Rail Delivery Group

National Rail

RDG Approved Code of Practice: Joint Industry Provision of Humanitarian Response Following A Major Passenger Rail Incident

RDG-OPS-ACOP-001
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Photo courtesy of Louise Elstow

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 document provides guidance on provision of support and assistance to those directly involved in a major passenger rail accident or incident (together with their friends/relatives). It does NOT seek to address the emergency response itself.
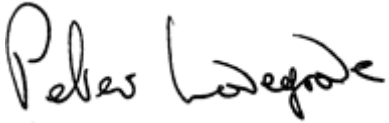
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1	March 1999	Published
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15	December 2014	Following periodic review. New Appendix C added to include Checklist for Provision of Humanitarian Assistance Following A Major Passenger Rail Incident (this taken from the content of the previously separate document ATOC/GN1011)
16	April 2017	Following periodic review and also reformatted as an RDG document
17	June 2021	Following periodic review. Now includes an explicit assumption that railway undertakings will have Incident Care Teams in place and that their deployment will be in line with the ICT Deployment Plan. Also adopts the latest RDG template and numbering system.

This document is reviewed on a regular 3 year cycle.

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1 Purpose and Introduction

1.1 Aim and key principles

The aim of this Code is to provide the basis for inter-railway undertaking co-operation and mutual assistance required to ensure that Survivors of Major Passenger Rail Incidents are dealt with safely, efficiently and compassionately with regard to all aspects of welfare and customer service. It details the agreed roles and responsibilities of railway industry parties necessary to achieve this.

This Code is not intended to address the emergency response to the incident itself, nor any related safety issues.

This Code does not address how the needs of other customers (for example in "stranded" or diverted trains) should be met, for which reference should be made to RDG/Network Rail Guidance Note RDG-OPS-GN-049 Meeting the Needs of Passengers Stranded on Trains and RDG Approved Code of Practice RDG-OPS-ACOP-003 Provision of Passenger Information[1].

Responsibility for the welfare and support of customers involved in or affected by a Major Passenger Rail Incident lies with the Owning Operator(s) of the trains concerned.

This Code recognises that in many cases the Owning Operator will not be able, at least initially, to meet this responsibility without assistance, either because the incident has occurred at a location remote from any significant concentrations of its own staff or because the nature of the incident is such that the resources needed to meet the requirements of this Code exceed those that it can itself make available.

The basic principles enshrined in this Code are that following any Major Passenger Rail Incident to any operator's train:

i. The Owning Operator will immediately implement and take charge of the joint humanitarian assistance response.
ii. Unless immediately advised to the contrary by the Owning Operator, the designated Primary Support Operator for the location at which the incident has occurred will immediately activate its own humanitarian assistance response in anticipation of being asked to assist the Owning Operator. If the Owning Operator is unable, for whatever reason, to initiate and manage the joint humanitarian assistance response then the Primary Support Operator will assume the full role and responsibilities of the Owning Operator.
iii. The Owning Operator will be responsible for the management and co-ordination of its own resources and those mobilised by other railway undertakings in response to the location, nature and circumstances of the incident.
iv. In the event that trains of two (or more) different Owning Operators are involved, then those Operators will agree how the humanitarian assistance response and responsibilities are to be divided between them and advise this immediately to all concerned.
v. In doing so, they should recognise that it will not immediately be possible to differentiate between Survivors of one train and the other and as such the response should not be divided on this basis. A more pragmatic approach might be for one Owning Operator to take responsibility for the humanitarian assistance response at certain receiving hospitals and reception centres with the other responding similarly in respect of the others.

In the event of an incident involving a passenger train on a route which is not identified in Appendix A (for example a diverted or "charter" service), the responsible Network Rail Control may nominate a Primary Support Operator to meet the requirements of this Code of Practice.

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[1] This is the number to be assigned to the document when it is next re-issued. As of the date of this ACOP it is numbered ATOC/ACOP014

In the event of an incident not directly involving a train, such as a terrorist attack on a station concourse, the following applies:

    i.   For Network Rail managed stations: Network Rail will be responsible for meeting the requirements of this Code.

    ii.   For all other stations: The Station Operator for the location at which the incident has occurred will assume the full role and responsibilities of the Owning Operator.

1.2 Context

Transport operators are defined as Category 2 responders within the Civil Contingencies Act, i.e. organisations which, while unlikely to be involved in the heart of multi-agency planning work, will be heavily involved in preparing for incidents affecting their sectors.

Over recent years there has been and there continues to be a growing expectation among the media and public that organisations will take a greater role in providing support and assistance to any of their individual customers unfortunate enough to be involved in emergencies.

Though not made a statutory requirement within the Civil Contingencies Act itself, how these individual needs can best be met is recognised and promoted at Government level through the inclusion of a chapter specifically on meeting the needs of those affected by an emergency within the Cabinet Office's Emergency Response and Recovery document (see Section 11).

1.3 Multi-agency working

It should be recognised from the outset that the needs of those affected by emergencies will vary greatly, not only as a result of the nature and scale of the event but also between individuals and through time. Addressing these diverse needs therefore requires those various responding agencies best able to meet them to work together in a co-ordinated and mutually supportive manner.

Experience shows that the above is most effectively achieved when planned for in advance. Hence those within railway undertakings responsible for planning and delivering humanitarian response as set out in this Code should endeavour to develop and maintain close contact with their counterparts within the other key responding agencies - most obviously the Police (Family Liaison Officers), local authorities and hospitals - with a view to sharing information, exchanging experience and good practice and engaging in joint training and exercising.

1.4 Incident Care Teams

This ACOP assumes that (passenger) railway undertakings will have appropriately trained and equipped Incident Care Teams (ICT) in place and that these will be deployed in response to a Major Passenger Rail Incident affecting their own or another railway undertaking's service to meet the requirements set out in this Code and as per the RDG ICT Deployment Plan (see Section 11).

Should a railway undertaking not have such an ICT in place, it will need to satisfy itself that it is able to meet the requirements set out in this Code by other means.

2 Definitions

Within this Code, the following terms have the meanings below. Text in italics comprises definitions used in the UK Civil Protection Lexicon (version 2.1.1 dated February 2013):

Term	Definition
Business Resilience Manager	See under Emergency Planning Officer below.
Casualty Bureau	*Initial point of contact and information, maintained by the police, for all data relating to casualties.*
	The initial point of contact for the receiving and assessing of information relating to persons believed to be involved in the emergency. Its primary objectives are: i. inform the investigation process relating to the incident;

	ii. trace and identify people involved in the incident; and
	iii. reconcile missing persons and collate accurate information in relation to the above for dissemination to appropriate parties.
	It is usually set up by the local police force for the area in which the incident occurred. The British Transport Police will have a liaison officer attached to this Bureau and non-police personnel will not normally be allowed in (but see 5.1).
Control	Central office with real time oversight of the state and operation of the network and responsibility for managing incidents in such a way as to ensure safety while minimising disruption to train services, passengers and freight customers. This is normally a Route Control with joint Network Rail and TOC staffing but there can also be separate Network Rail and TOC Controls.
Crisis Centre (or Emergency Room/Incident Room)	The facility set up to support Control and from where the railway undertaking's overall response to the incident will be directed.
Duty Control Manager	The Duty Manager in the railway undertaking Control.
Emergency Planning Officer	The person within a local authority responsible for developing and maintaining procedures to prevent, reduce, control, mitigate and take other actions in the event of an emergency. It is strongly recommended that railway undertakings contact their local Emergency Planning Officer(s) when preparing emergency plans. Note: Local authorities may use different terms, such as 'Business Resilience Manager' or 'Contingency Planning Officer' rather than 'Emergency Planning Officer', though for the purposes of this Code all these roles may be regarded as identical.
Family & Friends Reception Centre	*Assistance centre established by the police to cater for the family and friends of people affected by an emergency.* Secure area set aside for use and interviewing of family and friends arriving at the scene (or location associated with an incident, such as a station). Established by the police in consultation with the local authority and typically set up within a few hours of the incident occurring.
Humanitarian Assistance Centre	*Assistance centre established during the first 72 hours of an emergency to cater for the medium and longer term needs of people affected by an emergency.* A one-stop-shop for Survivors through which they can access support, care and advice from Police Family Liaison Officers, the railway undertaking involved and other support agencies. This is organised by the local authority and is typically set up within one to two days of the incident occurring. The decision of whether or not to set up such a centre will be taken by the Strategic Coordinating Group (i.e. the multi-agency group responsible for setting the policy and strategic framework for emergency response and recovery work at local level, otherwise known as Strategic (formerly Gold) Command) according to the nature and potential scale of the emergency and may take either physical (i.e. a building) or virtual (i.e. phone lines or web-based) form.
Incident Care Team (ICT)	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.
Major Passenger Rail Incident	A serious rail accident or incident, whatever the cause (including terrorism), which is beyond the capacity of normal customer service arrangements to provide adequate response to and which therefore requires mobilisation of additional support and organisational resources. It should be recognised that this definition applies within the rail industry and therefore the detail of the incident should be communicated fully to outside parties.

Owning Operator(s)	The railway undertaking(s) whose train(s) is/are involved in the incident and who is/are accordingly responsible for the provision and co-ordination of the humanitarian assistance response.
Police	All police forces and includes the British Transport Police, UK Home Department forces (in England & Wales) and Scottish forces. N.B. Special arrangements exist between the BTP and all other forces for responding to major passenger rail accidents and incidents with some functions shared and some exclusively carried out by the BTP. The scale and complexity of the incident determines the level of shared or exclusive police functions.
Police Family Liaison Co-ordinator	*Police officer responsible for directing and supporting the Family Liaison Officers and acting as a liaison point for other agencies that may be able to assist with the family needs.*
Police Family Liaison Officer (FLO)	*Police officer designated to facilitate an investigation into people believed to be missing and to assist identification by collecting ante-mortem data.* Specially trained Police Officer whose role is to provide and maintain for bereaved families and those of persons seriously injured a link to the official investigation into the particular incident or accident. One of the key aims in respect of the bereaved is early identification and repatriation of the body and personal effects.
Primary Support Operator	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. A list of Primary Support Operators is provided in Appendix A.
Rail Incident Officer (RIO)	The nominated and certificated person charged with the role of on-site command and control of all rail related organisations and their support for an emergency involving train operations, lines or sidings. Appointed by Network Rail. 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.
Station Incident Officer (SIO)	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 emergency 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. 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. For an incident that affects both the route and a station, the RIO assumes command of the incident and the SIO reports to that RIO.
Support Operators	Railway undertakings (or any other organisations) who provide staff to work on behalf of and under the leadership and control of the Owning Operator in provision of humanitarian assistance response. One such Support Operator is designated as Primary Support Operator within each geographical area (see Appendix A).
Survivor	All those directly involved in a Major Passenger Rail Incident along with their friends/family and those bereaved. It should be noted that it is not only customers who may be directly involved – for example, the nature of the incident may be such as to result in injuries to or significant damage to the property of persons other

	than those on the train(s) itself/themselves, e.g. while on a station premises (whether intending to travel or not), or on their own or other public property. Care of such persons should be regarded as falling within the scope of this Code.
Survivor Reception Centre	*Assistance centre in which survivors not requiring acute hospital treatment can be taken for short-term shelter and first aid.* Secure area where survivors not requiring acute hospital treatment can be taken for short-term shelter, first aid, interview and documentation. Set up in the immediate aftermath of the incident, this is normally organised by the local authority upon request from the Police, though may initially be established and run by the emergency services until the local authority is able to engage and assume the lead role.
Train Operator Liaison Officer (TOLO)	Person appointed by a railway undertaking as the lead representative of all those railway undertakings affected by the 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 SIO for station related incidents.

