

## RDG Guidance Note: Checklist for Major Incident Response

RDG-OPS-GN-023  
Issue 3 – July 2022



## About this document

### Explanatory note

The Rail Delivery Group is not a regulatory body and compliance with Guidance Notes or Approved Codes of Practice is not mandatory; they reflect good practice and are advisory only. Users are recommended to evaluate the guidance against their own arrangements in a structured and systematic way, noting that parts of the guidance may not be appropriate to their operations. It is recommended that this process of evaluation and any subsequent decision to adopt (or not adopt) elements of the guidance should be documented. Compliance with any or all of the contents herein, is entirely at an organisation's own discretion.

Other Guidance Notes or Approved Codes of Practice are available on the [Rail Delivery Group \(RDG\) website](#).

### Executive summary

This Guidance Note provides a checklist of tasks and actions to be considered by railway undertakings in the event of a major incident.

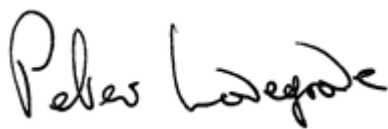
### Issue record

Issues 1 to 2 of this document were published as ATOC/GN023 and RDG-GN023 respectively

Issue	Date	Comments
1	December 2014	Original document
2	October 2017	Periodic review and also reformatted as an RDG document
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This document is reviewed on a regular 3 yearly cycle.

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# 1 Introduction, purpose and scope

## 1.1 Introduction

Major incidents, particularly those resulting in fatalities or serious injuries to passengers, will result in massive pressure being placed on the railway undertaking concerned.

Effective response needs to be multi-faceted [and form part of a multi-agency response](#) – supporting those directly involved, organising replacement services, recovering damaged vehicles, repairing/replacing damaged assets to allow the resumption of normal services, gathering and preserving evidence and not least meeting demands for information from the public, media and Government.

Any major incident will have an immediate impact which will need to be met with an effective and appropriate planned response. The longer-term impact of a major incident on the business is likely to be influenced by how effective and appropriate that [initial](#) response was, both in actual terms and in terms of how it was perceived. Get the response right and the net effect of the incident may even enhance the company reputation, get it wrong and the resulting reputational damage may take years to recover from.

## 1.2 Purpose

Reflecting the above, and in common with Guidance Note RDG-OPS-GN-014: Major Incidents - Preparation of Aide-Mémoires for Senior Managers which this document is intended to complement, there are twin starting points for this Guidance Note. The first is the recognition that all those required to play a significant role in responding to a major incident affecting their railway undertaking will find themselves very quickly under unprecedented pressure from many different quarters. The second is that because of this pressure, some form of reminder or check list will be of benefit as a means of helping to ensure that key issues and tasks are given due consideration, in particular during the initial phase of the response when such pressure is likely to be greatest.

This document provides a checklist of such items distilled from information provided by a number of railway undertakings. Not all items listed will be applicable to any given incident as what is required will depend on the nature and scale of the incident along with a host of other factors. It is, however, recommended that each be considered as potentially requiring resources/action.

## 1.3 Scope

This Guidance Note is produced for the benefit of all member organisations of the RDG Train Operations Scheme.

# 2 Definitions

## 2.1 Definitions used within this document

Within this document, the following terms have the meanings below.

Term	Definition in the context of this document
Casualty Bureau:	<a href="#">Initial point of contact and information, maintained by the police, for all data relating to casualties.</a>  <a href="#">In receiving and assessing of information relating to persons believed to be involved in the emergency, its primary objectives are:</a>  <a href="#">i. inform the investigation process relating to the incident</a> <a href="#">ii. trace and identify people involved in the incident</a> <a href="#">iii. reconcile missing persons and collate accurate information in relation to the above for dissemination to appropriate parties.</a>



