CCM T14-M

Major Incident Response Plan

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Appendices

1. Introduction

CENVE is a safety conscious company, and we try to take all possible precautions to avoid situations that may threaten the safety or lives of our employees, their families, suppliers, customers and other members of the community. However, in the event of a major incident CENVE managers will make every reasonable effort to minimise damage to employees, assets and corporate reputation and to provide stakeholders with timely, accurate information as appropriate.

A major incident is one that involves;

a. Fatal injuries

b. Multiple injuries that affect a number of people

c. Serious injury to a member(s) of the public

d. High profile incident presenting risk of injury to persons or serious property damage

e. Other issues that may affect the operation of a project, being constructed or a facility being managed or operated by CENVE

Examples include but are not limited to

a. Fire or explosion

b. Structural collapse

c. Tower crane collapse

d. Scaffold collapse

e. Failure of a crane load particularly over public areas

Stakeholders may include, but are not limited to, employees and their families; suppliers and vendors; appropriate government, regulatory officials and emergency services; general media and trade press, neighbours and members of the community. The company will communicate with these audiences using the most expedient technologies and vehicles available through the official CENVE communication channels. Individuals must not speak directly to members of the press without prior agreement with Group Communications.

This major incident plan has been developed to assist projects or establishments organise themselves to deal with a major incident. The objectives of this plan are to:

a. Identify efficient and effective actions that will need to be taken after a major incident

b. Identify the key areas of focus teams and people required to lead activities or actions

The key areas and teams of focus in the event of a serious accident are as follows;

a. Immediate aftermath

b. Accident Investigation

c. Care and communications

d. Project Recovery

For a recommended Accident Management Structure please refer to App. T14-M0 for an example of an Accident Response Structure.

This document will form part of the CENVE Business Continuity Plan. This document should be used in conjunction with S15 of the Safety Management System titled 'Immediate Actions Serious Incident'.

2. Immediate Aftermath

In the immediate aftermath of a serious incident the priority for the Project Leader/Senior Leader will be to ensure the injured person is looked after and that the emergency services are informed immediately. People will be in shock but it is important to put certain arrangements in place as soon as possible.

It is important to note that at this stage of the incident an Emergency Co-ordinator should be appointed to co-ordinate the gathering of important information and details, and to provide instructions to the people on the site. The role of Emergency Co-ordinator will automatically default to the Project Leader if a specific appointment is not made.

The Project Leader will need to ensure the following is actioned:

a. Make first aiders aware of the incident, they will need to attend to the injured party.

b. Contact emergency services.

c. Contact the Business Unit Leader, Group H&S Director and HR Director to make them aware of the incident.

d. Isolate and protect the accident location and associated plant and equipment.

e. Appoint an Incident Co-ordinator to control all operations and communication.

f. Take photos of the incident scene.

g. Isolate witness and begin taking witness statements.

h. Collect names and contact details of everybody present on site.

i. Capture names and addresses of all those directly affected.

j. List names of all those due to be at work on the site/office but are not currently on site.

k. Ensure the scene is left undisturbed unless the situation dictates that for safety reasons things need to be changed.

3. Accident Investigation (likely to commence 6 – 24 hours after the incident)

CENVE has a designated Incident Investigation Leader to respond to any major incidents on any of our projects or premises. The Incident Investigation leader will always be the HS&E Director for the group, he will be responsible for co-ordinating sufficient support and resources to assist with the investigation from other members of the HS&E Team and/or other specialists as required.

The Incident Investigation team will ensure the following is auctioned:

a. Establish a control room as a focus for all communications and evidence gathering.

b. Liaise with the police, Health and Safety Executive and other legal bodies.

c. Ensure First Aiders are debriefed.

d. Appoint internal lawyers to guide and support those having to provide statements.

e. Ensure Insurance Manager is informed of situation immediately to brief insurers.

f. Arrange for recovery of personal belongings from site only when access is made safe.

g. Set up daily update and review meetings between Incident Investigation team, care and communications team and project recovery team.