3   Scope

3.1   Scope and application

This Code acknowledges that responsibilities in key areas of incident response are as follows:

    i.   With Network Rail for all liaison with emergency services and for co-ordination and control of Railway Group policy and activity at the incident site.

    ii.   With the emergency services (if necessary, supported by Network Rail, the local authority and voluntary and social services) for the welfare of casualties, both staff and customers, at the incident site and during transfer to hospital.

    iii.   With the Police for security of the incident site, overall co-ordination of the emergency services and for recovery of property.

    iv.   With the Police and/or Local Authorities for setting up and managing the various emergency reception centres that may be opened (see Section 5).

    v.   With railway undertakings, liaising with the Police and/or Local Authorities, for providing the initial response to Survivors who present themselves at stations, or who otherwise contact train operators or National Rail Enquiries (NRE).

    vi.   With railway undertakings for management of alternative transport for customers from affected trains.

This Code is intended to complement the requirements of industry standards and emergency plans prepared by members of the Railway Group. Railway undertaking Emergency Plans, including humanitarian assistance arrangements, should reflect the requirements of any relevant Railway Group Standards and Rail Industry Standards.

Strategy and roles suggested for implementation of this Code are outlined in Sections 4 and 6. Scope of application is highly dependent on the number of ICT and other staff immediately available. The Code should therefore be used to guide actions and to help determine the most appropriate response to any incident and to agree between the Owning, Primary Support and other Support Operators the level of assistance required.

It will be the responsibility of each party to this Code to undertake appropriate risk assessments to ensure that their response plans can be adequately resourced.

Railway undertakings should ensure that a robust selection process exists for all staff likely to be involved or who have volunteered to be involved in providing humanitarian assistance response following a Major Passenger Rail Incident (see Section 6.1). It is expected that the majority of these will be members of their organisation's ICT. Regular and appropriate briefing and training should be provided to and recorded against such staff. In all cases, such refresher training should be undertaken on, as a minimum, an annual basis.

Reference to this Code should be incorporated in Company emergency planning and exercises. As far as is practical, humanitarian assistance requirements should be specifically included within both 'table top' and live exercises.

It will be the responsibility of each party to this Code to contact, consult and reach understandings as to its implementation (including making prior arrangements where possible for local policy, documentation, access and communications) in the areas through which they operate train services and particularly in those areas for which they are Primary Support Operator, with relevant Network Rail Regions/Routes, the Police, Local Authorities and hospitals.

This Code should be jointly reviewed by all parties after any Major Passenger Rail Incident or in response to submissions made by affected parties. Following every review, details of lessons learned and recommendations for amendments to current practice should be distributed by the Owning Operator to all railway undertakings, RSSB, Network Rail and to the RDG Partner for the Incident Care Team Management Group for incorporation into future revisions of this Code and Rail Industry Standards.

It is the responsibility of each railway undertaking involved in providing incident response to deal with all Survivors of a Major Passenger Rail Incident, including staff, as though they were the customers and staff of their own company. To the extent that managers and staff providing humanitarian assistance have acted reasonably, given the circumstances, each railway undertaking and Network Rail Managed Station involved should indemnify all other industry parties in regard to liabilities and claims arising as a result of such humanitarian assistance response.

Each rail industry party involved in providing response to a Major Passenger Rail Incident should record its reasonable costs incurred in meeting its obligations as described in this Code. Such costs incurred by Owning, Primary Support and other Support Operators should be reimbursed by the railway undertaking(s) or organisation whose train(s) or infrastructure are involved in the incident. If trains of more than one railway undertaking are involved, costs should be allocated proportional to the number of passenger trains (unless otherwise agreed for the incident).

3.2 Change to Primary Support Operators (by geographical area)

Where it is appropriate (e.g. as a result of franchise changes) to change any details of the Primary Support Operator by Route list (see Appendix A) then agreement should be reached by the railway undertakings concerned after which RDG is to be informed so as to control and manage the required re-issue.

4 Declaration of a Major Passenger Rail Incident

4.1 Responsibility for categorisation as a Major Passenger Rail Incident

It will be the responsibility of the Duty Control Manager in the Control of the Primary Support Operator, i.e. that geographically responsible for the location in which an incident has occurred (as detailed in Appendix A), regardless of which railway undertaking's train is involved, to categorise the incident as a Major Passenger Rail Incident for rail industry response. This should be done in conjunction with Network Rail Route Control and, if immediately possible, with the railway undertaking whose train is involved, thereby activating the provisions of this Code.

4.2 Responsibilities for humanitarian assistance response

The Owning Operator of the train involved should assume immediate responsibility for leading and managing the humanitarian assistance response. The Duty Control Manager of the Primary Support Operator should anticipate their own railway undertaking being called on to assist the Owning Operator and implement their own railway undertaking's humanitarian assistance response accordingly, unless it can immediately be confirmed with the Owning Operator that this is not necessary.

If the Owning Operator is unable, for whatever reason, to take on the overall responsibility for the response, then the Primary Support Operator should assume the role of Owning Operator as far as the requirements of this Code are concerned. This may apply either throughout the period during which this Code applies or until such time as the Owning Operator is able to assume this role.

Where trains of two or more railway undertakings are involved, the railway undertakings concerned should agree which will provide the overall leadership and management of the combined humanitarian assistance response - normally this will be the railway undertaking whose passengers are perceived as likely to have suffered the greatest number of casualties.

4.3 Advice of humanitarian assistance responsibility to Network Rail

The identity of the railway undertaking leading and managing the humanitarian assistance response should be advised to Network Rail Route Control immediately.

4.4 Appointment of Lead Director and ICT Strategic Lead by Owning Operator

The Owning Operator should immediately appoint a member of the Senior Management Team as Lead Director. The Lead Director should assume overall responsibility for the company's response to the incident at any given time and be fully empowered to take decisions and commit their Company's resources.

The Lead Director should, in turn, appoint and empower a Director/senior manager as ICT Strategic Lead. The ICT Strategic Lead should take over responsibility for directing the humanitarian assistance response from the Duty Control Manager as soon as possible. This should include ensuring that there has been an activation of the ICT and appointing a suitably trained ICT Deployment Manager and Deputy. This is described in detail in the ICT Deployment Plan[2]

The Primary Support Operator and other Support Operators should each also appoint a similarly empowered Lead Director, whose identity should be advised to the Owning Operator's Lead Director as soon as possible.

4.5 Transfer of responsibilities to another operator

The Lead Director and ICT Strategic Lead of the Owning Operator may jointly agree to transfer Owning Operator responsibility, or elements of the tasks listed in Section 6.1, to the Primary Support Operator or other Support Operator if it is considered that this would provide a more effective response. In such cases, details of any changes should be advised immediately to all concerned.

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[2] RDG-ICT DEPDOC01 – Incident Care Team Deployment Document: Deployment Plan

5   Actions by other agencies

5.1   Initial actions by other responding agencies

The following table provides a summary of the actions of the Police and Local Authorities, with whom close liaison should be established and maintained, in the immediate aftermath of any emergency and over the next few hours:

Option	Trigger	Decision	Lead	Secondary
Survivor Reception Centre	Significant number of survivors/ walking wounded	Police Tactical Commander	Police	Local authority, voluntary agencies, transport industry incident care teams (where applicable)
Rest Centre	Significant number of displaced people	LA Tactical Commander	LA	Voluntary agencies
Family and Friends Reception Centre	Large numbers of calls to casualty bureau. 'Searching behaviour'	Police Tactical Commander	Police / Local authority	Voluntary agencies, transport industry incident care teams (where applicable)
Deployment of staff to A&E	Significant numbers of hospitalised survivors	Police Tactical Commander	Police	Local authority social care teams

Note: The above is taken from the London Resilience Partnership Humanitarian Assistance Framework but a similar model is likely to apply in other areas.

6   Roles and Responsibilities of Railway Undertakings
(Owning Operator, Primary Support Operator and other Support Operators)

6.1   Railway undertaking roles and responsibilities

Initial actions which may be required to be undertaken by the Owning Operator, Primary Support Operator and other Support Operators should be undertaken by the Duty Control Manager of the railway undertaking Control concerned. They should continue the process until relieved by the person(s) described in Section 4.4.

Each railway undertaking should have policies and procedures to be followed in the event of any incident. Following a Major Passenger Rail Incident, it is suggested that the actions listed in Appendix C of this document be considered. This document provides a simple checklist covering the majority of envisaged requirements.

In the event of a Major Passenger Rail Incident occurring at or near a Network Rail Managed Station, the arrangements detailed within the emergency plan of the station concerned should be implemented - see Section 1.1.

Network Rail Managed Stations should provide railway undertakings which operate within the station concerned with copies of current emergency plans and any proposed changes to these plans.

Railway undertakings should ensure that their staff are trained and briefed on the arrangements contained within the relevant sections of the Network Rail Managed Stations emergency plans for any Managed Station into which they operate.

In the event of an incident occurring at or near a large, multiple operator station, the SIO should immediately call together the operators' representatives and provide accommodation, facilities and staff as agreed to operate this Code.

Various out-based roles will also be required in the event of a Major Passenger Rail Incident. These are all under the ultimate control of the Owning Operator, who may use Primary Support Operator or other Support Operator staff to undertake the roles. This will be entirely dependent on available resources, location of the incident, etc. It is expected that in the vast majority of cases, members of the ICT will be best placed to perform these roles as a result of the training they have received.

It is recognised that smaller railway undertakings may not have sufficient resources to form an Incident Care Team of sufficient size to respond independently to more than minor incidents and will hence need to rely on the deployment of Teams from other railway undertakings in the event of any other incident involving one of their own trains. They should, however, ensure that they are able to provide overall response leadership/management and should therefore, as a minimum, maintain 2 - 3 persons who have sufficient understanding of the role of the Incident Care Team and how it will be deployed and are able to provide strategic direction to the Deployment Manager.

Providing support to Survivors in the first few hours after an incident is demanding and may well be traumatic but is also critically important to their long term recovery process. The RDG Incident Care Team Guidance Manual provides guidance on factors to be taken into account when selecting members of Incident Care Teams.

Railway undertakings should hold details of Incident Care Team members centrally and ensure that these can be made quickly available within their own and to other railway undertakings in the event of an incident to supplement On Call arrangements.

