## Revision List

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<td>27/11/2017</td>
<td>P. Rees</td>
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<td>Metro Response Plan and activation added</td>
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<td>17</td>
<td>5/12/2017</td>
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AUTHORISATION OF THE MANAGING DIRECTOR

Authorisation of the Managing Director

This Incident Management Plan (IMP) has been developed to assist Gippsland Water staff and others on site to cope with the unusual demands that will be placed upon us all, in the event of an emergency.

The potential for an emergency affecting our activities cannot be underestimated. We have many procedures in place that will reduce the opportunity for an incident to develop into a larger scale emergency, but this alone should not make us complacent of the very real hazards at GW.

Three Tiers of Gippsland Waters Incident Management

Incident or Emergency management occurs on three levels:
- Gippsland Water Operational or Significant levels system failures contained to local or site level
- A building incident at Gippsland Water sites that requires the activation of the Emergency Control Organisation (E.C.O.) and the Gippsland Water Incident Management Plan (IMP),
- A larger event beyond the resources of a site to manage, which will activate the Incident Room and result in a Higher Level Emergency being declared. That is the purpose of this Plan.

Support for the Emergency Control Organisation (ECO) in Preparation for Incidents at Traralgon Office.

All staff will provide co-operation and support to the Emergency Control Organisation in their preparation and training for response to emergencies. It is recognised that this will at times take resources away from normal tasks, but the time penalties made before any emergency, can be significantly outweighed by the reduced impact upon staff safety and our work, should an emergency occur.

Support for the Incident Controller During an Emergency.

In the event of an Incident occurring, all staff and contractors are to follow directions of and provide their support to, the Incident Controller. The General Managers will provide staff or contractors with resources to mitigate the damage caused by any emergency.

I am grateful to those people involved in the prevention, control and mitigation of incidents at Gippsland Water. They are providing for the safety of their fellow employees and contractors at Gippsland Water and the resumption of normal services to our customers. They have my full support. This support will be reflected by management at all levels of Gippsland Water.

Signed 12th December 2017

Sarah Cumming
Managing Director
Gippsland Water
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DUTY MANAGER IS THE FIRST POINT OF REFERENCE FOR INCIDENT ESCALATION AND RESPONSE

Table 2: Types of Incidents & Escalation Process Page 23
Introduction

Gippsland Water is a Victorian Government statutory corporation established in December 1994. Its role is to provide water and wastewater services to people living across 41 towns in the region from Drouin in the west to Stratford in the east, and from Mirboo North in the south to Rawson and Briagolong in the north.

Gippsland Water provides high quality water and wastewater services to all customers to ensure social, environmental and economic benefits for Central Gippsland. The region supports a population of approximately 160,000 people. Gippsland Water provides water services to more than 65,000 properties and wastewater services to 52,500 properties.

Gippsland Water’s customers also include local industries, some of which are of state and national significance.

Water supplies for Gippsland Water are drawn from a variety of sources including local reservoirs, streams, waterways and ground water supplies.

Figure 1: Gippsland Water District
Purpose of this Plan

The purpose of this plan is to detail the agreed arrangements for Gippsland Water’s response to incidents or emergencies to comply with Part 159A of the Water Act 1989 that calls up the Statement of Obligations (Part 5 Risk Management Section 5.2.1).

5.2 Responding to Incidents and Emergencies

The Corporation must develop an emergency management plan for incidents and emergencies covering all hazards and measures, including:

(a) the continuity of services;
(b) incidents resulting in waste discharges to the environment;
(c) a dam safety incident;
(d) a major Information and Communications Technology (ICT) incident;
(e) potential security risks, including but not limited to terrorist attacks;
(f) risks to water quality; and
(g) (for Melbourne Water only) flooding in any waterway in Melbourne Water’s waterway management district or water which flows into or out of works operated by Melbourne Water.

The emergency management plan must have regard to the Australian Inter-Service Incident Management System.

As part of the process of meeting the above obligations, Gippsland Water has incident management procedures in place that allow the organisation to rapidly and effectively deploy resources to control any given emergency. Gippsland Water is committed to the development and ongoing support of incident and emergency management planning into the future.

Considerations during an incident or emergency include:

- Threat to life or health and safety
- Interruption of services to our customers (water, wastewater, business service or other services).
- Serious customer complaint (quantity, quality, duration, damage, social inconvenience).
- Threat to the environment.
- Threat to community infrastructure (electricity, gas, phones, rail, roads, footpaths).
- Threat to public or private property.
- Theft of, vandalism to, or threat to GW property.
- Requirements for urgent action under emergency management legislation.
- Threat to GW’s reputation.
• Threat to financial viability of the business.
• Threat of prosecution or fines.
• Threat of litigation.

Emergency Management Victoria (EMV) priorities for managing emergencies are:
1. Protection and preservation of life is paramount
2. Issuing of community information and warnings
3. Protection of critical infrastructure
4. Protection of residential property
5. Protection of assets supporting individual livelihoods and economic production
6. Protection of environmental and conservation assets.

Overview of Gippsland Water’s Emergency Management Strategic Direction

The framework for Gippsland Water’s emergency management activity relies on alignment to the business Values to achieve key business outcome is best represented by:

- **Safety and Wellbeing** - the purpose of emergency management is to ensure continued safety and wellbeing for our staff during emergency events.
- **Customer Focussed** – emergency management is focussed on restoring services to our customers, not only as quickly as possible, but also as efficiently as possible.
- **Innovation** - emergency management seeks to continually improve our capability through innovation, training and exercising.
- **Accountability** - post-event and post-exercise debriefs are conducted to capture areas for improvement not only in systems, but in individual performance.
- **Collaboration** – emergency management will collaborate with internal and external stakeholders, Emergency Services, Regulators and other Water Corporations through meetings, briefings, fora and workshops.
- **Integrity and Respect** – emergency management will work with integrity and be respectful all collaborative partners in emergency management.
Objectives of this Plan

a) To ensure a co-ordinated response to any incident or emergency involving Gippsland Water and to provide an instrument enabling appropriate assistance from external emergency services (Police, Fire Brigade, SES and Ambulance).

b) To enhance GW’s response to events. To contain and control an event or potential event, minimise the extent of harm, damage or contamination to Gippsland Water sites and neighbouring areas.

c) To implement measures to protect people, property and natural environment in the event of an event, by providing rapid rescue, first aid, spill containment, flood mitigation and firefighting.

d) To work in conjunction with the Municipal Emergency Plans of Municipalities within the Gippsland Water geographic area.

e) To ensure that communication of all vital information occurs as soon as practically possible, with GW employees, regulatory authorities, external agencies, surrounding sites and the community.

f) To facilitate the rapid resumption of normal operations.

g) To ensure training of GW personnel in the management and control of incidents so that an appropriate level of preparedness can be maintained.

h) To provide the mechanism for updating and reviewing incident and emergency procedures.

i) To assist in meeting the requirements of various Acts and Regulations put in place from time to time.

j) To meet the requirements of Element 4.4.7 Emergency preparedness and response, of AS/NZS ISO 14001:2004 Environmental management systems - Requirements with guidance for use.

Enacting the Incident Management Plan (IMP) does not change our obligations to provide a safe and healthy workplace. All incidents or emergencies will have a safety aspect. Nothing in this plan is intended to prevent or discourage our people from working in a safe and legal manner during any incident or emergency.

Incident Management Responsibility

The Managing Director (MD) of Gippsland Water has delegated the authority for incident management to the General Manager Operations.

The primary role of the General Manager Operations is to ensure that the IMP has been prepared and tested.

The IMP must be tested and employees trained as part of normal business operations.

The ultimate responsibility for preventing or responding to incidents and emergencies rests with every Gippsland Water employee. More detailed Roles and Responsibilities can be found in The Incident Response Handbook TRIM (COR/07/36638).
Glossary & Abbreviations

A number of emergency management terms currently in use have the potential to mean different things to different people. This Glossary outlines the definitions that can be used throughout Gippsland Water to ensure that the terms are understood.

Where possible, definitions and comments are based on the Gippsland Water All Hazards Emergency Management Plan and the Gippsland Water Risk Management Policy. Other definitions try to set a common understanding of what each term means within Gippsland Water.

- **AIIMS** - Australasian Inter-service Incident Management System. A method of managing emergencies in a structured manner.

- **Asset Manager** – The manager of the plant, depot, pipeline, main or other structure or service. ie A water treatment plant event is the Manager Water Treatment.

- **Business Continuity Plan (BCP)** – A plan to restore the normal operation of the business as the result of an Emergency having occurred. The BCP is maintained by Commercial services.

