CS ENERGY PROCEDURE FOR

EMERGENCY RESPONSE PLAN
CS-IM-03

Responsible Officer: Health & Safety Coordinator
Responsible Manager: Head of Health and Safety
Responsible Executive: Executive General Manager

DOCUMENT HISTORY

<table>
<thead>
<tr>
<th>Key Changes</th>
<th>Prepared By</th>
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</tbody>
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THIS DOCUMENT IS UNCONTROLLED IN HARD COPY FORMAT
CONTENTS

DOCUMENT HISTORY ............................................................................................................. 1

1 PURPOSE.......................................................................................................................... 4
  1.1 Overview ....................................................................................................................... 4
  1.2 Document Control ......................................................................................................... 4
  1.3 Document Security ...................................................................................................... 4
  1.4 Purpose ......................................................................................................................... 5

2 SCOPE .................................................................................................................................... 5

3 EMERGENCY RESPONSE .................................................................................................. 5
  3.1 Levels of Incident ......................................................................................................... 5
    3.1.1 Category 1 Incidents ............................................................................................... 5
    3.1.2 Category 2 Incidents ............................................................................................. 5
    3.1.3 Category 3 Incidents ............................................................................................. 5
    3.1.4 Category 4 Incidents ............................................................................................. 6
  3.2 Activation of Emergency Response ............................................................................... 6
    3.2.1 Alert Status on Site .............................................................................................. 6
    3.2.2 Alarms .................................................................................................................. 6
    3.2.3 Alarm Mobilisation / Confirmed ........................................................................... 7
    3.2.4 Initial Advice to the Emergency Services ............................................................ 7
    3.2.5 Advice to Corporate Office .................................................................................. 7
    3.2.6 Advice to Off-Site Community ............................................................................. 7
    3.2.7 Incident Scene ....................................................................................................... 7
    3.2.8 Incident Control .................................................................................................... 7
  3.3 Damage control ............................................................................................................ 8
  3.4 Communications .......................................................................................................... 8
    3.4.1 Crisis Communications Toolkit .............................................................................. 8
    3.4.2 Communications Flow ........................................................................................... 8
    3.4.3 Modes of Communication .................................................................................... 8
    3.4.4 Emergency Contact Numbers .............................................................................. 9
    3.4.5 Emergency Call-Out System ................................................................................ 9
    3.4.6 Recording of Communications ............................................................................ 9
  3.5 Site Evacuation Process ............................................................................................... 9
    3.5.1 Evacuation ............................................................................................................. 9
    3.5.2 Non-Evacuation ................................................................................................... 9
  3.6 Assistance at Scene of Emergency ............................................................................... 9
  3.7 Health .......................................................................................................................... 10

B/D/12/14048 – CS-IM-03 – EMERGENCY RESPONSE PLAN
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Page 2
1 PURPOSE

1.1 Overview

CS Energy (CSE) has established an Emergency Response system that involves an integrated suite of operational plans. These plans actively manage preparations for, responses to and recovery from any incident or emergency, which threatens the safety and security of its personnel or stakeholders, the environment, its reputation and/or the commercial viability of any of its operations.

The most important of these Plans is the Emergency Response Plan, as it prepares and directs the manpower, which will resolve the emergency, and it is the principal response mechanism by CSE to incidents, which threaten safety and security.

An overview of CSE documentation which, when completed, will guide and support the emergency response is at Figure 1.

**Figure 1. Overview of CSE Documentation**

1.2 Document Control

This Emergency Response Plan (ERP) is a Controlled Document. The Master Copy of this ERP is authorised by the Corporate Crisis Controller.

Administration and maintenance of the ERP is the responsibility of the ERP Administrator. If you become aware of any changes or corrections that are required, please photocopy the relevant pages, note the corrections and fax them to the ERP Administrator.

1.3 Document Security

The careful management of information contained in this and other related plans of the ERP is paramount to avoid any compromise in security. In this regard, all CSE personnel must exercise due
care when passing and storing information pertaining to the ERP. This document is classified CONFIDENTIAL and is to be treated accordingly.

1.4 Purpose

The purpose of the CSE ERP is to provide a detailed plan for the protection of people, environment, facilities, production and the off-site community during and after an emergency.

The Plan provides for a direct response by

- personnel, and
- the Corporate Function and Power Stations in support of any site managing an emergency.

