



**North Atlantic Mining Associates Ltd.**

**Emergency Response Plan / Contingency plan**

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1.	15.03.16	All		Kristín Ólafsdóttir

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## **Introduction**

This document describes the Emergency Response Plan for the NAMA projects.

It shall be updated at the following times:

Every November;

After each emergency response exercise that highlights a deficiency; and

After each incident that highlights a deficiency.

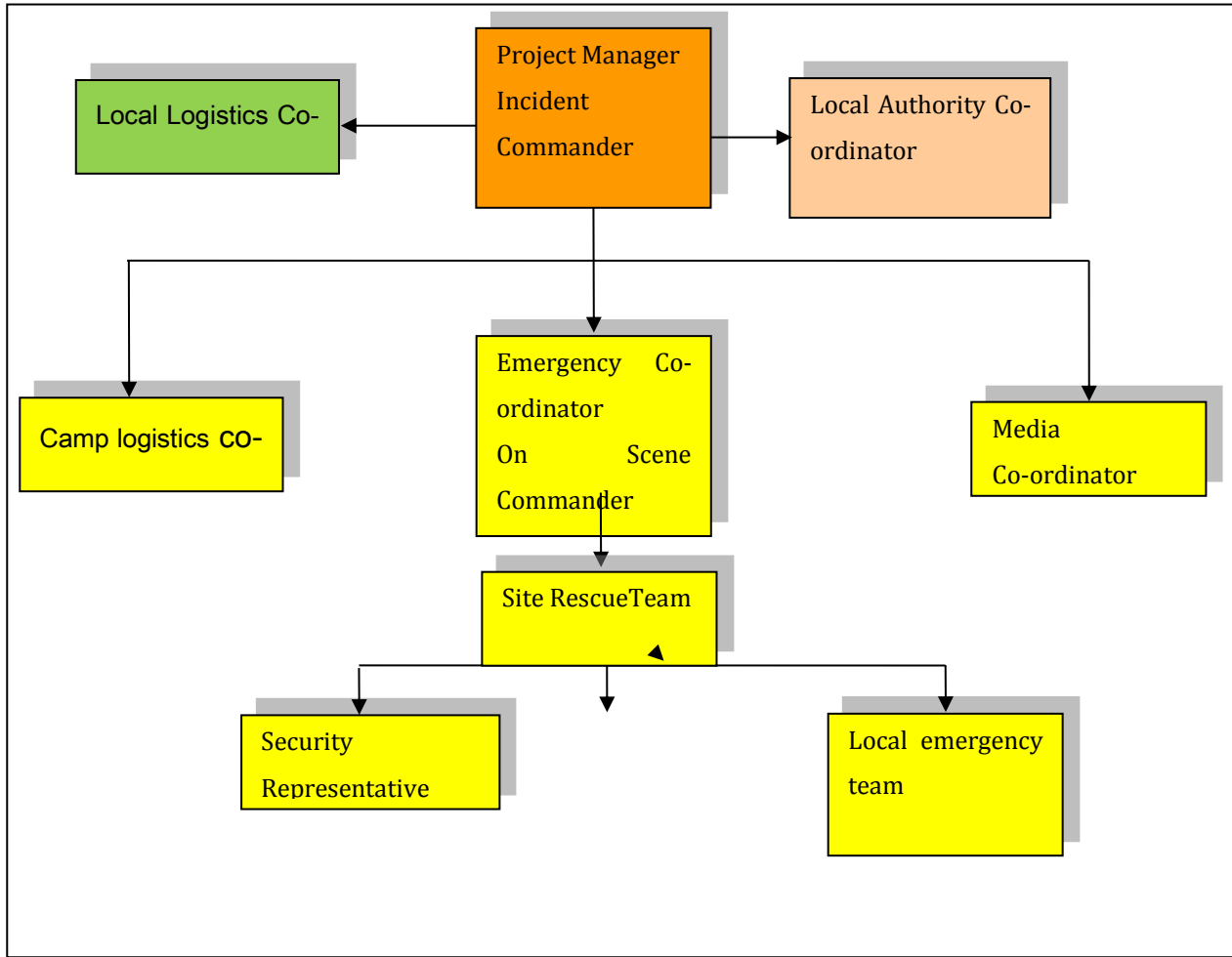
## **1.0 Description**

This Emergency Response Plan includes the following items:

- Serious injury – including,
- Evacuation of sick or injured persons to hospital;
- Oil, fuel or chemical spillage;
- Fire and/or explosion;
- Extreme weather situations;
- Significant damage to equipment;
- Third party damage and disruption;
- Other emergency and safety situations;
- Accident reporting and investigation, and
- Emergency exercises and training.

The Emergency Response Plan comprises the site responsibility hierarchy shown in figure 1, below.

### ERP Figure 1



In order to increase safety awareness regular drills shall be conducted so that employees are conversant and confident with the emergency procedures, are aware of the location of emergency equipment and the operation of the equipment.

## 2.0 Purpose

*The purpose of this Emergency Response Plan is to:*

- Provide NAMA personnel with an efficient and coordinated emergency response plan to minimise the consequences of any emergency situation arising in any aspect of the project activities to meet the needs of employees, the community and the company.
- Define the roles, responsibilities and actions of the Emergency Response Team.
- To work with and support contractors implementing approved emergency procedures to control or minimise any effect that any emergency may have on the project and decrease the risk of injury and/or damage to employees, neighbouring land users, property, the environment and the general public.
- Ensure the safety and health of all personnel associated with NAMA activities.
- When an emergency situation occurs, provide the Emergency Response Team members, employees and contractors with a series of actions that will minimise any serious consequence that could occur.
- Provide guidelines on determining the severity of any emergency situation and the response that is required.
- Provide action cards for each Emergency Response Team member and initial responses for each type of extreme emergency and external contact numbers for use in any emergency situation.
- Establish formal communications protocols during emergency response;
- Establish the requirements for regular coordinated training exercises and drills on likely emergency scenarios.
- Provide the basis for subsequent review and recommendation for on going improvement of the Emergency Response Plan.

