

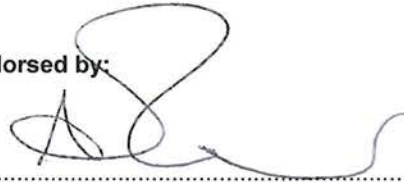
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Issue:	06
Date:	05 March 2016
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Level 2 Business process

Network Rail National Emergency Plan (formerly NR/L2/OCS/250)

Endorsement and Authorisation

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User information

This Network Rail standard contains colour-coding according to the following Red–Amber–Green classification.

Red requirements – no variations permitted

- Red requirements are to be complied with and achieved at all times.
- Red requirements are presented in a red box.
- Red requirements are monitored for compliance.
- Non-compliances will be investigated and corrective actions enforced.

Amber requirements – variations permitted subject to approved risk analysis and mitigation

- Amber requirements are to be complied with unless an approved variation is in place.
- Amber requirements are presented with an amber sidebar.
- Amber requirements are monitored for compliance.
- Variations can only be approved through the national non-compliance process.
- Non-approved variations will be investigated and corrective actions enforced.

Green guidance – to be used unless alternative solutions are followed

- Guidance should be followed unless an alternative solution produces a better result.
- Guidance is presented with a dotted green sidebar.
- Guidance is not monitored for compliance.
- Alternative solutions should be documented to demonstrate effective control.

Amendment marks

- First document amendments are presented with a single black line to the right of the affected text.
- Second document amendments are presented with a double black line to the right of the affected text.

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Issue record

Issue	Date	Comments
1	December 2006	Original issue
2	March 2008	Amended as a result of Lambrigg debrief
3	March 2009	Changed following new Memorandum of Understanding with Environment Agency
4	March 2010	Annual review undertaken, no changes to content
5	September 2011	Amended as a result of new 'Gold Liaison' in Plan
6	March 2016	Changed to OPS standard Amendments include alignment with Route JSIPS (Joining Safety Improvement Plans), a new section re JESIP, role of SWL and changes in Incident Command Structure

Compliance

This Network Rail standard is mandatory and shall be complied with by Network Rail and its contractors if applicable from 04 June 2016.

When this standard is implemented, it is permissible for all projects that have formally completed GRIP Stage 3 (Option Selection) to continue to comply with the issue of any relevant Network Rail standards current when GRIP Stage 3 was completed and not to comply with requirements contained herein, unless stipulated otherwise in the scope of this standard.

Reference documentation

See Appendix D of this standard for full list.

Disclaimer

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1 Introduction

1.1 Scope and Purpose

This standard describes the arrangements in place to provide an effective response to accidents, incidents and other emergencies on or affecting Network Rail controlled infrastructure across Great Britain. It describes the responsibilities of Network Rail, and it also outlines the responsibilities of passenger / freight operating companies and other interfacing organisations in relation to this plan. It is intended to implement the requirements of the Railway Group and Network Rail Company Standards and other applicable codes and legislation.

Whilst this document is intended for use within Network Rail, to certify effective co-ordination the content therein has been consulted and harmonised with and reflects some of the emergency response arrangements of other rail businesses. The document should therefore only be available as a guidance / information document for external organisations.

This document specifies individual and generic actions to be implemented in the event of an incident on or affecting Network Rail controlled infrastructure.

Where additional or separate arrangements apply to a specific location, details are provided within site specific plans. This document can also be used as an information source for a number of organisations, to allow them to understand the responsibilities of those who have a role in managing railway incidents.

1.2 Network Rail's Role and Responsibilities

Network Rail are a Category 2 responder. Our role at an incident is safety, to support the emergency services during the initial response, consequence management and finally investigation and recovery.

1.3 Application

This document can be used either in whole or in part dependent on the nature and scale of the incident. It is not intended to provide a prescriptive response, but be a flexible document from which the required elements can be drawn to provide an appropriate response. There is no trigger point which invokes the plan, e.g. elements of the plan could be used in response to incidents ranging from a points failure, to a major incident such as a passenger train derailment.

1.4 Ownership

The Operational Security & Continuity Planning Manager has the responsibility for the preparation and updating of this document.

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1.5 Testing and Reviewing

This document shall be tested by conducting tabletop and live exercises with the emergency services, British Transport Police (BTP), Local Authority emergency planning departments, railway group members and other organisations as appropriate (see Appendix D – Ref: LD 1 – Railways and Other Guided Transport Systems (Safety Regulations) 2006).

1.6 Document Hierarchy

This document provides details of the generic national response and is supported by other specific emergency plans as follows:

- Managed Station Emergency Plans.
- Local emergency plans for signalling centres / boxes detailing incident response arrangements for the infrastructure area controlled by that centre / box.
- Local Emergency Plans for high risk locations such as some tunnels, bridges and viaducts (located on the Knowledge Hub and Control).
- Event Specific Plans (mostly at managed stations). Located at relevant station / Route Control.
- Support Functional Plans (e.g. Network Rail Corporate Communications).