2 SCOPe

The Plan covers CSE’s response to an incident occurring:

- at a site owned or operated by CSE;
- off-site where CSE has indirectly / directly impacted on the incident; or
- where the incident impacts or has the potential to impact on:
  - the health and safety of people;
  - the environment;
  - the facilities;
  - normal operating conditions; or
  - the continued safe operations of the business.

3 EMERGENCY RESPONSE

3.1 Levels of Incident

The emergency response functions within the CS Energy Organisational Structure are reflected in the Action Cards specific to the Emergency Response Plan for each Site. An outline of the events that activate the ERP is detailed at Appendix B. Of the four categories of incidents the ERP is activated in the event of a Category 2 or 3 incident as described below.

3.1.1 Category 1 Incidents

Category 1 incidents are of a minor localised nature and are controlled immediately by the site e.g. first aid injuries, minor non-recurring exception, trip with immediate return to service.

3.1.2 Category 2 Incidents

Category 2 incidents may require specialist assistance and are controlled and managed by the site e.g. medical treatment injury not requiring rehabilitation, minor recurring exception, release requiring assessment / response by Environmental Coordinator.

3.1.3 Category 3 Incidents

Category 3 incidents require notification to the Crisis Plan Administrator / General Manager and other Corporate stakeholders as relevant. These incidents may: be reportable to the Regulatory Authorities, require specialist assistance or impact off-site e.g. dangerous event controlled immediately, offsite
release (excluding minor exceptions) exceeding environmental licence discharge parameter limits, failure of major plant safety systems. This includes fire controlled by the ERT.

3.1.4 Category 4 Incidents

Category 4 incidents impact adversely on people, plant, environment, production and/or the offsite community and would normally initiate the Crisis Response Management Plan (e.g. fatality, significant breach of the site’s environmental licence, community blackouts, adverse media coverage and a fire that requires QFS assistance).

3.2 Activation of Emergency Response

Activation of the ERP allows the site to maximise emergency resources in the quickest possible time to gain control over an incident. **At any time after activation of the ERP, ‘Stand-down’ can be actioned.**

The Emergency Response Flowchart is at Appendix C. This outlines the key actions to be taken as part of the ERP.

The Hazardous Chemicals Response Flowchart is at Appendix D. This highlights the different actions taken to respond in an environment involving hazardous chemicals.

3.2.1 Alert Status on Site

An Alert Status relates to an unconfirmed change from normal operations and requires a response by all relevant persons to confirm the status of persons, plant and environment. Additional care in monitoring the safety/environmental status of the site will be required.

Examples of an alert status include:

- Activation of a fire alarm, siren;
- Failure of control room computer screens; and
- Uncontrolled release of unidentified material resembling asbestos.

In response to the alert and assessment of the potential hazard and risk level, an alarm may be initiated.

3.2.2 Alarms

The primary purpose of an alarm is to advise of an emergency and to specifically notify:

- the Site Emergency Response Team;
- site Action Card holders and other personnel of the emergency situation;
- relevant emergency services of an emergency in progress (by using 000 or 012 for mobiles); and
- relevant off-site community members of an emergency in progress.

The following communications are used to initiate an alarm:

- audible electronic sirens from the Control Room,
- site telephone or mobile phone,
- pagers,
- person to person information,
- radio,
- e-mail, and
• fax

3.2.3 Alarm Mobilisation / Confirmed

The relevant site alarm/s are used to confirm the emergency and mobilisation of the site Emergency Response Team, Site Crisis Team, external Emergency Services and other personnel.

If required, the Corporate Crisis Team is mobilised following notification of the emergency by the on-site Crisis Controller or other designated roles as detailed in the Action Cards.

In some incidents there will not be a progression from an Alert to an Alarm Confirmed because there will be no time lapse between the onset of the incident and immediate mobilisation of the ERT and the Site Crisis Team. This would be in circumstances where the incident clearly needs to be escalated and a timely response is critical.

3.2.4 Initial Advice to the Emergency Services

The initial advice to the Emergency Services (000 or 012 for mobile) is made by:

• the treating ERT member or first aid officer; or

• Control Room personnel at the power station.

Note that if the incident is known to be in the Control Room or it is clear ‘000’ (‘012’ for mobiles) has not been rung then individuals should ring by whatever means is available and safe.

The information to be provided to the Emergency Services is detailed in the Action Cards.

3.2.5 Advice to Corporate Office

The on-site Crisis Controller or other designated roles are to advise the Corporate Crisis Team of the emergency as detailed in the relevant Action Cards.