### **3.0 Scope**

The scope of this Emergency Response Plan is for any crisis or emergency situation likely to occur during the NAMA Projects.

North Atlantic Mining Associates Ltd. is committed to operating at the highest standards to protect the health and safety of our employees, contractors, the public and the environment. Therefore as part of our emergency preparedness program, the employees of North Atlantic Mining Associates Ltd. will develop and maintain an Emergency Response Plan in compliance with applicable laws and industry standards and norms to ensure a timely and appropriate response to emergencies.



## 4.0 Definition

**Accident** - means any undesired or unplanned event that results in harm to a person /or damage to property or the environment.

**ERP** – means Emergency Response Plan.

**Connectional Hazard Analysis** – means the identification of all potential hazards of the NAMA Project determined by experienced employees and Health and Safety personnel.

**Emergency Response Centre** – means the Office, which will be set up as an Emergency Response Centre.

**Emergency Response Team** – means an organised group consisting of NAMA Management, employees and contractors.

**Emergency** – means an incident occurring which:

Has the potential to cause major loss to people, equipment, materials, process or the environment, has cause or threatens to cause major disruption to Project activities;

Is of significant magnitude to attract wide publicity with the responsibility and the response of the police, and other emergency services.

**Employee** – means an individual who works under the contractor employment, apprenticeship or traineeship with any company working during the Project season.

**Emergency Response** – means actions required addressing all types of emergency situations.

**JHA** – means job hazard analysis. A document showing job steps, potential hazards in each step and control measure to eliminate or minimise each hazard.

**IC** – means Incident Commander

**ICC** – means Incident Command Centre where the Incident Commander manages and organises all assistance needed to aid in an emergency situation

**OC** – means On Scene Commander

The on Scene Commander leads all rescue operations at the location of the accident and reports to the IC

## **5.0 Reference**

Lög um aðbúnað, hollustuhætti og öryggi á vinnustöðum nr.46/1980

## 6.0 Plans

### 6.1 Emergency Classification & Response

Incident Classification and Response

The following table (Table 1) shows the process for a quick decision on the emergency classification and response required for each classification.

Incidents are classified into level A, B or C depending on the severity of the emergency or its potential to become more serious.

Table 1.

EMERGENCY CLASSIFICATION & RESPONSE		
<b>LEVEL A</b>	<b>LEVEL B</b>	<b>LEVEL C</b>
<p>Is a Major Emergency which is a serious threat to the Project and requires urgent response and extreme <b>priority</b></p> <p>Mobilise Emergency Response Team Immediately.</p>	<p>Is a Moderate Emergency which has the escalate into a major emergency</p> <p>Mobilise selected members of Emergency Response Team and keep remainder advised of situation and progress</p>	<p>Is a Minor Emergency</p> <p>This is a minor incident which can be managed by existing operations.</p> <p>Do not mobilise Emergency Response Team but keep them informed of situation and progress</p>

#### Definitions of Levels of Crisis Emergency

Level A – is a major emergency that is a serious threat to the NAMA Projects and requires urgent response and extreme priority. Example - multiple fatalities, single fatality, multiple serious injuries, major environmental spill, major fire, major flooding, snow avalanches, mud slides.

Level B – is a significant incident that has the potential to escalate into a major emergency. Examples are serious injuries, malicious damage, minor environmental spill, minor fire or explosion, heavy rainfalls which could lead to flooding, computer failure or any other which has the potential to escalate into Level A.

Level C – Minor Incident. Examples lost time injury with one to ten days off work, minor vehicle accident or very small environmental spill

## **6.2 Immediate Response**

### **6.2.1 Incident Commander Immediate Actions**

The Incident Commander(Site Manager or delegate) on being notified of a potential emergency will access the situation and proceed with the following:

- Confirm the emergency severity and declare an emergency situation
- Mobilise the Emergency Response Team members to assemble.
- Brief the Emergency Response Team
- Develop an Emergency Action Plan
- Allocate roles to members and hand out duty cards and checklists;
- Manage the team
- Implement and monitor the Emergency Action Plan.

### **6.2.3 Emergency Response Centre**

The Emergency Response Centre is located in the General Office Building. There shall be readily available a copy of this ER Plan, site drawing and photographs, laminated Action Cards and Checklists, writing paper and pens.

## **6.3 Emergency Response Team**

### **6.3.1 Contact Directory**

An up to date phone list and persons nominated to the Emergency Response Team positions is maintained by the Camp Manager and displayed in the Main Office.

This is updated each week as personnel who fill the ER Team positions may be off site.

