



Incident and Emergency Response Plan

M1 Pacific Motorway Upgrade – Kariong to Somersby

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Document Control

This Plan interfaces with the other associated plans, which together describe the proposed overall project management system for the Project.

The latest revision of this plan is available on the Fulton Hogan server. If any unsigned hard copies of this document are printed, they are valid only on the day of printing.

The revision number is included at the bottom of each page. When revisions occur, the entire document will be issued with the revision number updated accordingly for each owner of a controlled copy.

Attachments and appendices to this Plan are revised independently of this Plan.

Revision History

Rev	Revised By	Reviewed & Approved By	Date	Description/Summary of Changes
0	E Heineback	C. Bryce	21/12/2017	Initial issue for review
1	E Heineback	M. Landers	25/01/2018	Revised to incorporate comments received from RMS
2	B Hobbs	M. Landers	07/03/2018	Revised to incorporate further comments received from RMS Added reference to the Traffic Incident Response plan
3	D Illingworth	M Landers	11/10/2018	Revised for change of Safety Manager
4	D.Illingworth	M. Landers	05/02/2019	Revised, add in 3.2 Traffic Manager

Table of Contents

1. Introduction	5
1.1. Purpose and Scope	5
1.2. Project Description	5
2. Planning.....	6
2.1. Planning Considerations.....	6
2.2. Emergency Management Organisational Structure.....	7
2.3. Consultation.....	7
3. Incident and Emergency Response	8
3.1. Incident and Emergency Response Flowcharts	8
3.2. Site Layout Plans.....	9
3.3. Emergency Muster Area.....	9
3.4. Emergency Equipment	9
3.5. Testing - Desktop Simulations/ Exercises/ Drills	10
3.6. M1 Incident (Vehicle/ Public / Environmental – Non-Work Related).....	11
4. Pollution Incident Response Management	11
4.1. Pollution Incident Response Management Plan Legislative Requirements.....	11
4.2. Description and Likelihood of Hazards	11
4.3. Pollution Incident Notification Protocol	12
4.4. Pre-emptive Actions	12
4.5. Contact Details	12
4.6. Inventory of Pollutants	12
4.7. Communicating with Neighbours and Local Community	13
4.8. Minimising Harm to Persons on Premises.....	14
4.9. Maps.....	14
5. Training.....	15
6. Responsibilities.....	17
7. Revision	17
8. Definitions	18
9. Procedures	18
10. Appendices	19
Appendix A – Incident and Emergency Response Contacts.....	19
Appendix B – Incident and Emergency Response Flowcharts.....	19
Appendix C – Site Layout Plans.....	19
Appendix D – PIRMP Legislative Compliance Matrix.....	19
Appendix E – Environmental Incidents and Emergencies Risk Assessment	19
Appendix F – Pollution Incident Notification Protocol.....	19

List of tables

Table 1: EPC Members	7
Table 2: Consultation Plan	7
Table 3: Core Incident or Emergency Scenarios.....	8
Table 4: Specific Incident or Emergency Scenario Flowcharts (see appendices of this Plan)	8
Table 5: Potential Pollutant Inventory	12
Table 6: Training Requirements	15
Table 7: RASCI Chart	17
Table 8: Definitions	18

Acronyms

CEC	Construction Emergency Coordinator
CEMP	Construction Environmental Management Plan
CoA	Minster's Conditions of Approval
DISPLAN	New South Wales State Disaster Plan
EC	Emergency Controller
ECC	Emergency Control Centre
EPC	Emergency Planning Committee
CFMP	Construction Flood Management Plan
IERP	Incidents and Emergency Response Plan
K2S	M1 Pacific Motorway Upgrade – Kariong to Somersby, the Project
PIRMP	Pollution Incident Response Management Plan
PMP	Project Management Plan
POEO Act	Protection of the Environment Operations Act 1997
POEO(G) Regulation	Protection of the Environment Operations (General) Regulation 2009.
RMS	Roads and Maritime Services NSW
RASCI	R esponsible, A ccountable, S upportive, C onsulted, I nformed
SDS	Safety Data Sheets
SWMS	Safe Work Method Statement
WHS	Workplace Health and Safety
WHSMP	Workplace Health and Safety Management Plan
WRA	Workplace Risk Assessment

