

AusNet’s Incident Management Governance

INTRODUCTION

Severe weather was forecast as early as 15 October and teams were communicated with to inform them to start review resourcing and planning for a high activity day on 29 October. Consequently, as the severity of the storms unfolded we were able to quickly determine that we were dealing with a natural disaster with a Level 4 escalation (consistent with SPIRACS – Strategic Plan for Integrated Response and Contingency System). This meant that an Emergency Management Team (EMT) & Crisis Management Team (CMT) were established, as were several strike teams, including ones to set up relief hubs. Business as Usual (BAU) was not announced until all the damage associated with the storms was addressed.

ECALATION APPROACH

Levels 1, 2 and 3 are defined as ‘Emergency’ levels, whilst levels 4 and 5 are defined as ‘Crisis’ levels.

EMERGENCY LEVELS			CRISIS LEVELS	
LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
<i>Self-correcting</i>	<i>Stable</i>	<i>Unstable but recoverable</i>	<i>Unstable could go either way</i>	<i>Unstable</i>
Local Strike Teams lead the emerging conditions/incident response.	Emergency Management Team (EMT) required & accountable to lead the emergency response.		Crisis Management Team (CMT) required & accountable for the emergency response.	Emergency declared by Government or Regulatory body.

ESCALATION TABLES

Level 1	Level 2	Level 3	Level 4	Level 5
<p>Electricity Severe weather forecast threatening one or more regions. Emergency Services advice of a significant weather front (or other threatening situations) with likely impact within 8 hours.</p> <p>Transmission single line dependency due to planned outage.</p>	<p>Electricity Severe weather impacting one region. If region affected by a TFB, CEOT and affected region will declare Level 2. If more than one region declared TFB, ALL regions will declare Level 2.</p> <p>Heat Health declaration by government/EMV.</p> <p>Extreme heat days causing: Several concurrent feeder</p>	<p>Electricity Severe weather impacting multiple regions. Code Red Day declared by authorities for any region (North, East & Central). Loss or significant threat of losing multiple terminal stations due to natural disaster such as fire, earthquake, or flood.</p> <p>Natural disaster such as fire, earthquake or</p>		<p>Emergency declared under Emergency legislation.</p>

Projected time to return to BAU less than 12 hours.	<p>overload alarms. Likelihood of large number of transformer failures.</p> <p>Natural disaster such as fire, earthquake or flood threatening single zone substation or one transmission line.</p> <p>Projected time to return to BAU is between 12 -20 hours.</p>	<p>flood impacting multiple zone substations, transmission lines or terminal stations.</p> <p>Projected time to return to BAU is between 20 -72 hours.</p>	<p>Projected time to return to BAU is greater than 72 hours.</p>	
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EMERGENCY ACTIONS AND NOTIFICATIONS

BAU	Level 1	Level 2	Level 3	Level 4	Level 5
<p>Incidents are managed by a site leader. The incident does not need to be declared and exists as part of normal operations. Routinely dealt with by the Site Response Team.</p>	<p>Requires the mobilisation of an operational Incident Manager, normally within the control room and the region that has been impacted.</p> <p>Resource plans must be drawn up and provided to the CEOT, e.g. Adverse weather is expected.</p> <p>Responsibility of Regional Manager or on-call delegate.</p> <p>CEOT issue notification communications to the business</p>	<p>Emergency Management Team (EMT) activated at CEOT. Notify one management level above (CEOT Shift Manager for network incidents) and Emergency Mgr.</p> <p>If TFB day declared, a risk assessment (BFM 21-82A) must be performed for all distribution planned works in affected region/s as per bushfire mitigation procedure BFM 21-82.</p>	<p>EMT activated at CEOT. Level 2 EMT Leader becomes Level 3 EMT Deputy. Notify Crisis Manager. Coordinate with AEMO and Distribution Businesses.</p> <p>AEMO has a specified role to communicate through the media, refer to AEMO document 'Single Industry Spokesperson Protocol for Gas in Victoria' and 'Victorian Electricity Emergency Communications Protocol'.</p>	<p>Crisis Management Team (CMT) activated. EMT activated.</p> <p>Multiple Strike Teams may be activated.</p> <p>Liaise with AEMO (Transmission). Liaise with DELWP.</p>	<p>Electricity – Activity directed by external stakeholder, regulator or government agency. AEMO: The decision to declare a Level 5 emergency rests with the relative Responsible Officers of the affected jurisdictional authority (AEMO) and/or DELWP and Energy Safe Victoria.</p> <p>If the Electricity Industry Act 2000 emergency provisions are invoked, the Minister may</p>

	when Level 1-4 declared.	<p>If a Heatwave Alert is issued, a risk assessment (SOP 30-09A) must be performed for all distribution planned works in affected region/s per Heatwave guideline SOP 30-09.</p> <p>Suppression of auto reclose (ARC) on distribution feeder circuit breakers and use of 'fast first trip' mode on distribution feeder protection for selected CB's and feeders in high bushfire consequence areas.</p> <p>If outage more than 24 hours advise Department of Human Services as per the DHS protocol.</p>	<p>If code red declared all planned work cancelled in affected region/s as per bushfire mitigation procedures and all field work to be coordinated through Regional IRT/s for safety of SPA field personnel.</p> <p>Suppression of auto reclose (ARC) on distribution feeder circuit breakers and use of 'fast first trip' mode on distribution feeder protection for selected CB's and feeders in high bushfire consequence areas.</p>		<p>nominate who will manage the incident. If all other cases, the: AEMO Crisis Manager, in conjunction with the Responsible Officer(s) in each jurisdiction, will manage operational issues and activities.</p> <p>AEMO will manage the communications issues and activities for the VIC jurisdiction.</p>
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EMERGENCY MANAGEMENT TEAM (EMT)

The purpose of the EMT is to manage the overall incident primarily by supporting and assisting the Local Strike Teams (LST). Their primary role is to provide direction to incident response operations, support tactical responders, address tasks best handled at this level and interface with and provide information to external parties. In a Level 3 incident, the EMT Leader will notify the most relevant Executive General Manager who will decide if and when to mobilise a Crisis Management Team (CMT). Where a Level 4-5 emergency declaration has been made the CMT Leader will subsequently notify other parties as deemed necessary.