The Corporate Crisis Controller / Corporate Communications will provide advice to other CSE personnel as detailed in the relevant Action Cards.

3.2.6 Advice to Off-Site Community

The method of advising the off-site community will be incorporated into the Site Emergency Procedures (Refer CS-OHS-9). In some cases this will be the responsibility of Emergency Services.

Actions to protect off-site public, property and environment may be advised through information releases to the media, or directly to the organisations or to individuals where relevant.

3.2.7 Incident Scene

The key person at the incident scene is the Forward Commander. He / she directs the emergency response actions of persons at the scene of the incident (Inner Cordon) until relieved by Emergency Services, or directed by the on-site Crisis Controller who has the overall responsibility for the management of the emergency.

Under the State Disaster Management system the Police will assume command of a disaster site.

Responsibilities of the Forward Commander are detailed in the relevant Action Card.

3.2.8 Incident Control

The Site Manager retains overall responsibility for the management of the emergency, but the execution of this responsibility is delegated to the on-site Crisis Controller. Responsibilities of the Crisis Controller...
are detailed in the relevant Action Card.

3.3 Damage control

Damage control is a joint responsibility of the on-site Crisis Controller and the Forward Commander. Minimisation of the impact of the emergency on people, property, and environment on site and off-site is coordinated by the Crisis Controller. The Forward Commander manages minimisation of the impact at the scene of the incident.

3.4 Communications

Communication is a crucial component of the Emergency Response Plan.

3.4.1 Crisis Communications Toolkit

Corporate Communications have produced a suite of templates and instructions for handling external communications and the media. These are included in the relevant Site Red Manual. The focus of the Toolkit is to ensure a consistent organisational approach to communications.

3.4.2 Communications Flow

The coordination and centralisation of communications is achieved by the Crisis Controller and the Forward Commander. This centralised control of communications provides a coordinated emergency response between all persons at the site, external agencies, the community and media.

It is not mandatory for all communications between persons with an emergency role to pass through the Crisis Controller and Forward Commander. However, it is a requirement that reports on the emergency, which affect decisions pass through the Crisis Controller. This maintains the preparedness of the Crisis Controller to make key safety decisions during an incident to protect people, environment, property, and production at each stage of the emergency response.

3.4.3 Modes of Communication

The appropriate methods for contacting all parties in an emergency are detailed on the action cards. The following methods have been set up for use:

- Telephone;
- Mobile phone;
- Satellite phone;
- Pagers;
- Facsimile;
- Computer E-mail;
- 2-Way Radio;
- Message Pads;
- Runners (persons carrying information); and
- Commercial communications carriers, radio and television.
3.4.4 Emergency Contact Numbers

Emergency Contact Numbers are filed under Public Folders in Outlook and in the Site Red Manuals.

3.4.5 Emergency Call-Out System

The call-out process is detailed in each person’s Action Card and in site-specific procedures. The following information must be relayed to the call-out personnel:

- the status of the emergency (whether it is Alert and Stand-by for further information or an emergency that requires mobilisation);
- the nature of the incident; and
- the location of the incident.

3.4.6 Recording of Communications

Provision is made in the Incident Log Sheet for recording information on the emergency; and decisions / actions and the times that they were made. Information may be recorded on whiteboards at the Site Crisis Room and Forward Command locations. The following information must always be recorded:

- Date and time.
- Information received / from whom.
- Decisions / action taken.
- Information given / to whom.
- Other relevant details as indicated in the Action Card

3.5 Site Evacuation Process

3.5.1 Evacuation

The evacuation will be managed in accordance with Evacuation Procedures. Responsibilities of Evacuation Coordinators / Wardens are detailed in the relevant Action Cards.

3.5.2 Non-Evacuation

Where an evacuation is not required, the Crisis Controller will ensure that personnel on site are safe throughout the emergency and that personnel are accounted for.

3.6 Assistance at Scene of Emergency

When personnel are required to assist at the incident scene, a record will be kept at both the evacuation point (if the site is evacuated) by the Evacuation Coordinator and at the Forward Command Post by the Forward Commander that these personnel are at the incident scene. Personnel will be given specific instruction on:

- assistance requirements (work to be performed);
- safety, health and environmental requirements;
- the necessary method for performing the task(s); and
• any other specific information required.