2 Incident Command Structure

2.1 Three-Tier Command

Network Rail complies with the standard UK three-tier command structure for the management of the response to an incident affecting the railway. These tiers are defined as Strategic (Gold), Tactical (Silver) and Operational (Bronze). The detailed response depends on the circumstances, in liaison if appropriate, with the emergency services.

Having a command structure provides a framework for delivering a strategic, tactical and operational response to an incident. It also allows processes to be established that facilitate the flow of information, and makes sure that decisions are communicated effectively and documented as part of an audit trail.

Network Rail will adopt the working ethos of JESIP protocols (Scotland excepted at present).

2.2 Strategic (Gold)

The role of the personnel in the Strategic (Gold) location is to be responsible for the strategic management of the incident. Strategic (Gold) is led by the Rail Incident Commander (RIC), and would normally be situated at Network Rail Route Control. Gold provide executive support to the Rail Incident Officer (RIO), and focus on operational strategy.

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In the event of a police or a multi-agency Gold (Strategic Co-ordination Group) being formed and a Network Rail representative requested, the RIC shall nominate a Gold Liaison who shall be co-established with the Emergency Service(s) Gold Command. If the Gold Command and the RIC are co-located, then there is no requirement for a Gold Liaison to be nominated.

Note: Some areas of the country may form a Strategic Co-ordination Group (SGC) for the multi-agency response. Again the RIC shall nominate a Gold Liaison to attend if the SGC and the RIC are not co-located.

2.3 Tactical (Silver)

The role of the personnel in the Tactical (Silver) location is to determine the priorities in allocating resources, obtaining other resources as required, planning and co-ordinating the overall response on site from a rail industry perspective.

Within Network Rail, this role is performed by the RIO who is the lead rail industry responder on site for Route incidents, or the Station Incident Officer (SIO) for incidents that occur at Managed Stations (a SIO may be appointed from within the Train Operating Company (TOC) at stations not directly managed by Network Rail).

In the event of a police or a multi-agency Tactical (Silver) Co-ordination Group being formed and a Network Rail representative requested, the RIC or RIO shall nominate a Tactical (Silver) Liaison who shall be co-established with the Emergency Service(s) Tactical Command.

Note: Where a rail incident (such as buffer stop collision) occurs in a station, then the RIO shall be the Tactical Commander and the SIO shall take an operational support role.

2.4 Operational (Bronze)

Operational (Bronze) staff are key personnel required to support the Network Rail Tactical Commander in providing effective management of the response to, and recovery from, an incident.

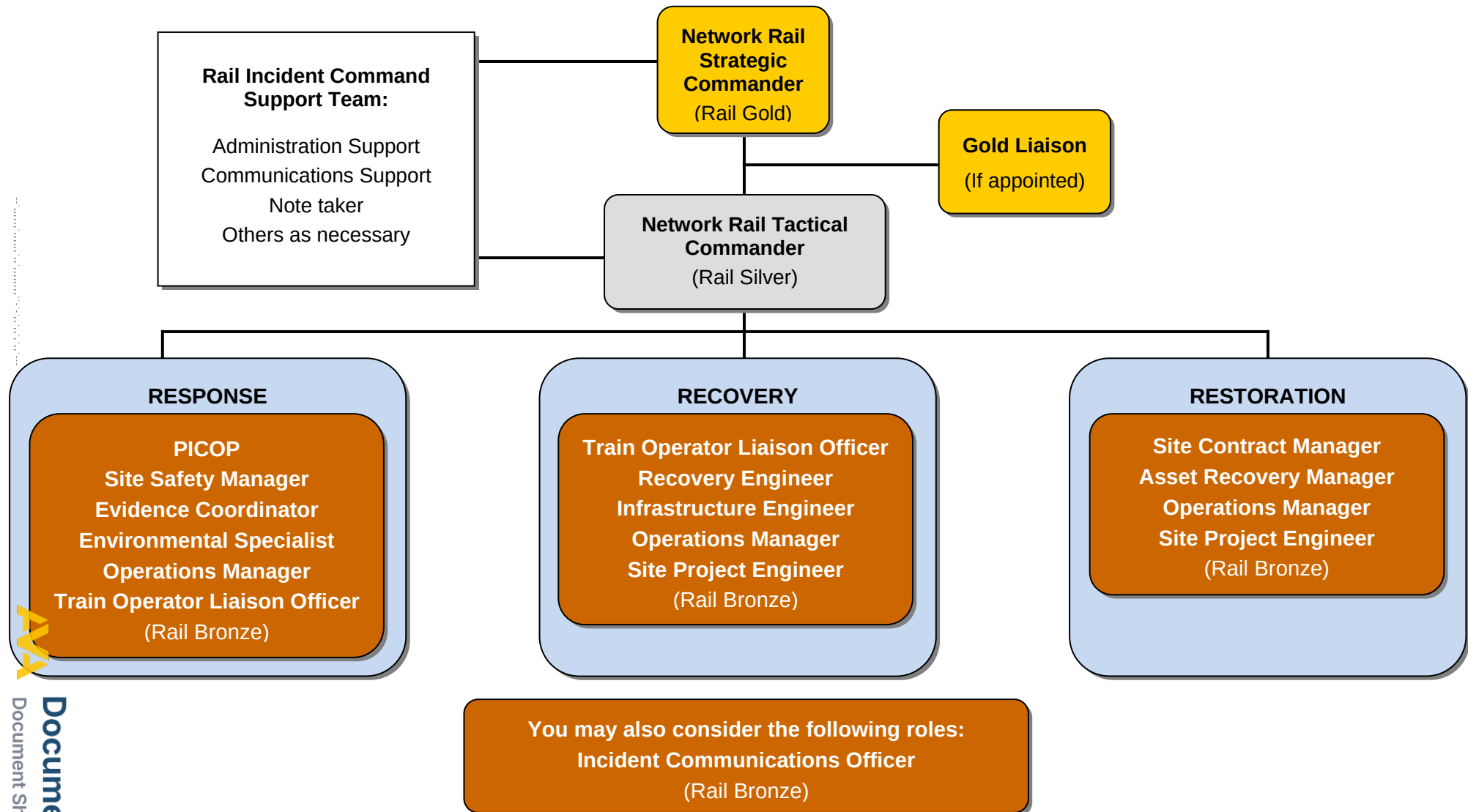
Those operating at this level concentrate on undertaking specific tasks within their area of responsibilities. These activities shall be co-ordinated by the RIO as far as rail related organisations are concerned.

