

## Clarification questions regarding section B2.2 of the Report on the Freeze Thaw Event of March 2018

### Southern Water Services

In the period leading up to the freeze and thaw, can you please explain in more detail how your Executive and, where appropriate, your Board:

1. Were involved in any planning or preparation, or approved any planning and preparation, for exceptional winter weather events. Please also detail when this occurred.

Emergency plans are based around a loss of supply incident. Our business continuity plans include cold weather plans. Emergency planning is coordinated by the Emergency Planning Manager who reports up to the Head of Operational Services who in turn reports to the Director of Wholesale Water Services. Members of the Executive are trained in emergency planning and lead in the event of a major incident.

We had heightened readiness in place in the week before the event due to the weather warnings including checks of available equipment, cancelling of non-essential works, and increased resources being made available throughout the period. The Director of Wholesale Water Services was made aware of this incident specific planning from Tuesday the 27 February (see below for details).

2. Were notified of each applicable weather status update (amber alert, red alert) and the earliest point at which this occurred.

The company has in place a contract with Meteogroup to provide weather intelligence and insight. Direct contact was made by the Duty Manager each day running up to the cold snap (20, 21, 22 and 23 February) to obtain detailed forecasts on potential snow accumulation across the company's areas and shared with relevant Operational Managers.

The first Met Office warning of snow was received on the Friday the 23 February 2018 at 04:52 for the period Monday the 26 to Tuesday the 27 February. The Head of Water Networks and Customer made the Director of Wholesale Water Services aware the same day.

On Friday the 2 March 2018 at 09:15 the Director of Wholesale Water Services was sent the three day weather reports that covered the thaw period, although by this point she was also receiving daily updates from both the Head of Water Networks and Customer and Head of Water Resources and Production which includes information on weather warnings.

3. Were involved in any planning or preparation in advance of the freeze and thaw event, following the amber or red alert notification. Please exclude any "business as usual" winter preparedness planning, unless the planning specifically considered the freeze and thaw event.

The Function Heads are responsible for managing the activities and look to Executive members for direction and guidance. Hence Functional Heads would be responsible for planning and preparation

approval. The Director of Wholesale Water Services was consulted and kept advised of the planning and preparation as outlined below:

#### Water Network and Customer

The first warning of snow were received on Friday the 23 of February. The company's readiness was discussed between Head of Water Networks and Customer and the Director of Wholesale Water Services.

Severe Weather Readiness conference calls were held each morning by the Water Network and Customer Team from Tuesday 27 February to Friday 2 March. The Head of Water Networks and Customer then discussed the outcome of the conference calls with the Director of Wholesale Water Services either in person or over the telephone.

#### Water Resources and Production

The Water Resources and Production Team held morning conference calls from Wednesday 28 February to Friday 2 March to discuss and prepare for the severe weather warnings. Notes of these meetings were sent by the Head of Water Resources and Production to the Director of Wholesale Water Services immediately after the meeting.

#### Escalation to a major event

From 04:00 of Saturday the 3 of March emergency escalation plans were initiated which resulted in the Director of Wholesale Water Services being made aware at 07:00 and the issue was formally escalated at 10:45. A major incident was declared at 17:00.

4. Had the freeze and thaw event escalated to them, such that they were aware of the full scale and severity of the event.

The Director of Wholesale Water Services was aware of the unfolding events as described above. The Director of Wastewater Wholesale Services was also kept updated on the planning for the weather event from the 23 of February. The Director of Compliance and Asset Resilience was informed of the severity of the event on the afternoon of Saturday the 3 March.

The CEO was informed of the operational challenges on Saturday the 3 March at 13.36, before the major incident was declared. The other members of the Executive team where updated regularly once the major incident was formally called at 17:00 on Saturday 3 March.

Neither the Board nor the CEO are actively involved in incident or operational management. The CEO as the board representative was available to provide advice and support and to ensure that the Board were kept fully aware. The CEO made the Board aware on the 4 March; informing them that the company was experiencing difficulty in maintaining supply in a number of areas. The CEO made sure the Board were kept up to date on progress with issues throughout the event, up to three times a day.

10 May 2018