Rail Safety Standard
Emergency Management

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Contents

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1. Scope

This standard covers the issues required to be addressed to enable Adani Rail to manage rail emergency incidents throughout Adani Rail. This standard applies to all Adani Rail operations and extends to contractors.

2. Objectives

The objectives of this standard are to:

- Detail the principles of prevention, preparation, response and recovery that will be applied to emergency management.

- Enable emergency risks to be identified and documented utilizing the risk management system.

- Establish a consistent, scalable and appropriate emergency management structure to manage emergencies.

- Establish specific response procedures for identified emergency risks.

- Establish emergency response plans for specific areas and operations.

- Ensure emergency response plans and procedures account for incident investigation system.

- Ensure all personnel required to manage emergencies are trained.

- Enable emergency management plans and procedures to be subject to ongoing review through exercise and post incident analysis.

- Enable emergency management plans and procedures to integrate with emergency services and third parties as required.

- Enable advice and information concerning emergency management plans and procedure's to be communicated effectively.

3. Definitions

Emergency Incident	An emergency incident is any incident, which has occurred or is likely to occur, which causes injury to any person, damage to property, damage to the environment or significant disruption to normal business operations and which requires urgent or coordinated response. Emergency incidents include disasters.
Emergency Exercise	The practising or testing of structures, practices or plans through simulated emergency incident activities.
Emergency Management System	System used to manage emergency incidents, including structure, plans, procedures and processes.
Emergency Response Team	Adani Rail Emergency Management Structure element to manage the on-site aspects of an emergency. May be stood-up on site to manage an emergency or may be dispatched to site to assist in management of an emergency.
Emergency Control Centre	Adani Rail Emergency Management Structure element to manage the operational aspects on an emergency and to provide support to the Emergency Response Team. Stood-up in the Operations Control Centre (OCC) and staffed by Operational Control Centre staff.
Rail Crisis Team	Adani Rail Emergency Management Structure element to manage the strategic and business aspects on an emergency, and to provide support to the Emergency Control Centre.
Emergency Coordinator	Co-ordinates the activities of the Emergency Response Team on-site and maintains a functional relationship with emergency services and the Emergency Control Centre.
Emergency Controller	Controls the emergency response, including maintaining a functional relationship with the Emergency Response Team and Rail Crisis Team, and managing activities within the Emergency Control centre.
First Responder	First Adani Rail worker to observe an emergency incident, responsible for taking first response actions (if safe) and advising the Operations Control Centre of the emergency.

4. Application

4.1. Emergency Management Principles

4.1.1. Rail Emergency Incidents

The following rail emergency incidents have been identified as potentially impacting upon Adani Rail:

- Collision (including level crossing).

- Derailment.

- Persons Struck by Train.

- Medical Emergency.

- Bushfire.

- Fire On-Board.

- Explosion.

- Bomb Threat.

- Suspicious Package.

- Natural Disaster.

4.1.2. Adani Rail Emergency Management System

The Adani Rail Emergency Management System consists of this standard and emergency procedures, plans and structures which integrate to enable emergencies to be managed in an effective and consistent manner. The system operates by providing general structures and requirements which are supported by specific response procedures for application to identified emergencies. Plans are utilised where local conditions require further instructions to ensure that response procedures can be implemented effectively.

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4.1.3. Prevention, Preparation, Response and Recovery

Adani Rail shall utilise a comprehensive emergency management philosophy which entails Prevention, Preparation, Response and Recovery (PPRR). PPRR is designed to provide a comprehensive approach to emergency management and consists of the following components;

Prevention	Prevention involves the use of measures to remove or reduce the occurrence or impact of an emergency incident.
Preparation	Preparation involves taking measures which enable risks to be identified, controls applied, response plans, strategies and measures tailored to risks, and response measures rehearsed and practiced to ensure effectiveness.
Response	Response involves taking effective measures immediately prior to and immediately following an emergency incident to minimise the effects and to prevent further escalation.
Recovery	Recovery involves those measures taken to restore and reconstruct impacts of an emergency incident, including physical, emotional, infrastructure and business impacts.

4.1.4. Emergency Management and Incident Investigations

Emergencies are incidents which require a higher level of response than other incidents. In this respect, all emergencies are incidents, however not all incidents are emergencies. The notification, response and recovery of Emergency Incidents will be managed in accordance with this standard

Emergency Incidents shall be subject to the Incident Investigations in accordance with the Incident Investigation Standards (AD-RSM-STD-019) including notifications, recording, investigation, reporting and recommendations.

Conducting an Incident Investigation enables the causes of an incident to be identified and treated; ensuring continual improvement of the Safety Management System and the provision of data for the Risk Management System. This in turn supports the Emergency Management System by improving measures to prevent future emergency incidents.