1. Introduction

This Incident and Emergency Response Plan (IERP) applies to any incident or emergency occurring at the M1 Pacific Motorway – Kariong to Somersby (K2S) Site Management Works Project, or involving K2S personnel away from their regular place of work but while on company business. It provides an integrated approach to the management of both environmental and safety incidents and emergencies at the K2S Project, including where the assistance of external emergency response agencies may be required.

This Plan shall be used in conjunction with the [Incident and emergency response procedure](#), the Project Workplace Health and Safety Management Plan (WHSMP), Construction Environmental Management Plan (CEMP), Flood Contingency Plan (FCP) and traffic Incident Response Plan that outline the mandatory requirements for preparing for, responding to and recovering from any safety or environmental incident or emergency, including where assistance from local emergency services is required.

This IERP shall also be used with the [Incident investigation, reporting and notification procedure](#), which provides umbrella guidance on corporate requirements for notification, recording, investigation and reporting of all incidents, including significant safety and environmental incidents.

This IERP has also been developed to ensure compliance with obligations under the [Local Disaster Plan \(DISPLAN\)](#).

The DISPLAN provides framework for escalating emergency response to an incident, where the relevant Emergency Services Incident Controller (in consultation with the local Emergency Management Committee) has determined that resources of the local emergency service provider are insufficient to deal with the threat.

This Plan also needs to comply with requirements of RMS Emergency Response and Incident Management Plans where applicable and is to be reviewed as detailed in Section 7 of this Plan.

1.1. Purpose and Scope

This IERP describes the strategy for preparing, responding to and recovering from any significant construction works safety and environmental incidents during the project.

This IERP provides an integrated approach to management of both environmental and safety incidents on construction sites where the assistance of external emergency response agencies is required.

This IERP does not address the broader company response to critical incidents or crises. Crises are defined as events or developments, real or perceived, which threaten the viability of the company and have the potential to threaten the safety or wellbeing of workers and others, the environment, or the integrity, performance, reputation of the company. Where such incidents stem from project-based incidents or emergencies, they shall be managed in accordance with this Plan, The Project Management Plan (PMP) and the requirements of the [Crisis Management Procedure](#).

1.2. Project Description

The Kariong and Somersby interchanges project is a construct only GC-21 type of contract for RMS that involves upgrading 8.2 kilometre section of the M1 Pacific Motorway between

the Kariong and Somersby interchanges approximately 64.5km to 72.7km north of Sydney.

Key features of the Project are:

- Repairing sections of the motorway before construction of an additional lane
- Widening the motorway to provide three lanes in each direction.
- Widening of existing twin bridges over Gindurra Road.
- Diamond grinding the full width of both carriageways
- Upgrades to three ramps at Kariong Interchange
- Construction of a flexible (asphalt and sealed) maintenance access shoulder along both carriageways within the central median
- Rehabilitation of three transverse culverts.
- Construction of temporary shoulder



Figure 1 Locality sketch

Key benefits will include:

- Increased traffic capacity
- Improved travel times for motorists
- Improved capacity and safety at the Kariong interchange ramps.

2. Planning

2.1. Planning Considerations

As part of the emergency response planning process, the Project Team will ensure that:

- This Plan complies with responsibilities under the RMS Regional Emergency Response Plan
- This Plan integrates with and supports the local area DISPLAN
- This Plan, and any other plans, considers the impact of an emergency on neighbouring facilities
- Regular communications are established with emergency response agencies and the contact details for appropriate Emergency Service Incident Controller
- Site visits by emergency services personnel are conducted to maintain familiarisation with the site (emergency) accesses and resources as it changes over time
- Protocols and procedures are developed in consultation with following organisations, as appropriate, to ensure a coordinated approach:
 - Emergency Response Agencies, (i.e. NSW Police, Ambulance Service, Fire Rescue and Hazmat, State Emergency Service or specialist emergency providers)
 - RMS