3.7 Health

3.7.1 First Aid

The role of the first aiders is detailed in the relevant Action Card. The Queensland Ambulance Service will also provide first aid treatment for personnel.

3.7.2 Other Health Issues

Other health issues include the proactive monitoring by the environmental coordinators / chemists to provide background information on the conditions on site and information from sampling of the environment during and after an incident. This monitoring responsibility is detailed in the relevant Action Card.

3.8 Facility Security & Traffic Control

The Crisis Controller and Forward Commander are to control access to the incident site at the Inner Cordon.

Security and traffic management during an incident is managed based on the risk assessment outcomes performed by the Crisis Controller and by the Forward Commander.

The Crisis Controller advises the Security Officer of any risks and changes in procedure that are to be adopted for the incident, and when there is a Stand-down of these conditions.

Traffic control may extend to the movements by air of medical rescue services and these movements would be arranged and supervised by the emergency services with the assistance of the site Security Officer as required.

Security of a site from overflights of air traffic may be an issue in major disasters. This should be managed through the emergency services on site.

3.9 PR & Media Liaison

Corporate Communications has overall responsibility for managing public relations, media liaison and liaison with site media spokesperson/s as detailed in the relevant Action Card.

3.10 Termination of Emergency

3.10.1 Stand-Down

Responsibility for the Stand-Down from the emergency sits with the Crisis Controller.

3.10.2 When to Stand-Down Personnel

The Stand-Down is actioned when:

• the incident is contained; and
• resources, in addition to those normally used, are no longer required.
3.10.3 **Stand-Down Process**

The Stand-down process will be dictated by the decisions made at 2.10.2. The Crisis Controller will ensure that Stand-down requirements have been given to all relevant persons:

- at the Site,
- at Corporate Crisis Room,
- at off-site organisations,
- with the media, and
- with the regulatory authorities.

The stand-down message to CSE personnel will be to return to normal operations or to proceed as directed.

Before stand-down, the affected area is to be reassessed as part of the risk assessment detailed in the Action Cards. Personnel are briefed on the outstanding risks.

A hot debrief is conducted immediately following the stand-down.

3.10.4 **Debriefing**

Debriefing is undertaken in two stages - a ‘Hot’ Debrief and a ‘Cold’ Debrief.

Responsibility for debriefing is detailed in the Action Cards.

The debriefing considers the following:

- This process includes the recording and maintenance of all debriefing information by a person nominated by the Crisis Controller in the group.
- The debriefing environment may be close to the incident location or in a location where the team can be comfortable, enjoy refreshments and make their reports.
- It may utilise whiteboards from the incident or records to assist the Action Card holder / supervisor / team leader to cover all items of importance.
- It identifies professional counselling needs.

3.10.4.1 **Hot Debrief**

This occurs after Stand-down from the emergency or before personnel are sent off duty. It includes a short report by all persons of the history of the incident, their responses, outstanding problems with health, safety and environment, recovery of production and emotional responses to what has happened.

Finally, it covers technical material to identify any outstanding changes in the risk profile to site or CS Energy following the emergency.

3.10.4.2 **Cold Debrief**

‘Cold’ Debriefs are a planned part of the Recovery Phase. Arrangements are made to meet at regular intervals to analyse the incident and the vulnerabilities in the critical functions that created the impact on CSE.

The ‘Cold’ Debriefs concentrate on the team’s actions in the incident, the causation, procedures and recording systems. They will also detail any deficiencies or recommendations for improvement.

These debriefs provide personnel with an opportunity to gain from mutual support post incident and to
work on the revision of all emergency procedures and routine plant procedures to remove the risk of similar incidents recurring.

3.10.5 Counselling

Counselling is a continuation of the process commenced by CSE in ‘Hot’ and ‘Cold’ debriefing sessions. Individuals may request counselling and / or supervisors / team leaders may encourage individuals to seek counselling.

3.10.6 Documentation

All documentation, including electronic correspondence, is to be secured following Stand-down. Responsibility for securing documentation during and after the emergency is detailed in the relevant Action Cards.

3.10.7 Investigation

3.10.7.1 Internal

All investigations will be handled in accordance with the CSE Incident Management Procedure (CS-IM-1).

The General Manager / Site Manager will designate personnel to compile the Report.

The General Manager / Site Manager may request a team or individual from another site, or from an external agency, to compile the Report.

3.10.7.2 External Authorities

CS Energy will determine the roles, responsibilities and duties of personnel in relation to the investigation of an incident by the external authorities. This is to be done in consultation with Legal Services and the authorities at the time of the investigation.

