Eight contains information that is specific to SGSPAA's NGP operations, which cover two operating licences (PPL34 (Northern Territory) & PPL2015 (Queensland)). This information is relevant to the emergency management arrangements in place for the NGP and supports the Emergency Management Plan.

ANNEX NINE – MAJOR INCIDENT MANAGEMENT TEAM (MIMT)

Annex Nine contains information that is specific to SGSPAA's Digital Major Incident Management Team (MIMT). Digital (IT) Major Incident Management is a sub-process of the Digital Incident Management process. Its purpose is to ensure a coordinated and timely resolution of digital / IT incidents that have a significant impact to business operations.

The appendix defines the activities which SGSPAA Digital will use to provide Major Incident Management services to SGSPAA, including in support of an activated EMT.

ANNEX TEN - COLONGRA PIPELINE

Annex Ten contains information that is specific to SGSPAA's Colongra Lateral Pipeline (PPL33). This information is relevant to the emergency management arrangements in place for the NSW pipelines and supports the Emergency Management Plan

ANNEX ELEVEN – ERMP WESTERN SYDNEY GREEN GAS PROJECT

Annex Eleven contains information that is specific to JGN's Western Sydney Green Gas Project (WSGGP). This information is relevant to the emergency response elements in place for this project and should be accessed by an EMT if responding to an emergency level event impacting the WSGGP or JGN Horsley Park facility.

ANNEX TWELVE – ZINFRA

Annex Twelve contains information specific to emergencies relating to Zinfra (Services & Projects). This information is relevant to the emergency management elements for events should a Zinfra EMT be required to respond to an event impacting a non-asset related emergency level event. In most cases, this will likely be a people related emergency event occurring on a Project or within a Client facing services contract. Conversely, where an emergency has been triggered on a Jemena owned asset, however, the impact is people-related, this may be the most appropriate Emergency team to manage the event.

ANNEX THIRTEEN – GROUP BUSINESS CONTINUITY PLAN

Annex Thirteen contains information specific to identified business Critical Activities and the plan for maintaining/restoring them following a disruption event to the operations of SGSPAA. Critical Activities are defined as those activities that would cause an overall risk consequence of **Major** or above if interrupted or unavailable for a period of 7 days or less. The objective of the plan is to maintain Critical Activities to the minimum required level of business operations and define

arrangements for implementing continuity arrangements during protracted disruption events (7 days+).

APPENDIX E TRAINING AND EXERCISING

The Emergency Management Training and Exercise Schedule establishes SGSPAA's organisational expectations and standards for training and exercising in relation to Emergency Management.

It details the arrangements, requirements and processes for training and exercising of personnel with roles and responsibilities within the Business Resilience Framework.

The Annex will:

- identify the exercise requirements against the company's license to operate and safety cases; and
- set the minimum expectations for training, exercising and reporting cycles to be followed by all Incident / Emergency Management Teams.

APPENDIX E.1 REGULATORY REQUIREMENTS

Pursuant to legislation, SPSGAA has certain obligations to fulfil in respect to the training, exercising of its personnel who fulfil emergency management duties and reporting to regulators on these obligations. The requirements are detailed in Table 1 overleaf according to the assets and relevant regulators they operate under.

APPENDIX E.2 ASSURANCE

SPSGAA will maintain attendance and completion records relating to all Emergency Management training and exercising.

Unless otherwise stipulated or required in the following Table 1, licensed assets will be exercise once per financial year, i.e. 01 July – 30 June.

Table 1 – Asset Regulatory Requirements Matrix

Asset	Regulator/s	SGSPAA Point of Contact	Regulatory Obligations	SGSPAA EMP determination of frequency
EvoEnergy (ACT)	Environment and Planning Directorate - Utilities Technical Regulation (UTR)	EvoEnergy Gas Networks Manager	Testing on annual basis in accordance with ACT emergency planning code 2011.	Annual
EvoEnergy (NSW)	Department of Planning and Environment	EvoEnergy Gas Networks Manager	Emergency exercise are to be conducted at regular intervals as defined within EMP.	For purposes of this EMP, exercises based in NSW for the EvoEnergy Gas Network will be conducted every 2 nd year.