- SafeWork NSW
- Central Coast Council
- Services agencies such as Ausgrid, Telstra / Optus/ Jemena / Transgrid / AAPT / Nextgen / Caltex
- Office of Environment and Heritage, and
- Environment Protection Authority.
- Site layout plans are developed and maintained
- The prestart, toolbox, induction registers of all persons at the workplace will be used during emergency response and for drills conducted on site
- The emergency management structure within the project is developed and maintained
- A call out list of personnel who may be contacted during emergency or incidents is maintained
- There are adequate resources to provide effective emergency and incident response
- Regular training is provided to all personnel participating in incident and emergency response
- Persons are to be trained, competent and authorised in task specific procedures for rescue/recovery systems; e.g. confined space entry.

2.2. Emergency Management Organisational Structure

The Emergency Planning Committee (EPC) for this project consists of the following personnel:

Table 1: EPC Members

EPC member	Discipline / focus area
Project Director	Entire Site
General Superintendent (EC)	Entire Site
Safety Representative	Entire Site
Environmental representative ¹	Entire Site

¹ distinct from the Independent Environmental Representative described in CoA B34.

The incident and emergency response contact list is included in Appendix A. This list shall be maintained by the project Safety Manager so that contact details and roles detailed in the list are current, and shall be reviewed at minimum six monthly. This list shall be displayed in various prominent locations around the project, including but not limited to the site office area, site notice boards, lunchrooms and first aid rooms.

2.3. Consultation

IERP consultation is to be undertaken with workplace staff, subcontractors and external agencies, including those responsible for emergency response, as outlined below:

Table 2: Consultation Plan

Stakeholder	Consultation Date	Comments Received
RMS	Daily	
Police	As Required	
Fire and rescue	As Required	
Ambulance service	As Required	
State Emergency Services	As Required	
Specialist Emergency Services	As Required	

The Project Team is to consider any comments received from stakeholders or emergency services for incorporation within this plan prior to its issue for implementation.

Regular communications shall be established with emergency services as/if required.

3. Incident and Emergency Response

3.1. Incident and Emergency Response Flowcharts

For each potential incident or emergency scenario identified in the Workplace Risk Assessment (WRA), a corresponding incident or emergency flowchart is developed for the specific requirements of the project. These flowcharts are provided in Appendix B of this Plan.

Where a task or activity occurs that has emergency response or first aid impacts which have not been identified in the WRA or in this Plan, these impacts shall be managed via the Safe Work Method Statements (SWMS) for the activity or via activity-level controls and considered during any subsequent review.

Below is a list of potential scenarios populated for M1-K2S Project:

Table 3: Core Incident or Emergency Scenarios

Core incident or emergency scenario flowcharts	
Initial response (R.E.A.C.T) flowchart	Emergency evacuation flowchart
Emergency communications flowchart	Crisis management flowchart
Serious injury flowchart	

Table 4: Specific Incident or Emergency Scenario Flowcharts (see appendices of this Plan)

Specific incident or emergency scenario flowcharts	
Asbestos	Robbery or Hostile Intruder
Bomb Threat	Service Strikes and Leaks – Gas
Bush Fire	Service Strikes – Electricity or Power Cables (Underground or Overhead)
Chemical Oil & Fuel Spills Flowchart	Storms and Flooding
Emergency Situation at Height Flowchart	Trench Collapse
Fall Arrest Flowchart	Vehicle Accidents and Plant Rollover
Major Fires or Explosions	Serious injury flowchart

3.2. Site Layout Plans

The Safety Manager and Traffic Manager shall ensure that the site layout plans developed for the Project, as listed in Appendix C, are reviewed for currency at regular intervals, including after relocating the site resources. These Site layout plans shall be displayed on each site notice board and include information regarding:

- Location of emergency equipment and first aid facilities
- Location of site evacuation muster points
- Site boundaries, roadways, buildings
- Location of storage areas for dangerous goods and chemicals
- Entrances and exits
- Alternative entrances and exits
- Emergency access points.

