Country Regional Network

Incident Emergency Management Plan

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Table of contents

List of Tables

1 Incident Emergency Management Plan

1.1 Overview

John Holland Rail Pty Ltd (JHR) provides the Incident Emergency Management Plan (IEMP) to meet the requirements of Part 4 Division 3 of Rail Safety National Law National Regulations 2012, compliant with Section 113 of Rail Safety National Law (NSW). The Environmental Pollution Incident Response Management Plan (PIRMP), originally incorporated into this document, has been excised and published as a stand-alone document that satisfies the requirements for licensed premises under Protection of the Environment Operations Act 1997 (POEO Act) and the Protection of the Environment Operations (General) Amendment (Pollution Incident Response Management Plans) Regulation 2012.

JHR has developed and implemented this IEMP to enable an appropriate response to an emergency event on the network. The IEMP outlines the processes and actions needed to coordinate an effective response to either a condition that affects the network (incident) or a more serious event that requires a response from Emergency Response Agencies.

JHR's IEMP:

− Lists the types and classes of emergencies most likely to occur;

− Lists the likely consequences of each type or class of emergency condition;

− Assesses the risks to safety arising from emergencies; and

− Lists the contact details for relevant NSW and ACT Response Agencies.

1.2 Purpose and Application

This IEMP provides guidance and advice to JHR staff, response agencies, local councils, CRC, RTOs and other stakeholders who may be affected by an emergency on the CRN.

The activation of the IEMP enables JHR to respond in the expected manner to an emergency. The purpose of governing the emergency response is to:

− prevent escalation of the emergency and minimise the consequences;

− provide assistance as quickly as possible to those persons affected by the emergency;

− facilitate the preservation of evidence so that the incident may be investigated to establish the causal factors and prevent recurrence; and

− facilitate the efficient restoration of normal services in coordination with the recovery procedures. .

1.3 Objectives

The IEMP:

− outlines the processes for incident response, notification, escalation and activation of the Crisis Management Team;

− Outline roles and responsibilities of team members as well as communications processes;

− Provide a guideline for response teams including immediate actions;

− Provide guidance on assessing and managing stakeholders including next of kin;

− Detail processes to reinstate and recover to normal operations; and

− Describe the reporting, training and accountability within the incident management system.

2 Deliverables from the Services

2.1 Description of the Services to be Delivered

This IEMP describes objectives and deliverables for specifications as defined in the CRN Scope of Works and Technical Criteria Performance measures for service delivery and provides guidance to JHR staff, Emergency Services, local councils, CRIA, RTOs and other stakeholders affected by an emergency on the CRN.

Activation of the IEMP by JHR's network control centre enables JHR to provide an effective response in the expected and required manner to an emergency situation. The purpose of the emergency response is outlined in *CRN-FRA-RLS-025 Emergency Management* as follows, prevent escalation of the emergency and minimise the consequences, provide assistance as quickly as possible to those persons affected by the emergency, facilitate the preservation of evidence so that the incident may be effectively investigated to establish the contributing factors and prevent recurrence and facilitate the efficient restoration of normal services in coordination with the network recovery procedures. The Emergency and Security Management Plans described in clauses 5.25 and 5.26 are tested annually.

The performance measures for the delivery of the IEMP are as follows:

Table 1: Performance Measures for Service Delivery

No	Objectives	Deliverables
1	Representation on REMC.	Representation and attendance at the REMC meetings.
2	Stakeholders aware of the requirements of the Emergency Framework *CRN-FRA-RLS-025 Emergency Management*	The Emergency Framework included and agreed within the executed Safety Interface Agreement and available on the IMS.
3	Determine the effectiveness of the Emergency response following an emergency event.	Post incident reviews carried out during the investigation process to determine the effectiveness of the response.
4	JHR employees aware of the IEMP and the requirements for its activation.	The activation of the IEMP and call out list when an incident requires an emergency response.
5	JHR test the IEMP. This also applies to Workplace Health and Safety and Environment.	The in-house testing of the plan will occur annually SFAIRP JHR will participate, in conjunction with emergency services if testing is to occur on the CRN. The approval for this type of testing is through an approval of funding through the REMC.

2.2 Schedule of Delivery

Table 2: Schedule of Delivery

Performance Measure No.	Schedule
1	Attendance at scheduled REMCs to maintain a relationship with the combat agencies. The maintenance of consultation with RSOs during scheduled SIA meetings.
2	The *CRN-FRA-RLS-025 Emergency Management* is made available to all stakeholders as required.
3	Investigations to include a review of the effectiveness of the response when an emergency response is required.
4	Persons working on the CRN are inducted prior to working on the CRN.