- **Crisis Management Team** – A team made up of the Executive Leadership Team (ELT) whose role is to manage the higher level of events impacting Gippsland Water. This would include reputation, high level communication with Government and the Board, insurance, legal, reputation, management of competing resource demands if the BCP is enacted and managing customer liaison in conjunction with an established IMT.

- **Debrief** – A debrief is a meeting after an incident/emergency or exercise, of all people relevant to the management of an incident/emergency or exercise. The results and findings help to make system and process improvements.

- **Department of Environment and Primary Industries (DELWP)** – DELWP is the Control Agency for fire on public land, water and sewerage infrastructure disruption and dam safety.

- **Disaster Recovery Site** – The Disaster Recovery (DR) Site is in Drouin with facilities to replicate a smaller scale Service Centre and Incident Room.

- **Emergency Control Organisation (ECO)** - A system, based on AS 3745-2010 Planning for Emergencies in Facilities, of Wardens with defined roles and responsibilities in a building emergency during business hours likely to require an evacuation of the building. Applies to the Traralgon office & depot only.

- **Emergency** - For Gippsland Water, an Emergency is an event co-ordinated by an external agency other than Gippsland Water that may impact Gippsland Water people or assets.

The Water Amendment (Governance and Other Reforms) Act 2012, Section 159A (3) states “emergency means an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria or endangers or threatens to endanger the environment or an element of the environment in Victoria”.


• **Emergency Management Framework (EMF)** – The EMF summarises the overall implementation of emergency management in GW. The philosophy behind this is that:
  1) The prevention of incidents through Risk Management assessments and subsequent system modifications,
  2) The development of Emergency Response Plans where risk cannot be engineered out due to technical or economic restraints,
  3) The development and improvement of Incident Management through training and exercises,
  4) Co-ordination of the above through the Risk Management Committee. See part 3 of this document.

• **Emergency Management Team** – An external multi-agency team formed to manage a large scale emergency. Gippsland Water may input into the Emergency Management Team through its Incident Management Team.

• **Emergency Management Victoria** - EMV is an integral part of the emergency management sector and shares responsibility with a range of agencies, organisations and departments for ensuring the system of emergency management in Victoria is sustainable, effective and community focussed.

• **Emergency Response Handbook** – Incident Room Management that defines specific roles in an incident or emergency. See Incident Response Handbook TRIM COR/07/36638.

• **Emergency Services or Agency** - any agency called to combat an emergency as per their legislated responsibility as set out in the Victorian Emergency Management Manual part 7. That is the Fire Brigade, Ambulance, Police or State Emergency Service, etc.

• **Environment** -means the I factors of the surroundings including the land, waters, atmosphere, climate, sound, odours, tastes, the biological factors of animals and plants and the social factors of aesthetics.


• **Event Categories** – Operational, Incident, Emergency. An event is categorised by the delegation level at which they can be competently managed. An Operational event becomes an Incident when the Incident Room is activated. An Emergency is an external event usually managed by Emergency Services.

• **Hazard** - means a situation or an intrinsic property with the potential to cause harm to people, property or the built or natural environment.

• **Incident** - An incident is an event that has Gippsland Water responses controlled by the Gippsland Water Incident Controller

_There are many definitions as to what an incident is, but for ease of classification in Gippsland Water, it is an operational or escalated event that requires a response by Gippsland Water staff. Declaration of an Incident (Refer Table 2 and Appendix 2 for incident types and example guide)_

• **Incident Controller** – The senior officer of the incident or emergency in charge of bringing the incident or emergency to a close. Within GW this will only be a person trained for the Incident Controller Role.
• **Incident Log** This is a chronological recording of events that take place during an incident/emergency. It details those taking on roles and all actions undertaken. This document underpins the debrief process.

• **Incident Management Plans** - Gippsland Water documented processes and procedures utilised to respond to events, incident and emergencies.

• **Incident Management Team (IMT)** – A Gippsland Water team appointed to assist the Incident Controller to discharge responsibilities in an incident.

• **Incident Room** - The Room within the GW Traralgon Office to provide resources required for the effective management of an incident or emergency by the IMT. The room is dedicated to incident/emergency management and incident management training.

• **Media Management** – During certain emergencies/incidents there is likely to be interest from the media. All employees are required to follow the GW Media Policy. Refer TRIM reference COR/13/27 Gippsland Water Media Policy.

• **Mutual Aid** – Plans arising from when Organisations mutually agree to share resources for assisting in combating an emergency. See TRIM COR/11/38079 CGEIG Mutual Aid Guideline.

• **Operational Event** – An event than can be managed by Gippsland Water staff or engaged contractors, under normal supervision with little or no adverse effects on GW, customers, or community contained within the site or local area.

• **Regional Control Centre (RCC)** – An emergency services facility used to manage regional emergencies. The Gippsland RCC is located at 181 Franklin St. Traralgon.

• **Regional Emergency Management Team (REMT)** – A multi-agency team formed to manage Regional level emergencies. Gippsland Water is part of the REMT.

• **Risk** – A chance of something occurring that may impede GW from achieving its objectives. The concept of risk has two elements: the likelihood of a risk happening and the consequences if it happens.

• **Risk Management** – Risk Management is based on establishing the *likelihood and consequences* of an incident/emergency. Application of management policies and processes enable the systematic identification, analysis, mitigation and monitoring of risk.

• **Risk Management Plan (RMP)** – The method the organisation will employ to prevent, minimise and mitigate the effects of identified risks.

• **Recovery** - The process of returning to the normal level of functioning after an emergency. This is also known as Business Continuity.

• **Response** – The process of combating an incident or emergency.

• **Security Breach** – A malicious event that causes, or has the potential to cause - damage, harm, or injury, to GW employees, contractors, visitors and customers, or GW property - by individuals or groups, from outside of, or within GW.

• **Security Risk Management Plan** – The risk management plan that is used for:
1) Guidance for security measures,
2) The response to escalation of the National Threat level.

- **Site Operator** - The person who conducts the day to day management and maintenance of the asset. Manages operational events and commands all activities on site and manages the impacts at the location of an event using all available resources.

- **Standard Operating Procedures (SOP)** – Written procedures available within GW to allow staff to carry out their normal day-to-day tasks. These procedures are often the next level below the Emergency Response Plans but can form an integral part of the Emergency Response and the Recovery

- **Wardens (Fire or Building)** – People assigned the roles of alerting, evacuating and accounting for persons in an emergency or simulated emergency.
Incident Management Framework

The GW Incident Management Framework summarises the overall implementation of incident management in GW. The philosophy behind it is as follows:

- The prevention of incidents through Risk Management evaluation and subsequent system modifications
- The development of Incident/Emergency Response Plans where risk cannot be engineered out due to technical or economic restraints
- The development and improvement of Incident Management through training and exercises.
- Co-ordination of the above through the GW Business Continuity Framework.
- An Incident Management Team will work within the Incident management System structure with the Incident Controller. See Operation of the Incident Room (TRIM reference COR/14/106833).

Figure 2 shows the link between the Business Continuity Framework, Risk Management and Incident Management Team.

Figure 2: Gippsland Water Incident Management Arrangements
The State Emergency Control arrangements are in 3 levels; State, Regional and Municipal. The Municipal level is about the area involved rather than Council boundaries. The Regional level is about emergencies that cover more than the Municipal level, or multiple Municipal level emergencies within a Region. State level emergencies are those that involve more than can be managed by Region, or multiple Regions. Gippsland Water provides support to the both the Local and Regional Emergency Management Teams with our Emergency Management Liaison Officers (EMLOs) and Incident Management Team.

Figure 3: State Emergency Control Arrangements

- **State Control Centre (SCC)**
  - **Regional Control Centre (RCC)**
    - **Gippsland Regional Control Centre (RCC)**
      - **Regional Emergency Management Team (REMT)**
    - **Regional Control Centre (RCC)**
  - **eg Heyfield Emergency Management Team**
  - **Local or Municipal Emergency Management Team**
  - **eg Erica Emergency Management Team**
  - **Other Support Agency Incident Control Centre**
  - **Gippsland Water Incident Management Plan Incident Room Incident Management Team**
  - **Other Support Agency Incident Control Centre**

Support Agencies
Incident Response Overview

**Scope of the Incident Management Plan**

This document is the master document for incident response in GW. The IMP is the umbrella document under which other incident management and incident training documents are placed. It is owned by the GM Operations who is responsible for overseeing the updating this plan and ensuring that the provisions contained in it are carried out.

*Figure 4: All Hazards Document Framework*
What is an Incident?

Incidents are categorised on their likely potential impact on Gippsland Water, customers, community and the environment. This categorisation will take into account the potential impacts of the incident/emergency as well as the existing conditions.