A TOLO, reporting initially to and maintaining liaison with the RIO, should be appointed at the incident site by the Primary Support Operator.

Other roles which may be required are listed below. The ICT Strategic Lead and the ICT Deployment Manager should liaise to identify which are necessary in the circumstances and ensure that where highlighted below as being required, staff with competence as ICT members (i.e. have completed the initial training for the role of ICT Team Member/Team Leader and have received associated refresher training within the previous 12 months) are nominated to undertake these roles. It should be noted that the incident site is likely to be the least important location to which humanitarian assistance staff should be directed. Recommended actions to be considered are given in Appendix C of this document.

i.   At the **Casualty Bureau**[3] - a railway undertaking representative with an understanding of the role and capabilities of the ICT and a general railway knowledge. This role does not necessarily require ICT competence.

ii.   At a **hospital** - a railway undertaking representative to provide a single point of contact between the hospital authorities (and any other responding agencies present) and those providing the humanitarian assistance response on behalf of the Owning Operator (report initially to hospital supervisor/the Police). This role requires ICT Team Member competence and ideally ICT Team Leader competence.

iii.   At a **Survivor Reception Centre** - Survivor Reception Centre Liaison lead (report initially to the Police or Centre manager). This role requires ICT Team Member competence and ideally ICT Team Leader competence.

iv.   At a **nominated station(s)** or other location - Humanitarian Assistance lead (report initially to station manager/supervisor). This role ideally requires ICT Team Member competence – if this is not possible, then a means of directing individuals to someone with such competence with the minimum of delay and difficulty should be provided.

v.   At a **Family & Friends Reception Centre** – Family & Friends Reception Centre Liaison lead (report initially to the Police). This role requires ICT Team Member competence and ideally ICT Team Leader competence.

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[3] Standard Police practice was once not to allow non-police personnel into the Casualty Bureau, however the value of having a railway undertaking representative present, primarily to provide a single point of contact with the ICT but also able to advise on rail specific information (such as geography, possible journey routings, etc.) is now increasingly recognised. As such, many Police forces – including the Metropolitan Police - will now support a Railway Undertaking presence within the Casualty Bureau, however others may not.

vi.   At a **Humanitarian Assistance Centre** - Humanitarian Assistance Centre Liaison lead (report initially to the Police). This role requires ICT Team Leader competence.

vii.   With **Local Authorities** - A Local Authority Liaison lead. While this role does not require ICT competence, it does need to be assigned to someone with a degree of both seniority and experience in liaising with external partners and may be well-suited to someone who is competent as a Deployment Manager.

Railway undertakings should be aware that the timescales for setting up the above vary - see appropriate entries under Section 2 for details.

Railway undertakings should be aware that Police forces deploy Police FLOs who become the single point of contact for the bereaved and seriously injured. One of their specific roles is to make contact with whoever from the rail company is providing humanitarian assistance and accordingly the Deployment Manager should, as an early priority, appoint an individual with whom such initial contact by the Police FLO Coordinator can be made. This may be themselves.

This Deployment Manager should nominate a lead to attend at the Humanitarian Assistance Centre and have authority to extend railway undertaking commitment to providing for the needs of the seriously injured and relatives of the bereaved. The specific requirements of Survivors should be considered on their merits, however all reasonable requests should be met with.

It is vital that records are maintained to ensure that proper care and post incident follow up takes place as well as ensuring prevention against false claims. It is strongly recommended that this be done by means of a database system which complies with the requirements set out in the specification produced by RDG - Incident Care Team Survivor Relationship Management (SRM) System Requirements Specification, v1.1 dated 16 September 2019). RDG has also produced such a system which is available to railway undertakings. The SRM and the Resource Kits issued to Team Members for the recording of key information are closely linked – the Resource Kit is designed to capture information required by the SRM and the SRM is designed to record all information captured in the Resource Kit. The Requirement Specification sets out in detail what data should be captured and recorded (irrespective of the means by which this is done).

The capturing, recording and retention of personal data must comply with current GDPR (General Data Protection Regulation requirements – guidance on how this should be approached within the context of ICT deployment are provided in RDG Guidance Note RDG-OPS-GN-038 - Data Protection Requirements During and After Incidents[4].

An accurate log should be maintained of all activities undertaken as part of the humanitarian assistance response – it is recommended that this be undertaken by a trained loggist – see RDG Guidance Note RDG-OPS-GN-034 Logging and Loggists[5]. In addition, individual ICT members should also discretely record details of their contact with families. An ICT Resource Kit is available for this and the above purposes.

Owning, Primary Support and other Support Operators, whilst providing staff to assist in nominated roles, will continue to provide their own train (or alternative) services on both affected and unaffected routes. Railway undertakings should communicate information to this effect to Network Rail, NRE, etc. to assist in efforts to avoid confusion and unnecessary problems for the Owning Operator.

Owning, Primary Support and other Support Operators should consider the hours of duty of members of their own staff and deploy resources accordingly. It will be the responsibility of the Primary Support Operator and other Support Operators to advise the Owning Operator in good time of any member of staff requiring relief.

It is particularly important for all staff, whether employed by the Owning, Primary Support or any other Support Operator, to be made aware that no comments or statements should be made to the media until an on-call Press Officer arrives. If Control staff are contacted for information, the caller should be referred to the Press Officer. It may be appropriate to indicate that a press conference will be arranged later when a Press Officer and/or Senior Manager is available.

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[4] This is the number to be assigned to the document when it is next re-issued. As of the date of this ACOP it is numbered RDG-GN038.

[5] This is the number to be assigned to the document when it is next re-issued. As of the date of this ACOP it is numbered ATOC/GN034.

6.2 Coordination of Owning Primary Support Operator and other Support Operator response

The Owning Operator will control all rail industry humanitarian assistance activities associated with a Major Passenger Rail Incident. All staff providing this humanitarian assistance, whether from the Owning Operator, Primary Support Operator or any other Support Operator, will respond directly to the Owning Operator. Initially this will be through the Duty Control Manager of the Owning Operator Control (or the designated ICT Strategic Lead - see Section 4.4) but will default to the ICT Deployment Manager once appointed. The Owning Operator's contact point/number should be passed out via railway undertaking or Network Rail Control.

This is shown in the diagram below.
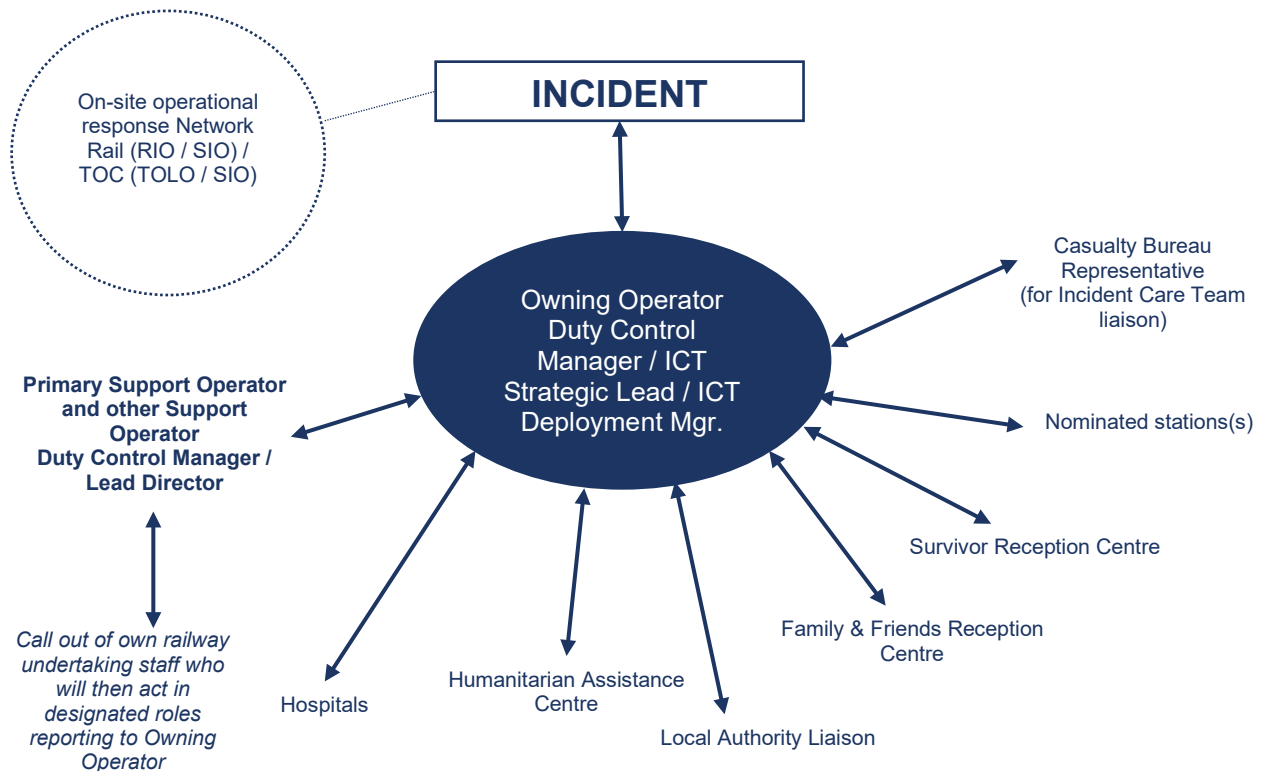
6.3 Coordination of Public Affairs and media response

Public Affairs will be co-ordinated at a strategic level by the Police. However, Network Rail and railway undertaking Public Affairs staff will be required to become heavily involved at an early stage on behalf of the rail industry. It should be noted that local authorities, emergency services and other affected parties may be involved in the joint Public Affairs response. The on-call Public Affairs Manager of the railway undertaking whose train is involved should:

   i.   Be aware that a senior manager of the company should be available for media response.
   ii.   Ensure that the Primary Support Operator Public Affairs Manager is aware and come to an agreement with them as to which railway undertaking's Public Affairs will act on behalf of all railway undertakings initially.
   iii. Ensure attendance of Press Officers at the incident site, designated station or other location, hospitals and Survivor Reception Centres, via the Owning Operator if required.
   iv.   Coordinate all Public Affairs through Police Public Affairs.

7 Saying sorry

7.1 Importance of say sorry

Saying sorry: To the victim of an incident, the absence of anyone from the train company saying 'I'm sorry' to them in the aftermath of an incident in which they or a loved one have been directly involved is a major issue. At a personal level, such a failure of the train company to acknowledge their loss triggers resentment which typically serves to prolong or even prevent their psychological recovery from the event and may well also strengthen their resolve to seek compensation.

Conversely, staff or other representatives of the train company are naturally reluctant to offer any sort of apology on the grounds that this might amount to acceptance of liability on behalf of their company. Advice here (previously provided to ATOC by Kennedys) is as follows:

"Whether words said amount to an admission of liability depends on who says them, their nature and the circumstances in which they are said. Thus words said by a Managing Director will obviously have a more significant potential impact, than by a junior manager on an accident site.