3.3. Emergency Muster Area

The workplace manager shall nominate emergency muster areas for the workplace. Each emergency muster area shall be clearly identified on the site layout plan. The muster area must consider:

- The location of the work area
- The availability of a large enough open/protected area to house all persons evacuated
- The topography of the site in relation to ease of travel to the muster area, and
- The location of emergency equipment such as first aid kits, stretcher, fire-fighting equipment, spill-kits etc.
- During extreme risk or total fire ban days, a [Bush Fire Survival Plan](#) shall be completed at the Prestart and consulted to each area's work crew.

3.4. Emergency Equipment

With reference to the WRA and the [Incident and Emergency Response Equipment Guidelines](#), the EPC shall determine the emergency equipment requirements for the project. These requirements shall then be checked against the [Emergency Equipment](#)

[Inspection Checklist](#). The Safety Manager shall ensure a [Register of Emergency Equipment](#) is maintained and emergency equipment is available and appropriately located in relation to work areas on site; and inspected, tested and maintained as necessary.

3.5. Testing - Desktop Simulations/ Exercises/ Drills

The IERP, including all requirements of the PIRMP (refer Appendix D), shall be tested to ensure that the information is accurate and up to date, and that the IERP is capable of being implemented in a workable and effective manner.

Testing will be undertaken by way of:

- Desktop simulations, and/or
- Practical exercises/ drills.

For desktop simulations, the Environmental Manager (or delegate) shall organise relevant environmental desktop exercises to stimulate discussion of issues and review various aspects of the IERP.

Each desktop simulation shall be recorded. The record shall capture information, including (but not limited to) the:

- Discussion items
- Date of the desktop simulation
- Name of the staff members who attended the desktop simulation
- Attendance record.

For practical exercises/drills, the Safety Manager, in consultation with the EPC, shall ensure that a [Drill Schedule](#) is developed, maintained and adhered to at each site on the project. The Drill Schedule includes the dates on which the various hazards/risks identified in the IERP are scheduled to be tested, and when they have been tested.

The Safety Manager, in consultation with the EPC, shall arrange for practical exercises/drills for both workers and subcontractors.

Following each practical exercise/ drill, the Safety Manager shall ensure that all persons observing and or evaluating drills complete an [Incident and Emergency Response Drill Record](#). This Record captures a suite of information, including (but not limited to) the:

- The scope of the drill
- Date of the drill
- Name of the staff members who conducted the drill
- Name of the staff member who completed the drill record
- Attendance record.

Desktop simulations or practical exercises/ drills shall be carried out:

- Routinely at least once every 12 months
- Within one (1) month of any pollution incident occurring. In the light of that incident, the intent is to assess whether the requirements of the PIRMP included in this IERP (refer Appendix D) are accurate and up to date, and the plan is still capable of being implemented in a workable and effective manner.

3.6. M1 Incident (Vehicle/ Public / Environmental – Non-Work Related)

Should there be an event requiring initial management by the project Emergency Response Team or interaction with the project or requiring initial support from the project, (e.g.- dozer or water cart) to assist with initial response to an incident, the relevant Emergency Flowcharts listed in table 3 and 4 and the Traffic Incident Response Plan will be utilised in the response and in conjunction with direction from any Emergency Service. (i.e.- police, SES, Fire etc).

4. Pollution Incident Response Management

The purpose of this section is to address the requirements of the *Protection of the Environment Operations Act 1997* (POEO Act) and *Protection of the Environment Operations (General) Regulation 2009* (POEO (G) Regulation) not otherwise specifically addressed in this IERP.