5	In house testing of the plan once a year and participation if the REMC conducts an emergency test on the CRN.

2.3 Resources Required

Internal JHR resources required to ensure effective implementation of this plan include the Manager Rail Safety, Assurance and Risk, Manager, People Culture and Stakeholder Relations, Manager Network Operations Manager, WHSE Manager, Environmental Co-ordinator, WHSE Co-ordinator, Network Control Officers and Maintenance Delivery and Project Delivery personnel.

External resources will include NSW combat agencies, emergency response agencies and REMC.

JHR will make personnel available for attendance at REMC.

3 Emergency Preparedness

JHR is responsible for emergency preparedness on the CRN. The Manager Rail Safety, Assurance and Risk (Manager RSAR), or delegate, in consultation with regional CRN staff, stakeholders and parties nominated in Section 5 of this document, allocate personnel for on-site response.

The Manager RSAR must ensure that emergency exercises occur annually to test the effectiveness of the IEMP, inclusive of the PIRMP. The Manager RSAR will review the findings to rectify any weaknesses in the IEMP. The Manager RSAR monitors the effectiveness of the IEMP for those nominated to respond to an emergency. The Manager RSAR ensures that first response personnel are familiar with the roles and responsibilities contained within the IEMP, the PIRMP and CRN-MPR-SQE-002 Incident Management.

For emergencies that occur in the rail corridor, the JHR Network Control Centre at Mayfield enacts the emergency response through the utilisation of the on-call list.

The IEMP outlines the roles and responsibilities for staff that have the capacity to respond.

JHR depot and office management:

− Provide the required emergency response equipment;

− Make equipment available (where practicable);

− Supply fit for purpose equipment; and

− Release personnel to attend emergency response committee meetings.

For emergencies outside of the rail corridor and related to JHR depots and offices, refer to *CRN-APP-SQE-018-01 Depot Emergency Guide*.

4 Emergency Management Roles and Responsibilities

The development of the JHR IEMP occurred in consultation with stakeholders, as described in Section 5 of this plan. These parties are consulted to provide an organised and collective response to an emergency.

Mitigation strategies were considered during the planning stages to minimise the effect on the general public and essential services in the event of an emergency on the CRN. This occurred in consultation with regional response agencies.

Personnel, including contractors, who have a role in the implementation of the IEMP, have access to the JHR IEMP and are aware of their responsibilities. All persons allocated responsibility within the IEMP are provided with information about any applicable parts of the IEMP and are able to do anything that may be required of them under the IEMP.

The JHR IEMP is accessible at all times, in a comprehensible form to:

- other RTOs who may be affected by the implementation of the IEMP for their railway operations (as defined in the applicable SIA);

- any of the following, if they are required to assist in implementing the IEMP:

  - an entity (whether publicly or privately owned) that provides, or intends to provide, water, sewerage, drainage, gas, electricity, telephone, telecommunications or other like services under the authority of an Act of NSW or the Commonwealth;

  - any person who, under the authority of an Act of a participating jurisdiction, is permitted to own or use a pipeline, or is licensed to construct or operate a pipeline; and

  - Response Agencies.

4.1   Combat Agency or Emergency Service Access to the Rail Corridor

In the event that a person is injured at a worksite and that event does not affect the safety of others and rail operations, the Site Manager will call '000' and request ambulance services to attend. The Site Manager will make arrangements for the ambulance to be escorted into the incident site and relevant worksite protection to be implemented.

If access to the CRN rail corridor is required by a response agency or emergency service for a non-rail incident, contact with the NCO is required by the Combat Agency or Emergency Service prior to entry into the corridor to enable the NCO to provide information on train running and, if required, stop trains until notified that the response agency or emergency service has cleared the rail corridor.

5   Incident or Emergency Response

5.1   Overview

The JHR IEMP outlines the requirements from Network Control for the management and coordination of an incident or an emergency event. The JHR CRN Network Instructions provide guidance for the network controller to ensure that an immediate and effective response from key internal and external response agencies occurs.

As part of the incident response, the network controller utilises the 'on call' list to ensure an on-site Rail Incident Controller (RIC) is responding, the correct response agencies are contacted and responding and the correct notifications to regulatory bodies occur.

Notification of an event involving CRN irrespective of the type of incident must be made to the NCO.

5.2   Initial Notification and Response

Initial notification of incidents to the Network Control Centre may be made by train crews, station staff, infrastructure workers, members of the public, State Emergency Services, Police, Ambulance, Fire and Rescue NSW and Rural Fire Service.