To say sorry is plainly not an admission of liability whether the words used are personal i.e. 'I am very sorry for what has happened.', or on behalf of a railway undertaking i.e. 'X train operating company is very sorry for what has happened.'

In law therefore to say sorry, falling short of admitting liability is unobjectionable."

8 Faith communities

8.1 Involvement of faith communities

Faith communities (representing the major religious groups) have their own emergency response plans and generally work together in the event of a major incident. They can provide, in a structured fashion, support at the scene and subsequently at the Survivor Reception Centre and Family & Friends Reception Centre, the Humanitarian Assistance Centre, hospitals and as part of ongoing welfare requirements.

Contact can be made via local Police, the Salvation Army (who act as a general clearing service in some areas) or local authority Emergency Planning Officers.

The British Transport Police will arrange for the attendance of Railway Mission Chaplains, who will respond immediately to attend all major incidents where multiple deaths and injuries occur and where necessary providing 24 hours site cover. Their role is to support Survivors as well as service providers and their families. Local clergy will care for victims at Survivor Reception Centres, Family & Friends Reception Centres and hospitals. Should it be necessary, other faith representatives will be invited to the site by the Chaplain.

9 Confidentiality

9.1 Ensuring confidentiality is maintained

It is recommended that Working with Disaster Survivors and the Bereaved: Code of Practice on Privacy, Anonymity & Confidentiality produced by Disaster Action should be adopted when requesting or receiving requests for information concerning individual victims or families – see http://www.disasteraction.org.uk/guidance_for_responders/.

Railway undertakings are reminded that information is subject to various legislation and sometimes it may be better not to record details which might cause distress to a family if disclosed in Court.

10 Meeting Longer Term Needs

10.1 Termination of initial phase

The immediate provisions of this Code will remain applicable until customers who are able to resume and complete their journeys have done so (or been placed in suitable overnight accommodation), all friends and relatives have dispersed from stations and the location of all Survivors admitted to hospitals has been confirmed. Ongoing provision should be made for continuing support (see Section 10.2).

The ICT Strategic Lead and ICT Deployment Manager appointed by the Owning Operator Control should jointly agree when this Code ceases to apply having liaised as necessary with all involved railway undertakings and Network Rail.

The Deployment Manager appointed by the Owning Operator should advise all relevant contact points (Network Rail Controls, railway undertaking Controls, emergency services, stations, local authorities, etc.) when this occurs. This advice should be sent by the most expeditious means available to all appropriate points.

10.2 Longer term responsibilities

The Owning Operator(s) of the train(s) involved in the incident is (are) responsible for arranging specific follow up via their company procedures. The response should be sensitive to the particular circumstances of the incident, to the media attention and, most importantly, to the wishes of Survivors. In all cases, appropriate liaison with local authorities, emergency services, faith communities, etc. should be maintained to ensure a minimum of:

    i.   Follow up hospital visits to Survivors and staff.
    ii.   Follow up home visits to Survivors and staff.
    iii.   Placing of flowers at site.
    iv.   Sending of letters/flowers/condolences.
    v.   Setting up of Books of Condolence.
    vi.   Setting up of Books of Remembrance.
    vii.   Attendance at funerals.
    viii.   Access to support services/counselling (for own staff and Survivors - other railway undertakings/responding organisations will be responsible for their own staff). In all cases, such services should be offered rather than mandated and it should be recognised that they may be needed a considerable time after the event.
    ix.   Reward and recognition.
    x.   Setting up of memorial funds (subject to legal advice)/services.
    xi.   A full review of the incident is carried out (see Section 3.1).

11 Further Reading

11.1 References and further information

Attention is drawn to the following:

i. RDG Incident Care Team Guidance Manual

ii. RDG Deployment Plan RDG-ICT DEPDOC01: Deployment Plan

iii. RDG Guidance Note RDG-GN025 - Post Incident Management of Personal Property
(to be renumbered as RDG-OPS-GN-025 when next re-issued)

iv. RDG Guidance Note GN034 – Logging and loggists
(to be renumbered as RDG-OPS-GN-034 when next re-issued)

v. RDG Guidance Note GN038 - Data Protection Requirements During and After Incidents
(to be renumbered as RDG-OPS-GN-038 when next re-issued)

vi. RDG/Network Rail Guidance Note RDG-OPS-GN-049 - Meeting the Needs of Passengers Stranded on Trains.

vii. Human Aspects in Emergency Management – Guidance on supporting individuals affected by emergencies, October 2016.

viii. Emergency Preparedness: Guidance on Part 1 of the Civil Contingencies Act 2004, its associated regulations and non-statutory arrangements - Cabinet Office publication. Individual chapters available from:
https://www.gov.uk/government/publications/emergency-preparedness

ix. Emergency Response and Recovery: Non-statutory guidance to complement Emergency Preparedness - HM Government publication. Available from:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/253488/Emergency_Response_and_Recovery_5th_edition_October_2013.pdf

x. Humanitarian Assistance in Emergencies: Non-statutory guidance on establishing Humanitarian Assistance Centres – joint DCMS/ACPO publication. Available from:

A variety of other related documents are available from:

http://www.cabinetoffice.gov.uk/resource-library/humanitarian-assistance-emergencies

Appendix A – List of Primary Support Operators by Route

Unless indicated otherwise, all entries are inclusive of named locations. Please refer to end of list for key to Operator Codes.

ROUTE	PRIMARY SUPPORT OPERATOR
Fenchurch Street to Shoeburyness via Upminster	CC
Barking to Pitsea	CC
Upminster to Grays	CC
Romford to Upminster	GA
Liverpool Street to Southend Victoria via Shenfield	GA
Wickford to Southminster	GA
Marks Tey to Sudbury	GA
Shenfield to Ipswich (excl)	GA
Witham to Braintree	GA
Colchester to Clacton	GA
Colchester Town	GA
Thorpe-le-Soken to Walton-on-Naze	GA
Manningtree to Harwich Town	GA
Mistley to Ipswich (excl)	GA
Ipswich to Norwich	GA
Ipswich to Felixstowe	GA
Ipswich to Lowestoft	GA
Stowmarket to Cambridge /Ely via Bury St. Edmunds	GA
Norwich to Lowestoft	GA
Norwich to Yarmouth via Acle	GA
Norwich to Yarmouth via Berney Arms	GA
Norwich to Sheringham	GA
Norwich to Ely (excl)	GA
Ely (excl) to Peterborough (excl)	GTR
Werrington Junction (excl) to Lincoln via Spalding	EM
Lincoln (excl) to Doncaster (excl) via Gainsborough	NT
Cheshunt (excl) to Shepreth Branch Junction (excl)	GA
Stansted Airport to Stansted North Junction/Stansted South Junction	GA
Kings Cross to Huntingdon via Welwyn Garden City	GTR
Hitchin to Shepreth Branch Junction	GTR
Cambridge to Ely	GA
Ely (excl) to Kings Lynn	GTR
Moorgate to Stevenage via Hertford North	GTR
Liverpool Street to Hackney Downs	GA
Hackney Downs (excl) to Cheshunt via Seven Sisters	LO
Hackney Downs (excl) to Cheshunt via Tottenham Hale	LO
Edmonton Green to Enfield Town	LO
Broxbourne to Hertford East	GA
Clapton to Chingford	LO
Seven Sisters to South Tottenham (excl)	LO
South Tottenham (excl) to Stratford	GA
Huntingdon (excl) to Drem via Doncaster, York and Newcastle	LNER
Skegness to Nottingham	EM
Grantham (excl) to Allington Junction	EM
Beeston to Long Eaton	EM
North Stafford Junction to Stoke-on-Trent (excl)	EM
Kidsgrove to Crewe	AWC
Doncaster (excl) to Cleethorpes	NT

ROUTE	PRIMARY SUPPORT OPERATOR
Barnetby to Barton-on-Humber	NT
Doncaster (excl) to Hull	NT
Temple Hirst Junction (excl) to Selby	NT
Selby to Hambleton North Junction (excl)	NT
Doncaster (excl) to Sheffield	NT
Masborough Junction to Tapton Junction	EM
Lincoln (excl) to Sheffield via Retford	NT
Lincoln avoiding line	EM
Gainsborough Trent Junction to Barnetby	NT
Meadowhall to Fitzwilliam (excl) via Bolton-on-Dearne	NT
Doncaster to Wakefield Westgate	LNER
Wakefield Westgate (excl) to Leeds	NT
Leeds to Goole via Knottingley	NT
Wakefield Westgate (excl) to Pontefract Monkhill	NT
Meadowhall to Colton Junction (excl) via Pontefract Baghill	NT
Meadowhall to Leeds via Barnsley, Wakefield Kirkgate and Normanton	NT
Barnsley to Huddersfield	NT
Leeds to York (excl) via Harrogate	NT
Leeds to Werrington Junction (excl) via Skipton	NT
Werrington Junction to Carnforth	AWC
Settle Junction to Petteril Bridge Junction	NT
Leeds to Ilkley	NT
Bradford Forster Square to Ilkley	NT
Hull to Seamer (excl)	NT
York (excl) to Scarborough	TP
Northallerton (excl) to Eaglescliffe (excl) via Yarm	TP
Colton Junction (excl) to Leeds	NT
Leeds to Huddersfield	NT
Huddersfield (excl) to Guide Bridge (excl) via Stalybridge	TP
Wakefield Kirkgate to Mirfield	NT
Stalybridge (excl) to Manchester Victoria	NT
Selby to Hull	NT
Selby to Micklefield	NT
Leeds to Manchester Victoria via Halifax and Moston	NT
Heaton Lodge Junction/Bradley Junction to Milner Royd Junction/Dryclough Junction	NT
Darlington (excl) to Bishop Auckland	NT
Darlington (excl) to Saltburn	NT
Middlesbrough to Whitby	NT
Thornaby to Newcastle (excl)/King Edward Bridge Junction via Sunderland	NT
Eaglescliffe to Stockton	NT
King Edward Bridge Junction (excl) to Hexham	NT
Hexham (excl) to Carlisle	AWC
Helpston Junction (excl) to Syston South Junction/Syston North Junction	EM
St. Pancras to Kentish Town (excl)	GTR
Blackfriars to Bedford	GTR
Bedford (excl) to Sheffield (excl) via Derby	EM
Bedford to Kettering (slow lines)	EM
Kettering to Manton Junction (excl)	EM
Trent Junction to Clay Cross Junction via Erewash Valley	EM
Trent Junction to Nottingham	EM
Sheet Stores Junction to Stenson Junction	EM
Nottingham to Trowell Junction	EM
Ambergate Junction (excl) to Matlock	EM
Nottingham (excl) to Worksop (excl)	EM
Derby (excl) to Proof House Junction	XC
Birmingham New Street to Bromsgrove and Redditch	WMT