Asset	Regulator/s	SGSPAA Point of Contact	Regulatory Obligations	SGSPAA EMP determination of frequency
<p>Jemena Gas Network (JGN Licences 1, 2, 3, 7 & 8) & Colongra (Licence 33)</p>	<p>Department of Planning, Industry and Environment</p>		<p>Emergency exercise are to be conducted at regular intervals as defined within EMP</p>	<p>For the purposes of emergency management exercising and reporting, the JGN pipeline licenses 1, 2, 3, 7, 8 and Colongra license 33 count as a single exercise requirement</p>
<p>Eastern Gas Pipeline (EGP)</p>	<p>VIC Energy Safe Victoria (ESV) Department of Environment, Land, Water and Planning (DELWP) (Environment aspects)</p>	<p>Asset Risk and Assurance Health, Safety & Environment</p>	<p>VIC Pipelines Regulation 2017 R34 (2)– the Safety Management Plan (SMP) and R48(6) Environment Management Plan’s (EvMP) Implementation Strategy must include procedures to ensure that that the response arrangements in the <i>Emergency Response</i> plan are tested –</p> <ul style="list-style-type: none"> a. when the response arrangements are introduced; and b. when the response arrangements are significantly amended; and <p>no later than 12 months after the most recent test.</p> <p>ESV KPI Reporting Requirements state the requirement is for two emergency response exercises per annum, either:</p> <ul style="list-style-type: none"> • two desktops, or • two role plays, or • one desktop and one role play. <p>Active participation in a gas industry exercise will also count towards this KPI.</p>	<p>2 x exercises per year (1 x field emergency response exercise and 1 x EMT level emergency exercise). This is as per ESV KPI requirements.</p> <p>When planning for exercises on the EGP, the exercise plan must take consideration for alternating the location between VIC and NSW each year.</p>

Asset	Regulator/s	SGSPAA Point of Contact	Regulatory Obligations	SGSPAA EMP determination of frequency
Eastern Gas Pipeline (EGP)	NSW Department of Planning, Industry and Environment		Emergency exercise are to be conducted at regular intervals as defined within EMP	Annual exercise if conducted in NSW on the EGP will count towards the single annual requirement for conducting a NSW Licensed asset emergency exercise. When planning for exercises on the EGP, the exercise plan must take consideration for alternating the location between VIC and NSW each year.
Queensland Gas Pipeline (QGP)	Department of Natural Resources and Mines (DNRM) – Petroleum & Gas Inspectorate		The Petroleum and Gas (Safety) Regulations 2018 calls out requirements of AS 2885 i.e., Emergency exercise are to be conducted at regular intervals as defined within the EMP	Annual
Darling Down Pipeline (DDP)	Department of Natural Resources and Mines (DNRM) – Petroleum & Gas Inspectorate		The Petroleum and Gas (Safety) Regulations 2018 calls out requirements of AS 2885 i.e., Emergency exercise are to be conducted at regular intervals as defined within the EMP	Annual
Northern Gas Pipeline (NGP)	QLD Department of Natural Resources and Mines (DNRM) – Petroleum & Gas Inspectorate		The Petroleum and Gas (Safety) Regulations 2018 calls out requirements of AS 2885 i.e., Emergency exercise are to be conducted at regular intervals as defined within the EMP	Annual, in association with exercising conducted on the NT section of the NGP. When planning for exercises, the exercise plan must take consideration for alternating the location between NT and QLD.
Northern Gas Pipeline (NGP)	NT Department of Primary Industry and Resources		Energy Pipelines Regulations 2001 requires as per AS 2885 (i.e. Emergency exercise are to be conducted at regular intervals as defined within the EMP)	Annual, in association with exercising conducted on the QLD section of the NGP. When planning for exercises, the exercise plan must take consideration for alternating the location between NT and QLD.

Asset	Regulator/s	SGSPAA Point of Contact	Regulatory Obligations	SGSPAA EMP determination of frequency
<p>Electricity Distribution: Jemena Electricity Network (JEN)</p>	<p>Essential Services Commission</p>		<p>Emergency response plans must be developed and tested “periodically”</p> <p>Reference: <i>Electricity Distribution Code 2012</i> s 8.</p> <p>NB: Periodically is not defined in the Code. Reference: <i>Electricity Distribution Code 2012</i> s 8.</p> <p>NB: Periodically is not defined in the Code.</p>	<p>Annual</p>
<p>Zinfra Projects / Client Facing Services Contract</p>	<p>WorkSafe in all states we operate.</p>	<p>Health, Safety & Environment</p> <p>General Managers Power Services (North & South)</p> <p>General Manager Projects & Infrastructure</p>	<p>Determined with consideration of any contractual arrangements with Clients.</p>	<p>Annual</p>

APPENDIX E.3 TRAINING AND EXERCISING

Table 2 (see the following page) identifies the types and frequency of scheduled training and exercises that must be attended by nominated members of SGSPAA emergency management teams.

