

## Details of how the SWW Executive and Board were involved in the planning / preparation for exceptional weather events

In addition to our initial response please find below a summary of additional information that outlines in detail how the SWW Executive and, where applicable, our Board are routinely involved in the preparation for potential disruption from extreme weather events of any nature.

In line with established business as usual (BAU) procedures, winter preparedness plans are revisited and refined on an annual basis in October of each year, and subsequently approved by Operations Directors in readiness for the winter period. These plans include a systematic review of chemical and stock levels, training, emergency resourcing arrangements and contractual support agreements with key suppliers. The Executive were briefed on these plans as part of the monthly update from Operations Directors and provided challenge and feedback, where appropriate. The objective of all plans developed is to ensure that in the event of an incident as a result of the winter conditions, supplies to customers are protected and the safety and welfare of staff is maintained.

At the start of each working day the Executive are automatically sent a status report containing weather forecast information and updates on any operational issues. This process is facilitated by our central Regional Service Centre (RSC) with data obtained from a combination of free and paid for services delivered by the Met Office and Meteogroup respectively. The Meteogroup 'Hydrocast' product, which displays real time weather information matched to our operational areas, is displayed continuously in our RSC and available on demand for all key members of staff.

A summary of the warnings received over the period 26 Feb 2018 – 4 March 2018 is shown in the table below. Each of these warnings and changes of state were communicated to the Executive in accordance with the standard process described above.

Warning Type	Start Date	End Date	Category
Snow	26 Feb	3 March	Amber
Snow	1 March	2 March	Amber
Snow	1 March	1 March	Red
Ice	1 March	2 March	Amber
Ice	2 March	4 March	Yellow

Met Office weather warnings are routinely used for planning operational and service activities at SWW. Local Met Office Civil Contingencies Advisors provide email alerts to registered contacts within our business, including members of the Executive, which are then shared internally in line with the daily operational reports from the RSC, or more frequently if the risk status is raised.

With regards to the freeze / thaw incident in particular, the initial amber weather warnings issued on Monday 26 February were discussed at the SWW Executive management meeting held on the same day. At this point SWW were already dealing with a significant burst which required a complex repair on one of Exeter's main traffic routes and as a result incident procedures, including escalation processes, were already enacted and members of the Executive were actively involved in management of this unrelated event.

During this meeting, the Executive reviewed and discussed the weather warnings and the associated potential impact. At this point, Operations Directors provided updates to the remainder of the Executive on the precautionary action plans in place in readiness for a potential freeze / thaw event, which incorporated lessons learned from the findings of the 2010/2011 freeze / thaw incident. It was also at this meeting that the Executive agreed that in the event of an incident, the role of gold command should be carried out solely by the Executive, with a rota subsequently drawn up to facilitate this.

In light of the severity and changing nature of the weather warnings, a further SWW Executive management meeting was scheduled for Wednesday 28 February with severe weather the key topic for discussion. At this meeting, the decision was taken to enact the precautionary action plans previously discussed, which included 24/7 manning of 11 additional water treatment works and implementing emergency resourcing plans. Alongside this, Directors were responsible for ensuring that in the event of an incident, plans could be immediately enacted, and took away actions including;

- cancelling non-essential leave to accommodate resource flexibility
- directly briefing critical supply chain partners, ensuring pre-agreed arrangements were ready to launch
- deploying 4x4 vehicles to those areas most at forecast risk of disruption
- implementation of a 24/7 proactive control capability within the Strategic Networks team (this operation is 24/7 as BAU but operates on a standby basis outside of the hours of 08:00-17:00)
- development of a flexible resourcing plan in customer services to ensure any increases in customer contacts and activities could be resourced effectively in light of the potential travel restrictions and subsequent reduced staffing levels
- ensuring support services (specifically IT and HR) were able to provide support to the wider business whilst maintaining essential services throughout the duration of any event.

In the period prior to the cold weather, regular updates were provided through Resilience Direct, a portal providing key information and notification of LRF activity. As detailed in our initial submission, SWW are active participants in the Local Resilience Forum (LRF), who hold 'pre event assessment teleconferences' (PEAT) conference calls on receipt of Met Office weather warnings. Registered SWW users, ordinarily the Security and Emergency Planning Manager join such calls to discuss alerts and contingency plans be the issue localised, or as in this case regional. The outcomes of any such calls are then communicated to appropriate business areas, and escalated, where necessary, to the Executive who will brief the Board if the threat is considered to be of significance to maintaining operational effectiveness.

On 1 March, the scheduled PEAT call was converted to a strategic coordinating group conference at which all members of the LRF were represented to ensure a consistent, collaborative approach to incident management. SWW were represented on this conference by the Operations Director for Drinking Water Services, who then communicated the outcomes to the Executive and the SWW incident management team, based in the RSC. SWW continued to be represented by the Operations

Director for Drinking Water Services at the Strategic Command Group external conference up until the point Devon & Cornwall Police stood this group down on 3 March.

As previously detailed in our initial submission, during the lifecycle of the event strategic direction was provided from the Executive team, responsible for oversight and direction, upwards communication to the wider Executive team on a regular basis (at least twice daily), and ensuring that clear and consistent governance arrangements were adhered to. Updates were also provided to the Pennon CEO periodically on 2 March, 3 March and 5 March for onward communication to the Pennon Chairman. The Executive also set the overall objective of the incident, and defined the key priorities, as shown below:

- ensure the safety and health of staff at all times
- reduce leakage by focusing on both customer and SWW assets
- keep customers and stakeholders informed at regional and local level via all media
- understand and manage the impact on consumers
- understand and manage the impact on drinking water storage levels
- understand the impact of demand, reduce it as soon as possible and ensure sufficient drinking water production capacity
- quickly secure and deploy alternative water supplies to affected customers and communities

The Executive defined the incident management strategy and approved all external communication to ensure consistency throughout, managed key risks in order to protect critical assets such as hospitals, and ensured that customers, especially those in vulnerable circumstances were prioritised throughout.

On 1 March, upon receipt of the red weather warning the SWW Managing Director issued a company-wide communication. The aim of the communication was to inform all staff about the likely impacts of the weather and the need to maintain customer supplies whilst ensuring their own safety. As a result, all staff were instructed to travel home in advance of the red weather warning and police road closures coming into action from around 15:00 onwards.

On Friday 2 March many of the roads across the region were either impassable or still closed by the Police. As a result, due to ongoing safety concerns, all staff were instructed not to travel to their normal place of work unless it was safe to do so, asking instead for them to work from home if they were able to.

At each 'gold command' meeting other members of the Executive had an open invite to join the call or be present in the incident room, alongside key members of the incident management team, with the Managing Director chairing the daily SWW gold command meeting.

At the early evening (18:00) gold command meeting of the 6 March, chaired by the Managing Director, the entire Executive were present in order to assess the improving picture and to agree next steps. It was at this point that a decision was made to continue the incident management procedures, as whilst supplies had been restored to all customers impacted by the freeze and thaw, an increased level of leaks and bursts were still being repaired.

The SWW Managing Director and Executive made the decision stand down the incident response on Thursday 8 March following a further review of the situation. This decision returned cover arrangements to a pre-incident state with escalation to the Executive should the situation worsen to be made through the established standby hierarchy.