4.1.5. Media

All media inquiries shall be managed by the Rail Crisis Team (RCT) in consultation with the Corporate Crisis Team (CCT). All personnel shall direct media inquiries to the RCT and should not engage in interactions with the media.

4.1.6. Response Levels

The response to an emergency incident may vary considerably depending on the nature, extent, circumstances and location of an incident. Adani Rail will require the Emergency Controller to determine the level of emergency response required to effectively manage the incident. The Emergency Controller shall ensure that the level of response is commensurate with the level of risk associated with the emergency and shall collaborate with First Responders and the Emergency Coordinator in making this determination. The Emergency Controller shall consider a range of issues in determining the level of emergency response, including:

Nature	Each type of incident has variable characteristics which may impact on the required response. For example emergencies that result in damage to infrastructure will require a higher level of response.
Severity	The level of severity in terms of human, property or environmental impacts will have a direct bearing on the level of response.
Risk	The level of risk posed by a continuation of an incident or in responding to an incident will influence the level and urgency of response activities.
Location	The location of an incident may impact upon the level of risk posed by an incident. For example injuries in remote locations will carry an increased risk, as would fires in coal wagons adjacent to urban areas.
Accessibility	The ability to access the site of an incident can have a direct impact upon the nature and complexity of emergency response activities.
Support	The level of support required from either emergency services or internal resources will have a direct bearing upon the level of response. In this respect it is critical that the need for support is recognised as soon as possible.

The level of response required will have a direct bearing on the components of the Emergency Management System which need to be activated to enable an effective response. This may extend to:

- Activation of Emergency Services.
- Activation of Emergency Response Teams.
- Activation of Emergency Control Centre.
- Activation of Rail Crisis Team.
- Composition of the Emergency Response Team.
- Composition of Emergency Control Centre.
- Composition of Rail Crisis Team.
- Extent of recovery activities.

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4.2. Prevention

There are two dimensions to prevention in respect of Rail Emergencies. The first is prevention of the emergency incident from occurring, whilst the second is elimination or prevention of further harm following an emergency. This second dimension also has two components; preventing the incident from escalating and preventing harm to responders during the response.

4.2.1. Preventing Emergency Incidents

The prevention of emergency incidents is managed through the Rail Safety Management System and Risk Management. Risk Management identifies potential risks, including potential emergency incidents, and methods to control those risks. The Rail Safety Management System documents those controls and mechanisms to implement the controls to prevent and/or mitigate these incidents.

4.2.2. Preventing Harm from Emergency Incidents

The potential rail emergency incidents details in para 4.1.1 have been identified through Risk Management. Procedures are prepared for each identified emergency incident. The procedures detail the actions and activities required to eliminate or control the risk of an escalation of the identified emergency incident. The procedure includes details on resources and equipment required to contain and respond to the identified emergency safely and effectively.

4.3. Preparation

4.3.1. Emergency Services

Adani Rail will engage and collaborate with police and emergency services to ensure the validity, operability and effectiveness of emergency procedures and response plans, and that operational effectiveness is maintained. Adani will achieve this by:

- Establishing an ongoing liaison with relevant emergency services within areas of operations, including participation in consultative groups.
- Consulting emergency services to review and verify the content of emergency processes, plans and procedures.
- Ensuring that all emergency management processes and procedures align with the practices and procedures of the relevant emergency service.
- Engaging emergency services in the conduct of exercises.
- Providing familiarisation to emergency services in relation to corridor and rollingstock.
- Identifying requirements for specialist response equipment.
- Providing information in relation to possible hazards to emergency services responders, including temporary hazards.
- Identifying emergency services staging areas to gain access to the rail corridor.
- Providing copies of emergency management processes, plans and procedures, including remote access plans.
- Providing detailed mapping of assets and features.
- Provide contact lists.

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4.3.2. External Stakeholders

Adani Rail shall consult external stakeholders to verify the suitability and validity of emergency response plans which may impact upon those stakeholders. Such stakeholders may include:

- Owners/Occupiers of Adjoining Properties.
- Owners/Managers of roadways.
- Adjoining Businesses.
- Hospitals and General Practitioners.

Where necessary, Adani Rail shall establish plans to enable the co-operation and collaboration of external stakeholders during emergency incidents. Such plans may incorporate:

- Contact lists
- Alert and notification arrangements
- Mutual support arrangements

4.3.3. Internal Stakeholders

Adani Rail shall consult internal stakeholders to verify the suitability and validity of emergency response plans likely to impact upon those stakeholders. Such stakeholders may include:

- Persons carrying out rail operations.
- Persons working or likely to work at railway premises.
- Persons working on or with rollingstock.
- Work Health and Safety Representatives.
- Union Representatives.