The NCO will identify the incident type and severity and manage the immediate response by coordinating rail traffic and notification to internal and external emergency response agencies. Depending on severity this action may occur prior to calling response personnel or emergency services.

It is the responsibility of the individual who identifies the incident to:

- Assess the situation and nature of the incident;

- Notify the incident to NCO;

- Seek assistance from other workers as required;

- Render first aid to injured personnel provided it is safe to do so;

- Enact the PIRMP if a pollution incident is deemed to have a risk of actual or potential harm to the environment as defined in Section 5.1. of the PIRMP. A pollution incident is required to be notified immediately to the EPA, NSW Minister of Health, Fire and Rescue NSW, SafeWork NSW and the local council where there is a risk of actual or potential harm to the environment. 'Immediately' has its ordinary dictionary meaning of promptly and without delay.

- Initially maintain communications with the NCO and fulfill the role of RIC until relieved by the appointed JHR RIC, including Rollingstock Operators or third parties;

- Secure the area and control the situation if safe to do so;

- If Emergency Service Response is required direct emergency services to the scene and conduct a handover brief;

- Be prepared to support responding agencies and regulators; and

- Be prepared to conduct a detailed handover brief to the appointed RIC when he/she arrives on scene.

Note: The RIC to respond only to contact with Business Unit Manager and Network Controllers. The Business Unit Manager is to be the single point of contact for information if the wider business requires updates.

6 Call Out Requirements

A call-out list is available for Network Controllers to enable a prompt and effective response to an emergency. The call out list contains a list of contact numbers for Response Agencies, on-site incident controllers and other key response personnel.

The IEMP has emergency service contact details listed and available to line management at CRN regional depots and offices. It is the responsibility of the RSM to maintain the IEMP.

The CRN call-out list is available on the CRN intranet, Latest on Call List and includes contact details for the following authorities:

- Regional Fire, Police and Ambulance services;

- Network Control Management centre;

- Adjoining Rail Infrastructure Managers, safety representative and emergency coordinator contact details;

- Hazardous chemical authorities at sites where particular hazards have been identified;

- Service utility authorities who manage service crossings in the region, if applicable;

- All RTOs who operate on the regional corridors under the management umbrella of the IEMP;

- The Roads and Maritime Authority;

- Telecommunications service providers;

- Local councils;

- The Office of Environment and Heritage and ACT EPA; and

- Neighbouring properties affected by JHR activities or those that could affect JHR.

7 Initiation of PIRMP and Environmental Notifications

The Pollution Incident Response Management Plan (PIRMP) has been prepared in accordance with the requirements described under the *Protection of the Environment Operations Act* 1997 (POEO Act) and the *Protection of the Environment Operations (General) Amendment (Pollution Incident Response Management Plans) Regulation* 2012.

The PIRMP details the responsibilities and specific requirement in relation to notifying, responding and managing pollution incidents as defined in the *POEO Act.*

A pollution incident is required to be notified immediately to the EPA, NSW Minister of Health, Fire and Rescue NSW, SafeWork NSW and the local council where there is *a risk of actual or potential harm to the environment*.

Harm to the environment is defined in section 147 of the *POEO Act* as:

(a) harm to the environment is material if:

> (i) it involves actual or potential harm to the health or safety of human beings or to ecosystems that is not trivial, or

> (ii) it results in actual or potential loss or property damage of an amount, or amounts in aggregate, exceeding $10,000 (or such other amount as is prescribed by the regulations), and

(b) loss includes the reasonable costs and expenses that would be incurred in taking all reasonable and practicable measures to prevent, mitigate or make good harm to the environment.

Immediately has its ordinary dictionary meaning of promptly and without delay

The process for incident management and communication requirements is summarised in the flowchart in Section 1.7, with supporting information captured in the full PIRMP.