	<u>Usually set up by the local police force for the area in which the incident occurred, for a rail incident the British Transport Police will have a liaison officer attached to this Bureau.</u>
<b>Incident Care Team (ICT)</b>	<u>A team, comprising specially selected and suitably trained and equipped individuals, able to be quickly activated in the event of a major accident or other incident involving customers for the purpose of providing care and support for those affected.</u>
<b>Major Incident</b>	<u>As defined in company emergency plans (noting that different terminology, such as levels or colours, may be used). As a minimum this is likely to include any incident affecting a train, station, depot or other asset operated by a railway undertaking, or its passengers or staff and which results in or has the potential to result in a significant number of serious injuries or fatalities.</u>
<b>Primary Support Operator</b>	<u>The railway undertaking which has previously been agreed as the best placed (geographically) to provide initial assistance to the Owning Operator in meeting the latter's responsibilities for providing both an operational and humanitarian assistance response. The definitive list of agreed Primary Support Operators by route section is provided as Appendix A to RDG-OPS-ACOP-004 - Incident Response Duties of Primary Support Operators.</u>
<b>Rail Incident Officer (RIO)</b>	<p><u>The nominated and certificated person charged with the roles of i) on-site command and control of all rail related organisations and their support; ii) co-ordination of all on-site rail activities; and iii) overall responsibility for the safety of people in respect of GB mainline railway hazards, at the whole incident site. Appointed by Network Rail, this is a Tactical level role.</u></p> <p><i><u>Note: A Rail Incident Commander (RIC) may additionally be appointed by Network Rail when either a major incident is declared, or it is considered that the scale of the incident warrants a strategic level of command. If appointed, the RIC has overall responsibility for management of the incident.</u></i></p>
<b>Station Incident Officer</b>	<p><u>The nominated and certified person charged with the role of on-site command and control of all rail-related organisations and their support for an incident involving a station. Appointed by the Station Facility Owner – which may be either Network Rail or a railway undertaking – to take responsibility for managing the operation of a station in the event of an incident at that station. This is an Operational level role.</u></p> <p><u>The Station Incident Officer will call together representatives of all rail-related organisations at the station and provide accommodation, facilities and staff as agreed to operate this Code. In some circumstances the RIO may assume this role.</u></p> <p><u>For an incident that affects both the route and a station, the RIO assumes command of the incident and the Station Incident Officer reports to that RIO.</u></p> <p><i><u>Note: Station Incident Officer should not be abbreviated to SIO to avoid confusion with Senior Incident Officer (as used by Network Rail) and Senior Investigating Officer (as used by the police).</u></i></p>
<b>Support Operator</b>	<u>Railway undertakings or any other organisations, including Network Rail Managed Stations, who provide staff to work under the direction of the Owning Operator or Primary Support Operator in support of their response to an incident. One such Support Operator is designated as Primary Support Operator within each geographical area.</u>
<b>Train Operator Liaison Officer (TOLO)</b>	<u>Person appointed by a railway undertaking as the lead representative of all those railway undertakings affected by an incident. The TOLO will report to and liaise with the RIO on-site (and could act as RIO until such time as a Network Rail appointed RIO is available), or to the Station incident Officer for station related incidents. This is an Operational level role.</u>

## 2.2 Cabinet Office definition of ‘Major Incident’

The Cabinet Office definition of ‘Major Incident’, also adopted within the JESIP Definition of Terms Used – Glossary, is “An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies”. It should be noted that rail companies are included within the definition of responder agencies.

It should also be noted that what constitutes a major incident for one responder agency may not do for another.

## 3 Application

This Guidance Note is intended to support and complement railway undertaking Emergency Response and Major Incident Plans. Its focus is on helping to meet the needs of those forming part of their organisation’s response to an incident.