### **6.3.2 Emergency Response Team Structure**

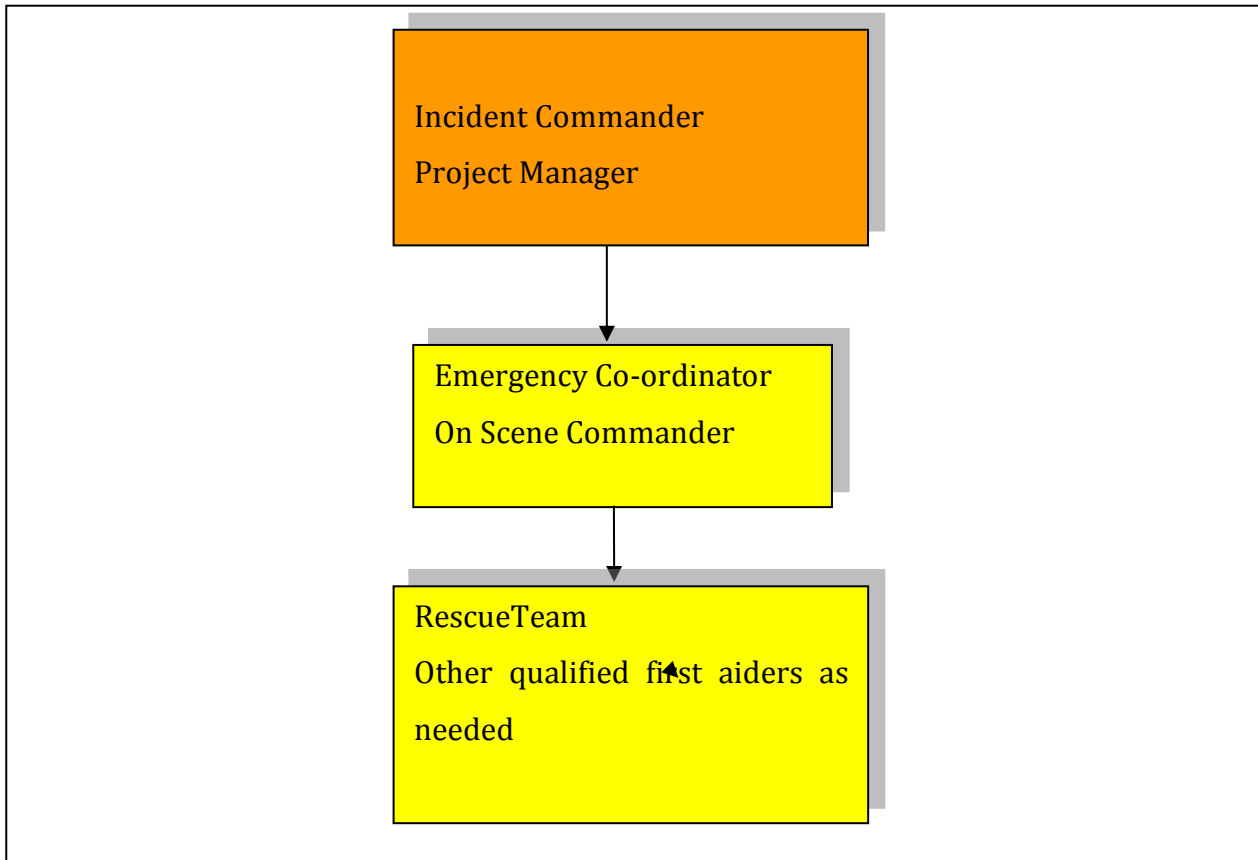
The ER Team Structure is shown in Figure 2, overleaf. The personnel filling these positions will change from week to week depending who is on site.

The Technical Services Manager, the Project Manager and Health and Safety Coordinator shall be available as advisors to the ER Team.

At least two persons and preferably three persons shall be trained in the responsibilities and roles of each ER Team position.

## Figure 2

### Example NAMA Emergency Response Team



### **6.3.3 Team Purpose**

The NAMA Emergency Response Team is to

- Develop an Emergency Action Plan.
- Provide high-level direction to managing any emergency situation.
- Coordinate and implement the Emergency Action Plan.
- Minimise losses associated with any emergency situation.
- Allow operational personnel in the field concentrate on managing the emergency situation.
- The NAMA Emergency Response Team is also responsible for anticipating all potential threats during an emergency situation, and developing and implementing any preventative strategies and plans to minimise their impact if they do occur.

### **6.3.4 Team Responsibilities**

In an emergency situation the NAMA Emergency Response Team responsibilities are to:

- Confirm that an emergency situation is occurring
- Obtain all facts about the emergency
- Establish effective communication channels
- Access the situation
- Identify stakeholders potentially effected
- Identify priority actions in the Emergency Action Plan
- Implement actions from the Emergency Action Plan
- Monitor the effectiveness of actions implemented
- Develop a Recovery Plan to resume operations as soon as possible.
- The NAMA Emergency Response Team should be kept to a small group of five or six with other employees or consultants brought in as necessary to provide specific specialist services.
- If other specialist roles are required the Incident Commander or a person nominated by him/her will notify the specialists and inform them of their roles.

## **6.4 Emergency Response Team Roles & Checklists**

Immediate Response

- Confirm that an emergency is occurring and determine its severity classification Level A, B or C

- Mobilise the NAMA Emergency Response Team and assemble in the Emergency Response Centre
- Allocate roles to each member of the NAMA Emergency Response Team and hand out Action Cards to each
- Give priority to safety and health of employees, contractors and stakeholders;
- Obtain all the facts from the field personnel on and other stakeholders about the emergency situation
- Facilitate with the team members in the development of a prioritised Emergency Action Plan with responsibilities assigned to team members and specialist consultants as required
- Maintain regular liaison sessions with the Incident Commander and brief the Incident Commander of outcomes
- Monitor the implementation of the Emergency Action Plan;
- Facilitate a Recovery Action Plan
- Conduct an Emergency Debrief after the emergency has been closed out.
- Sign off all relevant documentation
- 

The Action Cards for the following positions are shown in Appendix 1;

- Incident Commander
- On Scene Commander
- Security Officer
- Paramedic Officer
- Finance Coordinator
- Human Resources Coordinator
- Liaison Officer
- Scribe

Working Checklists for the following positions are shown in Appendix 2;

- Incident Commander
- On Scene Commander
- Finance Coordinator
- Human Resources Coordinator
- Liaison Officer

- Scribe

## **6.5 Key Threats and Responses**

Table 2, overleaf, is a summary of all potential credible threats that could result in an emergency situation.

These are risk rated and have generic control measures assigned to each threat.