ROUTE	PRIMARY SUPPORT OPERATOR
Bromsgrove (excl) to Cheltenham Spa	XC
Cheltenham Spa (excl) to Bristol Parkway direct and via Gloucester	GW
Gloucester to Severn Tunnel Junction (excl)	TfW
Coventry to Nuneaton (excl)	WMT
Water Orton to Wigston North Junction	XC
Nottingham to Barnetby (excl)	EM
Stratford Low Level to Richmond (excl)	LO
South Hampstead to Watford Junction (excl) D.C. Lines	LO
Roade to Rugby (excl) via Northampton	WMT
Watford Junction to St. Albans Abbey	WMT
Gospel Oak to Barking (excl)	LO
Forest Gate Junction (excl) to Woodgrange Park (excl)	CC
Willesden Junction to Latchmere Junction (excl)	LO
Latchmere Junction to West London Junction/Clapham Junction	SW
Bletchley to Bedford (excl)	WMT
Euston to Lockerbie via Weedon and Trent Valley	AWC
Colwich Junction to Congleton	AWC
Rugby (excl) to Stafford (excl) via Birmingham New Street	WMT
Stechford to Aston	WMT
Norton Bridge to Stone	AWC
Walsall to Wolverhampton (via Portobello Junction)	WMT
Lichfield Trent Valley to Birmingham New Street	WMT
Lichfield Trent Valley (excl) to Wichnor Junction	XC
Aston to Rugeley Trent Valley (excl) via Walsall	WMT
Soho Junctions to Perry Barr North Junction	WMT
Perry Barr South Junction (excl) to Perry Barr West Junction (excl)	WMT
Soho East Junction (excl) to Soho North Junction (excl)	WMT
Portobello Junction to Bushbury Junction	WMT
Smethwick Rolfe Street to Langley Green	WMT
Birmingham Snow Hill to Worcester Shrub Hill/Worcester Foregate Street	WMT
Stoke Works Junction (excl) to Abbotswood Junction (excl)	XC
Birmingham Snow Hill to Leamington Spa	WMT
Tyseley to Stratford-upon-Avon	WMT
Bearley Junction to Hatton/Lapworth	WMT
Leamington Spa (excl) to Coventry (excl)	XC
Stourbridge Junction to Stourbridge Town	WMT
Wolverhampton to Shrewsbury (excl)	WMT
Shrewsbury to Wrexham General (excl)	TfW
Wrexham General to Chester	TfW
Shrewsbury to Aberystwyth	TfW
Dovey Junction to Pwllheli	TfW
Crewe (excl) to Holyhead	TfW
Llandudno to Blaenau Ffestiniog	TfW
Manchester Oxford Road/Manchester Victoria to Euxton Junction (excl) via Bolton	NT
Carnforth to Carlisle (excl) via Barrow and Whitehaven	NT
Oxenholme Lake District (excl) to Windermere	AWC
Morecambe South Junc./Hest Bank Junc. to Morecambe and Heysham Port	NT
Manchester Piccadilly to Glossop/Hadfield	NT
Ashburys to Romiley	NT
Guide Bridge to Rose Hill Marple via Woodley	NT
Romiley to Chinley	NT
Hazel Grove to Dore Station Junction/Dore South Junction	NT
Stockport to Buxton	NT
Manchester Piccadilly to Crewe (excl) via Stockport	NT
Cheadle Hulme to Congleton (excl)	NT
Slade Lane Junction (excl) to Wilmslow (excl) via Manchester Airport	TP
Stockport to Chester via Northwich	NT

ROUTE	PRIMARY SUPPORT OPERATOR
Manchester Piccadilly to Liverpool South Parkway (exclusive) via Warrington Central	TP
Liverpool South Parkway to Liverpool Lime Street	NT
Weaver Junction to Liverpool South Parkway (excl)	AWC
Manchester Victoria to Liverpool Lime Street via Earlestown	NT
Earlestown to Winwick Junction (excl)	NT
Acton Grange Junction (excl) to Chester	TfW
Helsby to Ellesmere Port (excl)	NT
Huyton to Wigan Springs Branch Junction (excl)	NT
Newton-le-Willows to Golborne Junction	NT
Bolton to Wigan North Western (excl)	NT
Salford Crescent to Southport (excl) via Wigan Wallgate	NT
Wigan Wallgate to Kirkby (excl)	NT
Bolton to Hellifield via Blackburn	NT
Manchester Victoria to Rochdale via Oldham	NT
Preston (excl) to Blackpool North	NT
Kirkham & Wesham to Blackpool South	NT
Preston (excl) to Colne	NT
Rose Grove to Hebden Bridge (excl)	NT
Ormskirk (excl) to Preston (excl)	NT
Bidston (excl) to Wrexham Central	TfW
Sandhills Junction to Ormskirk and Kirkby via Walton Junction	ME
Hunts Cross West Junction (excl) to Southport via Liverpool Central (Link Line)	ME
Hamilton Square to West Kirby/New Brighton via Bidston East Junction	ME
Birkenhead Central to Chester (excl)/Ellesmere Port (excl) via Hooton	ME
Marylebone to Harrow-on-the-Hill (excl)	CH
Harrow-on-the-Hill to Mantles Wood	LUL*
Mantles Wood to Aylesbury	CH
Marylebone to Leamington Spa (excl) via High Wycombe	CH
Princes Risborough to Aylesbury	CH
Haddenham & Thame to Oxford (excl)	CH
Paddington to Severn Tunnel Junction via Bristol Parkway	GW
West Ealing to Greenford	GW
Airport Junction to Heathrow Terminal 4/Terminal 5	HX
Slough to Windsor & Eton Central	GW
Maidenhead to Marlow	GW
Twyford to Henley	GW
Southcote Junction to Basingstoke (excl)	GW
Bathampton Junction to Wilton Junction via Westbury	GW
Trowbridge to Thingley Junction	GW
Wilton Junction to Redbridge	SW
Westbury to Fairwood Junction	GW
Westbury to Heywood Road Junction	GW
Heywood Road Junction to Hawkeridge Junction	GW
Castle Cary to Dorchester Junction (excl)	GW
Severn Tunnel Junction (excl) to Swansea	TfW
Wootton Bassett Junction to Bristol Temple Meads via Bath Spa	GW
Didcot Parkway to Aynho Junction (excl)	GW
Oxford to Norton Junction (excl)	GW
Norton Junction to Hereford via Worcester	WMT
Newport/Ebbw Junction to Ebbw Vale Town	TfW
Swindon to Standish Junction	GW
Swansea to Fishguard Harbour	TfW
Bridgend to Maesteg	TfW
Whitland to Pembroke Dock	TfW
Clarbeston Road to Milford Haven	TfW
Llanelli to Craven Arms	TfW

ROUTE	PRIMARY SUPPORT OPERATOR
Cardiff Central to Penarth/Barry Island	TfW
Cardiff Central to Radyr via Ninian Park	TfW
Cardiff Central to Rhymney/Coryton/Merthyr Tydfil/Aberdare/Treherbert	TfW
Cardiff Queen Street to Cardiff Bay	TfW
Crewe (excl) to Shrewsbury	TfW
Shrewsbury to Hereford (excl)	TfW
Hereford (excl) to Newport (excl)	TfW
Cogload Junction to Bristol Parkway via Bristol Temple Meads	GW
Uphill Junction to Worle Junction via Weston-super-Mare	GW
Dr. Days Junction to N. Somerset Junction	GW
Filton Junction to Patchway	GW
Stapleton Road to Severn Beach	GW
Reading to Penzance via Berks & Hants	GW
Exeter St. Davids to Barnstaple/Okehampton	GW
Exeter St. Davids to Exmouth	GW
Newton Abbot to Paignton	GW
St. Budeaux to Gunnislake	GW
Liskeard to Looe	GW
Par to Newquay	GW
Truro to Falmouth Docks	GW
St. Erth to St. Ives	GW
Wokingham (excl) to Ash (excl)	GW
Shalford Junction to Reigate (excl)	SW
Reigate to Redhill	GTR
Waterloo to Reading (excl)	SW
Barnes to Whitton/Feltham via Brentford	SW
Staines to Windsor & Eton Riverside	SW
Virginia Water to Weybridge	SW
Ascot to Ash Vale	SW
Waterloo to Weymouth	SW
New Malden to Twickenham via Strawberry Hill	SW
Shepperton to Strawberry Hill/Teddington	SW
Surbiton to Hampton Court	SW
Raynes Park to Epsom (excl)	SW
Motspur Park to Chessington South	SW
Surbiton to Guildford via Cobham	SW
Leatherhead (excl) to Effingham Junction	SW
Woking to Portsmouth Harbour via Guildford	SW
Guildford to Aldershot	SW
Pirbright Junction to Alton	SW
Eastleigh to Fareham	SW
Fratton/Havant to Wilton Junction via Southampton and Salisbury	SW
Brockenhurst to Lymington Pier	SW
Eastleigh to Romsey	SW
Basingstoke to Exmouth Junction via Salisbury	SW
Yeovil Junction to Yeovil Pen Mill	SW
Ryde Pier Head to Shanklin	SW
London Bridge to Horsham via Peckham Rye, Mitcham Junction and Epsom	GTR
Peckham Rye (excl) to Battersea Park (excl) via Clapham High St.)	LO
Tulse Hill to West Norwood	GTR
Victoria to Brighton via Streatham Common and Redhill/Quarry	GTR
Balham to Norwood Junction via Crystal Palace	GTR
Crystal Palace to Beckenham Junction (excl)	GTR
London Bridge to East Croydon via Forest Hill	GTR
Canonbury to New Cross (excl) and New Cross Gate (excl) via Surrey Quays	LO
Crystal Palace to Sydenham	GTR
Streatham Hill to Tulse Hill	GTR

ROUTE	PRIMARY SUPPORT OPERATOR
Tulse Hill to Herne Hill	GTR
Selhurst/Norwood Junction to Epsom Downs via West Croydon and Sutton	GTR
Purley to Caterham	GTR
Purley to Tattenham Corner	GTR
South Croydon to East Grinstead	GTR
Hurst Green to Uckfield	GTR
Three Bridges to Ford/Littlehampton via Horsham	GTR
Barnham to Bognor Regis	GTR
Brighton to Havant (excl)	GTR
Preston Park to Hove	GTR
Wivelsfield to Lewes	GTR
Brighton to Bopeep Junction (exclusive) via Eastbourne	GTR
Lewes to Seaford	GTR
Victoria to Ramsgate via Herne Hill and Chatham	SE
Latchmere Junction/Pouparts Junction to Battersea Pier Junction (via Stewarts Lane)	SE
Factory Junction to Clapham Junction (excl) via Longhedge Junction/Ludgate lines	LO
Victoria to Shortlands via Catford	SE
Blackfriars (excl) to Herne Hill	SE
Nunhead to Lewisham	SE
Elephant & Castle to Denmark Hill	SE
Otford to Sevenoaks	SE
Swanley to Ashford International via Maidstone East	SE
Bickley to Petts Wood	SE
Charing Cross to Ramsgate via Orpington and Dover	SE
Cannon Street to Metropolitan Junction/Borough Market Junction	SE
Blackfriars (excl) to Metropolitan Junction	SE
London Bridge to Rochester Bridge Junction via Greenwich and Dartford	SE
St. Johns to Charlton via Blackheath	SE
Blackheath to Dartford/Slade Green via Bexleyheath	SE
Lewisham to Dartford/Slade Green via Sidcup	SE
Lewisham/Parks Bridge Junction to Hayes	SE
New Beckenham to Beckenham Junction	SE
Grove Park to Bromley North	SE
Redhill (excl) to Tonbridge	SE
Paddock Wood to Strood	SE
Ashford International (Eurostar Station)	ES
Ashford International to Ramsgate via Canterbury West	SE
Minster to Minster South Junction	SE
Tonbridge to Hastings	SE
Hastings to Ashford	SE
Newington/Sittingbourne to Sheerness-on-Sea	SE
St. Pancras International to Eurotunnel Boundary (via CTRL)	ES
Carlisle to Dumfries	AWC
Carlisle to Lockerbie	AWC
All lines north of Dumfries/Lockerbie/Drem	SR

