KOGAN CREEK PROCEDURE FOR

INCIDENT RESPONSE MANAGEMENT PLAN
KA-OHS-07

Responsible Officer: Kogan Creek Health and Safety Business Partner
Responsible Manager: General Manager Kogan Creek
Responsible Executive: Executive General Manager People and Safety

DOCUMENT HISTORY

Key Changes	Prepared By	Checked By	Approved By	Date
Original Release	Pinnacle Safety M Kelly	B Pike	P Matha	29/10/2015
Manifest, Gas event, Shift Action	K Deem	B Pike	P Matha	N/A
Terminology, AIIMS, Gap Analysis	CPA Fire & Rescue	B Pike	P Matha	14/02/2018

CONTENTS

1   PART 1 – IRMP - GENERAL

This section of the plan is concerned with providing background information to the plan. It includes document control information, the risk assessments that form the basis of the IRMP and details of training and response exercises.

1.1   Document Distribution

Copy No	Title	Location
1	Hard Copy 1	SITE CRISIS ROOM
2	Hard Copy 2	ERT LEADER / FIRE STATION
3	Hard Copy 3	CONTROL ROOM
4	Electronic	TRIM ("F/08/29" - REGISTERED PROCEDURES - H&S - Health and Safety)

1.2   Maintenance

This plan will be reviewed annually by the incident controller (ICON) and after any incident or test, which provides suggestions for improvements. The annual revisions will focus on ensuring the factual content such as contact information and nominated personnel is correct and coordinating this with key partners (i.e. external agencies).

Any holder of the plan is to make the ICON aware of any errors, omissions or changes as soon as they are aware of them.

1.3   Objectives and Priorities

The Incident Response Management Plan (IRMP) is a risk based document that defines the response to a variety of emergency situations. The objectives of the plan are to support the Emergency Response Team (ERT) in coordinating and leading all actions and interventions that may be required to provide an effective first response and resolution to emergencies.

This IRMP documents the resources and strategies (based on risk scenarios) to address the immediate response to an incident. The top priority for this plan is for the protection and preservation of life, the environment and assets.

The IRMP provides guidance on escalating an incident to the Crises management team (CMT) when necessary.

1.4   Responsibilities

The Incident Response Management Team (IRMT) is responsible for preparing, maintaining and implementing the Incident Response Management Plan (IRMP). The following roles exist within the Incident Response Management Team and can be utilised depending on the nature of the incident, i.e. in some cases a single individual may undertake the ERT Leader, Forward Commander and Communications roles.

All emergency situations that occur at Kogan Creek Power Station shall be guided by this plan, and all actions and critical decisions, shall be made by, and/or authorised by the role Site Incident Controller.

It shall be the responsibility of all personnel at Kogan Creek Power Station to comply with the directions of the Site Incident Controller and to provide all reasonable assistance to ensure the safety of personnel and equipment

INCIDENT RESPONSE MANAGEMENT TEAM		
Position Title	**Role**	**Accountable For**
Incident Controller (General Manager Kogan Creek)	Overall Management Incident Controller (ICON)	• Liaising with the CMT • Liaising with Media coordinator (CMT) • Manages the IRMT within the ICS structure *Incident Command System (ICS): A standardised on-scene emergency management construct specifically designed to provide for the adoption of an integrated organisational structure.*
Incident Commander (Production Manager)	Incident Operations (ICOM)	• Managing the response in accordance with this plan • Liaising with the Crises Management Team (CMT) via the Incident Controller.

Forward Commander (FC)
 	
(Maintenance Manager)
	Forward Commander / Rapid Intervention Team Member (RIT)	• Coordination and communication between the ICOM and ERTL
		• Provides forward contact point for the local Government Agencies-
		    Queensland Ambulance Service, (QAS)
		    Queensland Police Services, (QPS)
		    Queensland Fire and Emergency Services (QFES)
		• Shall form part of the Rapid Intervention Team with the SCBA Controller when internal actions are required

Communications officer (CO) (Commercial Manager)	Communications/Scribe	• Providing management of emergency communications during an incident, including maintaining a log
ERT Leader (ERTL)	ERT Leader	• Coordinating the actual Emergency Response
ERT Members (ERT)	ERT member	• Responding to incident in accordance with direction of Forward Commander
Site Evacuation Coordinator (PMO Specialist)	Evacuation	• Manage the evacuation of the site and liaise with area wardens.
Area Wardens	Area Warden.	• Shall determine the nature of the emergency and decide on the appropriate action. If an emergency is declared, the Area Warden shall initiate the emergency procedures
Security Support Officer	Site communications	• to support the security role in the event that Security are deployed/required to support on scene emergency actions separate to the gate house

1.5   Training and Awareness

Training will be used to communicate crisis management strategies and planning to all personnel. Training will seek to increase awareness, skills and competence, in crisis management and recovery. New personnel required to be part of the IRMT will be provided with an overview as part of their Employment on-boarding.

ERT leader and members are trained in accordance with the nationally recognised training.

Training and awareness of all staff will be conducted and refreshed in the site policy for images and distribution of such images during and after an incident. Any images captured during or after an incident on private or CS Energy supplied phones/cameras remain the property of CS Energy and are for the sole use of enhancing reports or investigations.

Training will be provided for identified administration staff to support the security role in the event that Security are deployed/required to support on scene emergency actions separate to the gate house

Exercises and Targets

Exercises are to be performed on site to maintain awareness and competence in this plan. The table below details minimum requirements for CS Energy Kogan Creek Power Station to maintain competence.

EXERCISE RECORD		
Team	**Frequency Target**	**Type / Risk Scenario Covered**
First Aid	6 per 1 year	Basic First Aid Response
ERT Exercises	6 per 1 year	Team exercises in response to creditable scenarios
IRMT	2 per 1 year	Full Site scenario from part 2
Full Crisis Response	1 per 2 years	Fully intergraded scenario with corporate crisis team

Management are responsible for ensuring that: Prior approval to conduct an emergency exercise must be sought from the Site General Manager and Supervisor of the work area affected by the exercise. These approvals must be recorded in the exercise notification form (available in Part 4 – Useful Documents).

- Approvals are to be recorded in Trim location: "F/12/9581"

Notification must also be made to key individuals / positions / organisations that an emergency exercise will be conducted. This notification is to further minimise the effect the exercise will have on the operational status of the Kogan Creek Power Station.

At the conclusion of an exercise, a de-brief with the relevant Incident Response Team Member must occur and be recorded on the debrief minutes form (available in Part 4 – Useful Documents).

- De-brief records are to be recorded in Trim location: "F/12/9581"

1.6   Emergency Services Liaison

An important aspect of emergency preparedness is to fully understand the jurisdiction and responsibilities of the different external agencies that may be expected to respond to an incident at a site.

EMERGENCY SERVICES LIAISON		
Agency	Jurisdiction	Responsibility
Police	All area's	Overall scene commanders for all incidents deemed necessary for Police involvement
Queensland Fire & Emergency Service	All area's	Lead Combat agents for Fire Rescue and Hazmat
Queensland Ambulance Service	All area's	Lead Combat agents for all Medical Response

1.7   Emergency Command Centre Locations

The Site Incident Controller shall assume initial control of the emergency at the Command Centre. In order of preference, the designated Command Centres are:

- **Within the dedicated Site Incident Command Centre adjacent the security gate house.** *(Site Crisis Room)*

- **Alternate safe area identified by the Site Incident Controller.**

1.8   Site Emergency Response Team

The size and composition of the Emergency Response Team shall be determined by the ERT Leader according to the task rescue plan for the scope of work being conducted.

The competencies and skills required for each of the risk scenarios is included in the training needs analysis that drives the annual training and emergency drill program.

1.9   Site Emergency Equipment

A register of the emergency equipment available on the Kogan Creek site is maintained by the ERT Coordinator and can be accessed electronically.

- Register is maintained in Trim location: "F/10/9006"

1.10   Site Maps

A variety of diagrams, schematics and drawings can be accessed electronically to assist with the management of an emergency response. Examples include emergency evacuation and muster points, fire mapping, site layout and fire fighting equipment layout. As a minimum, a full site map will be maintained on display in the crisis room.

1.11 Emergency Response – All Personnel

When an emergency incident is observed at Kogan creek power station:

- Notify the Site Emergency Control Point.
  - Telephone (Extension. 555 or 0746652555)
  - Radio Channel 71 ERT

- If the emergency represents an immediate danger or threat, state:
  - **"Emergency, Emergency, Emergency",** which will clear radio channels and give priority to the emergency call.
  - Clearly explain the emergency situation and stay on the line until all information has been passed on. Hang up when told to.

If the emergency is a fire then the local alarm will sound automatically or via activation of a break glass alarm

1.12 Evacuation Procedures

1. On sound of Evacuation Alarm shut down equipment and go to Nominated Evacuation Point and follow instructions given by Area Wardens

2. Report to the Supervisor/Host/Site Contact to be checked off and to advise of possible whereabouts of persons unaccounted for.

3. Do not use your phone unless directed by your Supervisor.

4. Await Further Instructions from Evacuation Wardens/Coordinator.

5. Provide Assistance as required, if leaving the Evacuation Point report to Evacuation Warden/Coordinator and record the following: Name, Destination, Requested by, and Time.