Table 2 – Training and Exercise Frequency

Activity	Cycle	Applies to	When	Description
Induction training	On initial appointment	<ul style="list-style-type: none"> • EMT Emergency Manager, Information Manager • IMT Incident Manager 	<ul style="list-style-type: none"> • Immediately prior to appointment to the EMT or IMT 	<ul style="list-style-type: none"> • Formal training on the key elements of the SGSPAA Emergency Management structure, process and resources (including EMQnet) • EMT / IMT core members to complete online Emergency Management workbook (under maintenance review)
		<ul style="list-style-type: none"> • Recovery Objective Managers 	<ul style="list-style-type: none"> • Immediately prior to appointment to the role 	<ul style="list-style-type: none"> • Formal training on the key elements of the SGSPAA Business Continuity planning and response arrangements • Understanding of their specific business Critical Activities, BIA and workaround arrangements
		<ul style="list-style-type: none"> • EMT Support Roles 	<ul style="list-style-type: none"> • Immediately prior to being made available on the Support Contact List • When nominated by the Manager for that area to be on the Support Contact List 	<ul style="list-style-type: none"> • Formal training is provided On the key elements of providing support / SME advice into activated IMT/EMTs • .
EMT / IMT member training / familiarisation	One (1) year	<ul style="list-style-type: none"> • Rostered EMT roles • IMT Incident Manager 	Annual session to maintain currency of team members' knowledge	<ul style="list-style-type: none"> • Training, familiarisation and changes to Emergency Management arrangements • Detailed briefing on new or modified assets • Lessons Learnt on training and exercises over the previous 12 months
EMT annual refresher training	One (1) year	<ul style="list-style-type: none"> • Rostered EMT roles • IMT Incident Manager 	<ul style="list-style-type: none"> • Annual LMS Course scheduled in August each year. 	<ul style="list-style-type: none"> • Complete online Emergency Management workbook that requires team members to answer a series of questions to confirm their understanding of the Emergency Management structures and processes – 100% pass mark required for all team members (under maintenance review)
ROM annual refresher training	One (1) year	<ul style="list-style-type: none"> • Recover Objective Managers 	<ul style="list-style-type: none"> • Annual session to maintain currency of continuity of critical activities 	<ul style="list-style-type: none"> • Training, familiarisation and changes to Business Continuity arrangements • Detailed briefing on Global disruption trends

Activity	Cycle	Applies to	When	Description
Post-handover sessions	Weekly	<ul style="list-style-type: none"> • Rostered incoming & outgoing EMT roles • IMT Incident Manager 	<ul style="list-style-type: none"> • Led by the incoming Emergency Manager or member of BRT • Weekly handover session held at 1000 hours each Friday via Teams Meeting. 	<ul style="list-style-type: none"> • Review of issues on each of the assets / major projects / clients over the preceding week • Discussion on upcoming activities. • Seasonal Preparation Overviews • Microsimulations to maintain response capability throughout the year • Refer to JAA NSO GU 0002 Emergency Management Agenda for agenda of the meeting
EMT support refresher training	One (1) year	<ul style="list-style-type: none"> • EMT support roles 	<ul style="list-style-type: none"> • Changes to Emergency Management at SPSGAA • High numbers of new EMT support personnel. • Annual 	<ul style="list-style-type: none"> • Training on the Emergency Management arrangements at SPSGAA • Focus on the role of EMT support personnel during a response (expectations, participation and contributions)
Exercises	One (1) year	<ul style="list-style-type: none"> • Rostered EMT roles • IMT Incident Manager • Nominated EMT Support roles dependent upon Exercise and availability • Recovery Objective Managers dependent upon Scenario 	<ul style="list-style-type: none"> • Annual 	<ul style="list-style-type: none"> • A structured exercise to provide opportunities for learnings and utilise team skills through scenarios that covers off on impacts to our Assets, People, Critical Activities or Reputation.

APPENDIX E.4 REAL EVENTS

Where assets / teams are involved in responding to an actual event, these may qualify as exercises for the purpose of compliance with the required exercise frequencies set out in Table 1 and Table 2.

Where events occur that satisfy this requirement, these may be taken into account through amendment of the yearly exercise and training schedule, however, where the Group Manager Business Resilience determines the requirement has not been met, the standard exercising regime will still apply.

APPENDIX E.5 EXTERNAL INVOLVEMENT

If an opportunity exists, team members (i.e. EMT or IMT) should participate in training and exercises run by industry/external agencies, as well as sitting on relevant industry working groups.