* Not members of RDG and hence not subject to this Code, however it is assumed that the operator shown would take responsibility for incidents on the route section concerned

List of Primary Support Operator Codes used:

AWC	Avanti West Coast
CC	c2c
CH	Chiltern Railways
EM	East Midlands Railway
ES	Eurostar (UK)
GA	Greater Anglia
GTR	Govia Thameslink Railway
GW	Great Western Railway
HX	Heathrow Express
LO	Arriva Rail London
LNER	LNER
LUL	London Underground Rail Operations Ltd.*
ME	Merseyrail
NT	Northern
SE	Southeastern
SR	ScotRail
SW	South Western Railway
TfW	Transport for Wales
TP	TransPennine Express
WMT	West Midlands Trains
XC	CrossCountry

* Not members of RDG Train Operators Operations Scheme and hence not subject to this Code, however it is assumed that they would take responsibility for incidents on the route sections shown

Appendix B – Example Internet Page

EXAMPLE OF INTERNET PAGE TO USE FOLLOWING A MAJOR PASSENGER RAIL INCIDENT

- Early publication (and ongoing updating) of a specific web page providing information pertaining to the incident and its effects should be a priority (specific on call arrangements in respect of competent staff to achieve this may need to be put in place).
- Not only will the availability of such a site provide clear, concise and consistent information (under the control of the railway undertaking itself), it will also serve to reduce the number of requests for information being received by the industry by phone.
- It is suggested that railway undertakings prepare a template page onto which details specific to any incident can quickly be added prior to publication.
- A hyperlink to the National Rail website should be provided.
- An example of such a template is provided below. This is intended to indicate the sort of information to be provided rather than how it should be laid out.
- Consideration should also be given to the role social media (such as Twitter and Facebook) will play in the event of a Major Passenger Rail Incident. This should include provision for monitoring it for relevant content and responding accordingly as well as using it to communicate key messages.

LAST UPDATED: *09.30*

NATURE OF INCIDENT: *Collision between two passenger trains at 08.08*

LOCATION: *Ladbroke Grove (c. 2 miles from Paddington station)*

TRAIN(S) INVOLVED: *08.06 Thames Trains service from Paddington to Bedwyn*
06.03 First Great Western service from Cheltenham Spa to Paddington

LATEST SITUATION: *Emergency services are in attendance. 4 fatalities and many serious injuries have been confirmed thus far - these figures are likely to rise.*

EMERGENCY NUMBER (for friends and relatives): *012 345 6789*

IMPACT ON TRAIN SERVICE: *Paddington station will remain closed for the remainder of the day. First Great Western main line services will terminate at and start from Reading - passengers should use South West Trains services between Reading and London Waterloo. Thames Trains will operate a very limited service between Ealing Broadway (where connection can be made with the London Underground Central and District lines) and Reading. The Heathrow Express service has been suspended for the remainder of the day.*

TRAIN SERVICE DISRUPTION: For more detailed information contact the National Rail website www.nationalrail.co.uk.

TRAIN AND FARES INFORMATION: Call National Rail Enquiries on 08457 48 49 50

We offer our condolences to all those who may be injured or bereaved and share the concerns of those who are awaiting news of friends, family members or colleagues. We fully appreciate the need to provide as much information as possible as soon as it emerges and are working closely with the Police and other emergency services to this end.

In addition to the above, railway undertakings should ensure that appropriate reference to the incident is included on any of their own or third party websites which report service disruption information as per the guidance included in ATOC Approved Codes of Practice RDG-OPS-ACOP-003 – Provision of Passenger Information[6]. Attention is also drawn to RDG-OPS-GN-045 – Crisis Communications[7].

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[6] This is the number to be assigned to the document when it is next re-issued. As of the date of this ACOP it is numbered ATOC/ACOP014.

[7] This is the number to be assigned to the document when it is next re-issued. As of the date of this ACOP it is numbered RDG-GN045.

Appendix C – Checklist

CHECKLIST OF ACTIONS TO CONSIDER AS PART OF THE INITIATION, DEPLOYMENT AND POST INCIDENT CONTINUING SUPPORT PHASES OF THE HUMANITARIAN RESPONSE

C1.   Purpose and applicability

The purpose of this appendix is to provide a checklist that can be used by railway undertaking Duty Control Managers, ICT Strategic Leads, ICT Deployment Managers or any other Senior Manager involved in co-ordinating the humanitarian assistance response to a major rail incident.

Not all items on the checklist will be applicable to any given incident, however the Duty Control Manager, ICT Strategic Lead, ICT Deployment Manager or Senior Manager in charge can simply mark them as such. Those applicable on an ongoing basis throughout the incident should have details endorsed against them.

C2.   Structure

In essence this checklist can assist as an aide mémoire and can also be utilised as an historic record of events in conjunction with Control logs, etc.

The checklist is divided into the following sections so that it can be used in a logical way from the outset of the incident and initial activation of resources through the deployment of those resources to providing longer term arrangements for continual customer/staff assistance and support post incident.

- *Actions during initiation phase*
  - Declaration of incident as a Major Passenger Rail Incident
  - Set up a command structure
  - Mobilisation of on call staff and Incident Care Team members
  - Establish contact with police, hospitals and local authority
  - Set up communications links
  - Initiate information logging, including of Survivor details
  - Arrange accommodation for Survivors and staff

- *Actions during deployment phase*
  - Appointment of staff at key centres for provision of humanitarian assistance
  - Arranging onward travel
  - Deployment of Incident Care Team
  - Provide information to media
  - Reconciliation of personal property
  - Maintain log of all activities

- *Continuing actions for Survivor/staff assistance and support post incident*
  - Making counselling available for staff
  - Arranging for representation at funerals
  - Books of Condolence/Remembrance, memorial services, etc.

C3.   Customisation by individual railway undertaking

While the first column of the checklist has been fully populated, much of the remaining columns have been deliberately left blank. The intention is that railway undertakings should complete these on an individual basis to reflect their own internal arrangements and assignment of responsibilities. As such railway undertakings are encouraged to treat the checklist as a flexible framework.

Part A – Actions during initiation phase

Key Word/Action	Time	Where (HAC = Humanitarian Assistance Centre, RC = Reception Centres)	Who	How/Comments
Accident / incident • Escort **Survivors** – don't let them wander about on their own, and protect them from the **incident** site, position of casualties and media intrusion. • Designate the **incident** a Major Passenger Rail Incident and decide the most appropriate station or stations to be the focus of **Survivor** humanitarian assistance activity. • Establish the extent of the **incident**, casualty clearance and arrangements for evacuation of uninjured **Survivors** and **staff**. • Provide support to all railway undertaking **staff** who are at the **incident** site, supporting the **incident** response or involved in the alternative timetable arrangements which have been implemented. • Keep all locations up to date with information about onward travel arrangements being made for **Survivors** who have been involved in the **incident**. • If advised that **Survivors** from the **incident** will be travelling forward by train, make appropriate arrangements for them to be looked after during the journey.		Incident site Control Incident site		
Accommodation (staff) • Arrange where necessary, **accommodation** for **Incident Care Team** members. NB This should not be at any **hotel** used as a **Family & Friends Reception Centre** or other form of emergency reception centre.				
Accommodation (Survivors)` • Work in conjunction with the Police, **hospitals**, local authorities and welfare organisations to meet **Survivors'** needs for **accommodation**. • Provide a private room to **accommodate Survivors** and record who is there.		HAC, RC Stations		
Casualty Bureau				

• Provide representative to attend **Casualty Bureau** (subject to agreement with Police).			
Command structure • Set up one **command structure** for all **staff** who help on station, creating two teams, one to run the station and one to deal with this Code of Practice.		Stations	
Contact numbers • As Owning Operator, inform railway undertaking & Network Rail Controls of relevant **contact numbers** to be used.			
Communication • Review **communications,** designate incoming and outgoing **lines** and request extra **communication** links if necessary. • Consider using the dedicated Incident Care Team **conference call line** (01200 306150 – passcode 7428) provided by RDG as a means of establishing and maintaining contact with **Incident Care Team** members (N.B. this line is intended to be used exclusively to support the humanitarian assistance response and should not be used for other purposes). • Establish and **communicate** to railway undertaking and Network Rail Controls the identity of the **Owning Operator(s)**, **Primary Support Operator** and any other **Support Operators** and the relevant **contact numbers** to be used. • Arrange **internet access** to download media reports and pictures that may assist efforts. • Review **communications**, designate incoming and outgoing **lines** and request extra **communication** links if necessary. • Consider the necessity of additional telecommunication requirements and arrange with telecommunications supplier provision of additional **phone/fax lines** at the Crisis Centre or other location as appropriate (e.g. Press Office). • Arrange additional public **phone lines** to cater for extra demands for information. Ensure that their use is made clear (e.g. for enquiries about **friends** and **relatives**, for information on disruption to train services, etc.).			
Equipment • Take mobile phones (and spare batteries) and pagers. Note that while most **hospitals** will not permit the use of mobiles near sensitive equipment, they may allow their use elsewhere. • Arrange for **equipment** such as a laptop computer and printer to be taken – useful for confirming things to **Survivors** in		HAC, Hospitals, RC HAC, Hospitals, RC	