6. When notified of Stand Down or the all clear alarm is sounded, return to work or other as advised.

7. Participate in Hot Debrief with your team following Stand Down and attend future debrief sessions.

8. Record and Report: Provide information/records as relevant to Team Leader/Host/Site Contact.

1.12.1 Muster Points and Assembly Areas Plan

Muster Points: There is currently one designated emergency assembly area. Another area can be dictated by the Incident controller and communicated via its location, ie. Contractor's car park.

Assembly Areas (AA): If further evacuation is required, personnel will be removed to Assembly Areas by the Area Warden

All Clear and Re-entry: The all clear and permission to re-enter the site, shall be issued by the Evacuation Coordinator. Although the area of the Emergency Response may be safe to enter, emergency management may continue for some time until recovery is enacted. The end to the emergency shall be issued by the Incident controller after confirmation from the Forward Commander or the ERT Leader; **the all clear siren shall be activated**.

SITE PLAN
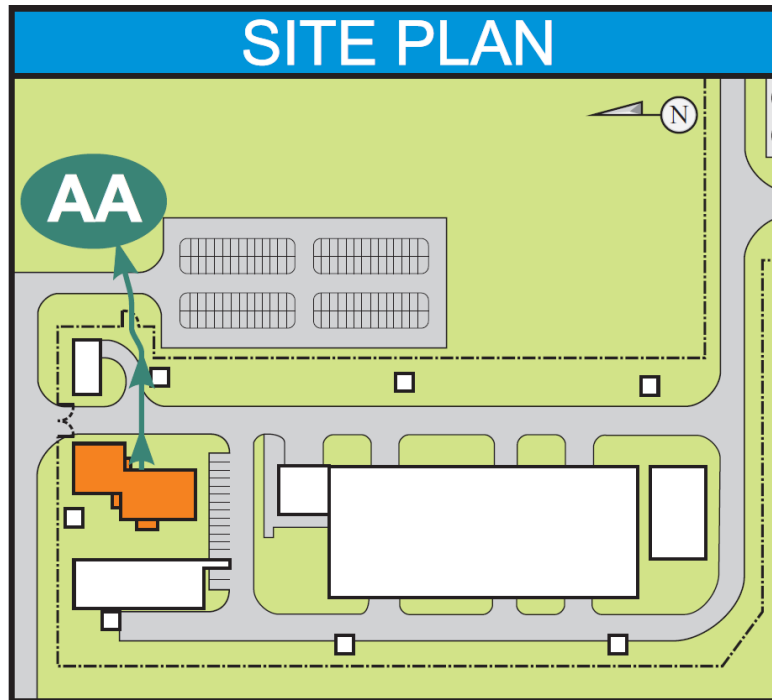
1.13 References

Reference No	Reference Title	Author
AS 3745 - 2010	Planning for emergencies in facilities	Standards Aust
"B/D/12/17269"	Form – S1845 - Phone / Bomb Threat Checklist	CS Energy
"B/D/11/36191"	Form – S1836 - Crisis / Emergency / Incident Log Sheet	CS Energy
"B/D/11/45318"	Procedure - CS-IM-01 - Incident Management Plan	CS Energy
"B/D/11/43851"	Procedure - CS-IM-02 - Crisis Management	CS Energy
"B/D/12/14048"	Procedure - CS-IM-03 - Emergency Response Plan	CS Energy
"B/D/12/13849"	Procedure - CS-IM-05 - Emergency Contacts List	CS Energy
"B/D/12/80275"	Procedure - CS-SBC-02 - Specific Threat or Attack	CS Energy
"B/D/12/80276"	Procedure - CS-SBC-06 - Security Plan	CS Energy
"B/D/12/80275"	Procedure - CS-SBC-02 - Specific Threat or Attack	CS Energy
"B/D/12/80276"	Procedure - CS-SBC-06 - Security Plan	CS Energy

2   PART 2 – IRMP - RESPONSES

This section of the plan details the immediate actions that need to be taken in response to the threats presented. These responses are based on the threats that have been identified.

Incident management is a dynamic activity. The severity and nature of the impact may or may not be immediately obvious. The company has identified five levels of impacts that may be a useful guide for any additional responses that may be needed

2.1   Structural Failure

Response Actions - Structural Failure		
DESCRIPTION		
Catastrophic structural failure of process plant infrastructure (e.g. ADD incident)		
WHO?	**WHAT?**	**HOW?**
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (maintenance Manager/ ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
Forward Commander / ERT Leader / structural engineer	The Forward Commander will establish a forward command point and update the Incident Commander The ERTL shall assess the scene and initiate any actions to make the scene safe. No access to injured persons shall proceed until the ERTL has declared the area safe.	ICS Span of Control
ERTL / structural engineer	Evaluation of the status and stability of the collapsed structure and surrounding areas.	Radio / direct through forward commander
ERT	Under direction of the ERTL, secure the scene and commence rescue / triage of injured personnel. Evacuate to site medical centre or offsite to hospital where required. ERT role is to make and keep the scene safe, barricade any roads into the area and follow the advice of the Incident Response Management Team	
Incident controller	Handover ICON role to specialist emergency services if they are called to site. Incident Controller maintains CS Energy liaison with CS Energy CMT ERTL and Forward Commander to assist with specific site hazard ID and controls.	ICS Structure

Response Actions - Structural Failure		
DESCRIPTION		
Catastrophic structural failure of process plant infrastructure (e.g. ADD incident)		
WHO?	**WHAT?**	**HOW?**
Plant Operations	Reports to the ERTL Equipment shall be made available in the event of removing excess material in and around the collapsed structure	
Crisis management team (CMT)	Develop recovery plan if equipment involved or to resume production.	
Incident Controller	Debrief and investigation of emergency response commenced as soon as practicable.	

2.2   Fatality or Serious Injury

Response Actions - Fatality or Serious Injury		
DESCRIPTION		
A fatality (including natural causes) or serious injury occurs to an employee, contractor or third party at Kogan Creek Power Station		
WHO?	**WHAT?**	**HOW?**
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	

Response Actions - Fatality or Serious Injury		
DESCRIPTION		
A fatality (including natural causes) or serious injury occurs to an employee, contractor or third party at Kogan Creek Power Station		
WHO?	**WHAT?**	**HOW?**
Forward Controller / ERTL	Notify Incident Commander of casualty status. In the event of an obvious fatality, priority is to be given to reducing the impact on fellow workers and maintaining the dignity of the deceased. If it is not immediately apparent that the individual is deceased all efforts are to be made to resuscitate the person until relieved by more senior medical personnel.	Note: official determination of deceased must be made by Queensland Ambulance Officer/ Police
ERT	Completely cover the deceased but do not move or rearrange the position of the person, any amputated limbs or other body parts.	
ERT	Secure the scene and do not disturb area, unless to make the scene safe or if other persons are injured to take to safe area. If area needs to be disturbed due to safety, photographs of the area or plan of area to be established Under no circumstances leave the area unattended or allow personnel to enter the cordoned off area.	Maintain a log of persons entering and exiting the area- Minimal access to site as possible
ERT	Follow all reasonable directions from the Police or other investigating agencies.	
ERT	Return the site equipment utilised to a state of readiness	
Incident Controller	Debrief and investigation of emergency response commenced as soon as practicable.	

2.3   Confined Space Rescue / Engulfment

Response Actions - Confined Space Rescue / Engulfment		
DESCRIPTION		
A fatality (including natural causes) or serious injury occurs to an employee, contractor or third party at Kogan Creek Power Station whilst in a confined space.		
MAJOR HAZARDS		
Falling, Atmospheric contaminants, Explosive environment, Physical injury, Electrocution, Engulfment, Entrapment.		
WHO?	**WHAT?**	**HOW?**
Witness, Stand by Person	Raises the emergency procedure	Via Two-way radio to Site Control
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICOM upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Incident Commander will attend and assess the situation.	
Forward Commander/ ERTL	Forward Commander will attend the incident scene and advise Incident Commander via radio of status and activation of ERT	ICS Span of Control
ERT	Gas test the space for possible toxic gases, or oxygen hazards and or the presence of explosive gases/vapours. Where the gas monitor is in the space for the work being done, listen for any alarms, remove the monitor and check PEAK readings	
ERT	If LEL are in an acceptable range, <10%. Continuous monitoring, Competent, trained and qualified confined space rescuers and/or members of emergency services enter the space and stabilize casualty. (Where required, persons entering may need to be attached to fall arrest devices or mechanical advantage rescue device where a risk of fall exists)	
ERT	For vertical recovery where the confined space has a mechanical advantage device attached to the tripod or suitable anchor, recover the casualty via use of the mechanical advantage device.	
ERT	The rescuer/rescuers are to again assess the casualty's condition and consider the most appropriate method of recovery, i.e. use of a stretcher or harness, cervical collar etc and immediate treatment of injuries and stabilization of the casualty.	

Response Actions - Confined Space Rescue / Engulfment		
DESCRIPTION		
A fatality (including natural causes) or serious injury occurs to an employee, contractor or third party at Kogan Creek Power Station whilst in a confined space.		
MAJOR HAZARDS		
Falling, Atmospheric contaminants, Explosive environment, Physical injury, Electrocution, Engulfment, Entrapment.		
WHO?	**WHAT?**	**HOW?**
ERT	The rescuer/rescuers are to attach the mechanical advantage device to the casualty. Recover the casualty with care ensuring no further injury or aggravation of existing injury. (Where possible the rescuer may be attached and assist with guiding casualty)	
ERT	For horizontal recovery casualty transport and immobilization, i.e, use of KED, ParaGard, SKED, EVAC type stretcher, and/or cervical collar is to be considered to provide casualty protection. Removed will be by manual handling from the confined space.	
ERT	Carry out any required First Aid and if required send persons to medical centre / hospital for treatment.	
ERT	Ensure any equipment used in the rescue is returned to a ready state.	