All consultation will be conducted in accordance with the Consultation Standard and should consider:

- Roles and responsibilities.
- First response requirements.
- Notification requirements.
- Training requirements.

Consultation shall occur when plans or procedures are developed or changed.

4.3.4. Third Party Infrastructure Owners/Manager

Where Adani Rail operates on infrastructure owned/managed by a third party, the Adani Rail Emergency Response Plans and Procedures will ensure compliance and integration with the emergency response plans and procedures for third party infrastructure owners/managers. To achieve this Adani Rail shall:

- Review the third parties emergency management requirements.

- Develop a specific procedure for emergency management whilst operating on the third parties infrastructure.

- The procedure shall include procedures for the recovery of rollingstock from the third party infrastructure.

- Verify the validity of the procedure with the third party.

- Provide a copy of the emergency management procedure to the third party.

4.3.5. Third Party Operators

Where third parties operate on Adani Rail infrastructure, they will be required to develop and evidence emergency response plans and procedures which comply with Adani Rail's emergency response plans and procedures. To achieve this Adani Rail shall:

- Provide the third party with details of the emergency management requirements.

- Collaborate on development of relevant emergency procedures if required.

- Review and verify third party operator's emergency procedures.

4.3.6. Rail Safety Interfaces

Adani Rail shall collaborate with the owners/operators of rail safety interfaces to develop emergency management procedures which address risks which may impact upon the effectiveness and efficiency of the emergency response at those interfaces. The aim is to develop an integrated and consistent interface emergency procedure which removes any doubt in respect of command, control, coordination and communications and aids the effectiveness of any response activities. To achieve this Adani shall:

- Establish an emergency interface liaison.

- Conduct a review of both parties emergency management requirements (emergency interface working group).

- Identify any risks associated with emergency management at the interface (emergency interface working group).

- Develop an Interface Emergency Procedure to control the identified risks (emergency interface working group).

The interface Emergency Management Procedure should consider:

- Notification requirements.

- Command and control.

- Roles and responsibilities.

- Resource requirements.

- Hazards and Risks.

4.3.7.   Emergency Procedures

Emergency procedures shall be established to manage an identified rail emergency incident and control the risks to safety arising from that emergency. The procedures shall provide a framework to enable Adani Rail to manage the identified rail emergency incident safely and effectively. These procedures shall be based upon the risk assessment, expert knowledge, best practice and lessons learnt. All procedures shall be developed in accordance with the PPRR philosophy and address specific requirements relating to the identified risk, including:

- Preventative measures.

- Preparation requirements.

- Notification requirements.

- First response requirements (including immediate actions to prevent an escalation of the incident and to protect the safety of all other persons and property).

- Response requirements, including hazards to responders.

- Recovery requirements.

All emergency procedures shall be subject to continual improvement.

4.3.8.   Emergency Plans

Plans shall be established where local conditions require the provision of information and arrangements to supplement the information contained within the Adani Rail Emergency Management Standard and Procedures. Plans may be prepared for:

- Facilities.
- Construction precincts.
- Remote or challenging locations.

Plans shall be developed using a consistent format and include:

- Emergency management personnel.
- Details of specific response hazards and risks.
- Emergency response equipment.
- Internal communication protocols.
- Details of relevant locations (including diagrams).
- Relevant external contacts.
- Assembly areas.
- Staging areas.
- Location specific procedures.

Location specific procedures may also include:

- Remote access procedures.
- Medical evacuation procedures.
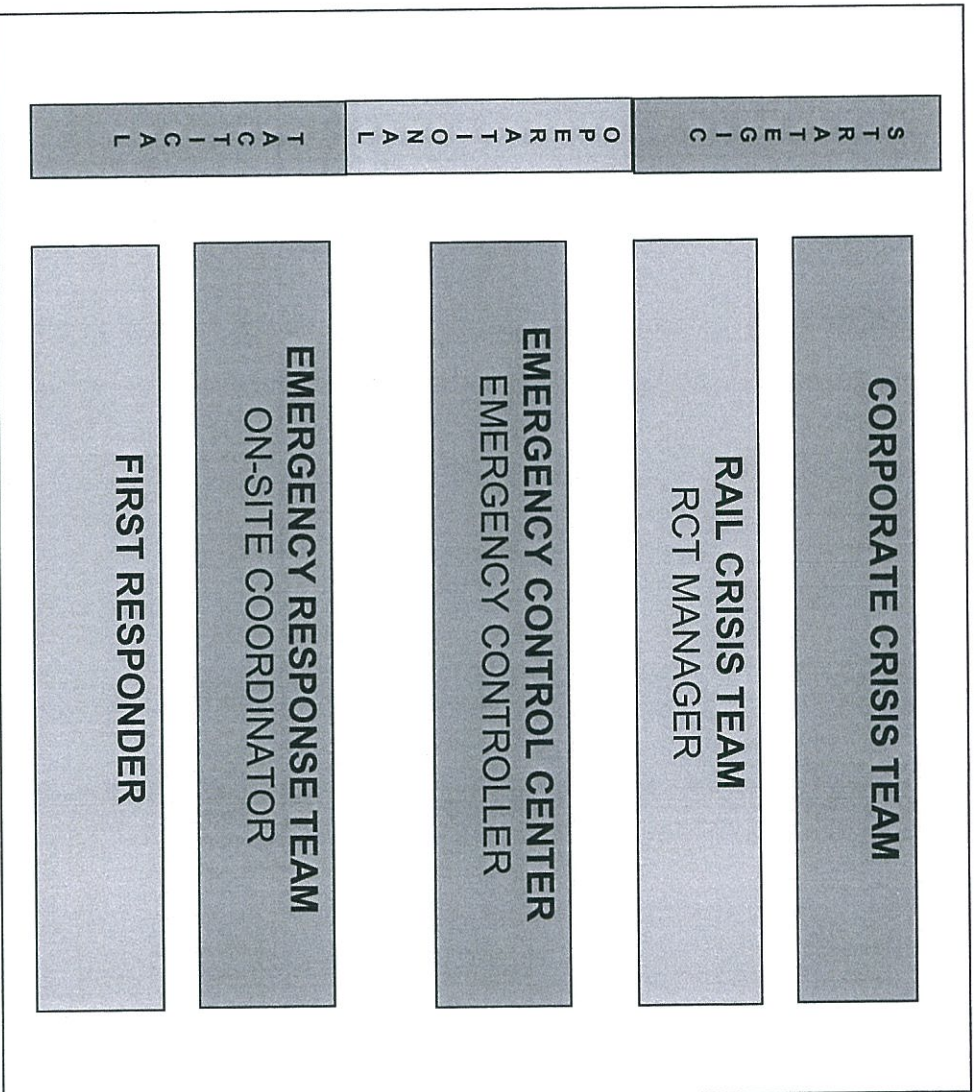
4.3.9. Emergency Management Structure

The nature of emergency incidents requires a management structure which transcends daily management structures and reporting lines. Most emergency incidents will require tactical (on-site), operational (off-site) and strategic (business) management. Adani Rail shall utilise an emergency management structure which will replace daily management structures to manage emergency incidents.

The Adani Rail Emergency Management Structure is to be utilised to manage emergency incidents for the scope and duration of those incidents. The Adani Rail Emergency Management Structure is scalable and modular. This means that only those components required to effectively manage an incident are established for that incident. The structure may be expanded or contracted during an incident.

The size and composition of the structure shall be dependent upon the nature and extent of the incident and shall be determined by the Emergency Controller. Generally this is determined by the ability of the structure to deal with the complexity of the incident. For a relatively minor emergency incident this may mean that individuals are able to fulfil the role and responsibilities of the entire element, whereas for more complex emergencies an individual or individuals may be required to fulfil the roles and responsibilities within the element.

The structure also relies on unity of command, meaning that a single person is responsible for command and control of all activities, resources and decision making relevant to an incident or as delegated by that person. The structure assigns roles, responsibilities and reporting lines in the case of an emergency incident.

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The structure recognises the need to manage emergency incidents at the tactical (on-site), and operational and strategic (off-site) level. The structure is detailed below.

STRATEGIC	CORPORATE CRISIS TEAM
OPERATIONAL	RAIL CRISIS TEAM RCT MANAGER
	EMERGENCY CONTROL CENTER EMERGENCY CONTROLLER
TACTICAL	EMERGENCY RESPONSE TEAM ON-SITE COORDINATOR
	FIRST RESPONDER

Tactical	The tactical level is initially managed by the First Responder, who manages the incident until relieved by the Emergency Response Team (ERT) under the coordination of the On-Site Coordinator. In some instances, such as emergencies involving maintenance teams, the ERT will already be on-site.
Operational	The operational level is managed by the Emergency Control Centre (ECC), under the management of the Emergency Controller. The Emergency Control Centre is a function of the Operations Control Centre (OCC). The ECC is established to enable a focus to be directed on management of the emergency incident by the ECC and enable the OCC to continue to function.
Strategic	The strategic level is managed by the Rail Crisis Team (RCT) and Corporate Crisis Team (CCT). An RCT shall be required for those incidents with a strategic or business wide impact, or where strategic support is required for operational and on-site activities. Any decision to activate the RCT will be made by the RCT Manager in consultation with the Emergency Controller.