writing. • Consider use of replacement SIM cards to effectively change the number of mobile phones to cut down on unnecessary calls being received. Remember to advise those 'who need to know' of new numbers.		HAC, Hospitals, RC, Stations		
Friends / families / relatives • Attend to the requirements of **Survivors** and **staff**, including making arrangements for contacting **friends/relatives**, privacy, personal property retrieval (via Local Police, etc.). • Liaise with **Owning Operator** and local Police, **hospital**, rail or local authority staff to provide necessary facilities (travel, food, **accommodation**) for **Survivors/friends/relatives**. • Liaise with Network Rail Control to determine whether a train with train crew and catering team could be provided to assist the rescue of **Survivors** or act as a holding area for **relatives** and **friends** at the station. • Establish a location to receive **family members and friends** (where these have not been directed to the **Family & Friends Reception Centre**) and where a list of arriving people along with their contact details can be made. • Establish rooms (care centre) for the private care of **Survivors** and record who is there. • Arrange for **hotel accommodation** for **friends and relatives** of injured as near to **hospitals** as possible – make **relatives** aware of what is to be paid for (e.g. room, food, transport, etc.). • If advised that **Survivors** from the **incident** will be travelling onward by train, make appropriate arrangements for them to be looked after during the journey. • Offer to pay phone bill of **relatives** of deceased persons to enable them to advise **friends/relatives**. • Ensure that **Incident Care Team staff** are present at all collective **family** briefings.		HAC, Hospitals, RC, Stations HAC, Hospitals, RC Stations HAC		
Group travel details • Obtain a copy any **group travel details** and details in respect of the trains involved in the incident.				
Hospitals • Liaise with the Police and Ambulance Services to establish, whenever possible, the **hospitals** to which the **Survivors** are taken. • Arrange for **hotel** accommodation for **relatives** of injured as				

near to **hospitals** as possible – make **relatives** aware of what is to be paid for (e.g. room, food, transport, etc.).			
Hotels • Arrange for **hotel accommodation** for **friends and relatives** of injured as near to **hospitals** as possible – make **relatives** aware of what is to be paid for (e.g. room, food, transport, etc.). • Arrange where necessary **accommodation** for **Incident Care Team staff**. NB This should not be at any **hotel** used as a **Family & Friends Reception Centre** or other form of emergency reception centre.			
Humanitarian Assistance Centre • Establish a base within the **Humanitarian Assistance Centre** for the railway undertaking **Incident Care Team** ideally in close proximity to the Police Family Liaison Officers control so as to be able to maintain close liaison. • Get familiarity with the layout of the **Humanitarian Assistance Centre** so as to be able to assist **families** as they arrive and also so as to not inadvertently enter rooms where sensitive and difficult tasks are being carried out by other agencies. • Ensure that the **Owning Operator** is regularly updated with events at the **Humanitarian Assistance Centre**.	HAC HAC		
Incident Care Team / staff • Supply the Police Family Liaison Officer Co-ordinator (FLOC) with details of the railway undertaking **Incident Care Team** in terms of number and names of **staff** activated. • Establish a base within the **Humanitarian Assistance Centre** for the railway undertaking **Incident Care Team** ideally in close proximity to the Police Family Liaison Officers control so as to be able to maintain close liaison. • Ensure that **Incident Care Team staff** are present at all collective family briefings. • Maintain an accurate log of all activities and ensure that individual **Incident Care Team** members also discretely record details of their contact with **families**. • Identify a **staff** rest area for **Incident Care Team** and other **staff** members. • Arrange where necessary **accommodation** for **Incident Care Team staff**. NB This should not be at any **hotel** used as a **Family & Friends Reception Centre** or other form of emergency reception centre.	HAC HAC HAC, Hospitals, RC, Stations HAC, Hospitals, RC, Stations Hospitals		

• Nominate individuals to all **roles** – e.g. one person to look after **staff**, one per group of **Survivors**, etc. – it is likely that casualties will be distributed to different parts of the **hospital**.		Hospitals	
• **Incident Care Team** members should maintain regular contact with their own families. It is easy in this emotionally charged and stressful environment for them to overlook their own needs.		HAC. Hospitals, RC, Stations	
• Inform all **staff** attending or supporting the **incident**, by pager, of who else is attending (from all organisations), their names/phones, **roles** and **locations**.		HAC. Hospitals, RC, Stations	
• Nominate one member of **staff** to act as a runner between the Crisis Centre and the **Incident Care Team**.			
• Arrange rosters for all staff providing customer care response.			
Laptop computer / printer • *See Equipment.*			
Location • Communicate to all **staff** attending or supporting the **incident**, by pager, details of who else is attending (from all organisations), their names/phones, **roles** and **locations**.			
Log / records • Maintain an accurate **log** of all activities, actions and money spent, and ensure that individual **Incident Care Team** members also discretely record details of their contact with families.		HAC, Hospitals, RC, Stations	
• **Log** the names and addresses of all **Survivors/staff** seen, where practical.		HAC, Hospitals, RC, Stations	
• Ensure that names and addresses of uninjured passengers are obtained and **logged** – this will usually be a principal task and will need to be done quickly since such people may disperse, not go to the **Survivor Reception Centre**, and will not otherwise be recorded. Collecting business cards is potentially a good source of information, but ensure they belong to the person (and are not cards they have been given by someone else).		Incident site, RC	

NRE / telephone enquiry centres • Notify **NRE** and all other **telephone enquiry centres**, telesales offices and railway undertaking Controls (who should advise their stations) of the **incident** in order for them to make arrangements to deal with enquiries about it. The objective is to filter out enquiries about people who could not possibly have been involved in the **incident** and to obtain names, addresses and descriptions of people who may have been, plus the enquirer's contact details. These details should be promptly passed to the **Casualty Bureau**, keeping **records** of all such information locally.			
Owning Operator • Establish and confirm with railway undertaking and Network Rail Controls who is **Owning Operator**, who is/are the **Primary Support Operator** and other **Support Operator(s)** and the relevant **contact numbers** to be used.	Control		
Pagers • Take mobile phones (and spare batteries) and **pagers**. Note that while most **hospitals** will not permit the use of mobiles near sensitive equipment, they may allow their use elsewhere. • Inform all **staff** attending or supporting the **incident**, by pager, of who else is attending (from all organisations), their names/phones, **roles** and **locations**.	HAC, Hospitals, RC, Stations		
Phone batteries • Take mobile phones (and spare batteries) and pagers. Note that while most **hospitals** will not permit the use of mobiles near sensitive equipment, they may allow their use elsewhere.	HAC, Hospitals, RC, Stations		
Planning • Pre-plan contact with local authority **Emergency Planning** Officers, including information on who/where to report and what facilities can be made available to railway undertaking staff – this can prove invaluable and save time. Pre-select staff and train them to specifically meet requirements of attending at these locations.			
Roles • Nominate individuals to all **roles** – e.g. one person to look after staff, one per group of **Survivors**, etc. – it is likely that casualties will be distributed to different parts of the **hospital**.	Hospitals		

Staff (directly involved in incident) • *See Survivor care (including staff).*				
Staff (general) • Check that all **staff** are accounted for (including those sick or on leave). • Let all **staff** know what has happened, who is involved and what is taking place.				
Staff (providing humanitarian assistance support) • *See Incident Care Team/staff.*				
Support Operators • Establish and **communicate** to railway undertaking and Network Rail Controls the identity of the **Owning Operator(s)**, **Primary Support Operator** and any other **Support Operators** and the relevant contact numbers to be used.				
Survivor care (including staff) • Establish the extent of the **incident**, casualty clearance and arrangements for evacuation of uninjured **Survivors** and **staff**. • Escort **Survivors** – don't let them wander about on their own and protect them from the **incident** site, position of casualties and media intrusion. • Take **Survivors** to replacement transport and where possible arrange a railway person to escort the onward transport forward, checking on destinations of **Survivors** and preferred method of transport. • **Record** the names and addresses of all **Survivors/staff** seen, where practical. • Collect details of any personal property left behind by **Survivors** and advise **Owning Operator's** Control of arrangements for forwarding it once retrieved. • Attend to the requirements of **Survivors** and **staff**, including making arrangements for contacting **friends/relatives**, privacy, personal property retrieval (via Local Police, etc.). • Liaise with **Owning Operator** and local Police, hospital, rail or local authority **staff** to provide necessary facilities (travel, food, **accommodation**) for **Survivors**. • If **Survivors** are returning to a station, ensure arrangements are in place for them to be met on arrival. • Liaise with other railway undertakings as necessary to ensure	Incident site Incident site HAC, Hospitals, RC HAC, Hospitals, RC, Stations HAC, Hospitals, RC, Stations Stations			

continuity of care for **Survivors** (e.g. between **hospital** and transport home).			
• Co-ordinate the provision of appropriate **Survivor** care after train evacuation.			
• Take cash, travel warrants, taxi authorities, etc to support **staff** and **Survivors**.	HAC, Hospitals, RC, Stations		
• Nominate individuals to all roles – e.g. one person to look after staff, one per group of **Survivors,** etc. – it is likely that casualties will be distributed to different parts of the **hospital**	AC, Hospitals, RC, Stations		
• Use any Police, hospital or local authority forms/paperwork to assist with **Survivors**.			
• Establish rooms (care centre) for the private care of **Survivors** and **friends/relatives** and **record** who is there.	HAC, Hospitals, RC, Stations		
• Arrange for affected **Survivors** continuing their journey by train to be upgraded on both this and their return journeys.			
• Arrange staff for **Survivor** assistance and to help with personal property.			
• Work in conjunction with the Police and welfare organisations to meet **Survivors'** needs for onward transport, **accommodation**, etc. – many may not be inclined to use public transport.	HAC, Hospitals, RC, Stations		
• Keep all **locations** up to date with information about onward travel arrangements being made for **Survivors** who have been involved in the **incident**.			
• If advised that **Survivors** from the **incident** will be travelling forward by train or other means of transport, make appropriate arrangements for them to be looked after during the journey.			
• Ask other railway undertakings for help with complimentary tickets to move **Survivors** or Police who may have to travel elsewhere in the UK.			
• Ensure that names and addresses of uninjured **Survivors** are obtained and **logged** – this will usually be a principal task and will need to be done quickly since such people may disperse, not go to the **Survivor Reception Centre**, and will not otherwise be **recorded**. Collecting business cards is potentially a good source of information, but ensure they belong to the person (and are not cards they have been given by someone else). Liaise with the Police and Ambulance Services to establish, whenever possible, the **hospitals** to which the **Survivors** are taken.	Incident site / RC		

• Think about using church and other religious representatives for support of affected people (both on the train and **staff** involved in the **incident** or the follow-up). • Draw up lists detailing information about the identity and status of all **staff** on the trains involved in the **incident**, including contract. Keep the **Owning Operator** updated and establish that it is arranging visits to next of kin • Help to "screen-out" unaffected persons/telephone calls. • Arrange for immediate welfare of **staff** involved in the **incident**.			