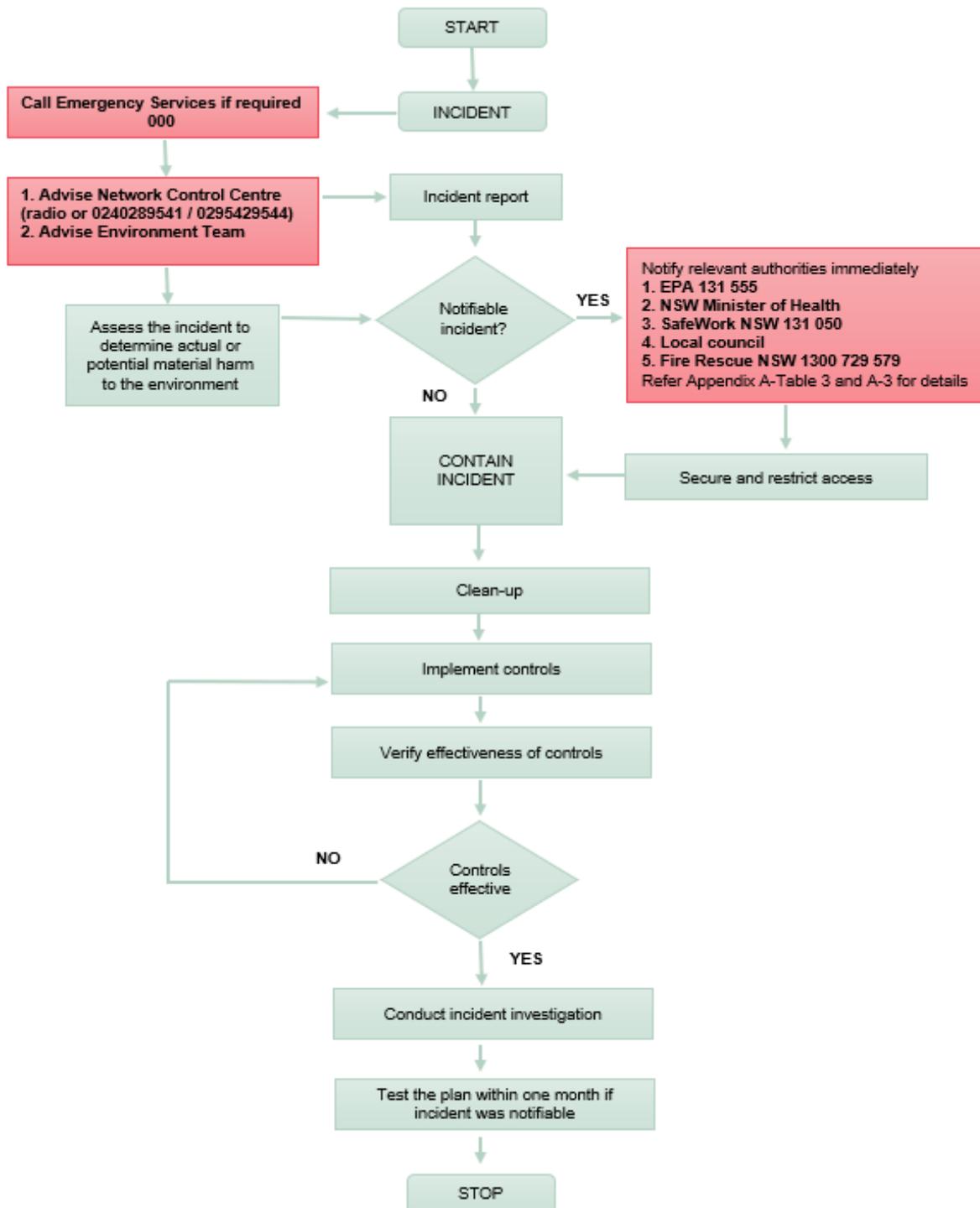## 7.1   Pollution Incident Notification and Management Protocol

Figure 1 – PIRMP Action, Mitigation and Notification Flowchart (refer to the full PIRMP for additional detail)

8 Allocation of Personnel for On-Site Management of Emergencies

The first JHR representative to arrive at the emergency site becomes the JHR RIC and will remain in that role until such time the leading combat agency arrives on site and takes control. The combat agency will remain in control of the site until released back to the RIC.

CRN-MPR-SQE-002 Incident Management details the required internal emergency or incident responses.

The NCO and RIC, in consultation are responsible for managing the operational aspect of the site. The responsible JHR SMT member will allocate a person with the capacity to respond to the type of incident. This person will coordinate the initial response with the RIC.

9 External Operator and Third Parties Site Representation

Third party operators or external parties will provide an onsite representative to coordinate their response to the incident. This person will coordinate the initial response with the RIC.

The NCO and RIC will maintain a diary of events relating to the operational aspects of the incident, the response, recovery and rectification aspects. A representative from the Environment team will maintain the Pollution Incident Log, in the event that the PIRMP needs to be enacted.

10 Recovery Protocols

This IEMP describes the recovery protocols for the restoration of railway operations if an emergency occurs.

In the event of an emergency, effective/immediate action can contain the incident and prevent it from escalating to a crisis. The immediate actions to be considered by individuals or groups on identifying an event or incident are described in the CRN Response and Recovery – Roles Outlines in *CRN-MPR-SQE-002 Incident Management*.