The general responsibilities of each element in the structure shall be:

First Responder	• Safety of Persons • First Response Procedures • Notification of OCC • Containment of Incident (if safe) • Situation report to OCC • Site preservation (if safe)
ERT	• Manage on-site activities • Manage response and recovery procedures • Manage recovery procedures • Safety on-site • Liaison with Emergency Services • Liaison with ECC • Site preservation
ECC	• Notify Emergency Services (OCC) • Notify Regulator (if required) • Activate Response Procedures • Activate ERT (if required) • Manage immediate network impacts of incident • Network continuity

ECC	• Sourcing resources & assets • Establishing an operational plan • Reporting and compliance
RCT	• Support response and recovery activities • Welfare of Persons • Business Continuity • Service Delivery • Financial Impacts • Business Reputation
CCT	• External Liaison • Media Liaison • Corporate Image • Business Resiliency

For more details see Emergency Management Structure Procedure (AD-RSM-PRO-022.8).

4.3.10. First Responders move to prep

First responders play a critical role in the effective management of an emergency situation. Adani Rail will ensure that the first response to an emergency provides for the safety of all persons, prevents and escalation of the incident and supports response activities. In order to achieve this Adani Rail shall:

- Ensure first response personnel are aware of the first response requirements.
- Ensure all first response personnel are aware of the response procedures relevant to an identified emergency.
- Ensure first responders have access to first response resources to assist management of the emergency,
- Ensure all personnel with first response responsibilities are trained in respect of their duties.

ECC	• Sourcing resources & assets • Establishing an operational plan • Reporting and compliance
RCT	• Support response and recovery activities • Welfare of Persons • Business Continuity • Service Delivery • Financial Impacts • Business Reputation
CCT	• External Liaison • Media Liaison • Corporate Image • Business Resiliency

For more details see Emergency Management Structure Procedure (AD-RSM-PRO-022.8).

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- Ensure all first response personnel are aware of the response procedures relevant to an identified emergency.

- Ensure first responders have access to first response resources to assist management of the emergency,

- Ensure all personnel with first response responsibilities are trained in respect of their duties.

4.3.11. Communication Protocols

Communications protocols are established to ensure information is communicated effectively during an emergency. The protocols account for communication with internal stakeholders, police and emergency services, external stakeholders and the media. The overarching principle shall be a single point of contact between elements of the emergency management system. This shall be achieved by utilising the following protocols:

First Responder	• Operational Control Centre • Emergency Control Centre • Emergency Services On-Site (if no ERT)
ERT	• Line Manager • Emergency Services On-Site • Emergency Control Centre • Operational Control Centre
ECC	• Line Manager • Emergency Response Team • Rail Crisis Team • Operational Level Emergency Services • Emergency Services Communication Centres • Regulatory Bodies • Internal Stakeholders • External Stakeholders • Local Government • Providers of Support Services • Other relevant parties who may support response
	• First Responder
RCT	• Emergency Control Centre • Corporate Crisis Team • Business Stakeholders • State Government • Media

4.3.12. Emergency Management Principles

Emergency management principles are established principles to support the effective management of resources, information, decision making and action during an emergency. The emergency management principles utilised by Adani Rail are command, control, communications, situational awareness and decision making. More detail on these principles is located in Appendix A.

4.3.13. Internal Communication

Emergency Management arrangements will be communicated to appropriate personnel to ensure that all members of Adani Rail are aware of and understand those arrangements and their roles and responsibilities relevant to those arrangements. Any changes to the arrangements will be incorporated in the process, procedure or plan and communicated to ensure compliance. Internal communications requirements will be satisfied in accordance with the Communications Standard.

Relevant advice and information concerning emergency response plans and procedures will be comprehensible, readily accessible and communicated to all internal stakeholders. This will include the provision of emergency procedure cards, placards and field guides.

4.3.14. Training

Personnel required to perform emergency management roles and responsibilities will receive training relevant to those roles and responsibilities to ensure they possess the skills and knowledge to perform those duties. Personnel will be required to maintain training currency. All personnel required to manage emergencies shall be trained in accordance with their role and responsibilities and currency will be maintained. Only personnel with relevant competencies shall be assigned to emergency management duties.