Where an incident or emergency involves physical infrastructure, then DELWP is the Control Agency and as such, we are required to report to DELWP incidents as defined in the Emergency Notification Protocol (TRIM reference COR/16/72287). DELWP, as the control agency, has delegated control of an Incident to Gippsland Water. This delegation may be revoked by DELWP.

Reporting an Incident

If an incident or emergency situation is encountered within Gippsland Water, the incident /emergency telephone No. 1800 057 057 is to be used.

To report an event directly to emergency services dial 000 and also notify the Duty Manager.

In a calm manner give the following details:

- Your name
- Exact location of the incident or emergency
- Where you are calling from and telephone number
- Describe the incident, (if environmental - give details of emission type ie. solid, liquid, gas, chemical nature, approximate pathway and discharge point)
- Details of any injuries sustained
- If it is safe to do so, await any further instruction.

If calling 000, you will first be asked which service you require. Nominate Police, Fire or Ambulance as needed. You will then be connected to an emergency despatcher at the relevant emergency service. Give them the details as listed above.

The Duty Manager must satisfy themselves that a co-ordinator is able to provide access to Gippsland Water sites for emergency services where required for Treatment plants, GWF, Remote sites, Depots etc. (for example verifying access requirements with rostered on-call staff).

Incident Notification and Escalation

When a call is received on the Gippsland Water incident/emergency phone number the Service Centre is to follow established script to ensure the escalation process is followed in line with established protocols (refer to figure 5 Types of Incidents and Escalation process)

Established scripts have been prepared to ensure the appropriate escalation for each type of incident is available and in place for an appropriate response.

During an incident the following notifications should apply to ensure the relevant levels within Gippsland Water are kept informed and escalated externally to emergency services and government departments/ministers.

This notification protocol applies to both business hours and after-hours incidents.
Table 1: Internal Notification Guide & When to Consider Activation of the CMT

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<th>Routine Operational Level Incident</th>
<th>Higher Level Escalated Incident or Emergency</th>
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<tr>
<td>Managing Director</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>General Manager</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Manager Communications</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Relevant Duty Manager or Supervisor (On-call roster)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Emergency Management Co-ordinator, (where Emergency Services are involved)</td>
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<td>Yes</td>
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When to Consider Activation of the Crisis Management Team

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<td>Reputation</td>
<td>Is there potential for Gippsland Water’s reputation to be significantly damaged?</td>
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<td>Insurance</td>
<td>Is this event claimable? Is this something that we should insure for?</td>
</tr>
<tr>
<td>BCP</td>
<td>Is there a significant service interruption that you consider should result in implementation of the BCP?</td>
</tr>
<tr>
<td>Recovery</td>
<td>Are there competing interests limiting effective recovery processes?</td>
</tr>
<tr>
<td>Liaison</td>
<td>Do the Board, Ministers and other stakeholders need to know?</td>
</tr>
<tr>
<td>Community messaging</td>
<td>Community messaging in conjunction the IMT</td>
</tr>
</tbody>
</table>

* Only where there is significant threat to GW staff or assets
Figure 5: Gippsland Water Process for Determining Escalation - A Guide

**Event**

- **Routine or Operational within GW site**
- **Incident managed by GW and involves others**
- **Emergency external to GW and involves others**

**Step 1** Is it a Routine or Operational Event? See Table 2 in this document

**Step 2** Is Event contained?

**Step 3** Site Operator gathers information (see Appendix 4 in this document) and notifies the Duty Manager

**Step 4** Duty Manager assess against Table 2, escalation required?

**Step 5** IF AN INCIDENT OR EMERGENCY

- **Business Hours (B/H), the Asset Manager notifies the On-call Incident Controller and activate the IMT**
- **After Hours (A/H), the Duty Manager**
  1. Receive briefing from the Service Centre or the initiating Site Operator (as per Table 2)
  2. Commence incident log COR/16/17031
  3. Assist Site Operator to obtain resources
  4. Reassess and confirm category of incident, upgrade category if necessary, notify Incident Controller, as per Table 2.
  5. Confirm initial notifications with Incident Controller when the Incident Room is activated

**Step 6** INCIDENT MANAGEMENT TEAM

- **Establish Incident Management Team**
- **Roles & Responsibilities as per COR/07/36638**
- **Incident Room Operation COR/14/106833**
- **Activate CMT if**:
  - A significant safety event
  - Possible impacts on GW's reputation
  - Assistance is needed to manage reputational communications
  - Significant service interruption
  - Potential significant environment impact

**Step 7** CRISIS MANAGEMENT TEAM (as needed)

- **Focus on business reputation**
- **Insurance**
- **BCP**
- **Recovery**
- **Liaison with Government & Board**
- **Community messaging in conjunction with the IMT**

**Step 8** When the Incident or Emergency is concluded, the Incident Controller will:

1. Arrange re-stocking of Incident Room
2. Return staff to normal duties
3. Arrange debrief time, place and attendees
4. Conduct debrief
5. Ensure actions from debrief are addressed
Declaration of an Incident

An incident will be declared by the relevant Asset Manager during business hours, or the on-call Incident Controller after hours, whenever information that the event has the potential where:

- requiring off-site co-ordination, or
- requiring major levels of external resourcing and support, or
- causing, or has the potential to cause, major impact on GW, people, customers, community and the environment, or
- requiring on-site coordination even if contained to the operational site or local area, or extends beyond the local site, or
- can also be activated by multiple smaller events affecting a system

At any time, declaration of an Incident will activate the On-call Incident Controller and the Incident Management Team (IMT). If the rostered Incident Controller is also the Asset Manager, an alternate Incident Controller will be appointed by the rostered Incident Controller.

Gippsland Water prepares for a wide range of incidents. This method of preparation is known as “All Hazards”. Some examples of the types of incidents that may occur on the sites are listed in Table 2.

The list is not intended to reflect every type of emergency however provides a guide and reference to assist with the decision making process. These and other types of incidents could impact the sites from external sources. This may include adjacent neighbours or other facilities requesting assistance. Environmental events are not listed separately as they will usually be caused by another event in this section. In all incidents, consideration is to be given to the environmental impacts of the event. The list of incidents is not in any priority order.
AFTER HOURS On-Call ROSTER

The 4 elements of the On-call roster used within Gippsland Water are:

1. Operational workgroup on-call staff (weekly email on call roster)
2. External contractor on-call contacts/staff (weekly email on-call roster)
3. Duty Manager on-call COR/08/34252
4. Incident Controller on-call COR/08/34252

The roster is changed weekly and all on-call staff notified by the Service Centre. Incident Controllers and Duty Managers are required to acknowledge their on-call status before the roster period commences at 7AM Friday.

Staff
Gippsland Water staff and external contractors are rostered to attend to Routine / Operational events.

Duty Manager
A Duty Manager will be available to perform the following actions:

1. Receive briefing from the Service Centre or the initiating On-call operations roster (as per Table 2),
2. Commence log if required using SitRep, IAP and Incident Log & Actions template COR/16/17031
3. Assist On-Call staff as required,
4. Re-assess and confirm category of event, escalate as required to Incident Controller, as per Table 2,
5. Attend the Incident Room to assist the Incident Controller,
6. Confirm initial notification details and logs kept with Incident Controller when the Incident Room is activated.

Incident Controller
An Incident Controller will be rostered to respond to any Incident or Emergency. The Incident Controller may activate an Incident Management Team to attend the Incident Room. Only trained Incident Controllers can perform the role of Incident Controller, Refer to section 16, employee awareness and training.
**Metropolitan Industry Response Plan**

The plan was been created to enable a coordinated, industry-level approach to significant incidents (those incidents with the capacity to seriously degrade the provision of water supply or sewage services) which affect 2 or more of the Melbourne Metropolitan Water Industry (MMWI) companies:

- City West Water;
- Melbourne Water;
- South East Water; and
- Yarra Valley Water

The plan may also be used to coordinate response activities with extended water Industry Partners including:

- Western Water;
- Barwon Water;
- Westernport Water;
- Southern Rural Water;
- Gippsland Water; and
- South Gippsland Water.

The plan is intended to be used for incidents which can significantly impact operations for water supply, recycled water and sewerage services as outlined in the scope.

**Criteria for Activation**

This plan may be implemented under two conditions:

1. As an escalation of an incident which is initially localised within a single water company. In this case there will be an existing Incident Controller who is responsible for notifying the Managing Director of the affected company.

2. Directly in response to a significant incident affecting multiple companies. In this case a member of the Executive Team of the affected company will be responsible for notifying the Managing Director of the incident.

A company Managing Director, on advice from a company Incident Controller or a member of the Executive Management Team of the affected Company, may decide to start the process of activating this plan.