Among these are two specific groups:

- i. Those assuming overall responsibility for the response. This will usually be a Director or other senior manager. While some of the content of this document refers to leadership related activities attention is drawn to RDG Guidance Note RDG-OPS-GN-014: Major Incidents - Preparation of Aide-Mémoires for Senior Managers which addresses these aspects in detail.
- ii. The Incident Care Team, members of which will be activated to provide humanitarian response to those affected following any major incident. This document makes some references to such activities, but attention is drawn to RDG Approved Code of Practice RDG-OPS-ACOP-001: Joint Industry Provision of Humanitarian Response Following A Major Passenger Rail Incident (which includes a comprehensive list of humanitarian assistance related tasks) and the RDG ICT Guidance Manual which between them provide full details.

## 4 Approach adopted

The major part of this document comprises a matrix of items for consideration against business functions seen as likely to be best placed to lead or support (provided as Appendix A).

Individual items for consideration have been grouped under the following generic headings:

1. Business impact
2. Claims and compensation
3. Command and control
4. Communication (briefings / external / general / internal)
5. Evidence
6. Humanitarian response
7. Incident management
8. Initial actions
9. Investigation
10. Leadership
11. Lessons learned
12. Memorials
13. Personal property
14. Post event
15. Record keeping
16. Resources
17. Security
18. Staff (welfare)

The following business functions have been used:

- i. Managing Director (MD) and Crisis Team
- ii. Media & Communications
- iii. Customer service
- iv. Commercial
- v. Production (operations, engineering and safety)
- vi. Human Resources (HR)
- vii. Incident Care Team (ICT)
- viii. Legal/Financial/IT

It is recognised that different organisations may vary in their use of the above terminology and also in how responsibilities are assigned – however it should be reasonably straightforward to map the content of the matrix accordingly.

In the matrix, a solid circle indicates a major role in the item listed for the business function and a hollow circle a subsidiary or supporting role.

## 5 References and further reading

All the ATOC/RDG documents listed below are available from the RDG members' website.

- i. RDG Incident Care Team Guidance Manual.
- ii. RDG Approved Code of Practice RDG-OPS-ACOP-001: Joint Industry Provision of Humanitarian Assistance Following A Major Passenger Rail Incident.
- iii. ATOC Approved Code of Practice ATOC/ACOP014: Provision of Passenger Information.
- iv. RDG Approved Code of Practice RDG-OPS-ACOP-004: Incident Response Duties of Primary Support Operators.
- v. RDG Guidance Note RDG-OPS-GN-014: Major Incidents - Preparation of Aide-Mémoires for Senior Managers.
- vi. RDG Guidance Note RDG-OPS-GN-016: Competence of Train Operator Liaison Officers.
- vii. RDG Guidance Note RDG-OPS-GN-017: Competence of Station Incident Officers.
- viii. RDG Guidance Note RDG-OPS-GN-025: Post Incident Management of Personal Property.
- ix. RDG Guidance Note RDG-OPS-GN-034: Logging and Loggists.
- x. RDG/Network Rail Guidance Note RDG-OPS-GN-049: Meeting the Needs of Passengers when Trains are Stranded.

## Appendix A - List of items to be considered as part of the response to a major incident

For explanation please refer to Part 5 of main document above.

Key: ● indicates major role  
◎ indicates subsidiary/supporting

### A1 – Business impact

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Agree the arrangements/make the decision for full cover of normal roles during the immediate and aftermath periods.	●	●	●	●	●	●	◎	
Consider pre-arranged engineering works and alternative routes.			●		●			
Consider the need to call in external resources/advisers such as disaster management and/or reputation management experts and legal support.	●						◎	
Do sales need to be suspended?	◎			●				
Ensure a Director is appointed to focus on the continuing operation of the rest of the business (and not on the incident).	●							
Establish consequence/duration/impact of incident.	●							
Evaluate costs of repairs to rolling stock, buildings, etc.					●			
Identify and assess the implications for the business at a corporate level and initiate measures to deal with these. This includes considering political, reputational, legal and financial aspects as well as the media strategy.	●							
Liaise with leasing companies/train service providers.					●			



Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Liaise with Owning Group, stakeholders and shareholders.	●							
Monitor and address emerging staff concerns.		●				●		
Protect other staff from getting drawn into the incident, either directly or through requests for information.	●				●			
Who is doing an altered train timetable if one is required?			●					