Following Table 2 are crisis responses for all extreme risks.



Table 2 NAMA Project Identified Key Threats

Potential Crisis	Likelihood	Consequence	Level of Risk	Consequence	Control Measures
Serious Injury requiring evacuation to hospital	D	5	E	Disabling injury, time off work, adverse publicity	S&H Management Plan, training, inspections, corrective action follow up
Oil/ Fuel Spillage	C	4	E	Ground/water contamination, adverse publicity	Meeting design standards, Inspection of facilities, training
Significant Damage to Equipment	C	4	E	Loss of production, expense and possible serious injury	Training, inspections, maintenance schedules
Extreme weather situation e.g. flooding due to heavy rainfall or an avalanche	B	4	E	Loss of equipment, expense and possible serious injury	Induction, design of buildings, maintenance of drainage systems, reviews of weather forecasts, evacuation plan.
Fire/explosion, in a building, helicopter, vehicle or boat	C	4	E	Damage/loss of facilities, environmental contamination, adverse publicity	Inspections, monitoring programs, Fire training and drills.
Helicopter accident during a slinging operation	C	4	E	Fatality or serious injury	Inspections/risk assessment prior to operation. Use qualified personnel.
Civil Threat	E	4	H	Serious injury, damage to facilities	Procedure, training
Lost Person	E	4	H	Serious injury or fatality	Procedure, , induction, training
Working over or close to water	C	3	H	Serious injury or fatality	Procedure, protective equipment.
Communication's failure	C	3	H	Loss of production/information	Back up systems
Discrimination/Harassment Claim	C	3	H	Legal action, adverse publicity	Policy, training

Flooding	D	4	H	Loss of production, damage to facilities	Flood protection, inspections, audits
Injury to Third Party on a Site	D	4	H	Injury, serious injury, adverse publicity	Induction, supervision
Murder/Suicide	E	5	H	Fatality, adverse publicity	EAP, supervision
Rare Flora/Fauna Removal	D	4	H	Litigation, adverse publicity	Identification, education, signage
Burglary/Theft	D	3	M	Loss of assets	Security inspections, procedures
Food Poisoning	D	3	M	Injury/disease, adverse publicity	Food hygiene inspections, contract conditions

Level of Risk Ratings (as per AS/NZS 4360)

E = Extreme H = High

M = Moderate

L = Low

### 6.5.1 Fatality/Serious,Injury

Response:

- Arrange for safe removal of other employees, contractors and the public from any dangerous situation
- Secure the area and do not allow any disturbance to the area
- Allow only designated personnel into the area
- Call the Emergency Response Team and external emergency services Organisations if required and escort these to the area
- Commence rescue activities
- With police make contact with the next of kin
- Offer next of kin required counselling services and any welfare needs
- Arrange appropriate counselling of affected site personnel
- Develop an Injury Management Program for any injured personnel
- Prepare an immediate media statement for internal and external dissemination
- Co-operate with police and / or emergency services
- Develop a commercial / insurance / legal action plan
- Develop a Recovery Plan
- 

The Emergency Response Plan is activated when the Site Manager or the person responsible for first aid decides that one or several people's needs immediate attention by which time an emergency status is established. A special section of the camp complex is outfitted as first aid room and treatment centre.

The Site Manager is responsible for all other initiatives. In addition there is a Paramedic responsible for first aid.

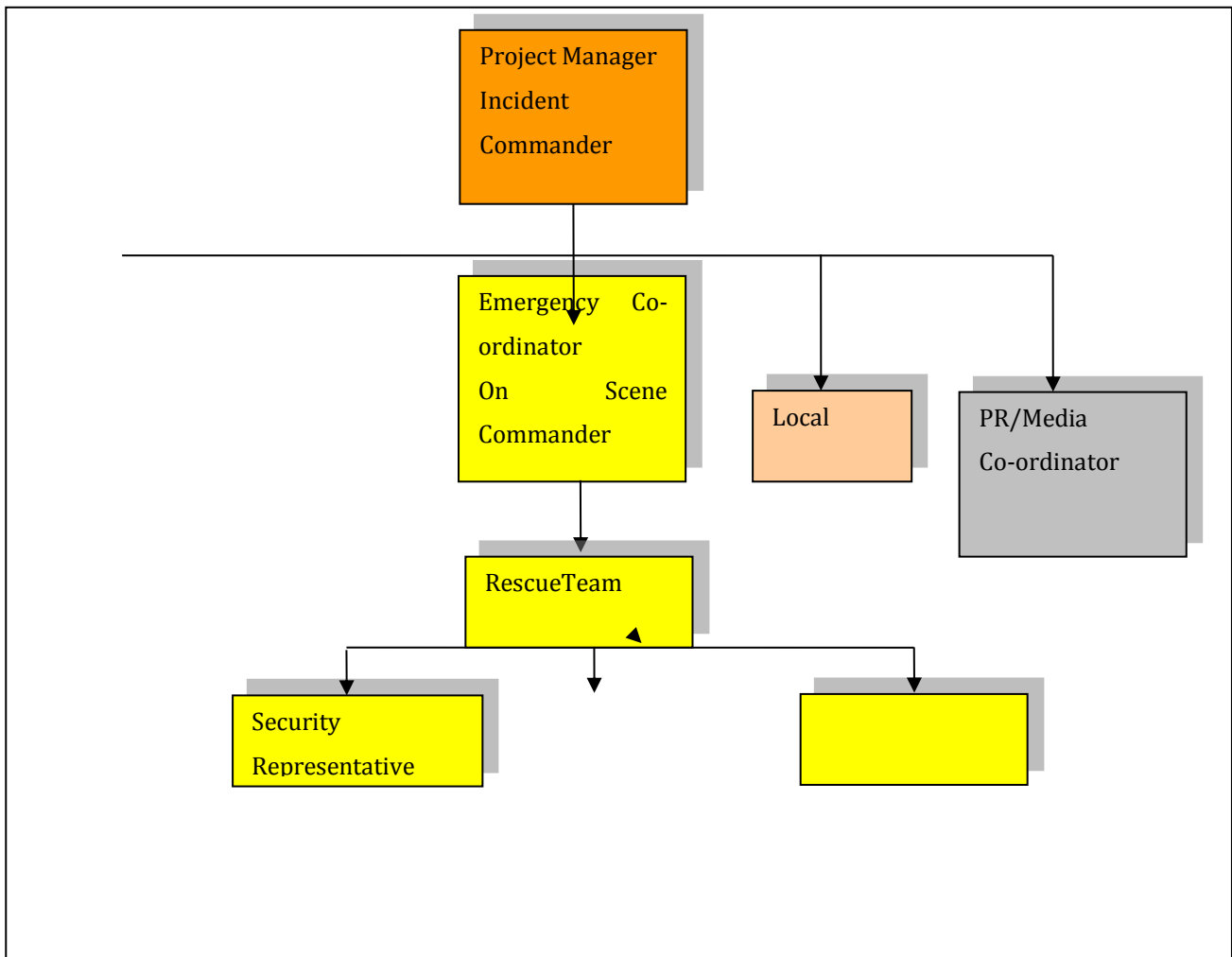
The Emergency Response Plan ceases when the patient(s) has (have) arrived at the hospital or has been treated by the authorized physician on site.