To assist this decision, the Incident Controller (or Executive) will provide their Managing Director with a briefing of the incident or issue if the Incident Controller or Executive reasonably believes that there may be widespread impacts to several water companies’ infrastructure and assets and one or more of the following:

- A significant real or potential threat to public health;
- A significant real or potential threat to the continuity of water supply, recycled water or sewerage services – either wholesale or retail; or
- A significant real or potential threat to the environment.
- The full Plan is in Content Manager COR/17/77679.
<table>
<thead>
<tr>
<th>Scenario</th>
<th>Initial Call from:</th>
<th>Applicable To</th>
<th>Information or Action needed</th>
<th>Service Centre Response:</th>
<th>Service Centre Notify:</th>
<th>Duty Manager Actions</th>
<th>Key Reference Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heightened Security Alert</td>
<td>Victoria Police or DELWP</td>
<td>After Hours and Business Hours 1800 057 057</td>
<td>Information</td>
<td>Log Call</td>
<td>Duty Manager</td>
<td>Notify Incident Controller</td>
<td>• Terrorism Threat Heightened Alert Notification - Steps as per Appendix 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• GW Notification to DELWP Emergency Notification Protocol (COR/16/72287) – Section 2, 3.3. Appendix A &amp; B</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• The Security Risk Management Plan (COR/08/34594) is secured in TRIM and has access limited to Incident Controllers (Page 52)</td>
</tr>
<tr>
<td>Intruder Alarm at GW site</td>
<td>Security Monitoring Co.</td>
<td>After Hours 1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>Duty Manager</td>
<td>Notify Incident Controller</td>
<td>• Script – security contractor to attend site, secure, call 1800 057 057 on leaving site or if requiring further assistance -</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Afterhours Fire or Security Alarm (COR/17/4591)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Traralgon Office Alarm Zone Schematic (COR/17/4593)</td>
</tr>
<tr>
<td>Earthquake</td>
<td>Environmental Systems &amp; Services (ES&amp;S)</td>
<td>After Hours and Business Hours 1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>1. On-Call Roster 2. Duty Manager</td>
<td>Notify Incident Controller if in excess of 4.0 on Richter Scale</td>
<td>• Post-Earthquake Inspection Procedure for Operations (COR/12/47538)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• GW Notification to DELWP Emergency Notification Protocol (COR/16/72287) – Section 2, 3.3. Appendix A &amp; B</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Area/Region 1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>Duty Manager</td>
<td>1. Notify Incident Controller of request</td>
<td>• GW Notification to DELWP Emergency Notification Protocol (COR/16/72287) – Section 2, 3.3. Appendix A &amp; B</td>
</tr>
<tr>
<td>Total Fire Ban Announcement</td>
<td>West &amp; South Gippsland Emergency Co-ordinator</td>
<td>Action</td>
<td>N/A</td>
<td>N/A</td>
<td>1. Notify Incident Controller of request</td>
<td>Fire Awareness and Management Procedures (COR/09/41846) Section 6.1</td>
<td></td>
</tr>
<tr>
<td>Flood/Storm Event</td>
<td>Agency Public</td>
<td>Localised 1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>On-call Coordinator</td>
<td>NO ACTION</td>
<td>• COR/11/38079 CGEIG Mutual Aid Guideline</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Region (widespread) Typically with prior notification 1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>Duty Manager</td>
<td>1. Notify Incident Controller</td>
<td></td>
</tr>
<tr>
<td>Scenario</td>
<td>Initial Call from:</td>
<td>Applicable</td>
<td>To</td>
<td>Information or Action needed</td>
<td>Service Centre Response:</td>
<td>Service Centre Notify:</td>
<td>Duty Manager Actions</td>
</tr>
<tr>
<td>----------</td>
<td>-------------------</td>
<td>------------</td>
<td>----</td>
<td>-----------------------------</td>
<td>-------------------------</td>
<td>----------------------</td>
<td>---------------------</td>
</tr>
</tbody>
</table>
| Operational Event (routine) | Public Staff Agency | Localised | 1800 057 057 | Action | Log Call | On-call Roster | NO ACTION | • Convex OHS Incident Reporting Procedure (COR/09/7962)  
• Reporting an Incident Flowchart (COR/12/2847)  
• Communication Flowchart for Burst Water Main Incidents (COR/05/26088)  
• Sewer Spill Management Procedure Flowchart (COR/05/26696)  
• EPA Sewer Spill Report Part 1 – Initial EPA Notification (COR/07/8498)  
• EPA Sewer Spill Report Part 2 – Detailed Report (COR/07/16223)  
• Sewer Spill Management Procedure (COR/05/26696)  
• Chlorine gas leak procedure (COR/05/14174)  
• Environmental Management System Manual (COR/09/24126)  
• CGEIG Mutual Aid Guideline (COR/11/38079) |
| Escalated Operational Event (escalation from on call roster) | Public Staff Agency | Localised | 1800 057 057 | Action | Log Call | Duty Manager | 1. Notify Incident Controller | • Moondarra DSEP (COR/16/51636),  
• Buckley’s Hill DSEP (COR/17/21720),  
• Pine Gully DSEP (COR/13/63979),  
• Dirty Water & Bili Water Management Plan (COR/05/26086)  
• Gippsland Water Dirty Water Management Plan Communications Flowchart (COR/05/26089)  
• Blue Green Algae Management Plan (COR/05/26082)  
• Bomb Threat or Explosive Device Found (COR/13/39544)  
• ICT ICT Security Risk Management Plan (COR/15/23497)  
• Sewer Spill Management Procedure Flowchart (COR/05/26633)  
• EPA Sewer Spill Report Part 1 – Initial EPA Notification (COR/07/8498)  
• EPA Sewer Spill Report Part 2 – Detailed Report (COR/07/16223)  
• Sewer Spill Management Procedure (COR/05/26696)  
• CGEIG Mutual Aid Guideline (COR/11/38079)  
• Sites for Emergency Water Distribution (COR/16/5542) |
<table>
<thead>
<tr>
<th>Scenario</th>
<th>Initial Call from:</th>
<th>Applicable To</th>
<th>Information or Action needed</th>
<th>Service Centre Response</th>
<th>Service Centre Notify:</th>
<th>Duty Manager Actions</th>
<th>Key Reference Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Relations or Reputation Issue</strong></td>
<td>News media, Major Customer, Public, Govt Dept, Members of Parliament, Council</td>
<td>Localised or Regional or National</td>
<td>1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>Duty Manager (A/H) Communications Manager (B/H)</td>
<td>NO ACTION</td>
</tr>
<tr>
<td><strong>Active Shooter</strong></td>
<td>Any employee</td>
<td>After Hours and Business Hours</td>
<td>1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>Duty Manager (A/H) Communications Manager (B/H)</td>
<td>NO ACTION</td>
</tr>
<tr>
<td><strong>Other Agency (GW assistance requested)</strong></td>
<td>Other Water Corp, emergency service, Govt Dept, Central Gippsland Essential Industries Group (CGEIG)</td>
<td>After Hours and Business Hours</td>
<td>1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>Duty Manager (A/H) Communications Manager (B/H)</td>
<td>NO ACTION</td>
</tr>
<tr>
<td><strong>Extended Power Outage &gt;2 hours</strong></td>
<td>AEMO DELWP SCADA Staff</td>
<td>After Hours and Business Hours</td>
<td>1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>Duty Manager (B/H)</td>
<td>Generator List (COR/15/36233) Generator PMs (COR/15/36233) Maps of Towns and Colour Coded Generator Requirements Services/Technical Group/SPSS/Generator Plug Maps</td>
</tr>
<tr>
<td><strong>Any other event</strong></td>
<td>Public Staff Agency</td>
<td>After Hours</td>
<td>1800 057 057</td>
<td>Action</td>
<td>Log Call</td>
<td>Duty Manager (A/H) Communications Manager (B/H)</td>
<td>NO ACTION</td>
</tr>
<tr>
<td><strong>Death, Major Injury</strong></td>
<td>Public Staff Agency</td>
<td>Staff</td>
<td>1800 057 057</td>
<td>Action</td>
<td>Log Call Script Q&amp;A</td>
<td>Duty Manager (A/H) Communications Manager (B/H)</td>
<td>NO ACTION</td>
</tr>
<tr>
<td><strong>Death, Major Injury</strong></td>
<td>Public Staff Agency</td>
<td>Contractor</td>
<td>1800 057 057</td>
<td>Action</td>
<td>Log Call Script Q&amp;A</td>
<td>Duty Manager (A/H) Communications Manager (B/H)</td>
<td>NO ACTION</td>
</tr>
<tr>
<td><strong>Death, Major Injury</strong></td>
<td>Public Staff Agency</td>
<td>Public</td>
<td>1800 057 057</td>
<td>Action</td>
<td>Log Call Script Q&amp;A</td>
<td>Duty Manager (A/H) Communications Manager (B/H)</td>
<td>NO ACTION</td>
</tr>
</tbody>
</table>
Investigations by Government Authorities (Things You Must Do)

An event (Operational, Incident or Emergency) may be the subject of an official or statutory investigation. Evidence must therefore be retained and not disturbed, and GW staff will co-operate with all authorities in their investigations.