Response Actions - Confined Space Rescue / Engulfment		
DESCRIPTION		
A fatality (including natural causes) or serious injury occurs to an employee, contractor or third party at Kogan Creek Power Station whilst in a confined space.		
MAJOR HAZARDS		
Falling, Atmospheric contaminants, Explosive environment, Physical injury, Electrocution, Engulfment, Entrapment.		
WHO?	**WHAT?**	**HOW?**

EMERGENCY PROCEDURES FLOW CHART

1 SUMMON ASSISTANCE BY INITIATING EMERGENCY PROCEDURES VIA 2-WAY RADIO

Can the person be removed from the space without rescue persons entering or without further aggravating injuries?

2

Yes → Extract casualty using, additional assistance and stretcher as required

No → Gas test the space

Is it safe to enter without breathing equipment?

2a

Yes → Enter space & assist in the recovery of casualty

No → Don BA, enter and recover the casualty

No >10%LEL → Evacuate area & ventilate prior to entry

3 APPLY LIFE SUPPORT FIRST AID PROCEDURES UNTIL THE ARRIVAL OF EMERGENCY SERVICES
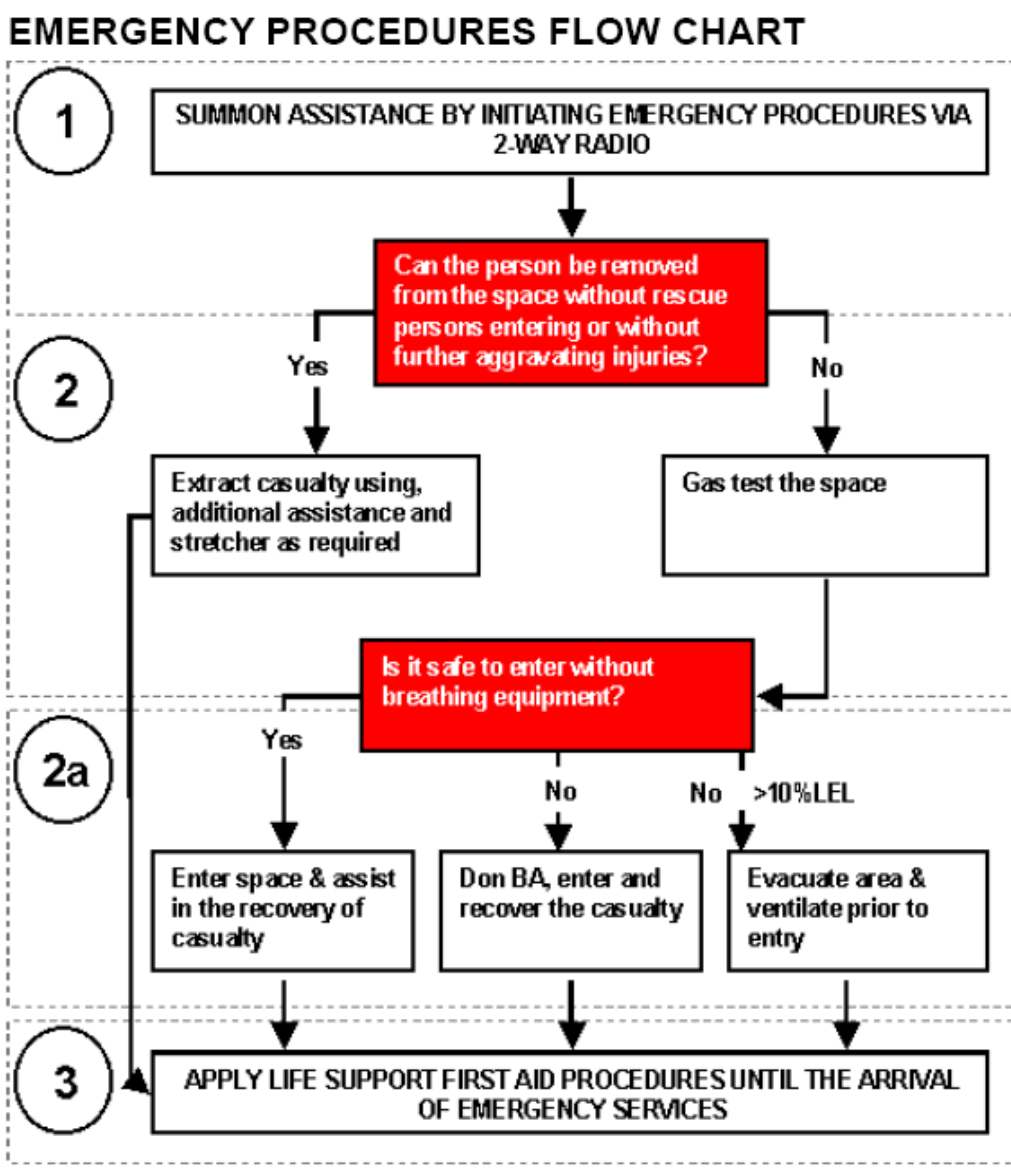
2.4   Rescue from Height

Response Actions - Rescue from Height		
DESCRIPTION		
An arrested free fall from height		
HAZARDS		
If the causality cannot be lowered to the ground for any reason and must be raised to a landing/walkway, there will be more time taken and much more manual handling. This can be detrimental to the casualty Persons left suspended may, after a period of approximately five minutes of inactivity in a harness, suffer from Suspension Trauma or Harness Hang Syndrome which is a deterioration to body tissue and muscular function Persons attempting or assisting in recovery may be placed in danger by not being secured themselves		
WHO?	**WHAT?**	**HOW?**
Witness, Stand by Person	Raises the emergency	555 Radio
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICOM upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
ERT	Commence hazard risk assessment on methods of recovery (this may be an informal or formal risk assessment depending on the complexity of the rescue) determine method of recovery from four options below	

METHOD 1: A single trained and competent responder can carry out this operation.

ERT

1. A separate descent system is set up in close proximity to the casualty

2. A trained responder descends on the descent system to just above the casualty

3. A small mechanical advantage lifting device is attached to the descent line and the lower end attached to the casualty

4. Casualty is raised by responder and attached to responder by carabiner or rescue sling and released from their system

5. Casualty is then lowered to allow attachments on responder to take casualty's weight. (both responder and casualty's weight is now on the descent line.

6. Remove mechanical advantage

7. Remove lanyard & responder descends to ground with casualty.

Response Actions - Rescue from Height		
DESCRIPTION		
An arrested free fall from height		
HAZARDS		

If the causality cannot be lowered to the ground for any reason and must be raised to a landing/walkway, there will be more time taken and much more manual handling. This can be detrimental to the casualty

Persons left suspended may, after a period of approximately five minutes of inactivity in a harness, suffer from Suspension Trauma or Harness Hang Syndrome which is a deterioration to body tissue and muscular function

Persons attempting or assisting in recovery may be placed in danger by not being secured themselves

WHO?	WHAT?	HOW?

METHOD 2: A team operation requiring at least 4 competent operators. E.g. 2 ERT member and 2 conscripts.

ERT

1. Responder attaches him/her-self to the casualty by carabiner or rescue sling
2. Both responder and casualty are lifted by the team members and the responder releases the casualty from their system
3. Responder and casualty are lowered to the ground by the other 3 team members utilizing the mechanical advantage.

METHOD 3: A team operation requiring at least 4 competent operators.

ERT

1. Construct a lifting/lowering system to give at least a 3:1 mechanical advantage.
2. Responder is lowered to the casualty
3. Responder attaches him/her self to the casualty by carabiner or rescue sling
4. Both responder and casualty are lifted by team members and casualty's lanyard is removed
5. The responder and casualty are raised to the landing/platform
6. The casualty is stabilised and placed in a stretcher if necessary and

Note: this can be a much more difficult operation due to narrow walkways and ladders

METHOD 4: One person utilising a 3:1 mechanical advantage system, or at least 3 persons utilising a 2:1 mechanical advantage system can conduct this operation

Work party recovery

1. Construct a lifting system above the casualty (Gotcha Kit)
2. Attach the lifting system to the casualties' dorsal or sternal attachment point on their harness.
3. Lift casualty and release restraining attachments from support structure
4. The casualty can be raised to a landing or lowered directly to the ground

Note: this method does not allow access to the casualty by a responder to
stabilize casualty's condition during the lifting/lowering operation

2.5 Major Vehicular Incident Occurs at Site or on Surrounding Road

Response Actions - Major Vehicular Incident Occurs at Site or on Surrounding Road		
DESCRIPTION		
Examples: Heavy vehicle roll over, Collision, Machine fires. Potential fatalities, personnel injury and significant equipment damage,		
WHO?	**WHAT?**	**HOW?**
Witness	Observer notifies security on 555	
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager/ ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
CO	External emergency services (Fire, Police and Medical) may be called to assist. Resources and personnel will be appropriated as needed.	
Forward Commander / ERTL	Set up an incident action plan at the scene to control the emergency. Water supply to be considered if equipment fire. Communicate plan to relevant personnel	
ERT	Priorities at the incident may include but are not limited to the following; • Scene safety • Number of casualties and their injuries • Triage • Removal of trapped persons Rescue equipment overhaul Mobile equipment such as water carts, bull dozers etc. can be seconded from operating departments	
Incident Controller	Incident Controller will decide finalisation after consulting Incident Commander.	
Incident Controller	Debrief and investigation of emergency response commenced as soon as practicable. Information recorded and corrective actions entered into SAP data base.	