4.1. Pollution Incident Response Management Plan Legislative Requirements

The specific legislative requirements for a Pollution Incident Response Management Plan (PIRMP) are set out in Part 5.7A of the POEO Act and Part 3A of the POEO (G) Regulation. These requirements and a cross reference are included in Appendix D to 'readily identify' where each requirement is met in this IERP, or otherwise.

4.2. Description and Likelihood of Hazards

The main hazards and risks to human health and the environment associated with project activities have been identified by completing an Environmental Incidents and Emergencies Risk Assessment. The risk assessment was undertaken in a workshop involving key project personnel and included consideration of the following:

- Consequence and likelihood of hazards and risks to human health and the environment occurring;
- Proximity to sensitive environment, (i.e. 'no-go' zones, or sensitive receivers, such as schools, retirement homes and farms).

Based on the pre-control hazard risk rating, the following hazards to human health and the environment were identified as 'High' risk:

- Severe weather events
- Illegal waste dumping (by others)
- Vehicle collision
- Chemical spill in waterway (onsite and offsite impact)
- Primer/ primer-binder washed off pavement
- Unauthorised washout of concrete trucks and pumps
- Chemical spill on land (onsite impact)

Of these, the following hazards relate directly to pollution incidents:

- Illegal waste dumping (by others)
- Chemical spill in waterway (onsite and offsite impact)
- Primer/ primer-binder washed off pavement

- Unauthorised washout of concrete trucks and pumps
- Chemical spill on land (onsite impact)

The results of the risk assessment are included in Appendix E of this IERP.

Refer to Section 4.4 for the pre-emptive actions (controls) to be taken to minimise or prevent any risk of harm to human health or the environment.

4.3. Pollution Incident Notification Protocol

All pollution incidents must be reported in accordance with the *Pollution Incident Notification Protocol* included in Appendix F of this Plan.

4.4. Pre-emptive Actions

Pre-emptive actions to be taken to minimise or prevent any risk of harm to human health or the environment arising from project activities are included in the following project documentation:

- Construction Environmental Management Plan (CEMP) and the relevant Sub-Plans
- Environmental Work Method Statements, and
- Construction Method Statements.

The above documents describe in detail the measures that will be taken to prevent or minimise any risks of harm to human health or the environment including:

- Daily and weekly site environmental inspections
- Ongoing environmental monitoring
- Environmental audits
- Task-specific risk assessments
- Ongoing training of staff.

4.5. Contact Details

The 24-hour contact details for the project personnel responsible for activating this plan and managing the response to all pollution incidents are included in Appendix A of this Plan. The contact details for reporting pollution incidents to the relevant authorities are also included in Appendix A.

4.6. Inventory of Pollutants

The inventory of potential pollutants kept on premises or used in carrying out project activities will be included in the Safety Data Sheet Register located on the Fulton Hogan Intranet. A summary of the key potential pollutants is outlined below. Mobile sources of potential pollutants present onsite will include all refuelling vehicles and plant items which will be utilised throughout the works.

Table 5: Potential Pollutant Inventory

Potential Pollutant	Maximum Quantity	Storage Location
Diesel	8,000L	Machinery, Bunded Areas, Fuel Pods, Refuelling Truck
Petrol	200L	Machinery, Chemical Storage Containers
Hydraulic Fluid	500L	Machinery, Chemical Storage Containers
AgLime	5t	Bridge and Earthworks Compounds
Gypsum (powder)	15t	Earthworks Compound
Engine Oil	200L	Machinery, Chemical Storage Containers
Minor oils/lubricants	200L	Machinery, Chemical Storage Containers
Spray Paint	50L	Chemical Storage Containers
Oxy/Acetylene	200kg	Bridge Compound (in cage, upright)
Contaminated waste	~2,000m ³	In-situ
Form Oil	60L	Bridge Compound
Curing Compound	1,500L	Bridge and Earthworks Compounds
Spray Seal (bitumen)	15,000L	Spray seal contractor truck
Herbicides	10L	Chemical Storage Containers
Turbid Water	5,000m ³	Sediment Basins, excavations
Drill Slurry/Bentonite	2,000m ³	Bridge and Earthworks Compounds

4.7. Communicating with Neighbours and Local Community

Should a pollution incident occur that threatens to cause harm to human health or the environment, the following notification protocol will be followed:

- Environmental and engineering staff in consultation with Community Liaison team will determine the community notification catchment depending on the nature of each incident and input from authorities.
- Early warnings and regular updates ongoing as required will be issued by phone calls, web updates and door knocking to affected residents/receivers.
- Notifications to affected residents will include details of incident, time frame of the impact and the mitigation measures put in place.