## A2 – Claims & compensation

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Issue a standard letter from Customer Relations to deal with general passenger claims, e.g. referring to solicitors of the lead party.	●		●					
What is the compensation policy (for affected passengers, for passengers in coming days, for those directly involved, for those indirectly involved)?			●					

### A3 – Command and Control

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Confirm if company is the Primary Support Operator - Identify and liaise with if a separate TOC - what are their requirements?	●				●			
Confirm that effective means of communication between site (including TOLO) and Crisis Team have been established – this may be through the Gold Command structure.	●				●			
Ensure a central 'whiteboard' facility (preferably electronic) is populated with details of the incident and ensure this is regularly updated so the Crisis Team and Control Room can see the same information and have a common picture.	●							
Ensure any non-essential IT works are postponed so that all IT systems are available throughout the crisis period.	●	●	●	●	●	●	●	●
Ensure Tactical (Silver) and Operational (Bronze) level meetings are taking place.	●				●			
Establish Strategic (Gold) arrangements with Network Rail/BTP/Support Operators etc. – where/when/how often?	⊙				●			
Establish governance: Control Room operate remaining timetable; Crisis Team manage incident itself.	●				●			
Provide a single point of contact between the Crisis Team and Control.	●				●			
Station Incident Officers - has one been appointed?					●			
Understand the roles and likely activities of the Office of Rail and Road (ORR), the Rail Accident Investigation Branch (RAIB) and the British Transport Police (BTP) with regard to the incident, its investigation and follow up.	●				●		●	●

## A4 – Communication

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
<i>Briefings</i>								
Arrange and communicate the times of Senior Management briefings.	●	●						
<i>External</i>								
Appoint a senior manager to be available to front the media response.	●	●						
Cease inappropriate advertising (TV, radio, cinema, press, on-line, etc.).		●		●				
Cooperate with lead agencies regarding press conferences and media holding areas.		●					◎	
Ensure Company attendance at local community meetings (probably through Station Managers or Business Development Teams?)		●						
Ensure suitable representation at main stations.			●					
Establish who is scheduling the first press conference and assist/support as necessary.		●						
Has National Rail Enquiries been contacted/updated?			●					
Have disruption messages been sent out and are they of suitable quality/frequency? Does the Communications Officer require additional support or resources?		◎	●					
Inform DfT.					●			
Inform key suppliers.	●	●	●	●	●	●	●	●
Inform ORR.						●		
Inform RAIB.						●		
Inform user groups.			●					
Is Social Media Team active/empowered with information and line to take?		◎	●					

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Liaise with appropriate external organisations such as Network Rail, DfT, BTP, neighbouring TOCs and National Rail Enquiries.	●	●	●	●	●	●	●	
Start active monitoring of media and develop strategy for input and response.		●						
Start active monitoring of social media and develop strategy for input and response.		●	●				⊙	
Update company website to acknowledge and express regret for the incident and remove other material than may be inappropriate under the circumstances. Request National Rail website to be similarly updated.			●					
Who is updating website? What is the updating policy?		●	●					
<i>General</i>								
Agree media response and who will lead, including initial holding statement.		●					⊙	
All correspondence generated by the Crisis Team should be vetted by legal advisers before issue to any of the media, employees, passengers or those injured.	●						●	●
Casualty Bureau (as set up by Police) - obtain contact numbers (N.B. Likely to be at least 3-4 hours before established).		●	●		⊙		●	
Ensure Crisis Team actions are disseminated to the appropriate external organisations and internally.	●							
Ensure that press officers are available, including at incident site if appropriate.		●						
Establish who is establishing a media call centre and assist/support as necessary.	●	●					●	
Issue briefings (separately as appropriate to media, staff, government, corporate level) covering. - Situation – where are we now? - Mission – where do we want to be? - Execution – how are we going to achieve this? - Command & communications – who is in charge and what communications to we have? - Service & support – what resources and personnel do we have/need?	●	⊙						
Release initial press statement.		●						
Trade Unions - Communicate with TUs through Staff Reps (events, findings, progress etc.).						●		



Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
<i>Internal</i>								
Ensure a suitable internal communication strategy is setup with the HR Director to reassure staff.	●	●						
Ensure those outside immediate on-call structure are informed – CEO/Finance/Legal/Internal Comms/HR/Rolling Stock/Security/Trade Unions, etc.	●							
Establish a secure website or websites to facilitate communication with staff responders, staff more generally and those passengers/members of the public involved.						●	●	●
Issue guidance notes for staff – strongly indicate that any requests for information from the BTP are forwarded directly to the Crisis Team.	⊙				●	⊙		
Ensure that rest of company is kept up to date with details if Control Room is too busy - reinforce Control Room?					●			
Who is leading and updating with regard to internal comms?		●						

## A5 – Evidence

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Brief all staff to make reports as soon as is possible if directly or marginally involved in the incident. Before this activity starts, consider taking statements under legal professional privilege.			●		●	●		
Consider what documentation should be copied in case it is seized: crew competency, maintenance records, passenger manifests (where available).	●				●	●		
Ensure evidence is collected where relevant.					●			
Ensure key staff are interviewed by their manager (with Solicitors present if required).	●		●		●	●		
Give instructions to managers to start making copies of key documentation that might be seized as evidence.					●	●		●
Instruct staff to keep all records made during the incident - however rough these are.					●	●	●	●

## A6 – Humanitarian response

<b>Considerations:</b>									
<p><i>This is an extremely important element of the response to a major incident. However, requirements are not broken down here as the humanitarian response will be led by the Incident Care Team for which extensive guidance is available elsewhere (most specifically within the ICT Deployment Plan of which all ICT Champions should have a copy)</i></p>									

## A7 – Incident management

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Alternative transport - arrange co-ordinators and marshals (remember bus/taxi companies may be able to provide).			●		⦿			
Alternative transport - arrange replacement buses, taxis, hotels, etc.			●		⦿		●	
Any particular live issues - e.g. elderly, PRM or especially young/vulnerable passengers.			●					
Arrange for copies of any documents given to the Police, RAIB, etc. to be made prior to handover.					●	●		
Ask Crisis Team: Who has experience of a similar incident? What was their role? What went well/what didn't/what can we do the same/what should we do differently? - Ask Crisis Team members to state this at the beginning of the incident.	●		⦿		●			
Check adequate access to mobile telephones and more importantly chargers.		⦿	●		●		●	
Circulate a list of key contacts (internal and external) for Senior Management – this will inform them who is directly involved in managing the incident.	●	●	●	●	●	●	●	●
Consider crowding and crowd control at critical stations.			●		●			
Consider forming separate Day 1 and Day 2 teams - remembering importance of shift handover/ change-over briefing.	●	●	●	●	●	●	●	●
Ensure actions are disseminated to the appropriate external organisations.	●	●	●	●	●	●	●	●
Ensure clear lines of responsibility between Crisis Team (dealing with the immediate incident) and e.g. Control Room (dealing with any other unaffected routes or re-establishing the train service).	●				●			
Ensure relevant sections of company procedures are being applied.	●	●	●	⦿	●	●	●	⦿
Environmental issues - consider and respond as appropriate to environmental impact/aspects.					●			
Establish contact with external agencies – other TOCs, BTP, Local Authorities, voluntary groups, Network Rail, etc. - face to face meetings are vital.	●		●		●		●	
Establish contact/request support from other TOCs as necessary.	●		●		●		●	
Establish who else is on call.	⦿	●					●	
Expected duration of recovery operations and any associated line closures affecting services.	●							