Immediately after an emergency situation, a detailed report shall be prepared of the events in relation to the accident.

A follow up on the injured's general condition is conducted and this is reported as part of the daily duties.

The Emergency Evacuation Plan for the site is shown in figure 3 below.

**Figure 3 Emergency Evacuation Plan**



### 6.5.2 Oil/Fuel Spillage

Response:

- Contain the spillage to a smaller area as possible
- Limit to access to area to only clean up personnel
- Report spills to the relevant authorities
- Develop a Clean-up and Disposal Action Plan
- Implement the Plan.

#### a) Introduction

Fuel tanks at the NAMA Project are bladder type in lined bunds or special specially designed bunds in order that any spill can be contained and collected. Other storage will be in 200 litre drums. Drums will be contained in specially designed bunds to collect any overflow or leakage. The largest risk of spillage to the environment however, is in connection with

handling of the fuel from tanks to drums for transport. All spills shall be reported to the Project Manager. All spills shall be documented with type of fuel/oil and what remedial action was taken.

**b) Handling of Oil / Fuel or Chemical**

Be aware of all directions and rules for work with oil, fuel or chemical.

Always carry personal protection equipment required for handling the material.

During transport of fuel there must always be a clear communication to the main Emergency centre.

There will be spade, shovel, broom, empty drums and fire extinguishers by every fuel deposit.

Show extra caution and avoid any spilling of fuel, oil or chemical during handling.

**Small Quantity of Waste**

Limit the waste as quickly as possible.

Note details of the spill and inform the Site Manager.

If the spill happens inside the established berms, the waste must be collected and pumped into 205 litre drums for destruction.

Utilize separate hoses for pump which have been placed for possible waste situations.

If the spill happens outside the established berms, then the contaminated soil is excavated and deposited in a designated container. The collected soil must be destroyed.

The Site Manager and Health and Safety Coordinator shall be responsible for ensuring the clean up work is completed to a satisfactory level in compliance with the local laws and regulations

**Larger Spills**

Limit the magnitude of the spill as quickly as possible.

Call assistance and inform the Site Manager about type and amount of the spill.

If the spill occurs within the established berms the waste shall be collected in 205 litre drums for destruction.

Use separate hoses for the pump.

If the waste happens outside the existing berms the contaminated soil must be collected immediately and the soil placed in designated containers. The contaminated soil must be destroyed. (Recycled)

The Site Manager and Health and Safety Coordinator shall be responsible for ensuring the clean up work is completed to a satisfactory level in compliance with the local laws and regulations

## **Reporting of Spills**

The Site Manager shall be responsible for the statutory reporting of spills with the assistance of the Health and Safety Coordinator.

- Fuel Types
- Diesel oil (main fuel)
- Jet A-1 (held in 200 litre drums stored in various locations in special berms)
- Gasoline (small amounts for small vehicles and tools)
- Hydraulic and lub oil
- Gas for cooking
- Absorbent mats
- sealing equipment for tanks and drums
- Large waste bags
- Vinyl gloves
- Container for used absorbent materials

### **Emergency**

- Contain the spillage to a smaller area as possible
- Advise relevant statutory authorities spillage details as soon as possible
- Develop a Clean-up Disposal Action Plan
- Note amount, position and time of the spill
- Document all relevant information
- Implement the Plan.

### **Reporting Spillage**

The Site Manager shall be responsible for the statutory reporting of all spills.

## **6.5.4 Fire and/or Explosion**

### **Response:**

- Safe removal of employees, contractors from any dangerous situation
- Secure the area and do not allow any disturbance to the area
- Allow only designated personnel into the area
- Call required external emergency services Organisations and escort to the area
- Arrange for required equipment and personnel for any clean-up recovery work
- Proceed with recovery clean-up work in a safe manner

## **a) Introduction**

A possible fire could occur in the following areas:

Generators

Electrical equipment/ radiators/heating tubes

Local vegetation

Before any fire extinguishing commences, the Site Manager or Incident Commander will decide how the fire shall be handled. It will also be determined if such an operation is justified against the value of the burning materials, which may be allowed to burn out. In this situation the fire extinguishing activities will be reduced to limiting the extent of the fire.