2.6   Aircraft Incident

Response Actions - Aircraft Incident		
DESCRIPTION		
An aircraft incident occurs resulting in a plane or helicopter crashing at the site		
WHO?	**WHAT?**	**HOW?**
Air Traffic Monitoring	Air Traffic Monitoring in Brisbane would detect the incident by virtue of an automatic crash beacon in the aircraft	
Police	Brisbane control would notify Chinchilla Airport and in turn, the Chinchilla Police would be notified as well as other emergency services	
Police/ Emergency Services	The incident would quickly escalate to a Local Disaster Plan response. The controller will be the Officer In Charge of Chinchilla Police	
Local Disaster Plan / Police	Cooperate with external services and Chinchilla Local Disaster Management Plan execution	
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager/ ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
Forward Commander / ERTL	If required the evacuation alarm will be activated based on advice of Forward Commander / ERTL	
Forward Commander / ERTL	The CS Energy, ERT and any other essential equipment will be mobilised and respond. The ERTL shall ensure that sufficient resources are maintained at the operation to respond to any emergency and be on site for first aid treatments.	
Incident Controller	Hand over IC duties to the Emergency Services Senior Officer (IC) upon arrival at the scene	ICS Protocols
Incident Controller	Obtain Situation Report from QFES IC and provide advice when required and maintain an adequate level of support.	
Forward Commander / ERTL	Take direction from QFES IC on scene	
ICON	Establish a direct communication link between the ICON and the QFES IC. Relay any information or requests for additional CS Energy resources to the CMT	

Response Actions - Aircraft Incident		
DESCRIPTION		
An aircraft incident occurs resulting in a plane or helicopter crashing at the site		
WHO?	**WHAT?**	**HOW?**
Forward Commander / ERTL	Communicate any requests for resources and any other relevant information to the Incident Management Team	
IRMT	Support the CS Energy ICON and Local Disaster Committee with support where possible (personnel, equipment, information and resources)	
IC	Confirm the site has been declared safe by the QFES (IC) and communicate this to the CMT	
Forward Commander / ERTL	Participate in site clean up to remedy any potential environment, safety or health threat	
ERT	Participate in debrief with Emergency Services and Local Disaster Controller	
IC	Conduct a debrief with the CS Energy Teams and capture lessons learned	

2.7 Major Explosion occurs in Plant Infrastructure

Response Actions - Major Explosion occurs in Plant Infrastructure		
DESCRIPTION		
Example: Explosion. Potential multiple fatality and significant equipment damage.		
WHO?	**WHAT?**	**HOW?**
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager/ ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
Forward Commander / ERTL	Incident Commander will attend the incident scene and advise Incident Controller via radio of status and activation of ERT Incident Commander is to establish forward command point and hand over to forward commander if/when required	
ERT	Isolation of any potential energies which have had a direct influence on the explosion.	
Forward Commander / ERTL	The Incident Commander will update the Incident Controller (IC) who will call on any resources and personnel to handle the incident. External emergency services (Fire, Police and Medical) may be called to assist.	
Forward Commander / ERTL	Shall initiate actions to secure the area	
Forward Commander / ERTL	Along with the Ops/Forward commander set up an action plan at the scene to control the emergency. Water supply to be considered if fire eventuates from explosion. Communicate plan to the Incident Response Management Team	
ERT	Priorities at incident include but are not limited to the following; ● Plan and conduct rescues of any trapped personnel ● Protect exposures ● Stabilise equipment involved ● Secure all energy sources ● Check for structural damage, if explosion occurred within a building ● Overhaul equipment	
Incident Controller	Debrief and investigation of emergency response commenced as soon as practicable.	

2.8   Wildfire or Bushfire

Response Actions - Wildfire or Bushfire		
DESCRIPTION		
There is a wild fire threatening the Kogan Creek Power Station infrastructure		
WHO?	**WHAT?**	**HOW?**
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager/ ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
Forward Commander / ERTL	Forward Commander will attend the incident scene and advise Incident Commander via radio of status and activation of ERT	ICS Span of Control
ERT leader	Pending assessment with the Incident Commander the ERTL will assume the role of forward commander and call on resources and personnel required to combat the fire. A downwind evacuation should be considered at this time.	ICS Span of Control
ERT leader	Chinchilla external emergency services, (Fire, Police and Ambulance), may be called to assist.	
ERT Leader	Set up an incident action plan at the scene to combat fire. Water supply to be considered. Mobile equipment such as water carts, bull dozers etc. can be seconded from Site Services departments or Engineering projects.	Through the IMT
ERT Leader	After the fire has been extinguished to the satisfaction of the ICON he/she shall formulate a fire watch plan to minimise possible re-ignition.	
ERT Leader	Hand over scene to Department Supervisor who will continue clean up and commence investigation into the incident.	
Incident Commander / ERT Leader	Conduct debrief of the emergency response as soon as practicable. Record findings and ensure improvement actions are entered.	

2.9 Bomb / Suspicious Package

Response Actions - Bomb / Suspicious Package		
DESCRIPTION		
A bomb threat or delivery of a suspicious package occurs at Kogan Creek Power Station		
WHO?	**WHAT?**	**HOW?**
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
Incident Controller	External services such as Police will be notified and advise direction	
Incident Controller	Notify CMT	
External	External Services to remove threat.	
Incident Controller / IRMT	Return to work. Radiation Safety Officer to declare scene safe if radioactive source involved, Hygienist to declare safe if hazardous chemical involved. . Consider all employees affected receive counselling	
Incident Controller	Conduct debrief of the emergency response as soon as practicable. Record findings and ensure improvement actions are entered.	

2.10 Violent or Armed Event

Response Actions - Violent or Armed Event		
DESCRIPTION		
A violent or armed event occurs at the Kogan Creek sites (includes murder, hostage, suicide, etc)		
WHO?	**WHAT?**	**HOW?**
Witness and / or notification	Notification to CO event –CO records information onto the report form to ascertain as much information as possible, notifies team leader	Phone
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
ERTL	Keep personnel away from area of violence. Reference applicable security SOP's where relevant	
Incident Controller /IRMT	Send personnel home if necessary	Phone / announcement
Police	Situation declared under control	
Incident Controller	Debrief and investigation of emergency response commenced as soon as practicable. Consider counselling for ERT.	

2.11 HAZMAT Incident On-Site

Response Actions - HAZMAT Incident On-Site		
DESCRIPTION		
A major hazardous material spill occurs on site (other than ammonia)		
WHO?	**WHAT?**	**HOW?**
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
Incident Commander	External Emergency Services, (Fire, Police and Medical), may be called to assist.	
ERTL	SDS for material should be sourced.	
ERT	Approach all reported incident from an upwind direction and cordon off the entire area. Evacuate if necessary	
ERT	Establish if any people are injured or missing and their last known location The first priority shall be the retrieval, de-contamination and treatment of any injured persons. The second priority shall be containment of any spill.	
ERT	Isolate or contain spill source. (Isolate and turn off any valves, attempt to cease flow and contain spill). Commence to Collect, Cover and Contain.	
ERT	Decontaminate all personnel and equipment returning from the incident site until the scene has been declared safe by the Forward Commander	
ERTL	After the scene has been made safe hand control of the clean up over to the relevant department.	
Forward Commander /ERTL	FC/ERTL will consult with Incident Commander and declare the material contained and the area safe.	
ERT	Overhaul emergency equipment.	
IC	Conduct debrief of the emergency response as soon as practicable. Record findings and ensure improvement actions are entered.	

2.12 HAZMAT Incident Off-Site

Response Actions - HAZMAT Incident Off-Site		
DESCRIPTION		
Hazardous materials, (e.g. Sodium hydroxide (caustic) sulphuric acid, diesel), may be spilt off site during transport. There is potential for reputation damage and environmental contamination		
WHO?	**WHAT?**	**HOW?**
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
Incident Commander	External Emergency Services, (Fire, Police and Medical), may be called to assist.	
Incident Commander	Where applicable notify CMT leader and Environment Specialist	
ERTL	SDS for material should be sourced.	
ERT	Approach all reported incident from an upwind direction and cordon off the entire area.	
ERT	Establish if any people are injured or missing and their last known location. The first priority shall be the retrieval, de-contamination and treatment of any injured persons. The second priority shall be containment of any spill.	
ERT	ERT secures the scene and assists clean up as directed by QFES. Supply Supervisor, Radiation Safety Officer & Hygiene Specialist / Hygienist and Environment Support personnel attend scene to assess and provide advice if required.	
ERT	Return to site when scene is declared safe and overhaul emergency equipment.	
Incident Controller	Conduct debrief of the emergency response as soon as practicable. Record findings and ensure actions are entered.	