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Finance - Is there a need to arrange emergency finance/raise credit card limits etc.?								●
Hospitals - establish contact/locations.							●	
Identify where authority for these decisions lies and whether this needs to be delegated to facilitate a timely response.	●	●	●	●	●	●	●	●
Immediate next steps to be taken (confirm actions/next meeting/train service/etc.).	●		●		●			
Is there likely to be any escalation?	●	●	⊙		●		●	
Issues, actions & priorities - identify those for Day 1/those for Day 2/those on-going.	●	●	●	●	●	●	●	●
Issues on particular trains – hot, cold, pantographs up/down, power conditions?					●			
Length of time other stranded trains currently stopped.					●			
Notifying next of kin of any staff injured/involved.						●		
Precise details of inner and outer cordons established by the Emergency Services and whether the area has been declared a 'scene of crime' (if known).					●		⊙	
Provide updates on status and developments at Senior Management meetings – particularly with regard to emerging issues.	●	●	●	●	●	●	●	●
Set up central incident room file for correspondence/reports, etc.	⊙	●						
Set up regular review/update points and/or telephone conferences.	●	●	●		●		●	
Strategic Co-ordinating Group (sometimes referred to as the Gold Co-ordinating Group): - Ascertain whether such a group has been established. - Obtain contact details. - Make contact with rail industry resource on this group (this will usually be provided by Network Rail) or failing that the BTP resource.	●						●	
Voluntary sector (Red Cross, Victim Support, <a href="#">Royal Voluntary Service</a> <del>WRVS</del> , etc.) - establish contact.							●	
What actions have been taken already? (e.g. catering/hotels/taxis/volunteers/etc.).	●	●	●	●	●	●	●	⊙
What issues for next day?	●	●	●	●	●	●	●	●



## A8 – Initial actions

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Access points if known.	●		⊙		●			
Activate the emergency finance procedures for increasing the purchase card limits for relevant staff.								●
Approximate numbers of fatalities, casualties and other passengers involved.	●	●	●		●		●	
BTP - establish contact.					●		●	
Can we still run other trains? E.g. is the fleet safe?					●			
Catering on rescue trains required?			●		⊙			
Collate records of staff and people involved, including training, sickness and discipline.					●	●	●	
Confirm appointment of TOLO/Station Incident Officer; review their suitability for the role (in light of the scale of the incident) and deploy resources as necessary to assist them.					●			
Confirm notification/activation of key roles.	●	●	●		●	●	●	
Consider need for company representation at incident site and/or other key locations (such as major stations).	●		⊙					
Download any on train CCTV footage and ensure compliance with the Data Protection Act and the continuation of evidence procedures.					●			
Ensure an evidence co-ordinator is appointed and related evidence is being gathered (on and off site) and secured, including: - Maintenance records of the train(s) involved. - Voice recordings. - OTMR recordings.					●			
Ensure an evidence co-ordinator is appointed and related evidence is being gathered (on and off site) and secured, including: - Traincrew records (also any other staff who may be directly implicated). - Arrange for copies of any documents given to the Police, RAIB, etc. to be made prior to handover.					●	●		

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Ensure we have a TOLO going to site and identity thereof.					●			
Establish a Crisis Team Support Office, appropriately resourced/ staffed.	●							
Establish a senior level Crisis Team and confirm its location.	●							
Establish exact location of accident/incident (including appropriate grid references).	⊙	⊙	⊙		●			
Establish if there any passengers who might be of special interest to the media (e.g. VIPs, large parties).		●	⊙				●	
Establish outline of incident – resolution estimate?	●	●	●		●			
Establish ownership of train(s) involved.	●				●			
Establish what the immediate effects are likely to be for the company.	●	●	●		●		⊙	
Hazardous materials - identify and alert all concerned (N.B. This applies for stations as well as trains).	⊙				●			
Identify and anticipate issues.	●	●	●	●	●	●	●	●
Identify immediate objectives and priorities based on review of circumstances.	●							
Identify the parts of the business likely to be exposed to an investigation and secure copies of records for staff/vehicles involved.	⊙				●	⊙		●
Inform legal team – insurers, accident lawyers, etc.	●							●
Inform the local authority emergency planning officer (for rest centre assistance)					●		●	
Instigate Customer Service Level 2 (CSL2) if necessary.			●		⊙			
Insurance - notify insurance company.	●							●
Is it safe to continue running trains? - Where/routes/when?					●			
It is important that no company representative talks to the media or produces any media statement without the authority of the Communications Team.		●						
Kenyons International contract activated?	●						●	

