National Rail System Standard / 10

CRISIS MANAGEMENT

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ONE	(P) M E Hamilton; P J O'Connell; A E Neilson; J E Cheyne (R) N R Rosie; S M O'Sullivan; L R Major; G D Hight; G S Steele; WJ Peet; C Thompson	Crown (Letter of Authority) Toll NZ Consolidated Ltd (D Jackson)	09 July 2004
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Four	*(A) R Horan* *(R) NRSS Executive*		*March 2012*

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PREFACE

National Rail System (NRS) Standard

The objective of this NRS Standard is to provide a generic framework for the management of crisis incidents within the Rail Safety System (RSS). It is applicable for all activities involving operation of the National Rail System and is designed to meet the requirements set out in the relevant legislation and the Land Transport Safety NZ "Rail Safety Licensing and Safety Assessment Guidelines".

It should be read in conjunction with the Rail Safety System Manual and other applicable or relevant NRS Standards.

It is generic and specific to users of the National Rail System. The terminology chosen to apply to the National Rail System has been used in this NRS Standard.

Review Of National Rail System (NRS) Standards

NRS Standards are subject to periodic review and are kept up to date by the issue of amendments or new editions as necessary. The user is responsible for ensuring that they are in possession of the latest edition, and any applicable amendments.

Full details of all NRS Standards are available from KiwiRail (New Zealand Railways Corporation). The Document Controller for all NRS Standards is KiwiRail.

Suggestions for improvements to NRS Standards should be addressed to KiwiRail head office. Any inaccuracy found in an NRS Standard should be notified immediately to enable appropriate action to be taken.

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1. INTRODUCTION

1.1 Scope

This National Rail System Standard provides:

- guidance for developing an Organisation's Crisis Management Plan (CMP)
- a Joint Crisis Management Plan to enable the Organisation's involved to carry out much of the detailed work in resolving the crisis. This includes the structure of a co-ordinating group that can manage crisis incidents involving two or more rail industry Organisations.

1.2 Definitions

Definitions specific to this document.

Crisis Management Plan (CMP) means a plan prepared by a single Organisation for management of crisis situations.

Crisis Group (CG) means an Organisation's management team responsible for overviewing crisis management actions.

EOC means an Organisation's Emergency Operations Centre.

Joint Crisis Management Plan (JCMP) means the structure and procedures described in this NRS Standard for the management of a crisis affecting the Access Provider and one or more Operators.

Joint Crisis Group (JCG) means the Joint Group described in this NRS Standard responsible for overviewing crisis management actions affecting the Access Provider and one or more Operators.

JEOC means the Joint Emergency Operations Centre coordinated by the Access Provider.

2. CRISIS MANAGEMENT PLANNING - GUIDANCE

2.1 Requirements for Individual Organisations

Each Organisation operating on the National Rail System must have its own:

- Crisis Management Plan (CMP) for smaller incidents or single Organisation issues
- Emergency Control Centre (EOC) to control activities and provide an interface point during the crisis, and
- Representatives appointed on the Joint Crisis Group (JCG).

2.2 Emergency Operations Centre/s (EOC)

In the event of a crisis the decisions of the Joint Crisis Group (JCG) will be carried out through each participating Organisation's EOC. Directions to Individual EOCs will be from the Organisation's representatives in all cases.

The Access Provider will be responsible for initiating emergency and recovery actions in accordance with NRSS / 5 - Occurrence Management.

The Access Providers ECC will manage that process in consultation with the EOCs of other involved Organisations.

Each Organisation's EOC is responsible for co-ordinating arrangements for its own rail personnel, relatives of rail personnel, passengers and their relatives.

2.3   Joint Crisis Group (JCG)

The JCG is a co-ordinating and overall management body for a Joint Crisis.

KiwiRail's Chief Executive or his/her alternate will chair the JCG.

Each Operator involved and Kiwirail Network will provide a representative for the JCG. The representative should be drawn from executive management and have sufficient knowledge of the Company's responsibilities for commercial, operating and engineering functions as appropriate to ensure the Organisation is effectively represented on the JCG. Each Organisation shall appoint an alternate for their Organisation.

Secretariat and Support Personnel will be provided by KiwiRail.

In the absence of telecommunications KiwiRail's alternate plans will be implemented.

These principles can be applied by Individual Organisations in their own Crisis Management Plan.