The need for the appointment of Operational (Bronze) Command personnel shall be dictated by the circumstances of the incident.

The rail industry command structure is reflected in Figure 1.

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Figure 1 – Rail industry command structure



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3 Roles and Responsibilities

3.1 Network Rail

3.1.1 Strategic Crisis Management Team (SCMT)

Network Rail has structures and processes in place to manage issues and incidents at the most appropriate level. While the primary response to an incident or issue will typically occur through the usual channels, only the CEO or their nominated alternate can declare a crisis. When this happens a SCMT is convened (see Appendix D – Refs: LD 3 – Network Rail Crisis Management Plan and LD 4 – Network Rail Crisis Management Policy).

The role of the SCMT is to:

- Establish overall control of the situation and maintain a collective view of Network Rail's crisis response.
- Mobilise and coordinate resource across the rail network and invoke the Gold command structure in the routes if needed to support the activities of the SCMT.
- Oversee and provide strategic direction to any operational or functional response teams that may have been mobilised (inc. Gold command (if in place)).
- Manage strategic stakeholder engagement.
- Act beyond the response and consider long-term impacts and strategy.

3.1.2 National Operations Centre (NOC)

The NOC is responsible for leading the delivery of improvements to operational performance:

- through a focus on direct improvements in the management of service disruption;
- by the provision of operational business intelligence;
- the control of preparatory planning and real-time monitoring of key periods of service disruption;
- implementation of business resilience and continuity plans.

The NOC is accountable for the real-time strategic direction of operations across the network through constant situational awareness, and is structured appropriately to provide an enhanced central control function. It is organised to provide assurance of preparedness for periods of planned disruption, whilst overseeing the planning and preparation for the management of unplanned events, business continuity and resilience.

The NOC therefore directly supports the Route Controls during a wide variety of incidents and events.

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3.1.3 Network Rail Strategic Commander (Rail Incident Commander (RIC))

The RIC operates at the Strategic level of incident management (Gold). The purpose of that strategic command is to take overall responsibility for the rail industry incident management and to:

- Determine the framework of policy within which the Network Rail Tactical Commander (Silver) shall work.
- Give support to the Network Rail Tactical Commander by the provision of resources and guidance.
- Give consideration to the prioritisation of demands from the Network Rail Tactical Commander.
- Make sure that suitable action has been taken to control and co-ordinate the rail industry response to the incident.
- Determine plans for the return to normality once the incident is brought under control.
- Oversee and communicate arrangements with the Emergency Services in relation to re-entry to evacuated, and particularly critical, areas.
- Establish effective liaison with the Strategic Commanders of the emergency services and other relevant organisations and as such shall be available to represent the rail industry at the Strategic Co-ordinating Group meetings (or nominate another senior manager to attend as 'Strategic (Gold) Liaison Officer') if requested to do so by the emergency services.
- Co-ordinate the management of off-site evidence gathering pending mobilisation of the off-site Evidence Co-ordinator.
- To make accurate records of decisions taken including options evaluation and rationale for options chosen and not chosen in order to facilitate subsequent investigations and debriefs.