**Coronial Inquiry**

A Coronial Inquiry will be held in the case of any fatality and may be held in the case of the possibility of a fatality. In these cases, preservation of evidence is essential.

The Incident Controller will ensure that there is no cleaning up, repairs, or movement of bodies, apart from that necessary to control the emergency, without approval of the senior Police Officer on-site. The Police will usually manage all aspects of the Coronial Inquiry. There must be no interference with the scene or with evidence that may be used in the Inquiry. Every co-operation should be given to the investigating Police.

**Crime Scene**

When the Incident Controller becomes aware that an emergency is potentially the result of criminal activity, it is essential to preserve possible evidence. In these circumstances, all actions must be taken in conjunction with the senior Police Officer on-site.

**Other Departmental Investigations**

Other relevant Government authorities may decide to investigate an emergency or declare the scene restricted eg. Worksafe, Environment Protection Authority, or the Inspector General Emergency Management. Any incident requiring notification to Worksafe will require the site to left undisturbed unless a person’s safety is at risk or until an inspector directs otherwise.

They will be directed in the first instance to the relevant General Manager during business hours and the Duty Manager or Incident Controller (if incident declared) after hours.

It is essential that any visitors (non GW staff with ID) must produce identification (ID if not in uniform) and are escorted while on the site, but they are only to be allowed access at a time when safe conditions exist or hazards have been defined.

Nothing in this part is intended to overrule or disregard normal security or safety requirements applied to the site.
Incident Management System

The Gippsland Water Incident Management process was developed to assist in the effective control of incidents and emergencies.

The structure is in sequential order paralleling the key decisions and actions required by an Incident Controller.

This section is an aid to the effective management of an incident or emergency. It is to be used in conjunction with the skills and knowledge gained through training and exercises.

Incident Management Team Structure

The Incident Management Team (IMT) is responsible for assisting the Incident Controller to discharge responsibilities in an incident or emergency. The IMT is created in response to an event that has escalated to activating the incident room, or where an event is an incident or emergency from the initial assessment. The role of the IMT is to:

- assess all business implications and development of overall response strategies
- handling of high-level communications eg with key stakeholders and media
- co-ordination of Gippsland Water’s emergency response
- effectively manage the incident or emergency
- Notify the executive of the incident as required.

See Fig 6 over.
Figure 6: Incident Management Team Structure

- **INCIDENT CONTROLLER**
  - Responsible for control of Gippsland Water’s incident/emergency operation and co-ordination of IMT
  - Support to IMT
  - Responsible for information exchange and tasking between agencies

- **MANAGING DIRECTOR**
  - Responsible for maintenance of relationships with Board, Minister and other agency CEO’s

- **DUTY MANAGER**
  - Responsible for information exchange and tasking between agencies

- **BOARD**
  - Responsible for information exchange and tasking between agencies

- **MINISTER**
  - Responsible for information exchange and tasking between agencies

- **PLANNING CO-ORDINATOR**
  - Responsible for collection, collation and interpretation of intelligence, predicting future consequences & issues, risk evaluation of proposed actions, developing response and recovery

- **OPERATIONS CO-ORDINATOR**
  - Responsible for liaising with and co-ordinating Site Response teams

- **LOGISTICS CO-ORDINATOR**
  - Responsible for arranging facilities, services and materials to support the incident operation

- **PUBLIC INFO CO-ORDINATOR**
  - Responsible for handling internal and media communication

- **SITE OPERATOR or CO-ORDINATOR**
  - Responsible for managing resources at an incident site
  - Single point of contact on site

- **SITE RESPONSE TEAMS**
  - Responsible for managing key components of the response & recovery operation eg technical

**CMT**
- Responsible for insurance, reputation, BCP, Govt & Board liaison, recovery and community liaison in conjunction with IMT
Guide to Establishing Incident Management Team

When an event is determined to be an Incident or Emergency, requiring activation of the Incident Management Team and the Incident Room opened, the following procedure should be followed:

During business hours:
1. The Asset Manager notifies the on-call Incident Controller
2. Provide all information regarding the event.
3. Assist the Incident Controller to establish the Incident Management Team as required.

After Hours:
1. Duty Manager notifies the Incident Controller as per table 2, Duty Manager Actions.
2. Provide all information regarding the event.
3. Assist the Incident Controller as required by the event.

GW Primary Incident Room Location

<table>
<thead>
<tr>
<th>Head Office Traralgon</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>55 Hazelwood Rd</td>
<td>Emergency 1800 057 057 or 51764333 24 hours</td>
</tr>
<tr>
<td>T: Incident Controller</td>
<td>5176 5720,</td>
</tr>
<tr>
<td>Operations</td>
<td>5176 4403,</td>
</tr>
<tr>
<td>Communications</td>
<td>5174 0343,</td>
</tr>
<tr>
<td>Planning</td>
<td>5176 4691,</td>
</tr>
<tr>
<td>Liaison</td>
<td>5176 4116,</td>
</tr>
<tr>
<td>Logistics</td>
<td>5176 5910,</td>
</tr>
<tr>
<td>Log keeper</td>
<td>5174 2587</td>
</tr>
<tr>
<td>F:</td>
<td>5174 2587</td>
</tr>
</tbody>
</table>

The document Operation of the Incident Room (COR/14/106833) contains the detailed set-up procedures to be used in GW’s Incident Room. A copy is in the Incident Room.

GW Disaster Recovery Site

<table>
<thead>
<tr>
<th>Drouin</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>254 Pryor Road, Drouin, 3818</td>
<td>Emergency 1800 057 057 or 51764333 24 hours</td>
</tr>
<tr>
<td>Located at 38.1432°S 145.8261°E</td>
<td><a href="http://goo.gl/maps/es360">http://goo.gl/maps/es360</a></td>
</tr>
<tr>
<td>T: Incident Controller, Operations, Communications, Planning, Liaison, Logistics, Log keeper</td>
<td>Satellite and mobile phones will be required</td>
</tr>
</tbody>
</table>
National Threat Assessment Centre

National Threat Assessment Centre (Heightened Security)

The National Threat Assessment Centre is a multi-agency group formed to gather threat assessments that are based on information from all sources. They address broad national threat levels, threats against specific events and people and Australian interests abroad. They are an important tool for informing travel advisories prepared by the Department of Foreign Affairs and Trade, for determining the national counter-terrorism alert level and for government decision making about security measures.

Australia moved to a FIVE-level system of national counter-terrorism alert in 2015. The system was not introduced as a reaction to any particular threat, rather a sensible arrangement to inform national preparation and planning and to provide greater flexibility for responses.

The Government acts on the advice of its intelligence agencies, and should any information come to light which causes the Government to change the assessed level of threat, the public will be advised immediately.

Figure 7: National Threat Level (Heightened Security) Assessment

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Expected</td>
<td>A terrorist action is not expected in Australia</td>
</tr>
<tr>
<td>Possible</td>
<td>A terrorist action is possible in Australia</td>
</tr>
<tr>
<td>Probable</td>
<td>Elevates the risk to probable risk of terrorist attack in Australia</td>
</tr>
<tr>
<td>Expected</td>
<td>A terrorist action is expected</td>
</tr>
<tr>
<td>Certain</td>
<td>A terrorist action is certain</td>
</tr>
</tbody>
</table>

Australia is at a PROBABLE level of alert at the time of writing. This level is expected to be retained into the foreseeable future.

An increased threat level will impact Gippsland Water with requirements to increase the level of security for our Critical Infrastructure.

Refer to appendix 1 for Actions to take on National Terrorism Threat Heightened Security Alert Level Change
Incident Documents

Situation Report and Incident Action Plan

The Incident Action Plan (IAP) and Situation Report (SitRep) are the two key documents required as part of the incident management reporting requirements. They are in a single Excel spreadsheet that auto-fills some details from the SitRep to the IAP. TRIM (COR/16/17031).

Situation Report (SitRep)

A Situation Report (SitRep) is used to provide a briefing on the current status of an incident. The SitRep should be written using terminology understood by all readers.

The aim should be to produce the first SitRep within 30 mins of the incident room being opened.

Incident Action Plan (IAP)

An Incident Action Plan (IAP) is used to ensure consistent handovers are given and critical information is passed onto the next shift; that operational objectives are maintained, communicated and reviewed; and records of information and action taken are maintained. Incident Action Plans should be issued to the Incident Management Team, Gippsland Water Executive, Duty Managers and supporting agencies.