In case of an explosion the Site Manager and the manager responsible will ensure that all personnel are accounted for and plans determined for the possible evacuation of injured personnel.

They are: 2kg up 20kg Dry Chemical Fire Extinguishers for ABC fires. CO2 Fire extinguishers for Electrical fires.

All Fire Extinguishers Will be EU Approved

The equipment shall be inspected on a monthly basis by the Safety and Health Officer.

For every fire/explosion the Site Manager is responsibility for preparing a report on the fire incident, cause, attempts to extinguish as well as personnel and material damages. In addition, the Site Manager shall, after a fire, ensure that the stock of fire extinguishing equipment in the Camp is replenished as soon as practicable.

## **b) Procedures for every fire situation**

Call others around you with the words," Fire, Fire, Fire",

For smaller fires, immediately start fire extinguishing using appropriate equipment.

For larger fires inform details of the fire over VHF radio with the words "Fire! Fire! Fire!".

Indicate the position/location and type of the fire.

If safe to do so, start immediately fire extinguishing activities with appropriate fire extinguishing equipment and wait for additional instructions.

Responsibility for fire extinguishing

Persons at the scene of a small fire may attempt to control the fire by use of available fire extinguishing equipment, such as fire extinguishers and hoses, if they have been trained in the use of the equipment and it is safe to do so.

The Site Rescue Team shall be responsible for the fighting of all large or out-of-control fires.

**c) Fire in the Camp complex**

Power supply to the affected area shall be cut and equipment, combustible materials, fluids and gas shall be removed.

The fire extinguishing shall be commenced by available personnel in the camp if it is safe to do so until the Site Rescue Team arrives.

For larger fires with intense heat generation the neighbouring buildings are cooled by spraying water on the buildings.

**d) Fire in the vegetation**

Fire extinguishing shall be conducted with available and appropriate fire extinguishing equipment (water, extinguishers, fire beaters etc).

If the fire is violent and spreads quickly e.g. because of strong wind, it may be necessary to establish a fire break by removing vegetation and soil and pulling this to a berm on the wind side and soaking this berm with water.

After the fire, the Site Manager shall establish a fireguard whose responsibility it is to monitor the area in order to prevent fresh outbreak of the fire. The fireguard will continue as long as considered necessary under the circumstances.

There is an aluminium box measuring 1X2X8m which contains the following equipment for fire extinguishing at the site:

- |   |   |
|---|---|
| 4 EA. 12 kg power extinguishers             | 1 EA . Sheet cutter                         |
| 1 EA. First aid box                         | 1 EA. saw (hand saw)                        |
| 1 EA. axe for penetration of metal fuselage | 1 EA. Hacksaw w/spare blade                 |
| 1 EA. smaller axe                           | 1 pair insulated cutting nippers for cables |
| 1 EA. crowbar                               | 1 EA. knife                                 |
| 1 EA. hammer                                | 1 EA. fire impregnated blanket              |
| 1 EA. chisel                                | 1 pair fire impregnated gloves              |

**h) Explosion/Gas**

In case of explosion the Site Manager or the area Superintendent shall immediately make contact with the relevant authorities and institutions.



A security zone shall be established a minimum 500 meters from the site of explosion until the Security Representative issues a permit to inspect the accident site.

### **6.5.5 Extreme Weather**

For extreme weather situations it is required that that all Safety Representatives show particular attention to safety of all site personnel. If the Site Manager judges it necessary, a guard shall be established during an extreme weather situation, as can for example be during extensive rain or snowfall, which may result in flooding or mud slide dangers.

#### **a) Flooding**

In case of flooding, or the potential for flooding, the water or potential watercourse should be held back by digging trenches and/or placing material to form earthen bunds. These barriers are to be placed to direct water flows away from the camp and infrastructure, including the living quarters, power generators, etc.

Evacuation of non-essential personnel is required if the flooding has a high potential of placing the camp in jeopardy.

After accounting for all personnel, non-essential personnel should be transported to a safe location. By Helicopter, boats or on foot. The Site Manager shall coordinate the response to this situation with department heads and inform NAMA regularly of status.

### **6.5.6 Significant Damage Camp / Equipment**

#### **Response:**

- Safe removal of employees and contractors from any dangerous situation
- Secure the area and do not allow any disturbance to the area
- Allow only designated personnel into the area
- Call required external emergency services organisations if needed and escort to the area
- Develop a Job Hazard Analysis(JHA) for any remedial clean-up action
- Arrange for required equipment and personnel for any clean-up recovery work
- Proceed with recovery clean-up work as per the JHA.

### **6.5.7 Third-Party Damage / Disruption**

#### **Response:**

- Arrange for safe removal of all employees and contractors from any dangerous situation
- Secure the area and do not allow any disturbance of the area
- Do not engage in any conflict with third party personal
- Go to next assembly point and wait for instructions from Site Manager
- Call police and /or emergency service organisation and escort to the area
- Follow directions given by the police
- Develop a Recovery Plan
- Implement the Recovery Plan.

### **6.5.8 Other Security and Emergency Situations**

The following is a description of other emergency situations where people may be involved. It is required that personnel who are involved directly or indirectly in incidents, to make contact with the Site Manager who will determine appropriate actions.

### **6.5.9. Fatality/Serious Injury.**

Solo accidents. In this case it must be made clear that if a person is to go outside the main area that they carry a portable VHF radio, so the camp may be contacted and help established if needed. Anyone walking about on his/her own is required to report the planned route and expected return time to camp security.

Accidents by the beach and the sea. In connection with loading or unloading of a ship, necessary provisions shall be established. Both life buoys/belts on barges and boats and other first aid equipment shall be available to assist possible accidents. Life jackets shall be worn at all times during mooring operations. A boat shall be available for any rescue operation at all times when persons are working over or near the water.