Under certain circumstances, the external authorities may advise the Site Manager during the incident of requirements for documentation and reporting and may establish a consultative process for investigation of the incident.

4 ROLES AND TASKS

4.1 Emergency Response Organisation

The principal emergency response personnel come from the affected Site, with external support requested as required. Figure 2 outlines the basic organisation of CS Energy emergency response personnel.
4.2 Roles & Tasks

4.2.1 Action Card Holders

The responsibilities of all personnel involved in the management of an emergency are detailed in the Action Cards. Refer to Appendix E for a summary of Emergency Response roles.

It is the responsibility of all personnel and their backups with an emergency response role to ensure:

- they are familiar with their Action Card;
- they are available for duty during working hours and, outside of normal working hours at specified times agreed with CSE;
- the diversion of communications to their backup personnel during leave and/or when unavailable (e.g. holidays, illness, interstate and overseas travel) and their contact details;
- the continued operation of their communication systems e.g. mobile phone, pager;
- they have access to their Action Card and Contact Information at all times;
- their Action Card, emergency contact numbers and other emergency information is updated following a Safety Advice from the Emergency Plan Administrator. Note: changes/updates will be notified officially via a Safety Advice and/or email;
- upon receipt of a Safety Advice, the individual responds to the Emergency Plan Administrator as requested to confirm receipt and all periodic testing of communications;
- the Emergency Plan Administrator / Site Health & Safety Adviser is advised of any changes to action cards and / or contact information; and
- they adhere to this Plan.
4.2.2 Emergency Plan Administrator

- Ensure Action Cards are updated in Outlook as required.
- Ensure contact details are updated in Outlook as required.

4.2.3 Site Manager

- Ensure the ERP is implemented at the Site.
- Ensure the Site Red Manuals are current.

5 MAINTENANCE OF EMERGENCY RESPONSE CAPABILITIES

5.1 Review of Plan

The ERP is to be reviewed annually by the Emergency Plan Administrator. Changes to the Plan are tested through tabletop exercises or technical exercises.

The Plan is tested in site field exercises conducted every two years. The testing will provide an assessment of the overall system operations.

5.2 Training and Exercises

Training will be managed based on a training needs analysis approach.

Retraining will be undertaken when there is a change in a system that requires new skills or new information transfer to personnel, or as an outcome of an emergency response.

The Emergency Plan Administrator will manage training.