The aim should be to produce the first IAP within 1 hour of the incident room being opened. This timeframe may not be possible after-hours.

External Notifications

A guidance document for specific incident types and the agency that may need to be notified is provided in Guide for Agency Notification of Emergencies TRIM (COR/13/26331). This guidance document is to be used in conjunction with other supporting material. See also DELWP Notification Protocol TRIM (COR/16/72287).

Incident logs are used to record messages and actions sent and received from staff in the Incident Room. The purpose is to keep track of telephone and verbal communications. The incident log may be referred to post-event to determine if notifications and actions were requested in a timely manner. Should there be an adverse event during operation of the Incident Room, the incident log can be used as a statement of proof.

Incident Briefings and Debriefs

Briefings are used before and during an incident to ensure information is communicated to all participating persons and organisations prior to and during an incident, clarifying the situation, risks, hazards, roles, responsibilities and lines of communication to be applied in managing the event.

Debriefs review the incident/emergency to identify what went well, opportunities for improvement, or learning to be applied if a similar incident was to occur again. Refer to formal debrief report COR/12/6595.
Document Management

Management of Documentation and Records
Documents are managed in accordance with Gippsland Water Document and Records Management Policy (COR/10/24567). The records management system Content Manager (replaced TRIM), is utilised to manage documents and retain historical records.

Documents undergo a major review prior to commencement of a new Pricing Submission (5 yearly). The review process for the IMP will occur on an annual basis unless regulatory, legislative or operational changes initiate an earlier review.

The responsible officer for managing incident/emergency documents is the Emergency Management Co-ordinator.

Employee Awareness and Training

Gippsland Water staff work as a team, with staff located across the region to ensure that the requirements of the Gippsland Water IMP are implemented.

Training is based on the needs of the Gippsland Water incident management roles.

Table 3: Incident Management Training Requirements

<table>
<thead>
<tr>
<th></th>
<th>Co-ordinators and others as identified</th>
<th>Band 5's</th>
<th>Duty Managers</th>
<th>Incident Controllers</th>
<th>MD &amp; GM's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vic EM Arrangements</td>
<td>As required</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Intro to and use of Incident Management System</td>
<td>As required</td>
<td>As required</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Incident Management Plan (IMP)</td>
<td>As required</td>
<td>As required</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Level 2 Incident Controller course</td>
<td>N/A</td>
<td>As required</td>
<td>N/A</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Emergency Exercise</td>
<td>As required</td>
<td>As required</td>
<td>N/A</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

The Executive form the Crisis Management Team (CMT) to focus on business-wide issues in their involvement in an incident or emergency. The CMT may co-opt any staff to assist in restoring the business, while the IMT completes the ‘fix’ of the event.
Evaluation and Audit

Gippsland Water continually reviews the data and process information to evaluate the effectiveness of its systems and to identify continuous improvement opportunities.

References

Regulatory
  - DELWP Emergency Notification Protocol TRIM COR/16/72287.

Incident Report Forms
  - Incident Action Plan template TRIM COR/16/17031
  - Situation Report TRIM COR/16/17031

Other
  - Operation of the Incident Room TRIM COR/14/106833
  - List of Incident Controllers TRIM COR/16/906
  - List of Planning Co-ordinators TRIM COR/16/907
  - List of EMLO’s TRIM COR/16/49335
  - Policy for External use of the Incident Room TRIM COR/10/24607

Refer to Gippsland Water Intranet page for a range of internal documents
↓ Operations
↓ Emergency Management
Appendix 1: Actions to take on Heightened Security Alert (National Threat Assessment Centre)

This is a guide for Managers to understand their responsibilities in the event that the National Threat Assessment Centre increases the Alert Level from PROBABLE to EXPECTED or to CERTAIN.

The State can raise the Alert Level within Victoria if a terrorism event is threatened or occurs in Victoria.

It should also be noted that if an event occurs elsewhere in Victoria or Australia, there may be many hours delay in increasing the Alert Level.

Alert Level Raised to EXPECTED

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>SECURITY CONSIDERATIONS</th>
</tr>
</thead>
</table>
| EXPECTED | A terrorist action is expected in Australia. Includes considerations for Low and Medium, plus:  
• Deploy additional security resources, particularly on entry/exit points.  
• Compulsory identification of staff and visitors at all times.  
• Activate Incident Room as may be required and consider preliminary activation of the Business Continuity Plan.  
• Heightened alert to unattended vehicles and equipment external to premises.  
• Screening of packages, mail deliveries and external deliveries to facility.  
• Facilitate closer liaison with police and emergency services.  
• Have the necessary systems, plans and processes in place to respond to increased levels of risk or threats.  
• Detect security breaches within 12 hours. |

Alert Level Raised to CERTAIN

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>SECURITY CONSIDERATIONS</th>
</tr>
</thead>
</table>
| CERTAIN | Terrorist attack is imminent or has occurred. Includes considerations for Low, Medium and High plus:  
• Continuous patrols of critical assets.  
• Restrict access to essential personnel only.  
• Deploy resources to provide constant monitoring and guarding.  
• Implement perimeter security and restrict parking in the near vicinity.  
• Activate operations centre on a 24/7 basis.  
• Activate Business Continuity Plan.  
• Detect security breaches immediately |
## Appendix 2: Examples of Operational, Incident and Emergency

Events are categorised as Routine or Operational, Incidents or Emergencies. The following tables contain definitions of these categories and provide a number of examples of each. See also the Emergency Response Handbook TRIM COR/07/36638 for additional examples.

<table>
<thead>
<tr>
<th>Category</th>
<th>Operational Event - Site Response Only</th>
<th>Escalation and Activation of the Incident Room (Incident or Emergency)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ROUTINE or OPERATIONAL</strong></td>
<td>Response managed by Operator or Coordinator and contained to site</td>
<td>Response managed by Incident Management Team and is within GW and involves others</td>
</tr>
<tr>
<td><strong>INCIDENT</strong></td>
<td>Requires off-site co-ordination and may require major levels of external resourcing and support and/or causes or has the potential to cause major impact on GW, people, customers, community and the environment. May be contained to the site or local area, or extend beyond the site. Can also be activated by multiple smaller events affecting the system. Note: All events which are in association with a Security Breach, are to be considered as an Incident.</td>
<td>Requires off-site co-ordination with major levels of external resourcing and support and/or causes or has the potential to cause major impact on GW, people, infrastructure, customers, community and the environment. State or Regional resources are required to manage the emergency. Full Corporate response. Business Continuity Plan is invoked for such extreme events</td>
</tr>
<tr>
<td><strong>EMERGENCY</strong></td>
<td>Response managed by Incident Management Team, External agencies may be involved to assist GW</td>
<td>Response managed by Incident Management Team, External agencies involved with State Emergency Response Plan</td>
</tr>
</tbody>
</table>

**Guidance Definition**

- Event can be managed by local work teams, under normal supervision with little or no adverse effects on GW, customers, or community.
- Incident contained within the site or local area.
- Note: All events which are in association with a Security Breach, are to be considered as an Incident.

- Requires off-site co-ordination and may require major levels of external resourcing and support and/or causes or has the potential to cause major impact on GW, people, customers, community and the environment. May be contained to the site or local area, or extend beyond the site. Can also be activated by multiple smaller events affecting the system.
- Note: All events which are in association with a Security Breach, are to be considered as an Incident.

**Guidance Examples**

- Burst water reticulation main
- Contained liquid chemical spill
- General sewer stoppage or uncontained spill
- Domestic sewer stoppage with spill contained
- Short duration computer or SCADA system malfunction
- Minor flooding
- Injury without hospitalisation

- Burst main at shopping centre
- Burst, main with serious ramifications for major customers
- Water Quality incident
- Uncontrolled Chlorine gas leak
- Dam failure
- Major industrial action
- Asset or system failure causing major property damage
- Fire involving our assets
- Death or Injury involving hospitalisation
- Threat of malicious or terrorist act
- Threat to Gippsland Water Board.

- Major fire or fires with potential to threaten GW assets or ability to function.
- Major or widespread flooding affecting GW sites.
- Major health incident causing widespread illness or death.
- Threat of imminent terrorist act.
- State Emergency Response Plan may be activated.
- Threat to Gippsland Water Board.