4. Care and communications

In the event of a major incident the wellbeing and emotional health of people affected will need to be a priority. It will be the responsibility of the Care and Communications Team to manage all people issues. The Care and Communication Team led by the HR Director will ensure the following is actioned:

a. People/Family Liaison person appointed by the HR BP.

b. Contact CIC and arrange attendance on site (office) if project team have not already done so.

c. Utilise CIC to brief managers as to the effects people may experience.

d. Ensure timely and sensitive communication with relatives and any other affected person.

e. Liaise with the Police Family Liaison Officer to ensure consistency of information.

f. Arrange for accommodation and travel for close family of the injured person if required.

g. Project staff and workforce should be managed carefully, some may prefer to be sent home, others will want to stay on the project or relocated to head office but will need to be kept occupied (see site recovery).

h. Arrange transport to ensure people get home safety.

i. Arrange hotels/accommodation for family members and employees where required.

j. Determine payment to those unable to work with the objective view that no person should be adversely affected.

k. Obtain board level authorisation before any interim ‘without prejudice’ payment is to be made to affected individual/family.

l. Contact Payroll to agree payments going forward.

m. In the event of a fatality confirm date of death and details to payroll and process going forward.

n. Do not release name of person affected without agreement from relatives or directly affected individuals.

o. Issue regular communication updates to site personnel and business.

p. Allow for the possibility of injured and deceased family members wishing to visit site.

q. Arrange for people who were close to the incident to have some quiet time to visit the site on their own if they wish.

r. Plan the induction process for all employees and sub contractors returning to site.

s. Consider a Tribute Service if appropriate.

t. Consider a ‘buddy’ system for those retuning to work.

u. Directors, HR, senior managers to be visible during in the aftermath and also when site reopens

v. Monitor wellbeing of site personnel during return to work.

w. Ensure CIC are present during return.

x. Ensure communication is appropriate e.g. if any affected employee is not a direct employee then contact will be made with the sub-contractor employer if appropriate, contact must be with the MD of the sub contract company or Director.

It should be noted that this type of support may need to continue for teams of people or individuals for a length of time to help them come to terms with the incident that may have affected them.

5. Site Recovery

The Site Recovery Team will focus on recovery of the site to re-establish operations. It is important that, where possible, the site is returned to a state that allows for day to day operations to continue.

The Site Recovery Team will usually be led by the Project Leader and will ensure the following is actioned;

Assess viability of site recovery. Things to consider are investigation status, structural safety of buildings or areas affected and whether there are appropriate resources available to re-establish operations.

a. Ensure the team are in possession of up to date site plans

b. Put together an induction plan for all employees and sub contractors returning to site

c. Liaise with the Care and Communication Team in relation to

    1. Site induction process for all employees and sub contractors returning to site

    2. Arrangements for a Tribute Service if appropriate

    3. Consider a ‘buddy’ system for those retuning to work

    4. Directors, HR, senior managers to be visible during the aftermath and also when site reopens

    5. Monitor well being of site personnel during return to work

People who work on the site may want to remain at work during the site recovery. There will be the option to send people home but past experience has taught us that members of the team want to feel useful and ‘do’ something to avoid dwelling on the incident and what they have experienced. They will also gain support from each other to aid their rehabilitation of the incident.

A proactive way to deal with this is to create work streams and include the people willing to participate to develop and manage a particular steam of work. These work streams could include;

a. Site recovery – see above

b. Project recovery – how do we get the project back on track?

c. Logistics – removing of damaged materials, how do we get materials delivered to site, what are our transport issues and how do we address them

d. Induction – design and arrange the induction for when people return to work.

6. Co-ordination and communication across the teams

It is essential that the teams involved in any part of the incident communicate continuously to ensure clear co-ordination of activities. The Incident Investigation Leader will set specific times to meet and review progress daily but the Care and Communications Team will need to liaise closely with the Project Recovery Team in relation to supporting people, including the family members, and the project recovery process.

7. Managing the on-going well being of people affected by the incident

There will be some ongoing activities that need to be managed to ensure the well being of people affected by the incident. These will include:

a. When people transfer to another project, inform the new Project Leader of how the individual was affected by the incident and any potential special care considerations

b. Keep in regular contact with the individuals who will be involved in the legal proceedings. HS&E Teams will need to make sure that the individuals are supported and at least check in with them on a regular basis or before any police or legal contact

c. Offer first aiders a break from this responsibility if they wish

d. On the anniversary of the incident the Business Unit Leader and/or Project Leader may want to contact the victim/family and pay their respects

e. On the anniversary of the incident the HR Director should call the project members affected by the incident to offer support if needed.