The on-site management of the recovery process is outlined in *CRN-MPR-SQE-002 Incident Management*.

11 Communication During the Emergency Response

In consultation with response agencies, JHR identifies the communication protocols to be utilised during an emergency situation. The communication protocols are included in the IEMP and PIRMP. The communication protocols will include the allocation of a JHR RIC for liaison between the NCO and the response agencies chain of command and detailed within *CRN-MPR-SQE-002 Incident Management.*

11.1 Notifying affected premises

JHR will initiate notification to owners and occupiers of affected premises, in consultation with TfNSW. The methods used are dependent on the severity of the incident, the size and nature of the community impacted, and the environmental sensitivity of the site. Notification will be led by the Community and Stakeholder Engagement Business Partner in consultation with TfNSW, but may be face-to-face by the on-site teams (i.e. door knocking by the Supervisor) or in more formal situations by JHR and/or TfNSW representatives.

These notifications will occur via one or more of the following methods;

- Written correspondence – e.g. letter;

- Website updates;

- Radio and television (including news articles as appropriate);

- Community meetings; and

- Door knocking.

12 Site Security and Preservation of Evidence

The RIC is responsible for site protection in accordance with the CRN network rules and procedures (CNRP) for emergencies.

The RSM will provide any non-disturbance advice to the Service Delivery Manager who will coordinate this information through the NCO to the RIC. No recovery work is to occur or the site disturbed until authority to start the recovery process is given. The exception to this is to allow for the safe and timely removal of any injured persons or the preservation of life.

The RIC is responsible for taking the appropriate steps if an unsafe situation exists. These steps must consider the potential impact of the unsafe condition and ensure that exclusion zones prevent any additional risks to safety.

When required, the Police may declare the emergency site a crime scene. The Police may cordon off the site to enable the relevant authorities to carry out investigations.

Following the resolution of the emergency situation, an investigation will be carried out in accordance with JHR investigation process. A person appointed by Manager Rail Safety, Risk and Assurance is responsible for coordinating the evidence required by external parties.

Other investigations may take place by regulatory bodies, which are:

- Office of the National Rail Safety Regulator (ONRSR);

- Office of Transport Safety Investigations (OTSI);

- Australian Transport Safety Bureau (ATSB);

- Comcare;

- WorkCover NSW;

- Office of Environment and Heritage (OEH); and

– EPA, ACT and NSW.

If the Police declare the emergency site a crime scene, the site is to enable the police and or response agencies to carry out investigations.

13 Review of the Plan

Testing the effectiveness of emergency response will occur through a combination of desktop audits, internal exercises and exercises in conjunction with external response agencies.

An emergency exercise plan is prepared, where required in conjunction with:

– response agencies;

– Government agencies;

– Other transport operators;

– Providers of utility services such as water, sewerage, electricity or telecommunications, or providers of public services;

– Any person who is permitted to own or use a pipeline, or is licensed to construct a pipeline; and

– Providers of non-rail public transport modes (where modal interchange hubs are located).

Participants in these exercises may include response agencies, rail transport operators, owners or managers of utility services that cross the rail corridor (region dependent) and other stakeholders required by legislation.

The IEMP (including the PIRMP) or components of the IEMP are tested to ensure the plan is effective at intervals determined in the plan. The frequency of testing will be based on:

– The extent and frequency of amendments in the IEMP;

– The extent and frequency of amendments to response agency work practices or personnel changes;

– The extent and frequency of changes to legislation affecting emergency management requirements;

– Legislated requirements and timeframes relating to the testing of the PIRMP; and

– To the extent JHR deems necessary to ensure the effectiveness of the IEMP.

14 Records Management

Emergency incident records and records of all emergency exercises, in accordance with the NSW State Records Act of 1998.

JHR maintains exercise and emergency response records and information in accordance with the NSW State Records Act of 1998.

The records preserved include:

– exercise plans;

– exercise reports, including information relating to:
  o attendees;
  o scope of the exercise(s);
  o findings made as part of an exercise;
  o local conditions;
  o timing and results of any evacuations conducted;

- preparedness of all participants; and

- response agency control and management outcomes;

- exercise recommendations from reports;

- emergency incident reports, specifically including information pertaining to the emergency nature of the incident, such as:

  > details of any injuries or fatalities;

  > safety risks arising from the initial emergency event;

  > contributing factors to the emergency; and

  > contributing factors to any failings or deficiencies in the management or response;

- investigation reports; and

- any records that may be required for Safety Performance Indicator reporting needs.