## **6.6 Accident Investigation**

An accident investigation shall be carried out after all accidents and 'near misses' and the subsequent report copied to the relevant authorities. The Accident Report will include, but will not be limited to the following:

- Time and place for the accident, inclusive the position (coordinates) for the accident;
- The weather and visibility
- An objective description of the events and the accident causes
- A describe the causes of the accident
- A description of the steps taken to bring the situation under control or to minimize damage
- Proposals on how similar accidents may be prevented in the future
- Modify the Emergency Response Plan and procedures to reflect any procedural change.

## **6.7 Emergency Response Exercises & Training**

### **6.7.1 Training of Emergency Response Team Members**

The Site Manager shall develop a training plan for the training of all SR Team members and alternates in their responsibilities and roles.

### **6.7.2 Site Rescue Team Training**

The Safety and Health Coordinator shall develop a Site Rescue Team for employees and contractors. The Safety and Health Officer shall develop a training plan for the members of the Site Response Team, which includes scheduled exercises.

### **6.7.3 Emergency Response Exercises**

The Site Manager shall develop an Emergency Response Exercise Plan to conduct exercises of the highest rated emergencies over a two year period.

A draft Emergency Response Exercise Plan is shown in Table 3.

**Table 3 Emergency Response Exercise Plan**

Timing	Type of Emergency Exercise

In addition, fire training shall take place every quarter and all personnel on site shall undertake rudimentary fire extinguisher training during site induction.

All exercises shall have a code name for identification of an exercise.

A debrief shall be conducted after each exercise to record in a report the description of the exercise, adequacy of communications, the outcomes and the recommendations for improvements to the ER Plan and any future exercises.

## **Appendix 1. Action Cards**

Incident Commander

On-Scene Commander

First Aider duties

Safety Officer

Scribe

Human Resources Coordinator Duties

### Incidents Commander Duties

- Assess the situation and/or obtain a briefing from the On-Scene Commander
- Activate appropriate level of evacuation and response
- Determine incident objectives and strategies
- Establish the immediate priorities
- Establish an Emergency Response Centre
- Establish an appropriate organization and assign Duty Statements and Worksheets
- Ensure planning meetings are scheduled as required
- Co-ordinate the development and authorise the implementation of a prioritised Incident Action Plan
- Ensure that adequate safety controls are in place
- Approve requests for additional resources or for the release of resources
- Keep Company Management and employees/contractors informed of incident status
- Approve the use of trainees, volunteers, and auxiliary personnel
- Authorize release of information to the news media in conjunction with the Public Relations/Media Co-ordinator
- Declare the end of the Emergency situation and the demobilization of personnel when appropriate.

Note: The key to success is command and control. The Incident Commander, alone, has responsibility for all activities, resources, and decisions relating to the incident. Transfer of command should be made in a manner that maintains continuity. When command is

transferred at this level or any other level, all subordinates to the transferred level must be notified.

### **On-Scene Commanders Duties**

- Review and assign responsibilities to all involved personnel
- Input the Operations portion of Incident Action Plan
- Brief and assign Operations personnel in accordance with Incident Action Plan
- Supervise Operations
- Determine personnel and equipment needs and request additional resources
- Notify the Incident Commander of the activation of the Operations units including names and locations of assigned personnel
- Manage the personnel and equipment involved in the incident to minimize the risk to personnel
- Assemble and disassemble personnel assigned to Operations
- Report information about special activities, events, and occurrences to the Duty Controller.

### **First Aiders Duties**

- Review and assign responsibilities to all involved personnel.
- Adhere to site medical protocols.
- Follow procedures for handling any major medical emergency involving incident personnel.
- Conduct triage if required.
- Record and track the movement of all patients.
- Provide medical aid and transportation for injured or ill personnel.
- Assist in the processing of all work-related injuries or deaths of personnel.

### **Safety Officers Duties**

- Organize and supervise assigned personnel to control access to the incident scene.
- Oversee the placement of the Isolation Lines.
- Track the movement of persons passing through the Isolation Line to ensure that long-term observations are conducted.

### **Scribe Duties**

- Set-up documentation area and begin organisation of incident files.

- Record all actions associated with the incident in a chronological order on a board in the Crisis Control Centre.
- Establish duplication service and respond to requests.
- File all official forms and reports.
- Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- Provide incident documentation as requested.
- Store files for post-incident use.

### **Human Resources Coordinator Duties**

- Make victim next-of-kin notifications in the event of serious injuries and/or fatalities
- Establish a communication system to provide information to employees
- Track medical facilities to which victims are sent
- Monitor medical condition of victims
- Provide appropriate benefits and support to victims and next-of-kin
- Provide crisis counselling services to employees
- Coordinate release of victim information with the Crew Public Relations/Media Coordinator at the Head Office.
- Brief the Incident Commander with appropriate information regarding employees, victims, and next-of-kin.

## Appendix 2 Checklists

Incident Commander Checklist				
Activity Check	Action Taken	Time	Date	Sign Off
<b>Prior To Emergency</b>				
Nominate and train alternative Duty Controllers.				
2. Nominate NAMA Rescue Team members and alternates and facilitate training in their functions and roles.				
3. Arrange for a scheduled update of the NAMA Emergency Response Plan.				
4. Develop and implement Emergency Response exercises for all potential major threats / emergencies on a scheduled basis.				
5. Maintain communications systems at all times with field locations.				
<b>During Emergency</b>				
1. Classify emergency severity classification level A, B or C.				
2. Mobilise NAMA Rescue Team.				
3. Allocate roles to team members.				
4. Obtain facts on crisis from field personnel.				
5. Brief Team members on facts of crisis.				
6. Develop prioritised Emergency Action Plan.				
7. Liase with and inform statutory contracts of the situation.				
8. Liase with other potentially affected stakeholders.				
9. Determine need for specialist consultants/Advisors				
10. Obtain regular emergency situation updates from field staff and pass on to team				



members.				
11. Decide who should visit the emergency scene and arrange visit.				
12. Facilitate and monitor Recovery Management Plan.				
<b>After Emergency</b>				
1. Declare end of emergency.				
2. Implement the Recovery Plan.				
3. Arrange for all documentation to be collected and securely stored.				
4. Conduct a post emergency review with Team members and other participants and develop an Emergency Response Corrective Action Plan.				
5. Update the NAMA Emergency Response Plan.				
6. Inform all stakeholders of the outcome of the review and changes to the NAMA Emergency Response Plan.				