2.4   JCG Mission

The JCG mission is to:

- Take immediate action to control and limit the situation.
- Obtain and maintain overview of situation. Ascertain what has happened - reason, scope, injuries / deaths.
- Communicate with EOCs and the Rail Incident Controller in conjunction with the Organisation leading the crisis management activity.
- Provide guidance, set policy and objectives for both the crisis planning process, and the response and recovery efforts following any crisis
- Manage and organise the flow of information, including keeping an accurate log of events.
- Provide liaison between participants/organisations, specifically with the crisis site team, media, rail personnel and public information.
- Co-ordinate the logistical requirements of the operation via the Emergency Operations Centres
- Identify strategic issues for the industry.
- Contingency planning - consider the risk that a specific issue might escalate. Develop different scenarios and anticipate possible solutions
- At all times perform these functions in a cost efficient and timely manner.

2.5   JCG Priorities

The aim is to carry out all tasks necessary to return the operations to "normal" as quickly as conditions and resources allow, with due consideration for the following priorities:

- Protecting life - search and rescue, first aid and medical treatment. All necessary company resources will be applied to this effort as a first priority.
- Minimising the environmental impact to the surrounding crisis site.
- Preservation and protection of facilities, plant and equipment, evidence and participants' responsibilities under the Railways Act 2005 - fire suppression, shoring, recovery of equipment, repair, debris removal and like actions; protection of rail industry "image".
- Reviewing the resources applied to conduct any investigation and recommending change if appropriate.
- Recovery, re-establish an operational capability - restoration of the work force and work performance and operating capabilities.

The following roles will normally be performed by particular Organisations EOCs, but may be co-ordinated by the JCG at the request of the Organisation concerned.

- Person care - accommodation of displaced, disoriented, concerned rail personnel / people / passengers.
- Securing, recovering and minimising the loss of the customer's goods and freight.

When in doubt, assume the worst-case situation.

2.6   Responsibilities of Individual Organisations

Organisations will provide support as requested. The JCG may request through an Organisation's representative any resources required to mitigate the effects of any emergency event. Organisations should provide those resources wherever possible.   Costs and work done **must** be adequately recorded for later reconciliation and settlement.

It is the responsibility of each Organisation to establish an effective reporting procedure, to ensure a rapid and effective communication flow from the site to the CG or JCG as necessary.

2.7   Crisis Management Plans (CMP) – Individual Organisations

An Organisation's CMP should:

- integrate its normal functional plans with plans for dealing with emergencies
- support lower level standard operating procedures used in day to day operations, and
- provide integration between Organisations, so that where the crisis impacts more than one Organisation there is a co-ordinated approach to dealing with it. i.e. An accident or incident involving multiple Operators or damaging the National Rail System or infrastructure impacting on both the Access Provider and an Operator/s.

3. CRISIS MANAGEMENT PREPAREDNESS

3.1 Preplanning

In order to be prepared for a crisis, all Organisations are expected to:

- complete emergency planning within their area of responsibility
- produce and review their own CMP, and ensure it is in accordance with these guidelines
- establish a line of succession for each position considered key to operations
- keep KiwiRail advised of contact details for their JCG representatives

3.2 Annual Testing and Evaluation

All Organisations must:

- ensure one or more elements of their own CMP and procedures are tested annually (this may occur as part of the annual JCMP test), and
- participate when reasonably requested by KiwiRail in an annual test of the Joint Crisis Management Plan, Joint Crisis Group and one or more elements of the NRS emergency procedures.

4. CRISIS AFFECTING A SINGLE ORGANISATION

An Organisation's JCG representatives and its EOC will act alone in the event of a crisis affecting only that Organisation, e.g. a major failure of an Organisation's Information Management system impacting on that Organisation only.

5. JOINT CRISIS MANAGEMENT

This covers any significant incident or accident involving more than one Organisation on the National Rail System.

In a crisis situation that requires activation of the JCMP an Organisation might be:

- Jointly affected in conjunction with another Organisation
- Be one of a number of Organisations affected (Organisations may have to wait in line for outside resources)
- Not be affected (Organisations may be able to assist others that are affected)

6. ACTIVATION OF JOINT CRISIS MANAGEMENT PLAN (JCMP)

6.1 Significant Incidents Requiring Activation

Significant incidents and accidents that may require activation of the JCMP would involve:

- Multiple casualties (public, rail personnel or contractors), or

- significant or potentially significant impact on commercial operations, business profitability, environment, community, public image, legal liability and loss potential.