Note: A checklist of actions associated with this role can be found in Section 5.1. A Route Control Manager may initially assume the role of a RIC in accordance with NCI 2.3.

3.1.4 Strategic (Gold) Liaison Officer (if nominated)

The Strategic (Gold) Liaison Officer should only be established if the Emergency Services Gold Command / Strategic Co-ordination Group and the Network Rail Strategic Commander (RIC) are not co-located. The main duties of the Gold Liaison are to provide an effective liaison between Network Rail Strategic Commander (RIC) and any activated Strategic Co-ordination Group.

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3.1.5 Network Rail Tactical Commander (Rail Incident Officer (RIO))

The Network Rail Tactical Commander / Rail Incident Officer (RIO) is the lead rail industry person, co-ordinating all rail activities on site (Managed Station response see Section 3.1.6) and operating at the Tactical (Silver) level of incident management. The purpose of that tactical command is to:

- Take overall responsibility for on site decision making on rail issues.
- Produce and apply agreed actions and plans.
- Co-ordinate the actions of other rail organisations.
- Establish regular, structured rail industry site meetings to certify effective liaison and co-ordination.
- Establish contact and liaison with the emergency services' incident officers and the incident officers of any other agencies on site and shall be required to attend the Tactical (Silver) Co-ordinating Group (TCG) meetings and shall make sure that site safety is addressed by that Group (assisted by the Controller of Site Safety (COSS) / Safe Work Leader (SWL)).
- To take on the responsibilities of other roles as described in Sections 3.1.6 to 3.1.13 if the RIO has the relevant personal skills and experience to undertake the specific role.
- Make sure the site is protected, traction current isolated.
- To make accurate records of decisions taken including options evaluation and rationale for options chosen and not chosen in order to facilitate subsequent investigations and debriefs.

The RIO shall carry a card showing their RIO competence, the individual's name, photograph, period of validity and the card registration number. The RIO I.D. card shall be shown when requesting permission to enter the cordoned area. The RIO shall wear the high visibility tabard labelled "Rail Incident Officer" and make themselves known to corresponding incident officers.

The workload of the RIO and the exact number of personnel working to the RIO's direction will depend on the nature and extent of the incident. Separate responsibility sheets have been provided for specific areas, which the RIO may, if appropriate, delegate to other individuals. A RIO should contact Network Rail Route Control for the provision of qualified personnel if they require assistance to carry out their duties

In the event of a major incident, a RIO may require additional support from a more senior or a more experienced member of staff. In this event, a Senior RIO who has a more senior competence may be appointed who should take command of the incident from the RIO already appointed. The original RIO should assist the response in an operational support role, and should no longer use the title of RIO to avoid confusion. Other senior managers may be present on-site in support of but not overtaking the role of the RIO.

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The RIO should have direct support from the TOC / FOC in the form of the Train Operator Liaison Officer (TOLOs). Refer to Section 3.2.6. for further details.

A checklist of actions associated with this role can be found in Section 5.2.

3.1.6 Station Incident Officer (SIO)

The SIO is the person charged with the role of Tactical (on-site) command for incidents that occur on or within the confines of a station. The role of the SIO should be undertaken by a Network Rail member of staff or a TOC / FOC member of staff depending on whether the station is managed by Network Rail or the TOC. The role of the SIO should usually be undertaken, at Network Rail stations, by a Shift Station Manager who has the relevant competencies.

For an incident that affects both the route and a station, the RIO shall assume command of that incident, and the SIO shall report to that RIO.

For further details of the role of the SIO and the full checklist associated with the role, refer to the relevant Station Emergency Plan. (Each Station has an individual plan available from the Station Manager)

3.1.7 Person In Charge of Possession (PICOP)

It is the responsibility of the PICOP to take absolute possession of all affected lines if necessary and guarantee switching off, isolation and earthing of traction supplies have been carried out.

A checklist of actions associated with this role can be found in Section 5.7.

See also Appendix D – Ref: LD 5. NR/L2/HS/133 – Code of Practice for Planning & Delivering Safe Work

3.1.8 Site Safety Manager

The Site Safety Manager reports to the RIO during a large scale incident. Where the RIO has the relevant personal skills and experience to undertake the role it shall be permissible for the duties of the Site Safety Manager to be undertaken by the RIO.

The Site Safety Manager is responsible for the safety of personnel who shall be on-site during the incident. This should involve all aspects of safety and welfare and shall require co-operation with other organisations. If not the same person, then this individual shall liaise with the COSS (or Safe Work Leader where applicable).