2.13 Major Structure Fire involving Critical Fixed Plant and Infrastructure

Response Actions - Major Structure Fire involving Critical Fixed Plant and Infrastructure		
DESCRIPTION		
Electrical substation, control room, diesel bund. Equipment damage, potential for personnel injury		
WHO?	**WHAT?**	**HOW?**
Witness	Observer notifies Communication officer or automatic fire alarm is triggered.	
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
Incident Commander	External Emergency Services, (Fire, Police and Medical), may be called to assist.	
Incident Commander	Where applicable notify CMT leader and Environment Specialist	
Forward Commander /ERTL	Will make an assessment of the incident and call on resources and direct actions as required to combat the fire. The ERTL will apply the RECEO principle to combat the fire. RECEO Principle: • Rescue • Exposures • Contain • Extinguish • Overhaul	
Incident Controller	Debrief and investigation of emergency response commenced as soon as practicable. Information recorded and corrective actions entered.	

2.14 Major, Uncontrolled Release of Contaminated Water Off-Site

Response Actions - Major, Uncontrolled Release of Contaminated Water Off-Site		
DESCRIPTION		
Examples include acid, alkaline or hydrocarbon contaminated water entering catchment ponds and discharge occurs.		
WHO?	**WHAT?**	**HOW?**
Witness	Observer notifies site emergency control	
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
Incident Controller	Where applicable notify CMT leader and Environment Specialist	
ERT	Obtain technical assistance at scene to isolate or contain source of spill.	
Environmental Specialist	Environment Support personnel attends scene and provides support / advice if required.	
Incident Controller	CMT leader will decide finalisation after consulting Incident Controller.	
Incident Controller	Debrief and investigation of emergency response commenced as soon as practicable. Information recorded and corrective actions entered into data base.	

2.15 Major, Compressed Gas leak occurs in Warehouse/Plant

Response Actions – Compressed gas leak occurs in warehouse/Plant		
DESCRIPTION		
Example: Gas leak of explosive, toxic or asphyxiant gases *Potential: Suffocation, Fire and Explosion. Potential multiple fatality and significant equipment damage.*		
WHO?	**WHAT?**	**HOW?**
Site Emergency Control	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Forward Commander Notifies Incident Controller of level of emergency Briefs and hands over to ICON upon escalation	ICS Span of Control
Forward Commander (Maintenance Manager / ERT Leader)	After notification, the ERTL and Forward Commander will attend and assess the situation.	
ERTL	The ERTL subject matter expertise and supported by the FC, call on any resources and personnel to handle the incident. External emergency services (Fire, Police and Medical) may be called to assist.	
ERTL	Shall initiate actions to control the emergency as required	
ERTL	Set up an incident action plan at the scene to control the emergency. Communicate plan to relevant personnel	ICS principles
ERT	Priorities at incident include but are not limited to the following; • Secure the scene and make safe • Plan and conduct rescues of any trapped personnel • Protect exposures • Contain the release/incident • Stabilise equipment involved • Secure all energy sources • Check for structural damage, if explosion occurred within a building • Overhaul equipment	
ERTL	Debrief and investigation of emergency response commenced as soon as practicable.	

2.16 Aberdare Coal Mine Event

Response Actions – Support		
DESCRIPTION		
Example: Response initiated by Aberdare Coal Mine personnel		
WHO?	**WHAT?**	**HOW?**
Mining Project Manager (SSE) or Safety Health Environmental Training Advisor (SHET)	Contacts Site Emergency Control or Mining Manager or security	By phone / two-way radio
Site Emergency Control or Mining Manager or security	Records incident details on report form and notifies Incident Commander and calls out the Forward Commander and the ERT	By phone / two-way radio
Incident Commander (Production Manager)	Incident Commander activates an Incident Management Structure and liaises with the Mine to support where required. Briefs and hands over to ICON upon escalation	ICS Span of Control

3   PART 3 – IRMP – ROLES AND RESPONSIBILITIES

The purpose of the Incident Response Management Team is to provide an on the ground response to an emergency situation at the site or offsite in conjunction with external services.

The Incident Response Management Team is also responsible for identifying and anticipating emergency events and developing strategies to prevent and mitigate these events

3.1   Response Structure
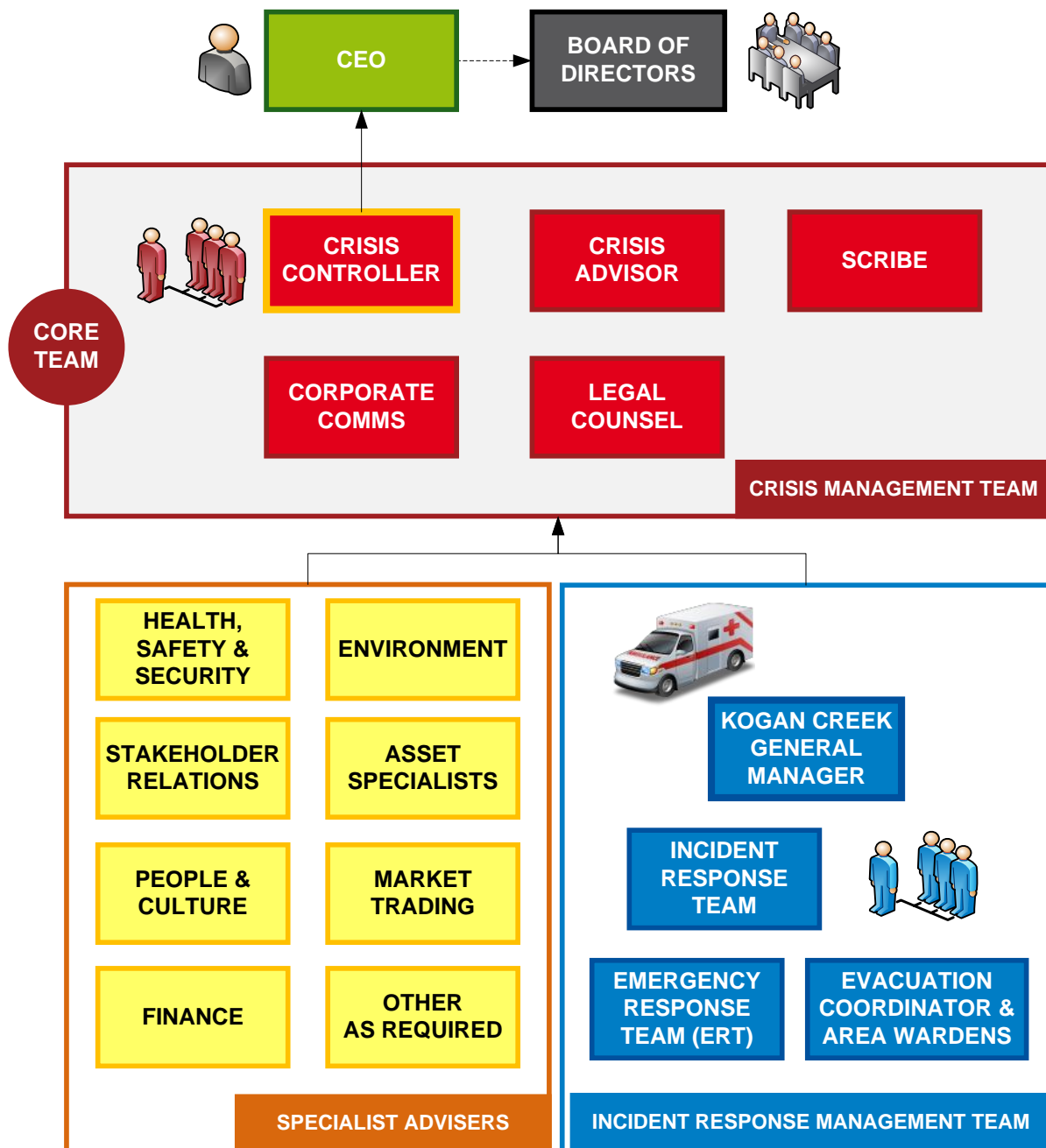
Australasian Inter-Service **Incident Management** System (**AIIMS**) mapping document