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Loggist – appoint suitably trained and competent person(s) to act as decision loggist at all meetings of Crisis Team,	●							
Network Rail - establish contact.	●	●			●			
Provide notification of the event to the Managing Director, other Directors, HR On Call and parent company, also other key contacts as per the emergency plan.	●							
Rail Incident Officer (or equivalent) - obtain name and contact details.					●			
Records of maintenance.						●		
Spare sets mobilised?					●			
TOCs (other) - Other train operators ticket acceptance.			●					
Train crew - identify names.					●			
Type(s) of train(s) involved and any initial idea of cause.	●				●			
Update Chief Executive Officer/MD/Chairperson/Company Board: confirm who will do this through the incident.	●							
What protection arrangements are in place?					●			

## A9 – Investigation

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
				●	●			
					●			
Download station and on train CCTV if available - do not obstruct authorities who might have powers to seize.				●	●			
Identify what types of inquiry and investigation are likely to take place.					●			

## A10 – Leadership

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Mobilise resources early and then stand down if not required (including external resources e.g. rail replacement buses).	●	●	●	●	●	●	●	●
Be strategic – the Lead Director should ensure that neither they, nor other senior Directors, succumb to the temptation to actively involve themselves in providing the detailed response.	●							
Crisis Team: Monitor progress versus objectives.	●							
Crisis Team: Periodically check that front line roles are functioning as necessary. This may also provide an opportunity to discuss ideas to resolve any outstanding problems or emerging issues.	●							
Current strategy to be identified.	●							
Double check at end of Crisis Meeting: What has the Crisis Team missed?	●							
Ensure all Directors have been briefed – what things can they be doing?	●							
Ensure Crisis Team meetings are short, held regularly, are punctual and that a suitable record is kept by a competent decision loggist.	●	●	●	●	●	●	●	
Ensure suitable representation in the Control Room.	●							
Establish roles and priority actions for each Directorate.	●							
Identify decisions that need to be taken and when.	●	●	●	●	●	●	●	●
Identify what action to take if it is company's fault.	●							●
Provide a focus of peer group (i.e. senior level) communication within the industry/parent company, with Network Rail, other TOCs, BTP/local police force, legal advisors, etc. and liaise/agree with them the initial line to take.	●							
Provide strategic advice to company on call personnel and Duty Control Manager.	●		●		●			
Say you are sorry (noting that this is not the same as accepting responsibility).	●	●	●		⊙		●	
TOCs (other) - co-ordinate support from other TOCs.		⊙	⊙		●		●	
Visit hospitals, emergency assistance centres, staff areas and the incident site.	●						●	



## A11 – Lessons learned

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Agree process for feeding back on lessons learnt to all staff members.	●	●	●	●	●	●	●	●
Capture lessons learnt at the first opportunity - hot de-brief.	●	●	●	●	●	●	●	●

## A12 – Memorials

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Attend funerals (if invited/requested).							●	
Identify any memorial '2-minute' silences and ensure that staff and passengers are invited to observe this as a mark of respect. Co-ordinate these with memorial services if appropriate.			●					
Identify the location and times of memorial services – arrange flowers and attendance.		●					●	

## A13 – Personal property

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Recovery from train.			●		⦿			
Recovery from train - strategy for luggage repatriation where owners are injured or deceased.							●	
Return of items left on affected train to owners.							●	