A checklist of actions associated with this role can be found in Section 5.4.

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3.1.9 Evidence Co-ordinator

The Evidence Co-ordinator reports to the RIO. Depending on the nature of the event, a number of different agencies may be required to carry out investigations at the scene. In addition to Network Rail this may include, other members of the Railway Group, Police, Fire Service, Rail Accident Investigation Branch (RAIB) (see Section 3.6.3) and The Railway Safety Directorate (see Section 3.6.2). It is therefore important that Network Rail and TOCs / FOCs advise the Evidence Co-ordinator of any request for gathering evidence and details of who needs to undertake the work. It is important that evidence relevant to the investigation is not disturbed until it has been examined / recorded by relevant specialist investigators. The only exception is when it is necessary to facilitate rescue operations or for other safety reasons.

A checklist of actions associated with this role can be found in Section 5.5.

Consideration may need to be given to the appointment of two Evidence Co-ordinators: one on-site and one off-site. The RIC would undertake the duties of the off-site Evidence Co-ordinator pending mobilisation. If a RIC was not appointed then these duties would be undertaken by either the Route Control Manager or the Control Duty Manager.

3.1.10 Environment Specialist

The role of the Environment Specialist, whether they are working for Infrastructure Projects or Infrastructure Maintenance, is to consider environmental implications of incidents, identify resources to mitigate environmental effects and liaise with other agencies accordingly. During office hours the nominated Environment Specialist should be available for and liaise with the Site Contracts Manager. His / her role would normally be undertaken by authorised Network Rail contractors reporting to the Site Contracts Manager (see Appendix D – Ref: LD 6 – Environmental Management Manual). Should the incident occur out-of-hours, the Site Contracts Manager should be responsible for briefing the Environment Specialist on environmental issues / updates upon his / her arrival within office hours.

The responsibilities listed in the checklist (see Section 5.11) are for the information of the RIO and Site Contracts Manager, where a contractor is used, and for the direction of the Site Contracts Manager where undertaking the duties directly. For guidance on dealing with environmental incidents please refer to Appendix B.

3.1.11 Recovery Engineer

The Recovery Engineer reports to the Site Contracts Manager. The role of the Recovery Engineer is to co-ordinate recovery equipment. Where the Site Contracts Manager has the relevant personal skills and experience to undertake the role, it should be permissible for the duties of Recovery Engineer to be undertaken by the Site Contracts Manager. A Recovery Engineer shall be identified for the incident whether or not equipment is provided by more than one organisation. The Recovery Engineer is normally provided by the TOC or FOC supplying the recovery resources (breakdown gang).

A checklist of actions associated with this role can be found in Section 5.10.

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3.1.12 Infrastructure Engineer

In consultation with the Asset Recovery Manager, Site Contracts Manager, the role of the Infrastructure Engineer is to rectify damage by way of temporary and / or permanent repairs. The Infrastructure Engineer reports to the Site Contracts Manager. Where the Site Contracts Manager has the relevant personal skills and experience to undertake the role, it should be permissible for the duties of the Infrastructure Engineer to be undertaken by the Site Contracts Manager.

A checklist of actions associated with this role can be found in Section 5.9.

3.1.13 Site Contracts Manager

The Site Contracts Manager reports to the RIO, if appointed by Network Rail Control. The Site Contracts Manager is responsible for co-ordinating the response of required contractors and establishing on-site arrangements, taking into account financial and environmental impacts of contract activity. If the RIO has the relevant personal skills and experience to undertake the role, it should be permissible for the duties of Site Contracts Manager to be undertaken by the RIO. This role is not an established company role but may be required during an emergency.

A checklist of actions associated with this role can be found in Section 5.8.

3.1.14 Asset Recovery Manager

The role of Asset Recovery Manager is undertaken by the senior on-call manager from Infrastructure Maintenance. The role liaises with the RIO and is the asset representative on-site, formulates an asset recovery plan in conjunction with the RIO and is responsible for the delivery of recovering the asset safely and efficiently.

3.1.15 Operations Manager

The Operations Manager reports to the RIO. The Operations Manager is responsible for operational and train movement duties, for example, modified train working including diversions, cancellations, and signalling etc in liaison with Network Rail Route Control and the Train Operator. If the RIO has the relevant personal skills and experience to undertake this role, it should be permissible for the duties of Operations Manager to be undertaken by the RIO.

A checklist of actions associated with this role can be found in Section 5.6.

3.1.16 Site Projects Engineer

The Site Projects Engineer reports to the RIO. Their duty is to assess the damage to the infrastructure and supporting equipment and provide specialist engineering advice to the RIO in liaison with the Site Contracts Manager. Once the site is handed over for restoration the Site Projects Engineer assumes control of the site from the RIO, with all rail industry representatives on site reporting to them (see Section 6). This role may be undertaken by the Site Contracts Manager and should be undertaken in liaison with the Asset Recovery Manager.