6 DEFINITIONS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Action Cards</td>
<td>Action Cards summarise the actions to be taken by people who have a key role during an emergency at CS Energy (CSE) sites. (Refer Intranet: Corporate Procedures / Incident Management)</td>
</tr>
<tr>
<td>Business Continuity Plan (BCP)</td>
<td>CS Energy’s documented methodology for addressing business interruption incidents and disasters, impacting on business critical resources and systems</td>
</tr>
<tr>
<td>Business Continuity Team (BCT)</td>
<td>The BCT comprises groups of CS Energy staff responsible for managing interruptions to business critical resources and systems in accordance with the provisions of the BCP</td>
</tr>
<tr>
<td>Corporate Crisis Controller (CCC)</td>
<td>The person who is responsible for the overall coordination of CSE’s Crisis Management Plan during a crisis</td>
</tr>
<tr>
<td>Corporate Crisis Team (CCT)</td>
<td>The Corporate Crisis Team (CCT) manages the corporate crisis response and recovery plans; advises the Chief Executive; and supports sites during a crisis. Members of the CCT are detailed in Figure 2</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
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</table>
| Crisis                      | A Crisis is a decisive and/or negative event, or series of events, that has the potential to significantly impact on, or destabilise CSE. The event could affect CSE’s personnel, operations and commercial viability. It could also attract intense scrutiny from a vast array of stakeholders and jeopardise CSE’s public or stakeholder image. Crisis events fall outside the normal business contingency and emergency response arrangements. Examples of events that may trigger a crisis include;  
  - fatality;  
  - major oil spill threatening off site environment;  
  - explosion;  
  - fire threatening plant, people, environment;  
  - bomb threat;  
  - brownout / blackout of the station;  
  - partial or full loss of load to customers; and  
  - unwanted media attention. |
| Crisis Roles                | Designated responsibilities assigned to CSE personnel for action in response to a crisis.                                                                                                                                                           |
| Critical Functions          | Critical functions are any processes or systems that control the health and safety of people, environment, property or production on a site or in the off-site community. Loss of critical functions means that there is an uncontrolled risk to people, environment, property or production.                                                                 |
| Debriefing                  | Debriefing is a process that is undertaken by supervisors / team leaders with personnel following Stand-down. At the debrief each individual’s response to the emergency and experiences are discussed. Debriefing has a specified function in the Emergency Response Plan to provide information that reduces future risks.  
  Debriefing is usually followed by professional counselling which concentrates on discussions with individuals or groups by trained counsellors on the emotional effects of the emergency. |
<p>| Emergency                   | An emergency is a sudden, unexpected, abnormal or extreme event requiring precise and timely operational action to control, contain and restore to a safe condition. It may be a localised event or one that has the potential to impact the wider community and possibly overwhelm the Company. Depending on their size and impact, emergencies can become crises though the vast majority do not. Once the situation is controlled and rendered safe, the emergency is over. |
| Emergency Communications     | Communications by telephone, mobile phone, satellite phone, radio, computer, message pads and persons acting as ‘runners’ who move between centres of action in a crisis.                                                                                                           |
| Emergency Response Plan Administrator | The Emergency Response Plan Administrator provides all the support functions required to maintain manuals, equipment and to open and operate the Corporate Crisis Room in an emergency.                                                                                      |
| Emergency Services          | Emergency Services consist of the relevant external agencies responding to the incident. This includes but is not limited to: police, fire, ambulance, emergency medical teams including air retrieval, state emergency services, mines rescue, and the Chemical Hazard and Emergency Management Unit specialists. |
| Emergency Response Plan (ERP) | CSE’s documented methodology (or tactical response) to an emergency.                                                                                                                                                                                  |</p>
<table>
<thead>
<tr>
<th>Term</th>
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<tbody>
<tr>
<td>Emergency Response Team (ERT)</td>
<td>The Emergency Response Team comprises competent, trained CSE personnel responsible for assessing and managing an emergency incident or chain of emergency incidents.</td>
</tr>
<tr>
<td>Forward Commander</td>
<td>The person who directs the actions of persons at the Inner Cordon.</td>
</tr>
<tr>
<td>Incident</td>
<td>An event which may potentially result in low level safety, environmental or social impacts, or involve minor legal issues; or which causes a minor loss of operation and can generally be managed under normal operational processes. To accommodate the escalation of an incident, which requires an emergency or crisis response, incidents are categorised on a scale of I-IV.</td>
</tr>
<tr>
<td>Inner Cordon</td>
<td>The Inner Cordon is the geographical area affected by or under threat from the incident to which entry is controlled.</td>
</tr>
<tr>
<td>Safety Advice</td>
<td>A system used within CS Energy to notify all those persons with an emergency role of changes to this Plan. The changes may include telephone numbers or the name of a person in a role.</td>
</tr>
<tr>
<td>Safety and Security Controlled Entry Point</td>
<td>The entry point into the Inner Cordon. The Forward Commander registers all personnel entering and leaving the Inner Cordon to ensure that the presence of workers and others is known at all times. The Controlled Entry Point assists the Forward Commander to coordinate all tasks during the emergency response and ensures that all people are aware of safety requirements while in the area.</td>
</tr>
<tr>
<td>Site Manager</td>
<td>The person who has overall responsibility for the management of the site. This includes routine operations and any incident, emergency and crisis response.</td>
</tr>
<tr>
<td>Crisis Controller (CC)</td>
<td>The person who has responsibility for the site emergency response and recovery direction; and who communicates with the Site Manager, Forward Commander and other agencies.</td>
</tr>
<tr>
<td>Site Crisis Team</td>
<td>The Site Crisis Team manages the Site’s emergency response and recovery plans and advises the Corporate Crisis Team as required.</td>
</tr>
<tr>
<td>Site Crisis Room</td>
<td>The Site Crisis Room is the central point of communications and decision making for the site during the management of an emergency. The Site Crisis Team (excluding the Forward Commander) operates from the Site Crisis Room. Communications, response plans, site plans and other data are located in the Site Crisis Room. Whiteboards and computing equipment are also maintained to support the Site Crisis Team. In the event of an evacuation affecting the Site Crisis Room, an alternate location is nominated.</td>
</tr>
<tr>
<td>Stand-down</td>
<td>The Stand-down is actioned by the Crisis Controller when:</td>
</tr>
<tr>
<td></td>
<td>• the incident is contained; and</td>
</tr>
<tr>
<td></td>
<td>• resources, in addition to those normally used, are no longer required.</td>
</tr>
<tr>
<td>Total Loss Assessment</td>
<td>A Total Loss Assessment identifies the immediate and long-term impacts caused by the incident on CSE.</td>
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</tbody>
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8 RECORDS MANAGEMENT