Training	Description	Personnel
Introduction to Emergency Management	Introduction to the concepts of emergency management, relevant rail emergency management procedures and First Response requirements.	Nominated Workers
Introduction to Rail Emergencies	Introduction to the concepts of emergency management, rail emergency procedures and the ICC.	Train Drivers
ERT	Understanding of the operations of the ERT and roles and responsibilities.	Nominated Workers
ECC	Understanding of the operations of the ECC and roles and responsibilities.	Nominated Workers
RCT	Understanding of the operations of the RCT and roles and responsibilities.	Nominated Managers
Emergency Management	Detailed understanding of the concepts and principles of emergency management, role and responsibilities and emergency procedures and plans.	Nominated Managers
Senior First Aid	Senior first aid course.	Nominated Remote Workers

Training	Description	Personnel
First Aid	Standard first aid course.	Nominated Workers
First Response Fire Fighting	First response fire fighting course.	Nominated Workers
Emergency Services Awareness	Emergency services familiarisation training in respect to corridor and rollingstock.	Emergency Services

4.3.15. Exercises

Adani Rail shall conduct appropriate emergency management exercises to test the Emergency Management System, including policy, procedures, plans and structures, and to ensure the proficiency of personnel required to perform emergency management roles and responsibilities. Adani Rail shall conduct emergency management exercises at defined intervals to practice and test emergency procedures and response plans. A record of all exercise and outcomes shall be maintained in an Emergency Exercise Register.

Type	Description	Duration	Cycle
Pre-start (work units)	• Nominate ERT members • Identify Staging Areas • Discuss Emergency Incidents	5 minutes	Daily
ERT	• Conduct desktop emergency exercise.	60 minutes	12 Monthly
ECC	• Conduct desktop emergency exercise.	60 minutes	12 Monthly
RCC	• Conduct desktop emergency exercise.	2 hours	6 Monthly
Major Ex	• Conduct major exercise integrating emergency services.	6 hours	3 Years

4.3.16. Integration with Daily Operations

Adani Rail will integrate Emergency Management consideration into daily operations to ensure that there is a high level of knowledge and preparedness in relation to Emergency Management. In order to achieve this Adani Rail shall:

• Assign personnel to fulfil emergency management roles and responsibilities.
• Roster personnel to fulfil emergency management duties.
• Establish ERT's for remote work units.

4.3.17. Equipment

Adani Rail will ensure that relevant emergency response equipment is available and serviceable in the case of an emergency. Specific emergency response equipment requirements will be identified in the response procedures for identified emergency risks.

4.3.18. Emergency Management Review

Adani Rail will ensure that the Emergency Management System is subject to continuous improvement. In order to achieve this Adani Rail shall:

- Reviewing arrangements at regular intervals.

- Utilise internal feedback.

- Utilise stakeholder feedback.

- Utilise emergency services feedback.

- Conduct reviews of emergency management exercises.

- Conduct reviews of emergency response and recovery operations.

Any changes to the Emergency Management System will be managed in accordance with the Management of Change Standard (AD-RSM-STD-010).

4.4. Response

4.4.1. First Response Principles

The safety of personnel at the site of an emergency takes priority over all other considerations. The following site safety principles should be considered:

Danger	Responders should assess any dangers present and ensure they do not place themselves at risk whilst responding to an incident.
Protect	Responders should ensure they protect themselves and any other persons from danger (if safe to do so).
Isolation	Separate the incident site from other persons and prevent entry to the site.
Containment	Prevent the incident from continuing to cause harm or spreading into other areas.
Evacuation	Remove people from the location of an incident to protect them from further harm.

4.4.2.   Emergency Services

All response and recovery activities shall integrate with emergency services operations. In order to achieve this Adani Rail shall:

- Meet emergency services upon arrival at the site or staging area.
- Operate under the command of emergency services when present.
- Not undertake response or recovery activities without approval of emergency services (when emergency services are in attendance).
- Advise emergency services of hazards and risks present.
- Advise emergency services of relevant response procedures.
- Assign an emergency services liaison officer.
- Advise emergency services of relevant operational information.

4.4.3.   First Response Procedures

The following first response procedures shall be utilised by first responders:

- Initiate response procedures for emergency.
- Immediately stop all work activity "Stop Work Emergency"
- Notify train control:
  - "Emergency, Emergency, Emergency".
  - Location of incident.
  - Situation.
  - Emergency Services Required.
  - Assistance required.
  - Injured persons.
  - Damage to property.
- Stabilise incident site and ensure that no further danger is present.
- Administer First Aid (if required).
- Commence log of events (when practicable).

4.4.4.   Operations Control Centre First Response Procedures

The following first response procedures shall be utilised by the OCC:

- Manage rail movements which may impact upon emergency.
- Contact "000" (if required).
- Initiate response procedures for emergency.
- Activate Emergency Control Centre.
- Activate Emergency Response Team (if required).
- Notify relevant external stakeholders.
- Notify relevant internal stakeholders.
- Notify Regulator (if required).
- Maintain communications with site.