## A14 – Post event

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Consider if staff groups or individuals should be rewarded for their actions.	●	●	●	●	●	●	●	●
Consider seeking upfront costs from Infrastructure Manager if they are clearly responsible – discuss with Legal Director.								●
Normal working (resumption of) - assess likely timescale (and periodically review).					●			
Normal working (resumption of) - operations plan proposed for recovery/train service.					●			
Organise adverts to run in local papers thanking the local community for its help.		●						
Provide standard customer letters – for customer services.			●					
Send donations to the charity of choice of the assisting organisations – this information might be held on the Crisis Management file.		●						
Send letters of thanks to external organisations, e.g. Police, Local Authorities, hospitals, voluntary groups, etc.		●						

## A15 – Record keeping

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Appoint a competent individual to the role of record keeper (decision loggist) and task them with ensuring that a record of all key decisions taken (or not taken), including the rationale behind the decision-making process, is kept.	●	●	●	●	●	●	●	
Establish a log of events. In addition to keeping records, this involves communicating the results of meetings, including actions so as to ensure that the right people are provided with the right information, at the right time, in a form that they can understand, assimilate and act upon.	●	●	●	●	●	●	●	



## A16 – Resources

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Ensure a volunteer coordinator is appointed to oversee additional staff resources.	●							
Ensure that adequate managerial and support resources are provided on and off site and that adequate cover is provided for their continued attendance.	●	●	●	●	●	●	●	
Finance: - Liaise with insurance companies for response and recovery. - If necessary, make arrangements for additional funding to support the response.							●	●
Identify other HQ staff that could help in terms of expertise or to provide rest cover, etc.	●		●		●		●	
Is sufficient finance available?								●
Maintenance of cash flow – physically obtaining large amounts at short notice – need to ensure finance is available where required.								●
Requirement for replacement transport to get passengers away from site and numbers requiring movement.			●				●	
Where are extra staff required?	●	●	●	●	●	●	●	●
Who is co-ordinating staff re customer services: at terminals, call centre.			●					

## A17 – Security

<b>Considerations:</b>	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
					●			
Are there any security related issues to consider?								

## A18 – Staff welfare

Considerations:	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
Appoint and empower senior manager to assume responsibility for welfare of staff responding to the incident.						●		
Ensure all affected train crew are located and being looked after at the scene.					●	●		
Ensure letters are sent to all staff not directly involved in the incident (including offer of counselling).						●		
Ensure staffing plans consider fatigue - send staff home to return later.	●	●	●	●	●	●	●	
Ensure that adequate arrangements are in place and are being worked to in respect of appropriate equipment and clothing, refreshments, rest periods and relief.			●		●	●	●	
Ensure that letters are sent to all staff directly involved (offer of counselling).						●		
Ensure that staff on site have food and, if necessary, accommodation.					●			
Food and drink for staff.			●		●			
If anyone has needed to be taken to hospital, ensure visits are arranged through the Incident Care Team.						●	●	
Identify internal company counselling staff.						●		
Initiate chain of care procedures as necessary.						●		
Other support for staff on site (toilets, washrooms, rest areas, etc.).			●		●			
Provide care, support and reassurance for staff involved in the incident, including their families (including protection from the media) – it may be appropriate to involve the Incident Care Team in this.						●	⊙	
Remember chain of care for staff – especially those who might be detained by the Police to help with their inquiries.					⊙	●		
Reserve staff for on-call positions – fatigue management.	●	●	●		●	●	●	
Resource and look after the crisis management team itself.	●					●		
Trade Unions - agree interview protocols with Trade Union representative and Trade Union solicitor – (e.g. Manager/Company Solicitor/Staff Representatives present).						●		⊙

<b>Considerations:</b>	MD & Crisis Team	Media & Comms	Customer Service	Commercial	Production (Ops, Eng & Safety)	HR	Incident Care Team	Legal/Finance/IT
						●		
Traincrew - collate details of any injured traincrew and/or other members of staff.								

# ***Rail Delivery Group***

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