8. Contact Lists

8.1. Incident Investigation Team

The Incident investigation Team will always be led by the Director for HS&E or their delegated deputy, and supported by the relevant members of HS&E Team

Role	Name	Work Telephone	Mobile No.	Email
HS&E Director				
Relevant Business Unit HS&E Leaders				

8.2. Care and Communications Team

The Care Team will focus on supporting people and ensuring communications are appropriate. This team will be led by the relevant HR Team and supported by a member of Corporate Communications.

Role	Name	Work Telephone	Mobile No.	Email
HR Director				
HR Staff				
HR Staff				
Corporate Comms				
Payroll				

8.3. Site Recovery Team

In the event of a Project specific incident, the recovery team will be led by the Project Leader and relevant Business Unit Leader.

Role	Name	Work Telephone	Mobile No.	Email
Project Leader				
Business Unit Leader				
Business Unit Leader				

9. Preparing site operations in the event of an incident

This document should be completed as part of the Project HS&E Launch meeting and should form part of the Project HS&E plan under the title of emergency procedures.

This document will allow projects /establishments to plan who to contact and how in the event of a serious incident. This document should be completed by the project team and communicated to the key members of the team so they are fully briefed. Ensuring it is updated as required as personnel changes on the project require.

Audience	Primary Responsibility	Second Responsibility	Mode
1. Notifying / Coordinating emergency service			Telephone
2. Notifying/Coordinating appropriate CENVE contacts			Telephone
3. Notifying/Coordinating Clients/ Government depts and regulators			Telephone
4. Notifying/Responding (as appropriate) to : • Employees • Family members • Neighbours • Community leaders • Media • Customers • Suppliers/Vendors • Trade Associations • Business Partners			 Notice Face to face Telephone Telephone Release Letter Letter Telephone Telephone
5. Checking & maintaining records of people present on site			
6. Maintain log of daily activities*			
7. Other			
8. Other			

**** Copies of all documents received or developed should be filed and maintained in chronological order.***

10. Tools

The following section provides information on the tools you may require to effectively manage the investigation and effects of a serious incident.

10.1. Safety Management System (SMS) - Incident Reporting and Investigation

Section 12 of the Safety Management Section covers what you need to do with regards to Incident Reporting and Investigation. Please ensure that you read all the information available and that you complete all the necessary documentation. The Incident Investigation Team should lead this part of the process and will liaise closely with the Care and Communications and Project Recovery Team.

10.2. Site register

It is essential to gather names and contact details of everyone who was on site during the incident. (See appendix 1)

10.3. 'Dealing with Trauma' Tool Box Talk

It's important for the Care and Communication Team to inform people that trauma may occur after witnessing a disturbing or distressing scene. The effects of being subjected to a traumatic event may not affect people at the time of the event and may take days, weeks or months to manifest itself or may even be brought on by another event at a future date. It's important to inform people of support that is available if they think they are suffering from trauma and what they need to do. (See Appendix 2)

10.4. Guidance for family visit to site

In the aftermath of a serious incident, the family of the victim may want to visit the site. The guidance for family visit to site provides a structure of how to manage and co-ordinate this visit, the people that should be present and the incident details that you need to consider. (See Appendix 3)

10.5. Back to work briefing

Once the site/establishment can commence with normal operations it's important to manage the return to work for people that work on the site or in the establishment. It is normal for people to have concerns and questions regarding the incident and it is important to manage these concerns and questions professionally and sensitively. The back to work template provides a structure and some guidance on how to manage this process effectively. (See Appendix 4)

10.6. FAQ Bulletin Board

It's important that as result of the 'back to work briefing' any questions raised are answered during the session but also collected and displayed around the site with the appropriate responses. You will find that some people will be quite willing to discuss their concerns but others may not and prefer to deal with their feelings in isolation. Displaying frequently asked questions and answers will ensure all communication of key issues/questions are made available to all audiences. For sample, see Appendix 5.

Appendices

T14-M0	Accident Response Structure Example
T14-M1	Site Register
T14-M2	Dealing With Trauma
T14-M3	Guidance for Family Visit to Site
T14-M4	Back to Work Briefing
T14-M5	FAQ Bulletin Board