---

This page should be used to provide guidance, not to be read as an instruction. There are many variables in events that preclude rigid procedures at this stage of an event.
# Appendix 3. EPA Notification protocol for routine and non-routine operational events

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Internal Notification</th>
<th>External Notification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(a) Notify relevant Third-level Manager or delegate, if:</td>
<td>(b) Notify GW Environment Team, if:</td>
</tr>
<tr>
<td>1. Waste water spill from a non-licenced premises</td>
<td>• a sewer spill has the potential to meet the EPA Spill Criteria (COR/07/8498) or it cannot be determined if it meets the criteria</td>
<td>• a sewer spill meets the EPA Spill Criteria (COR/07/8498)</td>
</tr>
<tr>
<td></td>
<td>e.g. leak from an air valve on a sewer reticulation system</td>
<td></td>
</tr>
<tr>
<td>2. Waste water spill from an EPA licenced premises</td>
<td>• a spill of waste water has occurred</td>
<td>• spill of waste water has the potential to or extends past the premises boundary</td>
</tr>
<tr>
<td></td>
<td>e.g. waste water overflow from a WWTP</td>
<td></td>
</tr>
<tr>
<td>3. Breach of EPA licence condition*</td>
<td>• a breach of an EPA licence condition has the potential to occur</td>
<td>• a breach of an EPA licence condition has occurred</td>
</tr>
<tr>
<td></td>
<td>e.g. pH limit at a WWTP was exceeded during the month of July</td>
<td></td>
</tr>
<tr>
<td>4. Emergency discharge of waste water resulting from a wet weather event or system failure</td>
<td>• an emergency discharge of waste water may be required because the waste water is: o out of specification and cannot otherwise contained; or o going to be discharged outside licence conditions</td>
<td>• an emergency discharge of waste water is required because the waste water is: o out of specification and cannot be diverted; or o going to be discharged</td>
</tr>
<tr>
<td></td>
<td>e.g. emergency discharge of untreated wastewater due to system failure</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Complaint or notification of noise, dust or odour</td>
<td>• a complaint or notification is received</td>
<td>• the relevant Third-level Manager or delegate requires assistance or advice in regards to a complaint or notification</td>
</tr>
<tr>
<td></td>
<td>e.g. confirmed odour notification received from community member in regard to a sewer pump station</td>
<td></td>
</tr>
<tr>
<td>6. Chemical or fuel spill</td>
<td>• a spill occurs</td>
<td>• spill is not contained on-site and/or spill causes contamination of the environment</td>
</tr>
<tr>
<td></td>
<td>e.g. spill of chemical into a nearby storm water pit or on the ground outside of bund</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Unconfirmed event with the potential to cause harm to public health or impact the environment</td>
<td>• there is potential to be an impact on o public health, o the environment, o industry (e.g. trade waste), or o private property</td>
<td>• there is likely to be an impact on o public health, o the environment, o industry (e.g. trade waste), or o private property</td>
</tr>
<tr>
<td></td>
<td>e.g. un-confirmed leak from a Gippsland Water asset</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
- Some breaches of licence (e.g. median limits for water quality discharge) can only be reported at the end of reporting period.
- *Note: EPA Amalgamated Licence (COR/09/28793) Example: Gippsland Water Factory – Odour Complaint Response Procedure (COR/14/56366)
Appendix 4: Recovery from an Event

In an event impacting GW that requires a long term recovery effort, the GM Operations and the MD, will appoint a Recovery Manager. The role of the Recovery Manager is to direct the remainder of the GW workforce to enable recovery from the effects of an event.

There may be a balance required in resource allocation to meets the needs of Response and Recovery. Where resources are likely to be stretched beyond GW capability, assistance from Power Stations and other Water Authorities should be sought.

When the event has abated to a level that this management structure is no longer necessary, normal management structure will be restored by the MD.

Table 5: Recovery Management
**Appendix 5: INFORMATION GATHERING FORM**

<table>
<thead>
<tr>
<th>INFORMATION GATHERING FORM</th>
</tr>
</thead>
<tbody>
<tr>
<td>From:</td>
</tr>
<tr>
<td>Date:</td>
</tr>
</tbody>
</table>

**CURRENT SITUATION**

1. What happened?

2. Where did it occur? eg asset or location

3. When did it occur? ie start/stop times

4. Nature and number of customers impacted?

5. Community impacts / disruption?

6. Nature of impact on environment eg estimated volume, nature of release, receiving environment – heritage, flora, fauna etc?

7. Is there media interest?  
   - Yes  
   - No  
   - Could be

8. Nature of impact on GW operations and staff?

9. Who has been notified in GW and external agencies?  
   - MD  
   - GM  
   - Service Cntr  
   - Incident Controller  
   - IMT  
   - CFA  
   - DELWP  
   - Police  
   - EPA  
   - DoH  
   - Ambulance

10. What action are other agencies taking?

11. What action is GW currently taking?  
   - Who is the Incident Controller?  
   - What are the Incident Controller’s contact details?  
   - Number of staff and business units working on problem?

**GENERAL ISSUES & RISKS**

- OH&S
- Security
- Legal
- Political
- Insurance

**PROGNOSIS**

- What are the likely future impacts? Will it harm GW's reputation?
- When will the problem be fixed?
- When will cause of problem be known?

**CATEGORY** (see next page)

- ROUTINE OR OPERATIONAL
- INCIDENT
- EMERGENCY

See TRIM COR/13/46794 for additional copies of this form
APPENDIX 6 ACTIVE SHOOTER

Firearm attack - initial action advice for management

Response priorities: During an active shooter incident the primary response objectives and the potential actions for achieving them may include:

1. Saving and protecting life
   a. Appoint an incident manager to coordinate activities until police arrive.
   b. Use the built environment to restrict or deny access.
   c. Commence CCTV surveillance and track the offender(s).
   d. Communicate appropriate cover and concealment options to those present.
   e. Identify and establish a safe medical triage/first aid location.
   f. Restrict further vehicle access to the site (bollards, gates, road closures, etc).
   g. Restrict physical access to the site or general vicinity.

2. Facilitating the evacuation of those at risk
   a. Notify key staff of the incident through prearranged messages/codes and methods.
   b. Appoint an evacuation manager and ensure they have situational awareness.
   c. Provide guidance on safe routes for those that are self-evacuating.
   d. Assess the suitability and potential safety of normal evacuation routes.
   e. Evaluate the safety of standing evacuation muster points and change if necessary.
   f. Identify potential safe places or strong holds for those unable to evacuate.

3. Containing the incident or threat
   a. Consider using electronic or mechanical isolation systems to constrain the movement of the offender or restrict access to potential victims.
   b. Identify and establish a perimeter.
   c. Use the existing built environment to best advantage for safety and containment action.
   d. Consider restricting escape options for the offender if these may endanger others.

4. Supporting emergency response and investigation activities
   a. Identify and communicate safe access routes/form up points for emergency services.
   b. Consider using CCTV and other remote methods where possible.
   c. Commence incident and decision-making logs.
   d. Nominate a suitable emergency services liaison officer to meet/brief the police.
   e. Ensure access to site plans and CCTV footage (where possible).
   f. Clearly identify when incident management has transitioned to the police.
   g. Provide ongoing support to the emergency response action as requested.

It is important to regularly practise these and any additional initial response activities so that key managers and staff clearly understand the priority actions and are able to perform these actions in a high-stress and dynamic environment.
Firearm attack - initial action advice for individuals
Attacks involving firearms may be infrequent but it is important to be prepared to respond to such an incident. The advice below will help with planning a response.

ESCAPE
Under immediate gunfire – Take cover initially, but attempt to leave the area as soon as possible if safe to do so. Try to confirm that your escape route is safe.

Nearby gunfire - Leave the area immediately, moving away from the gunfire if this can be achieved safely.

Leave your belongings behind.
Do not congregate at evacuation points.
Try to maintain cover (see below).

Cover from gunfire
- substantial brickwork or concrete walls
- engine blocks of motor vehicles
- base of large live trees
- earth banks/hills/mounds
- Cover from view
  - internal partition
  - car doors
  - wooden fences
  - curtains

SEE
The more information you can pass on to police the better, but NEVER risk your own safety or that of others to gain it.

If it is safe to do so, think about obtaining the following information:
- details of any firearms being used or possessed
- exact location of the incident
- whether the perpetrator is stationary or moving in any particular direction
- number of casualties
- number of other people in the area
- number and description of offenders
- their motives or intent (if known or apparent)
- what else they are carrying.

TELL
Ring police immediately on 000 and give them the information shown under ‘See’.

Stay on the line and provide any other information or updates the operator requests (if safe to do so).
Use all the channels of communication available to you to inform staff, visitors, neighbouring premises, etc of the danger.

IF YOU CAN’T ESCAPE...

ACT
Secure your immediate environment and other vulnerable areas.
Keep people out of public areas, such as corridors and foyers.
Consider locking/barricading yourself and others in a room or secure area.
Try to choose a room where escape to a more secure area may be possible.
Move away from the door, remain quiet and stay there until told otherwise by appropriate authorities, or you need to move for safety reasons.
Silence mobile phones and other devices that may identify your presence.
Consider (only as a last resort) options for arming yourself with improvised weapons to defend yourself if you are located.