In order to maintain continual improvement, suitability, safety and effectiveness of the organisation, registered documents will be reviewed on a two yearly basis, or where it has been identified that there are changes in technology, legislation, standards, regulations or where experience identifies the need for alteration to the content. Registered documents should also be reviewed following an incident, change management process, modification or where directed as part of a risk assessment process.

CS Energy must ensure that records are retained according to accountability, legal, administrative, financial, commercial and operational requirements and expectations. In compliance with records retention and disposal, all documentation created in relation to CS Energy business must be retained in line with minimum retention periods as detailed in legal retention and disposal schedules.
9 ATTACHMENTS

9.1 Appendix A - Site Red Manual Contents

- Local Neighbourhood Details
- Emergency Contact Details
- Credible Emergency List
- Emergency Response Plan
- Crisis Management Plan
- Supporting Procedures
- Action Cards
- Crisis Communications Toolkit
- Emergency Equipment Register
- Chemical Manifest
- Drawings
9.2 Appendix B - Activation of the ERP

**Incident**

An event which may potentially result in low level safety, environmental or social impacts, or involve minor legal issues or which causes a minor loss of operation and can be managed under normal operational processes.

**Emergency**

An event which may potentially result in serious injury to one or more people, or cause serious environmental effects or ongoing social issues, or attract significant local / state / national media attention, or involve serious breach of regulation and potential for prosecution and / or moderate damage to mission critical equipment / facilities leading to a moderate loss of operations and which requires a coordinated response beyond normal operational processes.

An event which may potentially result in major health effects / fatalities, or very serious environmental impacts, or very serious widespread social / cultural impacts, or attract public outcry, damaging NGO campaigns and / or severe reputation damage / threat to licence to operate, or attract significant fines and prosecutions, or result in serious damage to mission critical equipment / facilities, seriously affecting future operations and requiring a joint site (operational) and corporate (strategic) response.

**Crisis**

An event which attracts major media and stakeholder interest and / or public outrage and threatens CS Energy’s reputation, image, financial standing and ability to operate.

Examples include:
- Major outage
- Legislative breach
- Consumer action
- Financial loss
- Extortion / sabotage
- Mismanagement
- Business scandal
- Breach of corporate governance
- Discrimination
- Whistleblowing
- Regulatory investigation

**Emergency Response Plan**

*NOT activated*  

- Normal incident reporting
- Site standard processes to manage an incident

*Emergency Response &/or Business Continuity Plans activated*  

- CCC notified by Site Manager
- Site Manager to notify Corporate Communications

*Emergency Response &/or Business Continuity Plans activated*  

- CMP activated

*Emergency Response Plan may not be activated*  

- CCT activated
9.3 Appendix C - Emergency Response Flowchart

EMERGENCY

Operator detected
Sensor / equipment detected

Alarm activated

Alarm confirmed / Response Teams mobilised

Is external assistance required?

YES

Emergency Services notified

Emergency Services arrive & assume control

NO

Appropriate Emergency Procedures adopted

Site Crisis Controller controls emergency

SDC to notify Corporate & provide advice for CCO

Forward Commander assists Emergency Services

Emergency under control

Emergency Services hand back control

Emergency Services depart Site

Site Crisis Controller assesses outstanding risks

Site Crisis Controller addresses personnel to Stand Down

EMERGENCY OVER

• Debrief
• Document
• Investigate
• Report
• Review & Amend Plans
9.4 Appendix D - Hazardous Chemicals Response Flowchart

EMERGENCY

Operator detected
Sensor / equipment detected

Alarm activated

Alarm confirmed / Response Teams mobilised

Emergency Services activated

Risk Assessment conducted by technical experts & OCC

Including threat to local community

Does the emergency present a threat to the Community & SWR?

YES

Activate Community & Site warnings and information on chemical hazard preaction

Emergency Services arrive & assume control

SGC to notify Corporate & provide advice for OCC

Risk Assessment conducted of areas likely to be affected

REMAIN INDOORS

Advice when threat has concluded

Advice to activate post threat procedures:
- Go outdoors
- Open up dwellings
- Site and Community roll call and damage reports
- Decontamination

Is evacuation required?