- Instructions to residents to minimise health impact (i.e. for airborne chemicals residents will be advised to close windows and doors, to take extra care if they have respiratory issues, keep children inside and protect animals, where possible).
- Sensitive receivers will receive priority notification of pollution incidents.

4.8. Minimising Harm to Persons on Premises

Should a pollution incident occur that threatens to cause harm to persons on the premises this Plan will be activated.

4.9. Maps

Clause 98C (1) (k) of the POEO (G) Regulation, requires a detailed set of maps showing the following information:

- The location of the premises to which the EPL relates
- The surrounding area that is likely to be affected by a pollution incident
- The location of potential pollutants on the premises
- The location of any stormwater drains on the premises.

With the exception of the location of stormwater drains, all required information is shown on the Sensitive Area Plans included in Appendix A5 of the CEMP.

The location of stormwater drains will be shown on the most current set of [Drainage Drawings](#), available on the Fulton Hogan server.

Since the Sensitive Area Plans and Drainage Drawings are subject to frequent change throughout construction, the reader is asked to refer directly to the respective document (as mentioned above) to ensure its currency, rather than appending it separately to this IERP.

5. Training

The EPC shall determine the specific competencies required to adequately respond in an incident or emergency at each site, and the training required to achieve these competencies. Training shall conform to all project requirements depicted in the project's Training Management Plan, including any environmental emergency response training. This process shall be tracked and managed in Fulton Hogan's People Development Platform online application (PDPAU). Training shall be undertaken at K2S to achieve the following emergency related competencies:

Table 6: Training Requirements

Competency	Document	EC	EPC	ERT	First Aider
Incident and emergency response – Level 2 – Emergency coordinator	FH00046	Yes	Yes (at least one member)	Yes (at least one member)	Recommended
Apply first aid	-	Recommended	Recommended	Yes (at least one member)	Yes
Crisis management	FH00055	Yes	Yes (at least one member)	Yes (at least one member)	No
Emergency communications	FH00056	Yes	Yes (at least one member)	Yes	No
Emergency evacuation	FH00057	Yes	Yes (at least one member)	Yes	No
Initial response	FH00063	Yes	Yes (at least one member)	Yes	Recommended
Serious injury	FH00067	Yes	Yes (at least one member)	Yes	Yes
Asbestos	FH00047	Yes	Recommended	Yes (at least one member)	No

Competency	Document	EC	EPC	ERT	First Aider
Chemical oil and fuel spill – Major	FH00053	Yes	Recommended	Yes (at least one member)	No
Chemical oil and fuel spill – Minor	FH00054	Yes	Recommended	Yes (at least one member)	No
Fall arrest	FH00062	Yes	Recommended	Yes (at least one member)	No
Major fire and explosion	FH00064	Yes	Recommended	Yes (at least one member)	Recommended
Service strikes – Electric or power cable	FH00068	Yes	Recommended	Yes (at least one member)	No
Service strikes and leaks - Gas	FH00069	Yes	Recommended	Yes (at least one member)	No
Service strikes and leaks – Water and sewerage	FH00070	Yes	Recommended	Yes (at least one member)	No
Storms and flooding	FH00071	Yes	Recommended	Yes (at least one member)	No
Trench collapse	FH00072	Yes	Recommended	Yes (at least one member)	No
Vehicle accidents and plant rollover	FH00074	Yes	Recommended	Yes (at least one member)	No

6. Responsibilities

Each job role within this plan has the following responsibilities for each task as per the RASCI model. For more information, refer to the [RASCI Procedure](#).