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3.2 Other Network Rail Roles Likely to be Involved in an Incident

3.2.1 Signaller

In many cases, the signaller is likely to be the first person off site to be aware of an incident occurring. This can be as a result of track circuit occupations, signal wires being broken or a train spending an inordinately long period within a block section. A call from Global System for Mobile Telecommunications for Railways (GSM-R), mobile telephone or a line-side telephone call advising of a potential problem could also be received. Signallers who are required to respond to a number of line-side telephones may wish to consider asking Network Rail Route Control for extra support during an emergency situation. Immediate management support to the controlling signal box should apply regardless of the presence of a shift manager. The duties of the signaller can be found in the relevant Local Emergency Plan for a particular area and Rule Book Module M.

3.2.2 Electrical Control Room Operator (ECRO)

The role of the ECR is to provide electrical protection to the site, if necessary, by providing isolations to the area. The ECRO should be contacted by the Signaller / Controller to request this action. It should be noted that, for other than 3rd rail systems, residual current may still be present and therefore the power is only isolated if it is also earthed by Overhead Line personnel (OHL) competent in this task.

The duties of the ECRO can be found in the Local Emergency Plan for an Electrical Control Room and also the Rule Book, Module AC Electrified Lines.

3.2.3 Corporate Communications (CC)

The role of CC is to respond to and handle all media related, passenger, community related and wider communications issues that arise out of the incident, liaising as necessary with the emergency services and the TOCs involved.

An Incident Communications Officer should be appointed within the structure of the Rail Incident team as the communications lead point of contact for the incident (this person is likely to be the Head of Communications for the Route or nominated on call representative from the Route's Communications team).

The Incident Communication Officer shall be responsible for:

- All media management including reactive responses, the preparation and delivery of media statements, co-ordination of press conferences, interview requests and media visits to the site of the incident.
- Make sure all media activities are undertaken with the authorisation of the Senior on-call Communications Officer.
- Managing appropriate communications with passengers involved, in close co-operation with the relevant TOC / FOCs, using appropriate communications channels.

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- Managing appropriate communications with affected line-side residents, communities and businesses affected in close cooperation with the emergency services or local authorities and TOCs as appropriate, using appropriate communications channels.
- Monitoring, managing and responding to all social media commentary on the incident.
- Liaising with, updating and briefing key stakeholders, notably the Department of Transport, local MPs, local authorities and passenger bodies and, depending on the severity of the incident liaising with their respective communications teams and managing the media elements of any key stakeholder site visits.

3.2.4 Human Resources (HR)

The role of HR is to support employees who have been affected by an incident, by providing welfare assistance and advice. This may include activation of Validium (Network Rail's employee assistance programme); implementing the "Death in Service" policy; liaison with the HR departments of other companies to offer support; liaison with the TOC Incident Care Teams and close liaison with the Police Casualty Bureau to establish details of missing employees (see Appendix D – Ref: LD 7 – Human Resources Emergency Plan).

3.2.5 Others Likely to be Involved in the Incident but not in a Command Role

There are other functions within Network Rail that have a role in Incident Response. These include Network Rail's Safety Technical & Engineering (STE), Environment and Sustainable Development team, Infrastructure Projects (IP), the National Supply Chain (NSC), Network Rail Telecoms (NRT) and Group Business Services (GBS).

3.2.6 Train Operator Liaison Officer (TOLO) / Station Incident Officer (SIO)

The TOLO is the person appointed by a TOC as the lead representative of all those TOCs affected by the incident. The TOLO may be appointed by the Owning Operator or by the Primary Support Operator for the incident location on their behalf (as described above).

The TOLO will report to and liaise with the RIO, and if they hold the relevant competence, could assume some elements of the role of the RIO until such time as a Network Rail appointed RIO is available. Similar arrangements are in place for Freight Operating Companies (FOCs) – see Section 3.4.

An SIO may be appointed by either the Owning Operator or Primary Support Operator for incidents that occur on or within the confines of a station managed by them. Responsibilities are as for a Network Rail appointed SIO – see section 5.3.