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                        ┌─────────────────────────┐
                        │   Incident Controller   │
                        │ ┌─────────────────────┐ │
                        │ │Kogan Creek general  │ │
                        │ │      Manager        │ │
                        │ └─────────────────────┘ │
                        └─────────────────────────┘
            ┌──────────────────────┼──────────────────────┐
┌───────────────────────┐ ┌───────────────────────┐ ┌───────────────────────┐
│ Scribe/Communications │ │  Incident Commander   │ │ Evacuation Coordinator│
│ ┌───────────────────┐ │ │ ┌───────────────────┐ │ │ ┌───────────────────┐ │
│ │Commercial Manager │ │ │ │Production Manager │ │ │ │  PMO Specialist   │ │
│ └───────────────────┘ │ │ └───────────────────┘ │ │ └───────────────────┘ │
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│      IT Support       │ │  Forward Commander    │ │     Area Wardens      │
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│ │Technical Support  │ │ │ │Maintenance Manager│ │ │ │                   │ │
│ │    engineer       │ │ │ └───────────────────┘ │ │ └───────────────────┘ │
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└───────────────────────┘            │
                          ┌───────────────────────┐
                          │ Emergency Response    │
                          │    Team Leader        │
                          │ ┌───────────────────┐ │
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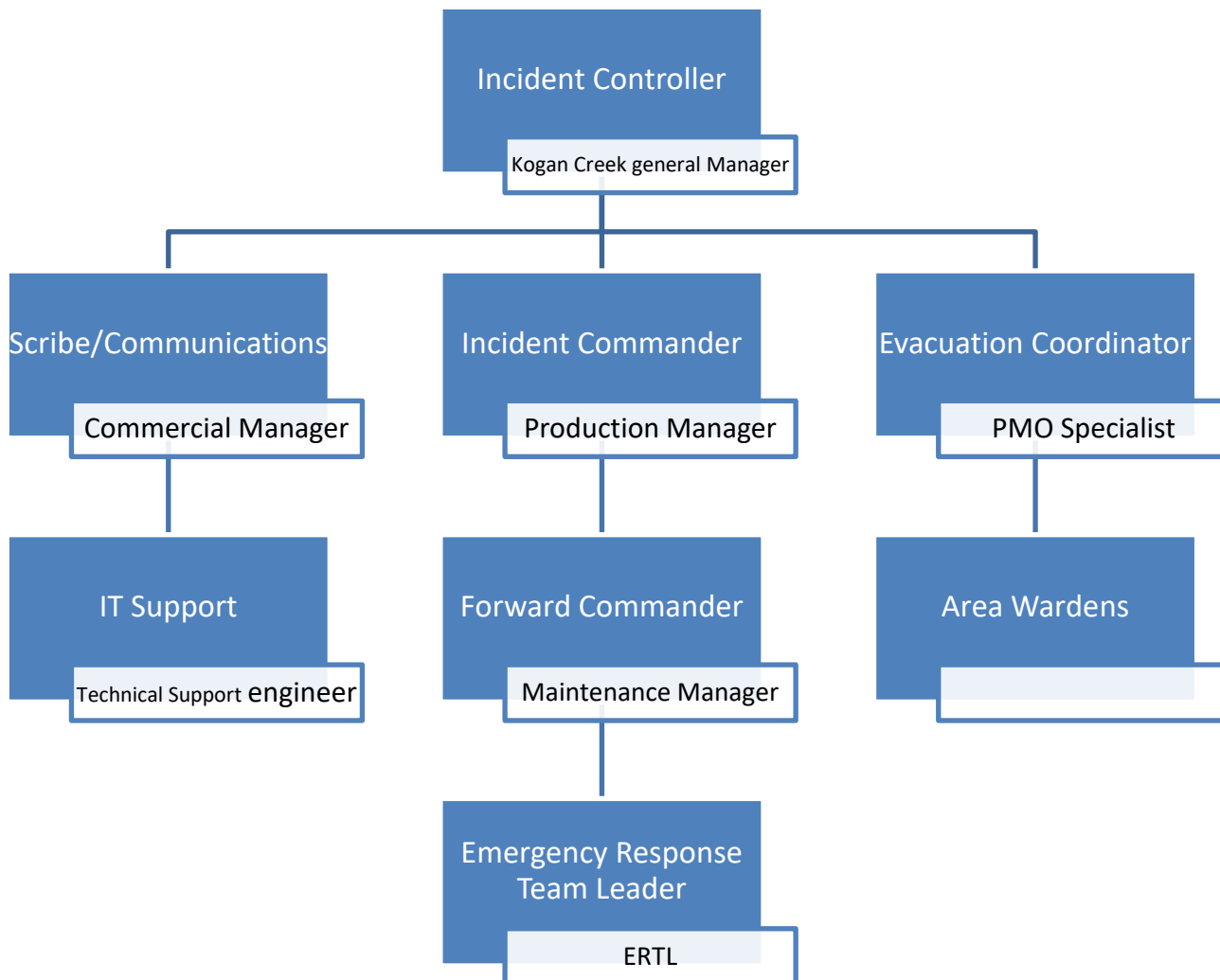
3.2   General Manager Kogan Creek – Incident Controller (IC)

KEY RESPONSIBILITIES –Incident Controller (IC)
• **Management of resources available to respond to a physical emergency.** • **Development of emergency response procedures, security plans and training for emergency response and security teams.** *NOTE: The role does not involve the actual performance of emergency response work, such as firefighting or rescue, but relates to the management of the resources that enable the skills and material and equipment to be available and effective* • **Ensure that good liaison exists between the local emergency services and the site emergency response.** • **Provide support to the Site Incident Commander and ERT Leader. Support the management of responder safety as the incident unfolds.** • **Manage all site security issues during emergency.**

Before an Incident – Site Incident Controller – Facilitate with the Security/Emergency Services Coordinator

ACTIONS – BEFORE AN INCIDENT – Incident Controller (IC)		
Re	**TASK**	**COMPLETED**
1.	With the ERT Leader, prepare the Incident response management plan, Threat identification and Security Response Procedures for the site.	
2.	Identify and evaluate the availability and capacity of on-site and off-site emergency facilities and resources, including equipment and personnel	
3.	Identify and evaluate emergency evacuation options and security issues related to evacuation and relocation	
4.	Establish and document employee muster point areas and evacuation assembly points	
5.	Prepare plans for emergency evacuation such as: casualties, transportation of employees, contractors and visitors	
6.	Develop headcount system to locate and account for employees, contractors and visitors to the site	
7.	Develop site list of emergency equipment/consumables, storage plan and location of inventories	
8.	Assess site and emergency services communications requirements	
9.	Develop responder call out procedures	
10.	Provide key emergency and security contacts to the Centre of Expertise database	
11.	Ensure regular liaison between external emergency services and ERT/CMT	
12.	Meet external emergency services to set up procedures for victims and incident scene integrity	
13.	Work with external emergency services to clarify and agree their role in site security procedures and document this in a Memoranda of Understanding (confirm local legal requirements) or equivalent document	
14.	Brief ERT on meetings with external emergency services	

ACTIONS – BEFORE AN INCIDENT – Incident Controller (IC)		
Re	**TASK**	**COMPLETED**
15.	Integrate roles and responsibilities of external agencies with on-site emergency response plan	
16.	Rehearse emergency response procedures periodically, including alternate team members and on-site Security Guards	

During an Incident – Incident Controller

ACTIONS – DURING AN INCIDENT – Incident Controller (IC)		
Re	**TASK**	**COMPLETED**
1.	Communicate with Emergency Response Teams. Evaluate emergency response and the need for additional or reduced resources (including external services, i.e. police, fire, etc)	
2.	Co-ordinate emergency services and implement security plans	
3.	Ensure adherence to emergency and security procedures and safety of ERT	
4.	Ensure the security of the Crisis Management team Centre and associated areas (i.e. reception, media room, next of kin room, break out rooms, etc)	
5.	Establish primary and secondary security cordons if required. Direct non-essential traffic away from incident scene and secure access for emergency vehicles	
6.	Co-ordinate muster or evacuation if required – ensure muster area is nominated	
7.	Record name, company and time of people exiting or entering the site. Obtain personnel & contractor lists from Access Control System. Ensure head counts are complete and information is passed to CMT Leader	
8.	Confirm personnel accounted for / unaccounted for and communicate to CMT, and Incident Commander for dissemination to Forward Controller, ERT & external authorities for action	
9.	Advise mustered employees of assistance they can provide and whether to stay / leave site	
10.	Ensure only authorised people enter the site in conjunction with Emergency Services & Incident Response Management Team member	
11.	Communicate accurate feedback to CMT Leader from the scene	
12.	Communicate injuries, illnesses or exposures to the CMT Leader	
13.	Instigate incident reporting procedure, and regularly brief Incident Response Management Team	
14.	Instigate emergency response incident report	
15.	Assess capacity to handle incident with on-site resources, and the requirement for additional external help	
16.	Consider needs of ERT (i.e. food, water) and arrange as required	
17.	Makes arrangements for temporary accommodation (nearby) for ERT members if required	
18.	Regularly evaluate status of emergency services consumables and order additional supplies if needed	

ACTIONS – DURING AN INCIDENT – Incident Controller (IC)		
Re	**TASK**	**COMPLETED**
19.	Regularly evaluate wellbeing / safety / fatigue of emergency services personnel and call in additional support if required	
20.	Make sure the teams responding to the incident understand the legal considerations surrounding an incident site *For example the need to preserve evidence in the event of criminal investigation and the need to understand the extent of Emergency Services legal obligations and authority.*	
21.	Liaise with CMT leader regarding 'All Clear and Re-entry'	

After an Incident – Incident Controller

ACTIONS – AFTER AN INCIDENT – Incident Controller (IC)		
Re	**TASK**	**COMPLETED**
1.	Review emergency and security procedure response (including evacuation plans and external resources response)	
2.	Replace spent emergency equipment & liaise with ERT leader to ensure ERT consumables are replaced	
3.	Participate in CMT and ERT debriefs and any debriefs of external services (i.e. fire service, security teams, etc)	
4.	Arrange professional counselling if required	

3.3 Incident Commander

KEY RESPONSIBILITIES – Incident Commander
• **Oversee the entire emergency response, including management of ERT Leader and Communications Officer**   • **Ensure the emergency services are familiar with the nature of site operations and the type of challenges an incident is likely to present**   • **Manage the information flows from the incident scene/emergency response crews to the Incident Controller**   • **Assist the Incident Controller as required.**   • **Ensure evacuation coordination is carried out according to procedures and review and update the emergency response plan at a minimum annually for lessons learned.**

Before an Incident – Incident Commander

ACTIONS – BEFORE AN INCIDENT – Incident Commander		
Re	**TASK**	**COMPLETED**
1.	Ensure the ERT clearly understands IRMP procedures and their role as a member of the team.	
	Ensure the following in conjunction with the Emergency Services Coordinator	
2.	Develop, implement and train emergency response teams and site personnel	
3.	Develop emergency identification and response procedures	
4.	Update and document local plans and site maps, noting emergency exits, fire equipment and other emergency related features.	
5.	Develop site emergency equipment/consumables and location inventory	
6.	Practice emergency procedures regularly	
7.	Develop call out procedures, and establish employee muster areas	
8.	Conduct regular evacuation drills including muster station procedures	
9.	Ensure Emergency Response Team members understand responsibilities regarding emergency scene management	
10.	Develop and implement a cooperative emergency assistance plan with surrounding local operations.	