- Responsible for conducting work
- Accountable and ultimately responsible for work, signs off on work before implementation
- Supportive through provision of resources/implementation support
- Consulted for information/perspective/capability relevant to the work
- Informed of outcomes but need not be consulted.

Table 7: RASCI Chart

Task	Project Director	EPC	EC	ERT	First aider
Appoint EPC, ERT, EC	A	R	C	I	
Undertake external consultation	A	C	R	I	
Develop incident and emergency response flowcharts	A	R	I		
Develop site layout plans	A	S	R	C	I
Determine emergency muster areas	A	S	R	C	
Develop resources and equipment	A	R	C	C	I
Inspect resources and equipment	A	S	R	I	R
Develop drill schedule	A	R	C	C	
Test emergency procedures	A	S	R	C	I
Train emergency response personnel	A	R	S	C	

7. Revision

The IERP shall be maintained, reviewed and updated at least annually by the Safety Manager, in consultation with the Project Environmental Manager (or delegate). The plan shall also be reviewed following:

- Testing which identifies changes to the IERP (refer Section 3.5)
- An independent audit which recommends changes to the IERP
- A relevant change to workplace activities or regulatory requirements
- An emergency event.

In reviewing the IERP, workplace personnel involved or likely to be involved in incident management or response shall be consulted.

Changes to this IERP will be reviewed and approved by the Project Director and documented in the revision history section of this IERP. A copy of the updated plan and changes shall be distributed to all relevant stakeholders.

8. Definitions

Table 8: Definitions

Term	Definition
Coordination	The bringing-together of agencies and individuals to ensure effective management. Coordination does not include the command or control of agencies and individuals.
Emergency	An imminent threat or actual incident that poses significant harm to the safety or health of persons, property, the environment, the local community or adjacent traffic operations. An incident of this kind may result in the project seeking assistance from external emergency services agencies.
Emergency coordinator (EC)	The person appointed by the Project Director to lead project efforts during a significant incident or emergency.
Emergency muster area	An area that is set aside at each site for the assembly of persons in case of an evacuation.
Emergency response team (ERT)	A team of personnel at the project that is responsible, under the direction of the EC, for the preparation for, response to and recovery from significant incidents and emergencies.
Incident	A localized event, either accidental or deliberate, which may result in injury, death or damage to property or the environment. An incident requires a normal response from project incident management personnel, and may also require a response from emergency services.
Recovery	In relation to an emergency, the process of returning affected site personnel to their normal level of functioning following an emergency. This includes the welfare of persons as well as the safe reconstruction of the site.

9. Procedures

The following Procedures on Fulton Hogan Intranet, the Hub, and are available to external parties upon request:

[**Dangerous Goods & Hazardous Substances Procedure**](#): Outlines the management of dangerous goods & hazardous substances.

[**Emergency Response Procedure**](#): Outlines the emergency response of management during activities associated with a Project/Site/Department.

[**First Aid Procedure**](#): This procedure outlines the management of first aid at Fulton Hogan workplaces.

[**Incident Critical Response Procedure**](#): Outlines a when a critical response is required, the critical response team and steps to manage the incident.

[Incident Investigation, Reporting & Notification Procedure](#): This procedure describes the incident/accident reporting and investigation requirements of Fulton Hogan Pty Ltd.

[Isolation Procedure](#): To provide guidance on the appropriate isolation procedure for plant undergoing maintenance, cleaning, repair or construction

[Issue Resolution Procedure](#): Outlines how OH&S issues raised are progressed through resolution.

10. Appendices

Appendix A – Incident and Emergency Response Contacts

Appendix B – Incident and Emergency Response Flowcharts

Appendix C – Site Layout Plans

Appendix D – PIRMP Legislative Compliance Matrix

Appendix E – Environmental Incidents and Emergencies Risk Assessment

Appendix F – Pollution Incident Notification Protocol

These appendices are separate documents.