The role of the EMT is:

- Verifying the safety of responders;
- Managing incident, minimising the impacts / consequences;
- Supporting/Directing tactical response;
- Briefing others on response activities;
- The real-time operational support to Local Strike Teams;
- Overview of the operational response;
- Appropriate resources for the emergency response;
- Strategic management of resources across affected business units;
- Identification of those issues that may have wider impact on the business, including but not restricted to; Health and Safety, environmental or community impact, business reputation, insurance, regulatory or information & communications technology issues;
- Regular reporting on the status of the emergency;
- Liaison with Emergency Services, Emergency Management Victoria & the State Control Centre;
- Initiation and management of Mutual Aid Plan(s);
- Media and Corporate communications; (Unless a Crisis Management Team is in operation);
- Governance and Regulatory requirements;
- Management of other implications to the business relating to this incident; and
- If required establish a claims unit to conduct the initial investigation of the incident, which depends on the type of incident involved, for example, safety or environmental incident.

The EMT includes:

An Emergency Manager

The Emergency Manager is accountable for every aspect of the incident response (i.e. supervising EMT activities, developing objectives, approving plans and ensuring that the response is carried out in a safe and legally sound manner). They may delegate authority and responsibility to team members to act on their behalf, but they retain all accountabilities for the efficiency and effectiveness of the response.

An Incident Controller

The Incident Controller (IC) is responsible for supervising the activities of the team and assisting the Emergency Manager. The IC interacts with all team members, monitors activities, 'manages the room', and relieves the EM for short breaks as necessary.

An Operations Officer

The Operations Officer advises, monitors and validates response operations to protect people, the environment and property. They oversee response plans, and account for all personnel at the emergency scene. Operations Officer acts as interface between RIRT/Strike teams and EMT providing operational advice.

CRISIS MANAGEMENT TEAM (CMT)

The CMT maintains an oversight of incident response efforts, provides advice and leadership as required, and focuses on strategic issues relating to corporate reputation, including external communications, potential legal issues and human resources. Once activated the CMT becomes accountable for the overall response.

Specific responsibilities include:

- Focusing on the company and long-term effects (not tactical response activities);
- Identifying and pulling strategic levers when required;
- Briefing the board and others (after coordinating with EMT) on status of impact, and consequences.

The CMT structure is composed of a Leader, a Crisis Coordinator, key functional advisors based on the incident and the functions that the CMT has assumed from the EMT as well as any support staff required. An Executive General Manager normally serves as the CMT leader. In instances where specific corporate functions (such as Media/Communications, HR, Business Continuity, Legal or Finance) are transferred to the CMT, the CMT assumes total accountability for their responsibilities even though these functions may still have a contact person within the EMT. When the CMT assumes accountability for various functions, this allows the EMT to focus exclusively on the operational emergency response.

The CMT is responsible for strategic management of level 4 and 5 crises and includes:

- Confirming the severity of the incident/s;
- Supporting effected personnel, stakeholders and others as appropriate and applicable;
- Analysing the facts and identifying impact upon AusNet Services corporate objectives;
- Managing public perception and protecting company reputation;
- Communicating with stakeholders, media, regulators, government and board;
- Managing the financial, legal and insurance matters;
- Maintaining an oversight of any security matters;
- Managing the wider corporate implications i.e. regulatory issues;
- Liaising with up-line and down-line management;
- Providing strategic direction, assistance and resources as required;
- Managing a quick and efficient business recovery; and
- Overseeing the Business Continuity Management System (if required).

The Crisis Management team for this incident was made up of our Executive Leadership Team. Roles include:

Crisis Manager:

The Crisis Manager is responsible for developing objectives and plans for the CMT as well as supervising the activities of the EMT and ensuring that the response is carried out in a safe and legally sound manner (ensuring that people are always put first). The role interacts with key stakeholders – such as appropriate government officials, the community, the Board and company management. They can delegate authority to team members to act on their behalf but retain the final accountability and responsibility for CMT response actions and decisions.

CMT Deputy:

The Deputy is responsible for supervising the activities of the team and assisting the lead. The Deputy interacts with all team members, monitors activities, runs the room, and relieves the Leader for short breaks when necessary.

Crisis co-ordinator:

The Crisis Coordinator monitors and validates response operations and acts as a mentor to support and advise the operational activities of the EMT.

Spokesperson:

The Spokesperson is normally a senior manager of the company who participates in media interviews and communicates as key spokesperson for the organisation during an incident impacting AusNet Services. The role involves working closely with the Emergency/Crisis Manager, Communications, Legal and others to develop and execute a communications strategy.

Level 4/5 Structure (fully expanded with HR/Legal/Media/Finance)