During an Incident – Incident Commander

ACTIONS – DURING AN INCIDENT – Incident Commander		
Re	**TASK**	**COMPLETED**
1.	Confirm incident	
2.	Call out the ERT Team	
3.	Consult appropriate Threat Response Checklist	
4.	Assess the current impact of the incident determine maximum reasonable consequences	
5.	Brief and co-ordinate with ERT Leader on the immediate and short-term priorities	

ACTIONS – DURING AN INCIDENT – Incident Commander		
Re	**TASK**	**COMPLETED**
6.	Ensure individual and master log of events are maintained	
7.	Attend incident scene as quickly as possible to conduct a preliminary assessment	
8.	Allocate appropriate resources. Determine if external support / mutual aid arrangements are needed	
9.	Develop a list of people/worksites that might be at risk if the situation escalates and consider evacuation requirements.	
10.	Ensure effective briefing of/liaison with contractor groups/joint venture partners	
11.	Ensure regular communications with the Incident Controller	
12.	Manages the overall incident scene and minimises interference (other than to prevent injury or environmental harm)	
13.	Determine the need for additional specialist/consultant advice	
14.	Conduct and receive regular status briefings with Team	
15.	Ensure the emergency procedures and ERT plans are adhered to	
16.	Establish recovery goals with ERT team	

After an Incident – Incident Commander

ACTIONS – AFTER AN INCIDENT – Incident Commander		
Re	**TASK**	**COMPLETED**
1.	Debrief Emergency Response Teams	
2.	Arrange professional counselling if required Review emergency procedures response	
3.	Review external resources response	
4.	Share learning with the CMT Leader	
5.	Update ERT Plan and ensure any lessons learned are reflected in IRMP	
Ensure the following in conjunction with the Emergency Services Coordinator		
6.	Ensure stocks of consumables are replenished	
7.	Ensure all records are up to date	
8.	Conduct Post-Incident Review to capture key learnings	
9.	Provide a forum for ERT members to discuss their overall performance	
10.	Review the need for new or additional technologies/equipment	

3.4 Forward Commander

KEY RESPONSIBILITIES – Forward Commander

- **Coordinates emergency response actions at the emergency scene, including, all actions of the ERT in consultation with the ERT Leader, Operations, Technical Support Personnel and external emergency response agencies.**
- **Reports to Site Incident Commander.**
- **Assume local control of the emergency response, inc. regular review of strategy and coordination of response in conjunction with the Site Incident Commander.**
- **Communicate directly with local Emergency Response Agency Commanders at the emergency scene**
- **Liaise with, and assist the local Emergency Agency Commander in the safe and effective control of the Emergency Situation.**
- **If necessary, delegate usual duties (as appropriate) to ensure the continued operation of the site.**
- **Establish and maintain your own personal log of events.**
- **Command all CS Energy and contractor personnel and resources assigned to the incident site.**
- **Participate in a review of the incident.**
- **Review and identify issues and impacts arising from the incident**

3.5 Control Room

KEY RESPONSIBILITIES – Control Room

- **First point of call for emergencies (555), gather initial information**
- **Initiate the site alert & evacuation alarms**
- **Continuously monitor radio channel 72**
- **Initiate external emergency services when required**
- **For after hour's events:**
    - **The Shift Supervisor or delegate will partake as the incident commander**
    - **An Operator will partake as the forward commander**

Communications Officer/Scribe

KEY RESPONSIBILITIES – Communications Officer
• **To act as a liaison, point between the incident scene and the Business Resilience Team for large scale incidents**
• **To manage large volume communication and free up the incident controller for Incident management**
• **To maintain a detailed event and comms log**
• **Communicates with neighbours (land holders, Mine etc)**

Before an Incident – Communications Officer (CO)

ACTIONS – BEFORE AN INCIDENT – Communications Officer (CO)		
Re	**TASK**	**COMPLETED**
1.	Ensure familiarity with requirements of role and location of relevant documents and plans	

During an Incident – Communications Officer

ACTIONS – DURING AN INCIDENT – Communications Officer (CO)		
Re	**TASK**	**COMPLETED**
1.	Attends at the gatehouse	
2.	Establish a log of events and communications	
3.	Arrange a standby ERT at the direction of the Incident Controller	
4.	Maintains core Gatehouse operations	

After an Incident – Communications Officer

ACTIONS – AFTER AN INCIDENT – Communications Officer (CO)		
Re	**TASK**	**COMPLETED**
1.	Participate in emergency debrief and review of procedures and plans	

3.6 Emergency Response Team Leader (ERTL)

KEY RESPONSIBILITIES – Emergency Response Team Leader (ERTL)
• **Lead the emergency response under the direction of the Incident Commander/Forward Commander**
• **Coordinate and direct the individual ERT members to specific tasks aimed at successful resolution of the incident**
• **Provide feedback and updates on progress to the Incident Commander/Forward Commander**

Before an Incident – Emergency Response Team Leader (ERTL)

ACTIONS – BEFORE AN INCIDENT – Emergency Response Team Leader (ERTL)		
Re	**TASK**	**COMPLETED**
1.	Ensure the ERT clearly understands IRMP procedures and their role as a member of the team.	
2.	Understand the emergency response procedures and the accountabilities of the ERT leader	
3.	Participate in the review and update of practices and procedures	
4.	Ensure in depth familiarity with the condition, location, use and maintenance of emergency equipment and consumables	
5.	Practice emergency procedures regularly	
6.	Ensure Emergency Response Team members understand responsibilities regarding emergency scene management	

During an Incident – Emergency Response Team Leader (ERTL)

ACTIONS – DURING AN INCIDENT – Emergency Response Team Leader (ERTL)		
Re	**TASK**	**COMPLETED**
1.	Confirm incident & identity of Incident Controller [IC]	
2.	As directed by IC, call out the ERT Team	
3.	Consult appropriate Threat Response Checklist	
4.	Brief and co-ordinate ERT Team on the immediate and short-term priorities	
5.	Allocate appropriate resources. Determine if external support / mutual aid arrangements are needed	
6.	Develop a list of people/worksites that might be at risk if the situation escalates.	
7.	Ensure effective briefing of/liaison with contractor groups/joint venture partners	
8.	Conduct and receive regular status briefings with Team	
9.	Ensure the emergency procedures and ERT plans are adhered to	
10.	Establish recovery goals with ERT team	

After an Incident – Emergency Response Team Leader (ERTL)

ACTIONS – AFTER AN INCIDENT – Emergency Response Team Leader (ERTL)		
Re	**TASK**	**COMPLETED**
1.	Debrief Emergency Response Teams	
2.	Arrange professional counselling if required.	
3.	Review emergency procedures response	
4.	Review external resources response	
5.	Ensure stocks of consumables are replenished	
6.	Provide a forum for ERT members to discuss their overall performance	
7.	Review the need for new or additional technologies/equipment	

3.7   ERT Members

KEY RESPONSIBILITIES – ERT Members
• **Provide the manpower to respond to an emergency under the direction of the ERTL**

Before an Incident – ERT Members

ACTIONS – BEFORE AN INCIDENT – ERT Members		
Re	**TASK**	**COMPLETED**
1.	Become familiar with documented site emergency procedures	
2.	Attend Emergency Response Team training	
3.	Ensure in depth familiarity with the condition, location, use and maintenance of emergency equipment and consumables	
4.	Practice emergency procedures regularly	
5.	Understand responsibilities regarding emergency scene management	

During an Incident – ERT Members

ACTIONS – DURING AN INCIDENT – ERT Members		
Re	**TASK**	**COMPLETED**
1.	Undertake tasks at direction of Emergency Response Team leader	
2.	Maintain a high level of personal and team safety at all times	
3.	Utilise emergency response equipment in accordance with manufacturer's instructions and training	
4.	Adhere to emergency procedures and ERT plans	
5.	Ensure understanding of the established recovery goals	

After an Incident – ERT Members

ACTIONS – AFTER AN INCIDENT – ERT Members		
Re	**TASK**	**COMPLETED**
1.	Ensure stocks of consumables are replenished	
2.	Participate in debrief and discussions on overall performance	
3.	Review the need for new or additional technologies/equipment	
4.	Undertake professional counselling if required	

3.8   Evacuation Coordinator

KEY RESPONSIBILITIES – Evacuation Coordinator

- **Reports to Site Incident Controller**

- **Continuously monitor portable radio channel 72 at all times whilst on Site.**

- **In the event of an evacuation, assemble and/or account for all personnel under their control, (including visitors) and report any exceptions to the Evacuation Coordinator.**

- **The Evacuation Coordinator should immediately notify reports of missing personnel to the Site Incident Controller.**

- **Establish and maintain your own personal log of events.**

- **Participate in a review of the incident.**

3.9   Area Wardens (Volunteer)

KEY RESPONSIBILITIES – Area Wardens (Volunteer)
• **Direct personnel in their area of accountabilities to the appropriate muster or safe area in the event of an emergency.**   • **Provide a communication link between Emergency Services personnel and site employees, contractors and visitors to ensure all personnel respond correctly to a given emergency situation**

Before an Incident – Area Wardens (Volunteer)

ACTIONS – BEFORE AN INCIDENT – Area Wardens (Volunteer)		
Re	**TASK**	**COMPLETED**
1.	Become familiar with area of responsibility and emergency procedures	
2.	Attend Emergency Warden training	
3.	Keep an up to date and accessible record of persons in the area of responsibility	
4.	Ensure Building Evacuation Plans and signs are in place	
5.	Inspect fire extinguishers in area of responsibility and report faults to Incident controller.	
6.	Inspect area of responsibility and report any fire hazards to the Incident controller.	