Part B – Actions during deployment phase

Key Word/Action	Time	Where (HAC = Humanitarian Assistance Centre, RC = Reception Centres)	Who	How/Comments
Booking offices • Arrange for **booking offices** to issue **ticket** excess pads (if available) to Liaison Officers at the Humanitarian Assistance Centre, Hospitals and Reception Centres for **onward travel** /transporting friends/relatives.		Stations		
Buses / coaches • Arrange for staff to travel with **buses** and accompany Survivors from the affected train(s) on their onward journeys. • If using **buses** for **onward travel**, arrange **refreshment** stops and provide.		Stations		
Business cards • Ensure that names and addresses of uninjured passengers are obtained and logged – this will usually be a principal task and will need to be done quickly since such people may disperse, not go to the Survivor Reception Centre, and will not otherwise be recorded. Collecting **business cards** is potentially a good source of information, but ensure they belong to the person (and are not cards they have been given by someone else).		Incident site		
Cash • Take **cash**, **travel warrants**, **taxi** authorities, etc. to support staff and Survivors. • Arrange for **booking offices** at a relevant station to issue an appropriate amount of **cash** to Hospital and Survivor Reception Centre Liaison Representatives.		HAC, Hospitals, RC, Stations Stations		
Casualty Bureau • Contact the Local Police and establish location, status and contact numbers for the Police **Casualty Bureau** and the Survivor Reception Centre – send a senior representative to both locations. • Although Police protocol does not require a railway undertaking representative at the **Casualty Bureau**, the presence of e.g. a		Casualty Bureau		

Human Resources Manager, can give both Police and railway undertaking an effective information interface.				
Catering • Liaise with Network Rail Control to determine whether a train with train crew and **catering** team could be provided to assist the rescue of Survivors or act as a holding area for relatives and friends at the station. • *See also Refreshments*				
Contact details / addresses • Notify NRE and all other telephone enquiry centres, telesales offices and railway undertaking Controls (who should advise their stations) of the incident in order for them to make arrangements to deal with enquiries about it. The objective is to filter out enquiries about people who could not possibly have been involved in the incident and to obtain names, addresses and descriptions of people who may have been, plus the enquirer's **contact details**. These details should be promptly passed to the **Casualty Bureau**, keeping records of all such information locally.				
Credit cards • Arrange for Company **credit cards** held by or supplied to Incident Care Team members to be activated.				
Insurance • Call in finance people or appropriate senior managers to contact **insurers** for authorisation to spend potentially large amounts of **money** during recovery and for Survivor care.				
Internet access • Arrange **internet access** to download **media** reports and pictures that may assist efforts.				
Luggage • *See personal property.*				
Media / Public Affairs • DO NOT pass on any information to the public or **media**. • Escort Survivors – don't let them wander about on their own and protect them from the accident site, position of casualties and **media** intrusion. • Arrange **internet access** to download **media** reports and pictures that may assist efforts. • Arrange for staff directly involved – driver, guard, etc. – to be issued with a **mobile phone** to ensure their privacy from the	HAC, Hospitals, RC, Stations Incident site			

media. Issue to spouse if member of staff deceased. • Establish a private room available for press briefings. • Ensure link to **public affairs** for on-site attendance or a statement which may be used. • Notify the on-call **Public Affairs** Manager that the Code of Practice has been activated and advise which stations or other locations have been designated as the focus of Survivor care and which hospitals are receiving casualties.	Control		
Mobile phones • Avoid using **mobile phones** in the presence of families. • Take **mobile phones** (and spare batteries) and pagers. Note that while most hospitals will not permit the use of mobiles near sensitive equipment, they may allow their use elsewhere. • Consider use of replacement **SIM cards** to effectively change the number of **mobile phones** to cut down on unnecessary calls being received. Remember to advise those 'who need to know' of new numbers. • Arrange for staff directly involved – driver, guard, etc. – to be issued with a **mobile phone** to ensure their privacy from the **media**. Issue to spouse if member of staff deceased.	HAC, Hospitals, RC, Stations HAC, Hospitals, RC, Stations HAC, Hospitals, RC, Stations		
Money • Call in finance people or appropriate senior managers to contact **insurers** for authorisation to spend potentially large amounts of **money** during recovery and for Survivor care. • Maintain an accurate log of all activities, actions and **money** spent, and ensure that individual Incident Care Team members also discretely record details of their contact with families.	HAC, Hospitals, RC, Stations		
Onward transport / travel • Work in conjunction with the Police and welfare organisations to meet Survivors' needs for **onward transport**, accommodation, etc. – many may not be inclined to use public transport. • Keep all locations up to date with information about onward **travel arrangements** being made for Survivors who have been involved in the incident. • Arrange for **booking offices** to issue **ticket** excess pads (if available) to Liaison Officers at the Humanitarian Assistance Centre, Hospitals and Reception Centres for **onward travel** /transporting friends/relatives.	HAC, Hospitals, RC, Stations Stations Stations		

• Arrange for staff to travel with buses and accompany Survivors from the affected train(s) on their **onward journeys**. • Take Survivors to replacement transport and where possible arrange a railway person to escort the **onward transport** forward, checking on destinations of Survivors and preferred method of transport. • Ensure accompaniment of Survivors or someone to take them to **onward transport** and collect them or meet them at their destination. • If advised that Survivors from the incident will be **travelling onward** by train, make appropriate arrangements for them to be looked after during the journey. • If Survivors are returning to a station, ensure arrangements are in place for them to be met on arrival. • Arrange for affected Survivors continuing their **onward journey** by train to be upgraded on both this and their return journeys.	Incident site, RC Stations		
Personal property • Arrange staff for Survivor assistance and to help with **personal property.** • Collect details of any **personal property** left behind by Survivors and make arrangements for forwarding it once retrieved. • Wherever possible, keep Survivors' **personal property** with them – it saves a lot of anxiety and problems later. • Collect details of any **personal property** left behind by Survivors and advise Owning Operator's Control of arrangements for forwarding it once retrieved. • Co-ordinate a **personal property** retrieval system in conjunction with the Police. Keep unclaimed **personal property** independent of the general Lost Property arrangements and be sensitive.	HAC, Hospitals, RC, Stations		
Police • Contact the Local **Police** and establish location, status and contact numbers for the Police Casualty Bureau and the Survivor Reception Centre – send a senior representative to both locations. • If involved with replacement buses, ensure traffic flow arrangements (with **Police** help if necessary) and that maps are given to bus drivers for their destination stations. • Liaise with the **Police** and Ambulance Services to establish,			

whenever possible, the hospitals to which the passengers are taken.			
Police Family Liaison Officer • If a **Police Family Liaison Officer** Co-ordinator (FLOC) has been appointed, report to them in the first instance. • Establish a base within the Humanitarian Assistance Centre for the railway undertaking Incident Care Team ideally in close proximity to the **Police Family Liaison Officers** control so that you are able to maintain close liaison.	HAC, Hospitals, RC HAC		
Refreshments • Arrange refreshment provision and accommodation. • *See also Catering*	HAC, Hospitals, RC, Stations		
Rostering • Arrange **rosters** for all staff providing customer response.			
Seat reservation list • Obtain a copy of the **seat reservation list**, group travel details and details of any Survivor with special needs in respect of the trains involved in the incident.			
SIM cards • Consider use of replacement **SIM cards** to effectively change the number of mobile phones to cut down on unnecessary calls being received. Remember to advise those 'who need to know' of new numbers.	HAC, Hospitals, RC, Stations		
Special needs customers • Obtain details of any Survivor with **special needs** in respect of the trains involved in the incident.			
Taxis • If using **taxis** (remembering that most Survivors will not want to return to a train for onward transport), arrange for only good quality cars to be used. Provide cash for **refreshment** stops if necessary. • Keep contact with one or two **taxi** firms who can give immediate response (e.g. to help move relatives, Police, etc.). • Take **cash**, **travel warrants**, **taxi** authorities, etc. to support staff and Survivors. • Get some road transport en-route to the site (e.g. **taxis**, mini buses, coaches) for use of on-site people – this gives flexibility for moving both staff and Survivors.	HAC, Hospitals, RC, Stations		
Tickets / travel warrants			

• Arrange for **booking offices** to issue **ticket** excess pads (if available) to Liaison Officers at the Humanitarian Assistance Centre, Hospitals and Reception Centres for **onward travel** /transporting friends/relatives. • Ask other railway undertakings for help with complimentary **tickets** to move friends/relatives, Survivors or Police who may have to travel elsewhere in the UK. • Take **cash, travel warrants, taxi** authorities, etc. to support staff and Survivors.	Stations HAC, Hospitals, RC, Stations		
Website • Arrange updates of railway undertaking **internet sites** to include information, contact phone numbers, etc., including links to other relevant sites (e.g. the National Rail website).			

Part C – Continuing actions for Survivors / staff assistance and support post incident

Key Word/Action	Time	Where (HAC = Humanitarian Assistance Centre, RC = Reception Centres)	Who	How/Comments
Books of Condolence • Advice on where to buy **Books of Condolence** can usually be obtained from a funeral director, who should also be able to advise on suitable wording inviting persons to make entries in the **Book**. A large notice should be placed beside the **Book** explaining its purpose and giving the name and contact details of the appropriate Railway Mission Chaplain. It is recommended that **Books** should remain open for up to one month following the event. Any **Books of Condolence** opened by local **churches** will be collected by the Chaplain and taken to the railway undertaking.				
Books of Remembrance • The Owning Operator may wish to compile a **Book of Remembrance** incorporating a brief statement of the tragedy, a photograph and succinct tribute to each of the deceased and messages of condolence taken from the **Books of Condolence** or **floral tributes**.				
Church • Consider using **church** and other religious representatives for support of affected people (both on the train and staff involved in the incident or the follow-up).				
Condolence • *See Books of Condolence*				
Counsellors • Arrange for **counsellors** to be available for staff (all staff should be invited to use facility even though not directly involved). In all cases, counselling should be offered but not imposed.				
Debriefing • Arrange provision of camera, video, etc. for on-site and **debriefing** records.				
Emergency services • Agree, with the **emergency services**, a suitable site for **floral** or other tributes.				

Floral tributes • Chaplains will remove messages of condolence from **floral tributes** left at the incident site before they are destroyed by the elements and give them to the Owning Operator. Chaplains will liaise with Network Rail about mulching of flowers and spreading them line side.				
Funerals • Offer to pay for **funerals**, flights from overseas, etc. (and arrange confirmation from insurers). Note that payment for **funerals** is a very sensitive issue and advice should be sought from e.g. the Police, faith communities, etc.				
Letters • Ensure that any **letters** sent to the injured or bereaved are signed personally by a Senior Manager. • Do not use envelopes bearing company logo.				
Mailing lists • Contact Commercial/Marketing Teams to check **mailing lists** and remove anyone involved in the incident.				
Memorial services • It is suggested that a **memorial service** be held on the first anniversary at a suitable venue. It is recommended that a Working Party be formed within the first two months following the incident to plan this service. This should include family representatives of the bereaved and Survivors, the Owning Operator(s), Network Rail (if appropriate), the BTP, Police Family Liaison Officer of the local Constabulary, a clergyman from the chosen venue for the service and a Railway Mission Chaplain. The Chairman of the Working Party should have experience of this delicate and demanding task.				
Relatives • *See Friends / families / relatives*				
Religious representatives • *See Church*				
Remembrance • *See Books of Remembrance*				

Rail Delivery Group

National Rail

Rail Delivery Group

National Rail