<b>On Scene Commanders Checklist</b>				
Activity Check	Action Taken	Time	Date	Sign Off
<b>Prior To Emergency</b>				
1. Organise training for Safety Officer and First Aider in their duties.				
2. Implement Communication links and protocols with Control Centre.				
3. Develop security protocols and plan for the site.				

4. Train alternate Emergency Co-ordinators				
During Emergency				
1. Assess the onsite incident situation.				
2. Report to the Incident Commander on the incident details.				
3. Classify the Incident.				
4. Determine personnel and other resources to manage the incident.				
5. Organise personnel and other resources required.				
6. Keep the Incident Commander informed of the status of the incident.				
7. Input into the Emergency Action Plan.				
8. Implement the Emergency Action Plan.				
9. Review personnel and other resources to cover shifts.				
After Emergency				
1. Collect documentation used during the emergency and deliver to the Incident Commander				
2. Review operational and equipment performance and make recommendations for improvements				
3. Conduct final debrief with RescueTeam				
4. Write "After Incident Report"				

Scribe Checklist				
Activity Check	Action Taken	Time	Date	Sign Off
<b>Before Emergency</b>				
1. Locate and equip the ER Control Centre with:				
<input type="checkbox"/> Phones/faxes <input type="checkbox"/> Current maps/drawings <input type="checkbox"/> ER Manual <input type="checkbox"/> Two-way radios <input type="checkbox"/> Emergency lighting <input type="checkbox"/> Phone message log sheets <input type="checkbox"/> Whiteboard & markers Butcher's paper <input type="checkbox"/> Overhead projector <input type="checkbox"/> Computer and printer <input type="checkbox"/> Group telephone directory <input type="checkbox"/> Writing pads and pens <input type="checkbox"/> Television and video unit				
2. Implement Communication links and protocols with Site Team and key Stakeholders				
3. Develop security protocols and plan for the ER Control Centre				
4. Train support team for back-up including telephonists, receptionists, secretaries				
5. Train alternate Scribes				
<b>During Emergency</b>				

1. Set up the ER Control Centre and ensure communications systems are in place: <input type="checkbox"/> Phones <input type="checkbox"/> call registers <input type="checkbox"/> overhead projector <input type="checkbox"/> fax <input type="checkbox"/> dedicated lines <input type="checkbox"/> electronic whiteboard - <input type="checkbox"/> mobile phones <input type="checkbox"/> - appropriate signage				
2. Activate communications links to Incident site.				
3. Prepare emergency action board for incident logging and recording of events.				
4. Activate clear communications links with the incident scene.				
5. Implement ER Control Centre security plan and brief security people.				
6. Brief receptionists, telephonists and Support Team.				
7. Deploy Support Team, including log keepers, secretaries, security, and runners.				
8. Confirm Media Room location and assist set up with Media Co-ordinator				
9. Organise catering				
<b>After Emergency</b>				
1. Collect documentation used during the crisis and deliver to the Commercial Services Co-ordinator				
2. Review operational and equipment performance and make recommendations for improvements				

3. Conduct final debrief with ER team				
4. Confer with Incident Commander regarding access to logs and records of the crisis				
5. Write "After Incident Report"				

Human Resources Co-ordinator Checklist				
Activity Check	Action Taken	Time	Date	Sign Off
<b>Before Emergency</b>				
1. Ensure a system for providing up-to-date employee and next of kin contact details to the ER Control Centre and ER Team.				
2. Develop a system for gaining up-to-date information on all employees working with at any one time.				
3. Develop procedures for effective employee crisis communications.				
4. Prepare list of internal/external resources e.g. Psychologists, clergy, doctors, etc., to assist employees or next of kin.				
5. Develop and ensure organisational compliance with all HR /ethical policies and procedures.				
6. Develop guidelines for who communicates with next of kin and how this will occur.				
7. Develop guidelines for post-trauma and after-care counselling.				
8. Establish Employee and Next of Kin Counselling Service.				
<b>During Emergency</b>				
1. Deliver relevant employee/ contractor records as required by the ER Team				
2. Liase with the Public Relations/Media Co-ordinator to develop message strategy for employees				

3. If necessary determine plans for outgoing/incoming rosters				
<b>During Emergency (cont.)</b>				
4. Establish a chart/board to register employee status during the emergency in conjunction with other Co-ordinators.				
5. Implement “employee fatality” communication procedures: Advise immediate family Deploy appropriate Crew staff to visit families.				
6. Brief and mobilise professional counsellors.				
7. Monitor in-house crisis impact, particularly morale and rumours.				
8. Monitor trauma effects, mobilise peer support group and supply counselling.				
9. Provide victims with protection from the media.				
<b>After Emergency</b>				
1. Review effectiveness of ER plan with Incident Commander and debrief support team.				
2. Provide prompt information to families on insurance, superannuation/pension entitlements in the case of fatality or serious injury.				
3. Determine long-term counselling and support strategy for victims, their families and employees.				

4. Assess the need for counselling the ER Team and support team.				
5. Keep employees well informed of the company's position.				
6. Write "After incident Report".				