During an Incident – Area Wardens (Volunteer)

ACTIONS – DURING AN INCIDENT – Area Wardens (Volunteer)		
Re	**TASK**	**COMPLETED**
Local Fire Alarm (5 x 5 second Alarm)		
1.	Confirm Communications Officer and the Incident Controller have been notified by ringing 555 or Channel 72 – two-way radio	
2.	Assist to extinguish fire if safe to do so Direct personnel in affected building only to evacuate building and muster at the primary evacuation point	
3.	Whilst exiting, conduct final check of assigned area and if safe to do so close doors and windows where possible.	
4.	Collect emergency evacuation kit and hand-held radio (Utilise Channel 72).	
5.	Place building evacuated signage outside of access doors to building.	
6.	Record names at muster point and notify ICON of any missing personnel.	
7.	Maintain personnel at muster point until instructions are received from Communications Officer (CO).	
8.	Assist Incident Controller or Communications Officer as required.	
Radio Call (Security or Other Emergency)		
1.	Direct all personnel to evacuate and proceed to primary or secondary evacuation point as required.	
2.	Conduct final check (as above), to ensure building is clear.	

ACTIONS – DURING AN INCIDENT – Area Wardens (Volunteer)		
Re	**TASK**	**COMPLETED**
3.	Place building evacuated signage outside of access doors to building.	
4.	Collect emergency evacuation kit and hand-held radio (Utilise Channel 72) from Security Office.	
5.	Record names at muster point and notify ICON of any missing personnel.	
6.	Maintain personnel at muster point until instructions are received from CO.	
7.	Assist Incident Controller or Logistics Officer as required.	

After an Incident – Area Wardens (Volunteer)

ACTIONS – AFTER AN INCIDENT – Area Wardens (Volunteer)		
Re	**TASK**	**COMPLETED**
1.	Participate in emergency debrief and review of procedures and plans	

4   PART 4 – IRMP – FORMS

4.1   Forms Reference

TRIM Link	Title	Author
"F/12/1291"	Folder – Kogan Creek Registered Forms - Health and Safety	CS Energy
"K/D/15/8779"	Form – S2209 (K) – Emergency Drill / Exercise Notification	CS Energy
"K/D/15/8778"	Form – S2210 (K) – Emergency Response – Incident Log	CS Energy
"K/D/15/8777"	Form – S2211 (K) – Emergency Response – Debrief Minutes	CS Energy
"K/D/15/8776"	Form – S2212 (K) – Emergency Response – Briefing Aide	CS Energy
"K/D/15/8775"	Form – S2213 (K) – Emergency Response – Task / Call Tracking	CS Energy

4.2   S2209 (K) - Emergency Drill / Exercise Notification Form (Click Linked Image)

Title: EMERGENCY DRILL / EXERCISE NOTIFICATION
Form: S2209 (K)
Version: 10/15

EMERGENCY DRILL / EXERCISE NOTIFICATION

CONFIDENTIALITY REQUIREMENTS: This exercise is to be conducted as part of the Crisis management plan.
It is therefore essential that confidentiality be maintained for the exercise to be effective.
Any queries or questions please direct to the Exercise Co-ordinator – {insert name}.

EXERCISE INFORMATION

Date of Exercise	Time of Exercise	Expected Duration

Area(s) Affected / Required for Use

Description of Drill / Exercise

GENERAL MANAGER APPROVAL

Name:			
Signature:		Date:	

AREA DEPARTMENT MANAGER APPROVAL

Name:			
Signature:		Date:	

EXERCISE NOTIFICATION DETAILS

2 Weeks Prior	Date:	
Who / When	**Email (E) / Phone (P) / Notes**	
General Manager		
Area Manager		
All Department Managers		

2 Days Prior	Date:	
Who / When	**Email (E) / Phone (P) / Notes**	
Police		
Fire & Rescue Service		
Queensland Ambulance Service		
Other affected agencies / individuals (specify)		

1 Days Prior	Date:	
Who / When	**Email (E) / Phone (P) / Notes**	
Shift Controller / Incident Controller		

- In the event of cancellation or change, all persons / organisations notified will be immediately contacted and informed of cancellation / alteration.
- This form is to be completed by the Exercise Coordinator.

EXCERCISE COORDINATOR

Name:			
Signature:		Date:	

4.3   S2210 (K) - Emergency Response - Incident Log (Click Linked Image)

Title: EMERGENCY RESPONSE INCIDENT LOG
Form: S2210 (K)
Version: 10/15

EMERGENCY RESPONSE INCIDENT LOG
RECORDED BY THE SECURITY OFFICER

DATE OF REPORT	DATE OF INCIDENT	TIME OF INCIDENT	
			AM
			PM

LOCATION OF INCIDENT

Person who Reported the Incident	Contact Phone	Section

ERT Members Responded		Incident - ERT Response Times	
		Turn out time: *(How long ERT took to arrive)*	
		On Scene time: *(When ERT arrived O/S)*	
		Task Complete: *(When task is completed)*	
		Return Time: *(When ERT arrive back)*	
		Total Duration:	

INCIDENT DETAILS:

- ☐ 1. Injury / Medical Condition
- ☐ 2. Vehicle Accident
- ☐ 3. Near Miss Incident
- ☐ 4. Evacuation
- ☐ 5. Hazard Identification
- ☐ 6. Lost Person
- ☐ 7. Fire Alarm
- ☐ 8. Property / Plant / Equipment Damage
- ☐ 9. Product / Service Failure
- ☐ 10. Security / Theft
- ☐ 11. Other *(please specify)*

ERT VEHICLES ATTENDED:

- ☐ 1. Fire Truck
- ☐ 2. ERT 4x4 Ute
- ☐ 3. Ambulance

SITE CONTROL NOTIFIED BY:

- ☐ Via Radio
- ☐ Via Phone
- ☐ Via FIP
- ☐ Other *(Please Specify)*

INCIDENT DESCRIPTION

SITE CONTROL OFFICER – ROLE = SECURITY OFFICER

Name *(Print)*:			
Signature:		Date:	

SPECIALIST – ROLE = SPECIALIST – INCIDENT CONTROLLER

Name *(Print)*:			
Signature:		Date:	

4.4   S2211 (K) - Emergency Response - Debrief Minutes Template (Click Linked Image)

Title: EMERGENCY RESPONSE – DEBRIEF MINUTES
Form: S2211 (K)
Version: 10/15

EMERGENCY RESPONSE – DEBRIEF MINUTES

Emergency Incident:		Incident Date:	
Debrief Venue:		Debrief Date:	

Assessor Names	Attendee Names

What Worked Well	Opportunities for Improvement / Corrective Actions	Whom	When

4.5 S2212 (K) - Emergency Response - Briefing Aide Template (Click Linked Image)

Title: EMERGENCY RESPONSE – BRIEFING AIDE
Form: S2212 (K)
Version: 10/15

EMERGENCY RESPONSE – BRIEFING AIDE				
QUICK UPDATE (What has happened since last contact?)				
GOAL (What is the goal of the whole of Kogan Creek's incident response?)				
MAIN EFFORT (What is the main effort for the next couple of hours for the whole recovery effort?)				
INDIVIDUAL TASKS (Outline the individual tasks that contribute to achieving the company's goal of recovery)				
PROBLEMS (Where can other teams help each other?)				
SUPPORT REQUIRED (What support is required from external sources?)				
TIME OF NEXT BRIEFING / UPDATE				
INFORMATION REQUIRED BY THE ERT LEADER AND WHEN				
QUESTIONS FROM THE FLOOR				
Briefing Given By:		Date:		
Signature:		Time:		

4.6 S2213 (K) - Emergency Response - Task / Call Tracking Template (Click Linked Image)

Title: EMERGENCY RESPONSE – TASK / CALL TRACKING
Form: S2213 (K)
Version: 10/15

EMERGENCY RESPONSE – TASK / CALL TRACKING

LIST THE ACTIONS TAKEN TO RECIFY THE SITUATION:

Task / Call	By Who / Time	Status

5   PART 5 – IRMP – CONTACT DETAILS

5.1   Contact Directories

TRIM Link	Title	Author
"K/D/11/2596"	Emergency Contact Lists - Kogan Creek Power Station	CS Energy
"B/D/12/13849"	CS-IM-05 - Emergency Contacts Information – CS Energy	CS Energy

6   RECORDS MANAGEMENT

In order to maintain continual improvement, suitability, safety and effectiveness of the organisation, registered documents will be reviewed on a two-yearly basis, or where it has been identified that there are changes in technology, legislation, standards, regulations or where experience identifies the need for alteration to the content. Registered documents should also be reviewed following an incident, change management process, modification or where directed as part of a risk assessment process.

CS Energy must ensure that records are retained according to accountability, legal, administrative, financial, commercial and operational requirements and expectations. In compliance with records retention and disposal, all documentation created in relation to CS Energy business must be retained in line with minimum retention periods as detailed in legal retention and disposal schedules.