4.4.5. Emergency Control Centre Procedures

The Emergency Control Centre shall utilise the following general procedures:

- The Emergency Controller will conduct an initial assessment of the situation and establish appropriate Emergency Coordination Centre.

- The ECC manages all off-site aspects of the incident until business operations are returned to normal.

- Communicate directly with ERT and maintain cooperative, collaborative and functional relationship.

- Source resources and assistance requested by the ERT.

- Maintain communications with external stakeholders as required.

- Manage operational impacts from emergency including train control.

- Implement business continuity arrangements under control of RCT.

- Liaise with relevant line management.

- Provide advice to RCT as required.

- Complete relevant regulatory notifications.

4.4.6. Emergency Response Team Procedures

The Emergency Control Centre shall utilise the following general procedures:

- On-Site Coordinator attends scene to relieve First Responder.

- On-Site Coordinator will liaise with Emergency Services.

- The On-Site Coordinator manages all on-site aspects of the emergency until the response and recovery is completed.

- The ERT will work in cooperation with the ECC at all times.

- Communicate directly with ECC and maintain cooperative, collaborative and functional relationship.

- All stakeholders will act under the direction of the ERT on-site.

4.4.7. Rail Crisis Management Team

The Rail Crisis Management Team will utilise the following procedures:

- Respond to requests for resources from ECC as required and continue to support activities of deployed resources (however do not control activities of resources).

- Manage business wide impacts of emergency.

- Activate business continuity plans.

- Manage media inquiries.

- Liaise with state government (if required)

4.4.8. Site Preservation

Where evidence which may assist the investigation of an incident is located at the scene of an emergency incident, that evidence should be preserved where practicable to enable that evidence to be observed or collected. Where the site or evidence is disturbed due to the need to ensure safety, efforts should be made to record the nature of the disturbance and the status of the site prior to disturbance. Safety of persons will take precedence over site preservation.

4.4.9. Internal Investigations

All emergency incidents will be subject to investigation in accordance with the Incident Investigations Standard (AD-RSM-STD-019). Investigators who attend the site of an emergency will immediately notify the On-Site Coordinator of their attendance and determine a site investigations plan in collaboration with the On-Site Coordinator. The site investigation plan will ensure that investigations can be conducted in an effective and efficient manner with a view to preserving evidence and ensuring response activities are not unnecessarily impeded. Investigators will operate under coordination of the On-Site Coordinator until response and recovery operations have been concluded.

4.4.10. External Investigations

Where an emergency incident requires external investigation, the site should be preserved so far as reasonable practicable following the conclusion of all response activities required to ensure the safety of persons and property. The site may not be entered until the external investigators have attended the site, conducted their investigations and handed the site back to Adani Rail.

The On-Site Coordinator will liaise with external investigators to advise them of any hazards or risk to safety which may be present at the site.

4.4.11. Site Safety

Adani Rail shall ensure that the safety of all personnel is paramount during emergency response and recovery operations. In order to achieve this Adani Rail shall:

- Integrate the role of site safety into the ERT.
- Develop a site safety plan.
- Conform to all safety and risk management requirements on-site.
- Appoint a rail coordinator to control the movement of rail traffic within the incident site (if required).
- Require sign-in and sign-out of all response and recovery personnel (including contractors).
- Conduct pre-start briefings as required.

4.4.12. Welfare

Adani Rail will ensure that all personnel involved in an emergency are provided with appropriate support during and after the emergency incident including access to food and water, and counselling services as required.

4.4.13. Fatigue Management

All activities which are conducted during emergency response and recovery must comply with the Fatigue Management Standard (AD-RSM-STD-025). This means that shift times and rest breaks must be adhered to and consideration given to travel times to and from the site. To ensure compliance where response and recovery activities extend for a period greater than a single shift rosters shall be prepared for all response and recovery activities and these rosters shall conform to fatigue management requirements.

4.5. Recovery

4.5.1. Recovery Procedures

Recovery procedures shall be developed for each identified emergency risk. Recovery procedures will be integrated into the emergency procedures for the given emergency risk. Recovery procedures will include:

- Personnel.

- Resources.

- Contractors.

- Business Continuity.

4.5.2. Recovery Plans

Recovery plans shall be developed for each emergency incident. Recovery plans shall account for likely recovery operations, personnel and resource requirements to ensure rapid return of services and consider the physical, emotional, welfare, infrastructure and business impacts of an emergency.

Recovery plans shall also be prepared for recovery of Adani Rail equipment from third party infrastructure, including rollingstock.