Police response
In an attack involving firearms a police officer’s priority is to protect lives. In an active shooter scenario, this usually means locating the offender as quickly as possible, even if it means initially moving past people who need help.

Please remember:
At first police officers may not be able to distinguish you from the gunman.
Police officers may be armed and could point guns in your direction.
They may initially move past you in search of the gunman.
Avoid quick movements or shouting and keep your hands in view.
Promptly follow any instructions given.
Be aware that police may enter your location at some stage to secure the building and locate people that have hidden from the threat.
In the case of an emergency, dial 000.
Source: Commonwealth Attorney General’s Department

Victoria Police
Counter -Terrorism Coordination Unit
(03) 9247 6666
CTCU-INFO-OIC@police.vic.gov.au
### APPENDIX 7 FUEL CRISIS GUIDELINES

This document is to provide guidance to the Gippsland Water Incident Controller in the event of a lengthy fuel crisis. This guide is not intended to provide rigid rules, as the extent and impact of a fuel crisis can create many imponderables. Therefore, the guide consists of many ‘Consider this’ items rather than ‘Do this’. This will provide flexibility in Gippsland Water’s response to this type of emergency.

The document is divided into 5 parts: Planning, Response, Recovery, Workgroup Activity, Fuel Use Information and Roles.

<table>
<thead>
<tr>
<th>1</th>
<th>PLANNING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONSIDERATIONS</strong></td>
<td><strong>ACTIVITIES</strong></td>
</tr>
<tr>
<td>01 Exercise</td>
<td>Conduct an exercise to determine response activities</td>
</tr>
<tr>
<td>02 Guide</td>
<td>Form a workgroup to develop a guide or SOP</td>
</tr>
<tr>
<td>03 Fuel Supply</td>
<td>Consider purchasing a liquid fuel storage tank</td>
</tr>
<tr>
<td>04 Fleet fuel type</td>
<td>Review types of fuel for the fleet</td>
</tr>
<tr>
<td>05 Minimum fuel</td>
<td>Fleet to maintain more than ½ a tank of fuel</td>
</tr>
<tr>
<td>06 MoU with other Water Corp’s</td>
<td>Review the Interagency/Inter Water group MOU</td>
</tr>
<tr>
<td>07 BCP</td>
<td>We develop a plan (BCP) and have it signed off at State level</td>
</tr>
<tr>
<td>08 Chemical Storage</td>
<td>Review bulk chemical holdings and storage levels</td>
</tr>
<tr>
<td>09 SCADA power</td>
<td>Ensuring sufficient back-up Power supply is available to maintain SCADA</td>
</tr>
<tr>
<td>10 SCADA alarms</td>
<td>Identify and prioritise fault alarms within SCADA system that could be ignored</td>
</tr>
<tr>
<td></td>
<td>RESPONSE</td>
</tr>
<tr>
<td>---</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td>CONSIDERATIONS</td>
</tr>
<tr>
<td>01</td>
<td>Incident response</td>
</tr>
<tr>
<td>02</td>
<td>Reduce liquid fuel use</td>
</tr>
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<td></td>
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</tr>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>02</td>
<td>Prioritise faults</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>03</td>
<td>Review Workgroup Routine Tasks</td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td>04</td>
<td>Staff</td>
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</tbody>
</table>
### How will staff leave be applied to those who cannot get to work and is there equity for those that can get to work?

### What are the minimum tasks that non-operational staff is required to achieve? Eg Finance, Service Centre? Can those tasks be done from home?

| 05 | Vehicle filling | Consider assigning a small group of staff whose sole task is to refuel essential vehicles. Vehicles that are required to travel longer distances (eg Major Systems) may need to be changed over with fully fuelled vehicles. See above. |
| 06 | Regulatory Impacts | Consider discussing with DHHS and EPA possible impacts and concerns. An EMLO could provide ongoing advice to the REMT on system impacts. |

## 3 RECOVERY

### CONSIDERATIONS

| 01 | Prioritise chemical deliveries | Consider restoring lowest water quality first or maximum number of customers. What is raw water quality, treated water quality, any hospitals, nursing homes, or food processors? |
| 02 | Prioritise vehicle return | Identify key roles for vehicle use. |
| 03 | Prioritise planned works | Identify and prioritise planned works return. |
| 04 | Prioritise return to routines | Identify and prioritise return to normal routines. |

## 4 NOTIFICATIONS

### CONSIDERATIONS

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
</tr>
</thead>
</table>
### 01 DHHS
Advise of timeframe for chemical supply and impacts on water quality and any possible inability to meet ASDW Act

### 02 EPA
Advise of timeframe for chemical supply and impacts on treatment and discharges

### 03 WSSG
Advise of impacts to the community

### 04 CGEIG
Advise of no impact to bulk supply, or any potential impact to bulk supply

### 05 REMT
Advise of community impacts when chemical supplies run out

## 5 WORKGROUP

### 51 Water Treatment

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Consequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemicals - Quantity and availability</td>
<td></td>
</tr>
<tr>
<td>Staff and vehicle availability</td>
<td></td>
</tr>
<tr>
<td>Routines - Priority 1 tasks</td>
<td></td>
</tr>
<tr>
<td>Availability of lab and couriers</td>
<td></td>
</tr>
<tr>
<td>My Priorities</td>
<td></td>
</tr>
</tbody>
</table>

### 52 Wastewater Treatment

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Consequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemicals - Quantity and availability</td>
<td></td>
</tr>
<tr>
<td>Staff and vehicle availability</td>
<td></td>
</tr>
<tr>
<td>Routines - Priority 1 tasks</td>
<td></td>
</tr>
<tr>
<td>Sykes pump availability</td>
<td></td>
</tr>
<tr>
<td>Availability of lab and couriers</td>
<td></td>
</tr>
<tr>
<td>My Priorities</td>
<td></td>
</tr>
</tbody>
</table>
### Field Services

<table>
<thead>
<tr>
<th>Responses</th>
<th>Likelihood</th>
<th>Consequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and vehicle availability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Routines - Priority 1 tasks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My Priorities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Major Systems

<table>
<thead>
<tr>
<th>Responses</th>
<th>Likelihood</th>
<th>Consequence</th>
</tr>
</thead>
<tbody>
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#### FUEL USE INFORMATION

Fuel used by Gippsland Water is recorded in **TRIM COR/16/32968**.

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7 Roles

Crisis Management Team
1. Utilise BCP model for a fuel crisis
2. Consider staff management ie leave types available
3. Create messages for customers in conjunction with the Incident Controller
4. Engage with DHHS at high level regarding possible non-compliance issues

Incident Controller
1. Create Incident Management Team
2. Manage operational responses
3. Provide advice to CMT
# APPENDIX 8 TRAINED INCIDENT CONTROLLERS, PLANNERS AND EMLO’s

## Rostered Incident Controllers COR/16/906

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## Trained Incident Controllers not rostered (not inc. GM’s)

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## EMLO’s COR/16/49335

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APPENDIX 9 RESPONSIBILITY FOR DOCUMENTS ASSOCIATED WITH THIS PLAN

Documents called up in this plan come from various parts of the business and from external sources. Listed are the responsible officer (R.O.), document title, The HP Content Manager number (HPCM#), and the timeframe for review.

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### Commercial Services

| Records Management Co-ordinator | Document and Records Management Policy | COR/10/24567 | 8 | 8 | 8 | 8 | 8 | 8 |
| Bomb Threat or Explosive Device Found | COR/13/39544 | ? | | | | | | |
| Office Alarm Zone Schematic | COR/17/4593 | ? | | | | | | |
| Afterhours Fire or Security Alarm | COR/17/4591 | ? | | | | | | |
| Traralgon Office Alarm Zone Schematic | COR/17/4593 | ? | | | | | | |
| Security Risk Management Plan | COR/08/34594 | ? | | | | | | |
| Traralgon Office & Depot Emergency Procedure Manual | COR 07/8520 COR/06/28908 | ? | | | | | | |

### Asset Planning

| Asset Planning Engineer | Generator List | COR/15/36233 | ? | | | | | |

### External Agencies

<p>| DELWP | DELWP Emergency Notification Protocol | COR/16/72287 | TBA | | | | | |
| CGEIG | CGEIG Mutual Aid Guideline | COR/11/38079 | TBA | | | | | |
| EPA | EPA Sewer Spill Report Part 1 – Initial EPA Notification | COR/07/8498 | TBA | | | | | |
| | EPA Sewer Spill Report Part 2 – | COR/07/16223 | TBA | | | | | |</p>
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