NO

YES

Evacuate areas selected to nominated evacuation centres

Emergency terminates

Survey areas for harm to people, property and environment. Site and Community roll call.

Decontamination, recovery etc.

Site Crisis Controller assesses outstanding risks

Site Crisis Controller advises personnel to Stand Down

EMERGENCY OVER

- Debrief
- Document
- Investigate
- Report
- Review & Amend Plans
### 9.5 Appendix E - Summary of Emergency Response Roles

<table>
<thead>
<tr>
<th>Title</th>
<th>Lead Responsibilities</th>
<th>Designated CSE Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Crisis Controller (CCC)</strong></td>
<td>- Establish and coordinate the Corporate Crisis Team.</td>
<td>General Manager Operations or Designated General Manager</td>
</tr>
<tr>
<td></td>
<td>- Establish and maintain command and control of ongoing emergency response and recovery; continuously</td>
<td></td>
</tr>
<tr>
<td></td>
<td>monitor information and progress to assess outstanding risks to people, environment, production and</td>
<td></td>
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<tr>
<td></td>
<td>the business.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Provide advice to the Chief Executive.</td>
<td></td>
</tr>
<tr>
<td><strong>Corporate Crisis Team (CCT)</strong></td>
<td>- Provide the Corporate emergency response.</td>
<td>General Managers</td>
</tr>
<tr>
<td></td>
<td>- Provide assistance to the affected sites.</td>
<td>Others as nominated (Corporate Specialists)</td>
</tr>
<tr>
<td></td>
<td>- Report to the Corporate Crisis Controller.</td>
<td>Scribes / Communications</td>
</tr>
<tr>
<td><strong>General Managers &amp; Corporate Specialists</strong></td>
<td>- Provide information and advice to the Corporate Crisis Team.</td>
<td>Principal Adviser - Health &amp; Safety</td>
</tr>
<tr>
<td></td>
<td>- Provide advice and assistance to affected sites.</td>
<td>Environment Manager</td>
</tr>
<tr>
<td><strong>Site Manager</strong></td>
<td>- Manage the site emergency response and recovery plans (with the Site Crisis Controller)</td>
<td>Manager Environment &amp; Chemistry</td>
</tr>
<tr>
<td></td>
<td>- Monitor information and progress to assess outstanding risks to people, environment, production and</td>
<td>Corporate Communications Manager</td>
</tr>
<tr>
<td></td>
<td>the business.</td>
<td>Operations Support Manager</td>
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<tr>
<td></td>
<td>- Provide advice to the Corporate Crisis Controller.</td>
<td>Manager – Portfolio Services</td>
</tr>
<tr>
<td><strong>Crisis Controller</strong></td>
<td>- Manage the site emergency response (with the Site Manager) and coordinate with other agencies.</td>
<td>Legal Adviser</td>
</tr>
<tr>
<td><strong>Site Crisis Team</strong></td>
<td>- Manages the site emergency response and recovery plans.</td>
<td>IT Manager</td>
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<tr>
<td></td>
<td>- Provide advice to the Site Manager.</td>
<td>Human Resources Manager</td>
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<td>Risk and Assurance Manager</td>
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<td></td>
<td></td>
<td>Others as nominated</td>
</tr>
</tbody>
</table>

**Note:** Lead Responsibilities (for detailed responsibilities refer Action Cards)
<table>
<thead>
<tr>
<th>Title</th>
<th>Lead Responsibilities (for detailed responsibilities refer Action Cards)</th>
<th>Designated CSE Positions (with emergency response role)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Technical or Specialist Advisers</td>
<td>• Provide information and advice to the Crisis Controller.</td>
<td>Health &amp; Safety Adviser</td>
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<tr>
<td></td>
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<td>Environment Adviser</td>
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<td></td>
<td>Human Resource Officer</td>
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<td>Chemists</td>
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<td>Engineers</td>
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<td>IT</td>
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<td></td>
<td></td>
<td>Technical Services / Owner’s Representative</td>
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<td></td>
<td></td>
<td>Other as required</td>
</tr>
<tr>
<td>Emergency Plan Administrator</td>
<td>• Maintain the Emergency Response Plan.</td>
<td>Principal Adviser - Health and Safety</td>
</tr>
</tbody>
</table>