4.5.3. Business Continuity Plans

Business continuity plans shall be established for incidents or emergencies impacting upon identified operations. Business continuity plans shall consider the requirements to maintain operations during or following a given emergency incident. Business continuity plans shall be activated by the RCT.

5. Responsibilities

5.1. Director Rail

- Supporting the effective implementation of the standard.

- Providing resources to support the standard.

- Providing training and awareness programs to support the standard.

- Leading the RCT.

5.2. General Manager Safety - Rail

- Assure the currency and validity of the Emergency Management Standard, Procedures and Plans.

- Assure establishment and maintenance of an effective and consistent Emergency Management System.

- Assure that locality, facility and precinct plans are developed, remain current and are subject to quality assurance.

- Coordinate the establishment and maintenance of the emergency management structure.

- Coordinate the engagement of all relevant stakeholders including rail stakeholders and emergency services.

- Coordinate delivery of relevant Emergency Management training.

- Coordinate delivery of Emergency Management exercise regime.

- Assure the effective communication of Emergency Management requirements to relevant personnel.

- Assure integration with the Emergency Management System of rail stakeholders and emergency services.

- Coordinate the effective monitoring, audit and review of the Emergency Management System.

5.3. Managers

- Prepare for an Emergency Incident in accordance with the Emergency Management Standard, Procedures and Plans, including ensuring:

- The assignment of responsibility and accountability for Emergency Management.

- Development and currency of location, facility or precinct Emergency Plans.

- That Emergency Management Structures are established and maintained

- That personnel required to participate in Emergency Management complete the requisite training to fulfil their duties.

- That Emergency Management Structures and Plans are exercised.

- That Emergency Management is integrated into daily operations.

- Communication and awareness of Emergency Management arrangements

- The provision of feedback in relation to the effectiveness of the Emergency Management System.

- Maintenance of effective stakeholder interface arrangements.

- Participation in liaison with emergency services as required.

- Maintenance of an effective interface with the General Manager Safety - Rail.

- Respond to an Emergency Incident in accordance with the Emergency Management Standards, Procedures and Plans, including ensuring:

- Activation of the Emergency Management System when required and appropriate

- That appropriate and sufficient emergency management resources are provided to support the activation

- That the Emergency Management Standard, Procedures and Plans are followed at all times.

5.4. Workers

- Comply with the directions of their supervisor/manager in relation to Emergency Management.

- Comply with this process and the Emergency Management System.

- Participate in requisite Emergency Management training.

5.5. Contractors

- Comply with this standard for when operating under the control of Adani Rail.

- Utilise emergency management practices which conform to this standard when operating independent of Adani Rail control.

- Develop Emergency Management procedures in accordance with para 4.3.5 when operating on Adani Rail infrastructure.

6. Appendix A

Emergency Management Principles

Command	Command is the authorised and responsible application of intent for the attainment of a common purpose. Authority for command is established in legislation or by specific agreement. Command includes the authority and responsibility for effectively organising, directing, coordinating, and controlling resources for the accomplishment of assigned objective. Leadership is the foremost quality of command, instilling unity and sense of purpose. The skills for command include decision making, situational awareness, leadership, management, planning, communicating, monitoring, delegating, prioritising, goal setting, prioritisation, resource allocation, intelligence and coordination.
Control	Control is the authority and responsibility for implementing action to attain the common purpose. Control included the application of structure, systems and processes devised by command to accomplish a stated purpose. Feedback and monitoring are vital components of control as they allow the adaption of tasks and resources to changing circumstances.
Coordination	Coordination involves the effective interaction of resources, tasks and/or agencies facilitated by command to attain the common purpose.
Situational Awareness	Situational awareness may be defined as the multidimensional perception of the elements of a situation, their meaning and impacts at a certain time and location, and the projection of their status in the near future. Situational awareness operates at three levels; perception of elements of the environment and comprehension of the current situation. Merely perceiving the events is not sufficient to gain situational awareness, it is necessary to understand the meaning of the parts and the impact those parts have upon desired outcomes and be able to make future predictions as to the evolution of the situation based on that understanding.
Decision Making	Effective decision making is an integral part of the command role and is inextricably linked to gaining and maintaining situational awareness. Indeed, evidence suggests that poor decision making is more often a result of poor situational awareness rather than flawed decision making processes.
Communications	Effective communications is key to the maintenance and provision of situational awareness, therefore decision making and actions. The more removed the emergency management structure is from the incident, the more reliant it is upon the effective communication of situational awareness. Effective communication ensures that each level of the emergency management structure understands the collective situation and is aware of the command intent and control and coordination instructions.

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