Conversely, external agencies' and/or 3rd party involvement in SGSPAA exercises should be considered to enhance the scenario and practice engagement / interface / continuity assurance. This assists in identifying opportunities for improvement and developing valuable contacts within the emergency services, government agencies and industry.

Business Resilience Team provide enterprise training only. Where externally accredited training is provided, this will be noted on the training records.

APPENDIX F ENERGY EMERGENCY MANAGEMENT LIAISON OFFICER (VICTORIA)

The E-EMLO role is responsible for providing a two-way interface and subject matter expertise between the energy sector and the Victorian SCC during extreme weather conditions or as a result of widespread network impact events. The E-EMLO roster is active for the summer bushfire season, typically between the start of October and early May the following year.

The role of the E-EMLO is to be an electricity industry point of contact within the SCC during an electricity emergency, and to be a source of industry specific technical intelligence within the specialist energy staff of the SCC Intelligence Unit.

E-EMLOs are sourced from Victoria's five distribution network service providers (DNSPs) on a rostered basis. There is no specific E-EMLO function for the electricity transmission system, although AusNet Services, the owner/operator of the Victorian transmission system, is also responsible for one of the five electricity distribution areas

APPENDIX F.1 ROSTER MANAGEMENT

Over the peak summer period, typically between January to February, the role is rotated between DNSPs on a weekly basis. During the out-of-peak season the role is rotated between the DNSPs on a monthly basis. Note that the weekly summer roster and monthly winter roster functions as a 'first attack' roster, meaning that when a potential or actual electricity emergency occurs that requires an E-EMLO, the rostered E-EMLO can be activated.

The purpose of the E-EMLO in this scenario is to provide technical knowledge and good insight about the system, regardless of whether the event is occurring within the rostered E-EMLOs distribution area or not. If it is apparent that the issue is going to be protracted in a single distribution area, that doesn't match the rostered distribution business, then a discussion will be had between the Department of Environment, Land, Water and Planning (DELWP), the distribution business most impacted by the emergency, and the rostered distribution business on how best to deliver appropriate intelligence flows. This reflects that the 'first attack' roster is not always relevant to protracted, 'campaign' style emergencies. Note that the annual E-EMLO roster is coordinated and maintained by the Energy Emergency Management team in, the DELWP.

APPENDIX F.2 SGSPAA E-EMLO REPRESENTATIVE

The Business Resilience Team will be the main representatives of the E-EMLO roster and will be the main point of contact for the activation of the role. When requested to activate, the Group Manager Business Resilience will inform the Duty Electricity Emergency Manager of the request and activation to the SCC.

The BRT will attend annual DELWP training and maintain the currency to represent the role. This role can be extended to other member of the Group in consultation with their management however must possess specific knowledge, experience, training and subject matter expertise prior to assuming an active role on the E-EMLO roster.

The E-EMLO roster is reviewed and revised prior to the beginning of each summer bushfire season. The Group Manager Business Resilience will confirm the eligibility of Group nominees and the currency of their training prior to putting them forward to DEWLP for inclusion on the roster. Once accepted onto the roster, nominees are committed to fulfilling their obligations for the 'on-duty' portions of the roster until the close of the season.

APPENDIX F.3 ACTIVATION

An E-EMLO may be activated upon request of either the DELWP State Agency Commander, the Class 2 State Controller-Electricity or the Director, Energy Safety and Security in DELWP.

Operational hours will be based around the risk to the electricity network, but the E-EMLO will generally operate between 1000-2000 hrs.

When activated as a part of the SCC (either monitoring or attending), a Group employee must ensure that their combined active work hours, including normal hours and E-EMLO / SCC participation comply with the company Fatigue Management Guideline (JEM HSE GU 0054), including consecutive hours worked and breaks between shifts.

Note that the E-EMLO activated at the SCC may not be from the same distribution area or areas as those that are primarily impacted by the specific emergency.

References

Please note that all references are maintained by DELWP and are made available through the Group Manager Business Resilience for those nominated to be represented on the roster. Where possible, the references will also be available on the BRT intranet page.

Document	Document Title
Protocol	Victorian Electricity Emergency Communications Protocol (VEECP)
Duty Statement	E- EMLO Duty Statement
Standard Operating Procedure	Activation of the E-EMLO
Work Instruction	VEECP Teleconference
Work Instruction	Responsible Office Teleconference
Contact Listing	E-EMLO Contact List