6.2 Notification of Significant Incidents

All significant incidents that could activate this CMP must be reported immediately to the Access Providers Network Control Centre.

A crisis situation may result in activation of all or any part of the JCMP.

6.3 Responsibility for Activation

Usually the Access Provider will activate the JCMP. However, in some circumstances an Operator may require JCMP activation and request the Access Provider to do so.

Only those Organisations affected will be represented on JCG.

The Access Provider:

- must notify the JCG representatives of the Organisations affected that the JCMP has been activated, and

- must direct operations as described in NRSS / 5 – Occurrence Management.

Each Organisation:

- The Lead JCG representative (alternate when not available) is responsible for notifying their key stakeholders that the JCMP has been activated.

- The CEO or nominee of each Organisation involved will be responsible for informing its Directors and other stakeholders of the declaration of a joint crisis.

- All Organisations will be responsible for advising their own personnel of the crisis

6.4 Linkage between JCG and Parent Organisations

An Organisation's lead representative on the JCG is responsible for ensuring communications between the JCG and their parent Organisation. No person will direct personnel or commit expenditure for an Organisation they are not employed by, unless expressely authorised by that organisation.

7. MEDIA INFORMATION

The JCG will work together to manage media information but not itself make announcements.

It will prioritise and manage the release of information in the best interests of public safety, and the best interests of Organisations and the wider public, in that order.

All media statements will be made by Organisation's CEOs, or their nominees. No statements are to be released without the knowledge of the JCG.

All media briefings, public information, and information for rail personnel will be undertaken with the knowledge of the JCG and organised by the relevant Organisation.

8. RAIL INCIDENT CONTROLLER AND INVESTIGATORS

The responsibilities of the Rail Incident Controller and any Investigators are detailed in NRSS / 5 - Occurrence Management.

9. CIVIL DEFENCE OR NATIONAL EMERGENCY

In the event of the declaration of a state of civil defence emergency or national emergency, KiwiRail, through its representative on the Transport Response Team, will liaise with the Ministry of Civil Defence and Emergency Management National Crisis Management Centre (NCMC). The Transport Response Team, which comprises Ministry of Transport staff and representatives from transport agencies, will gather situation and status information, and provide advice (to the Minister of Transport and the NCMC) on response and recovery priorities, resources, and recommendations.

KiwiRail's Transport Response Team representative will be the single point of liaison between the JCG and the NCMC.

For regional emergencies, and where the JCG has not been convened, individual organisation's may have a direct linkage with the Regional Civil Defence Operational Headquarters via their own EOC Manager.

10. BUSINESS AS USUAL

During crisis situations it is likely that only a part of the National Rail System will be affected. Organisations continuing to operate on other parts of the National Rail System must ensure that technical, operational, and safety management resources are maintained for the continuance of safe operations.

11.   EMERGENCY SERVICES

In addition to the information provided in NRSS / 5 - Occurrence Management, the CG or JCG may need to liaise closely with emergency services. The NZ Police and NZ Fire Service in that order are the lead agencies for Emergency Services management at the scene of an occurrence.

11.1 Police

Police liaison to the JCG will be provided by the Manager: Emergency Management, Operations Group, Office of the Commissioner, Phone 04 474 9499 (24 hours). This liaison will ensure the JCG are kept aware of Police activities and there is close co-operation when public statements are made.

12.   DEATH / SERIOUS INJURY INCIDENT

The Police will notify the family in the event of an accident resulting in a fatality.

The Organisation will notify the family of a serious injury, and determine the appropriate person/s to visit the family and provide immediate support. This is for both fatality and serious injury.

Access Providers and Operators in conjunction with the Department of Labour (DOL) and Transport Accident Investigation Commission (TAIC) will ensure families are informed of the accident investigation process and are continually updated on its progress.

13.   RELOCATION FROM KIWIRAIL'S OFFICES

In the event of any major emergency or disaster preventing the CGs use of KiwiRail's offices, designated personnel will be directed to relocate to a pre-arranged alternative operating location.

14.   POST INCIDENT REVIEW

After the completion of any Crisis Management Group convened under the auspices of this standard, the parties involved will carry out a post-incident review with a targeted completion of 6 weeks from the activation date of the crisis.