3.3 Train Operating Company Roles and Responsibilities

3.3.1 General

The response provided is based around the concepts of Owning Operator, Primary Support Operator and Other Support Operators. Under these arrangements, the following designations and responsibilities apply:

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Owning Operator	The TOC whose train is involved in the incident. Overall responsibility for leading and management of the humanitarian response. There may be more than one Owning Operator if two or more trains are involved.
Primary Support Operator	Each section of route has a Primary Support Operator assigned to it – this is the TOC which it has been agreed is the best placed (geographically) to take overall responsibility for providing the appropriate emergency response to any incident at that location on behalf of the TOC community. The list of Primary Support Operators is provided in Appendix A to ATOC / ACOP011 – see Appendix D – Ref: LD 8. This may or may not be the same as the Owning Operator. If the Owning Operator is unable, for whatever reason, to initiate and manage the joint humanitarian then the Primary Support Operator will assume the full role and responsibilities of the Owning Operator on their behalf, either throughout the response period or until such time as the Owning Operator is able to take over. This arrangement is intended to provide for instances where the site of the incident is remote from any locations at which the Owning Operator can be expected to have significant resources immediately available locally.
Other Support Operator	All other TOCs who may be involved in assisting the Owning Operator or Primary Support Operator in responding to the incident, including the humanitarian response, and under their direction.

Generally the Primary Support Operator will lead the TOC contribution to the emergency response.

This includes:

- identifying significant emerging risks to its own operation and that of other operators
- identifying and deploying sufficient and suitable resources
- appointing a TOLO and or SIO (as per 3.2.6 para 3)
- maintaining a close liaison with the Owning Operator (and other Operators) throughout.

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The Primary Support Operator will also work in conjunction with Network Rail and freight operators to implement adequate arrangements to manage the effects of the incident on the rest of the operational railway for which they are responsible, including contingency service arrangements, crowd management and customer support at stations directly or indirectly affected by the incident, dealing with passengers stranded as a result of the incident, provision of appropriate customer information and travel advice, evidence gathering and return to normal working.

An important exception to this general principle is that the responsibility for providing humanitarian support for any passengers directly involved (along with their families / friends and those bereaved) falls on the Owning Operator of the train concerned, though the Primary Support Operator may provide its own resources to undertake this role on behalf of the Owning Operator at least initially.

Both Primary Support and Owning Operators may use their own staff or those made available by other operators to undertake the roles. This will be entirely dependent on available resources, location of the incident etc. (see Section 3.1.1).

FOCs may also choose to allow the Primary Support Operator to take the lead as described above or alternatively may implement their own specialist response in conjunction with Network Rail. Network Rail should be expected to consider the immediate nature and consequences of the incident and determine whether the TOC Primary Support Operator may be better placed to provide a quicker interim response in agreement with the FOC concerned.

The Owning Operator should determine what level of humanitarian response is needed and allocate resources accordingly. For all other aspects of the response, the Senior Manager appointed by the Primary Support Operator must identify which roles are necessary in the individual circumstances and make sure that competent staff are nominated to undertake them. Chief among these are Train Operator Liaison Officers and Station Incident Officers (if a TOC managed station).

3.3.2 Humanitarian Assistance

Passenger TOCs routinely take responsibility for the safety, security and welfare of their passengers. Meeting these responsibilities effectively in the event of a major incident is particularly challenging and in recognition of this, almost all TOCs have established Incident Customer Care Teams.

These teams comprise specially selected volunteers who have been trained in how to respond to the needs of survivors (defined as those directly involved along with their friends / family and those bereaved) in the hours and days immediately following any event requiring a humanitarian response and who would be activated accordingly. Deployment locations would include stations, hospitals, Survivor Reception Centres, Friends and Family Reception Centres and Humanitarian Assistance Centres. Team members would not normally attend the incident site itself.

Teams are intended to provide mutual support where demand overwhelms the available resources of the Owning Operator and would be made available to assist Network Rail in the event of an incident occurring at a Managed Station. For further information relating to the role of Incident Care Teams, please refer to Appendix D – Ref: LD 9 – Incident Care Team Guidance Manual.

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The Owning Operator should immediately advise Network Rail Route Control the identity of the TOCs leading and managing the humanitarian response.

Appendix D – Ref: LD 14 – Approved Code of Practice ATOC / ACOP011 – Joint Industry Provision of Humanitarian Assistance Following a Major Passenger Rail Incident.

3.3.3 Personal Property

Except in cases where the incident site has been declared a crime scene (where this task shall be undertaken by the BTP – see section 3.5.2) the Owning Operator will be responsible for the collection of any personal property from the site and its subsequent secure storage, identification and eventual return to its owners or their next of kin.

3.3.4 Train Services

Whilst providing staff to assist in nominated roles, TOCs should continue to provide their own (or alternative) rail services on both affected and unaffected routes. Details of alterations made to train services as a result of the incident should be communicated to Network Rail via Network Rail Route Control but should generally be the result of a joint decision.

3.4 Freight Operating Companies Roles & Responsibilities

3.4.1 General

FOCs may also choose to allow the Primary Support Operator to take the lead as described above (see Section 3.3) or alternatively may implement their own specialist response in conjunction with Network Rail. Network Rail should be expected to consider the immediate nature and consequences of the incident and determine whether the TOC Primary Support Operator may be better placed to provide a quicker interim response in agreement with the FOC concerned.

3.4.2 Train Operator Liaison Officer (TOLO)

For incidents involving freight trains, the FOC may either appoint its own TOLO or else agree to the Primary Support Operator doing so on its behalf. In either case, the roles and responsibilities are as described in Section 3.2.6.

3.5 Emergency Services

3.5.1 Joint Emergency Services Interoperability Programme (JESIP)

JESIP was established in 2012 to address the recommendations and findings from a number of major incident reports.

When police, fire and ambulance services respond together to incidents, along with other agencies, each organisation brings their own expertise to that situation. JESIP has recognised this and developed and published the JESIP Joint Doctrine – the interoperability framework. This guidance has been designed to help clarify the roles and responsibilities of emergency services in the early stages of response to a multi-agency incident.

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The JESIP Doctrine sets out five principles which should be applied by responders when they are determining an appropriate course of action in the response to and co-ordination of an emergency. These five principles are:

1. **Co-locate** – Co-locate with commanders as soon as practicably possible at a single, safe and easily identified location near to the scene.
2. **Communicate** – Communicate clearly using plain English.
3. **Co-ordinate** – Co-ordinate by agreeing the lead service. Identify priorities, resources and capabilities for an effective response, including the timing of further meetings.
4. **Jointly Understand Risk** – Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards to agree potential control measures.
5. **Shared Situational Awareness** – Shared situational awareness is established by using METHANE and the Joint Decision Model (JDM).

The use of the Joint Decision Model (JDM) (see Figure 2) which includes the approach to establishing shared situational awareness and undertaking a joint assessment of risk, should enable efficient and effective joint working amongst responders and help determine their priorities for action.

Joint decisions should be made with reference to the primary aim of any emergency response: to save lives and reduce harm.



Figure 2: Joint Emergency Services Interoperability Programme (JESIP) Joint Decision Model

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3.5.2 Civil Police / British Transport Police (BTP)

The main role of the police in an emergency is to co-ordinate the activities of the responding agencies and to certify the control of the site. They should make sure that evidence is preserved and access to the site is limited.

Their main roles and responsibilities are:

- Saving of life in conjunction with the other emergency services.
- Protection of property (including from the incident site, secure storage, identification and return of personal property).
- Co-ordination of the emergency services and other support organisations.
- Protection and preservation of the scene.
- Investigation of the incident, in conjunction with other investigative bodies where applicable.
- Collation and dissemination of casualty information.
- Identification of the deceased on behalf of HM Coroner (In Scotland this would be the Procurator Fiscal).
- Restoration of normality at the earliest opportunity.

As a guide only, in Table 1 are the agreed divisions of responsibility between the Civil Police and the BTP that have been found to work effectively at previous major rail incidents. It is worth noting that this depends on the Police Force attending the incident and ultimate responsibility should be decided on the day of the incident between the BTP and Civil Police Senior Officer on site.

Responsibilities	Force
Overall Incident Commander	Civil Police – working in conjunction with BTP Senior Officer who advises on BTP matters and who is present at Gold co-ordinating meetings.
Police Incident Officer	BTP – however, prior to the arrival of the BTP, or in their absence, the Civil Police shall assume the role.
Investigation and Reports to HM Coroner, Railway Inspectorate, Crown Prosecution Service / Procurator Fiscal (in Scotland)	With the exception of murder or terrorist incidents, the BTP shall be responsible for investigation unless the incident is of such magnitude or there are special reasons when a joint team shall be initiated. Under the latter circumstances there should be discussion and agreement between senior officers of both forces.

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Responsibilities	Force
Inner Cordon and Matters on Railway Property	BTP.
Outer Cordon	Civil Police.
Removal and Continuity of Bodies	Civil Police.
Body Holding Area / Mortuary / Temporary Mortuary and Coroners Officer	Civil Police (with BTP Liaison Officer).
Casualty Bureau	Civil Police (with BTP Liaison Officer).
Property of Deceased	Civil Police.
Identification of Deceased	Civil Police.
Notification of Next of Kin	Civil Police (BTP in the case of rail staff).
Property Recovered at Scene	BTP.
Press, Media Relations	Co-ordinated approach usually led by the Civil Police Press Office.
Road Traffic	Civil Police.
Hospital Documentation Teams	Civil Police (BTP shall assist if possible).

Table1: Agreed divisions of responsibility between the Civil Police and the BTP

3.5.3 Fire & Rescue Service

The primary role of the fire and rescue service is lifesaving through search and rescue. Other roles are:

- Fire fighting and fire prevention.
- Management of hazardous materials and protecting the environment.
- Salvage and damage control.
- Assisting the Police in information gathering and hazard assessment.
- Safety management within the inner cordon.
- Rendering humanitarian services.
- Provision of qualified scientific advice in relation to Hazardous Materials (HAZMAT) incidents via their scientific advisors.