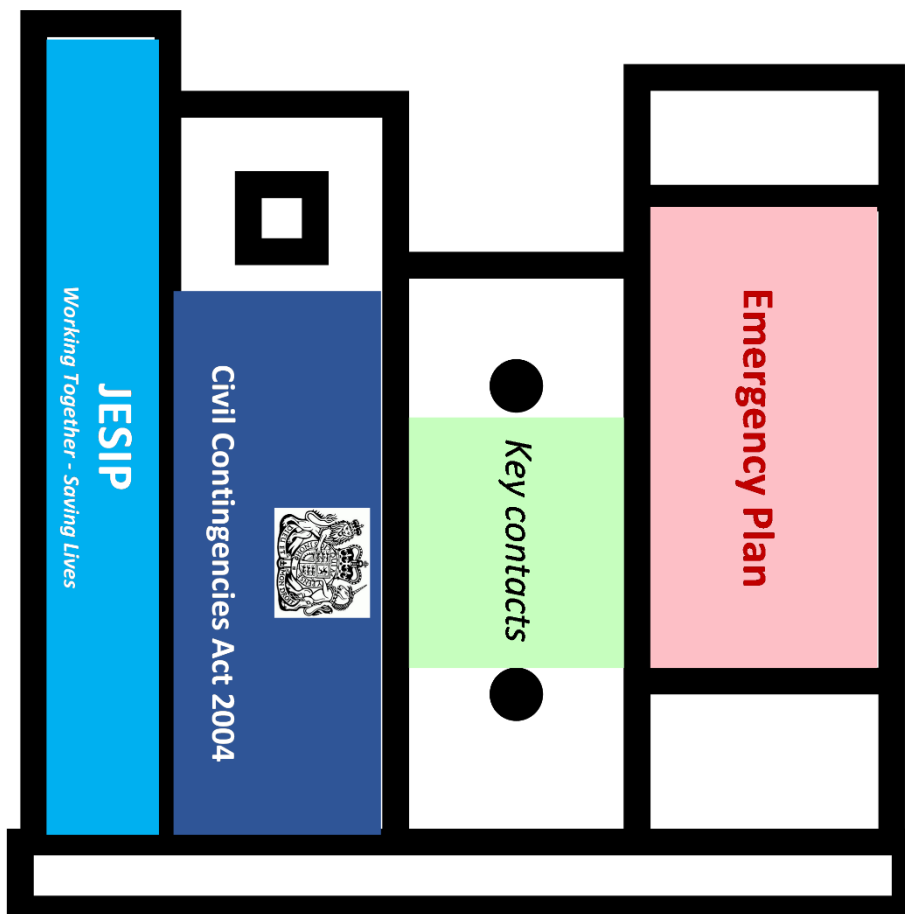*Rail Delivery Group*

National Rail

RDG Guidance Note:
Emergency Planning – Knowledge, Understanding and Responsibilities

RDG-OPS-GN-011
Issue 4 – February 2023

About this document

Explanatory Note

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

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

Executive summary

This Guidance Note provides advice on requirements with regard to knowledge, understanding and responsibilities for those accountable for and those responsible for emergency planning.
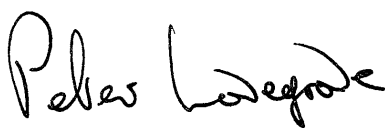
Issue record

Issues 1 and 2 of this document were published as ATOC/GN011 and Issue 3 as RDG-GN011.

Issue	Date	Comments
1	June 2012	Original version
2	April 2015	Following periodic review
3	November 2017	Updated following periodic review and also reformatted as an RDG document
4	February 2023	Following periodic review

This document is reviewed on a regular 3-year cycle.

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Contents

1   Purpose and scope

1.1   Purpose

Railway Industry Standard RIS-3118-TOM sets out requirements in respect of Incident Response Planning and Management and now also incorporates guidance on how to interpret the requirements contained within it. However, while it makes various references to the competency requirements of Rail Incident Commanders (RICs), Rail Incident Officers (RIOs), Station Incident Offices and Train Operator Liaison Officers (TOLOs), no mention is made of the knowledge and understanding needed by or the responsibilities involved for those responsible for emergency planning within railway undertakings. This Guidance Note seeks to address this absence.

1.2   Scope

This guide is produced for the benefit of all member organisations of the RDG Train Operators' Operations Scheme.

2   Introduction

Though planning for emergencies is a critical role within a railway undertaking, it is typically not one which justifies a full time dedicated position and is hence often combined with other roles such as Business Continuity, security, ICT Champion or fire safety. In some cases, emergency planning is integrated within individual business functional units, with each responsible for such arrangements within its own area.

As a consequence, many of those who take on emergency planning responsibilities do so with limited previous knowledge and experience. In addition to providing a check list/reference document to support reviews and audits of those already performing emergency planning duties and the associated processes, a key use of this Guidance Note is therefore to assist with a training needs analysis of those new to the role. Those responsible for emergency planning should also ideally have some knowledge of railway operations and processes, however these requirements fall outside the scope of this document.

3   Definitions

Key definitions applicable to this Guidance Note are as follows:

Term	Definition/description in the context of this document
CCA	Civil Contingencies Act 2004
CMT	Crisis Management Team. A team brought together in the event of a major incident and charged with managing the response to it and its impacts and ensuring that appropriate actions are carried out. Its membership comprises senior representatives from the relevant business functions and other experts/specialists as appropriate.
Command and Control	The arrangements put in place to direct, manage and deliver the response to major incidents and civil emergencies, as adopted by the UK emergency services and mirrored by other responding agencies, including the rail industry. This comprises a 3-tier hierarchical structure comprising Strategic (*what* are we seeking to achieve), Tactical (*how* are we going to achieve it) and Operational (actually *delivering* it). These were previously formally referred to as Gold, Silver and Bronze and are still frequently informally referred to as such.

ICT	Incident Care Team – 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 as a key element of the humanitarian response.
JESIP	Joint Emergency Services Interoperability Principles - the guiding principles for multiagency joint working during an incident where the emergency services and other responder organisations are involved.
LRF	Local Resilience Forum. Group/process for bringing together all the Category 1 and 2 responders within a police force area for the purpose of facilitating co-operation in fulfilment of their duties under the Civil Contingencies Act
NSRA	National Security & Risk Assessment
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. The definitive list of agreed Primary Support Operators by route section is provided as Appendix A to RDG Approved Code of Practice RDG-OPS-ACOP-004: Incident Response Duties of Primary Support Operators.
Rail Incident Commander (RIC)	The nominated person charged with the role of command and control of a major rail incident involving train operations and railway infrastructure. Appointed by Network Rail, this is a Strategic level role. A RIC is appointed when either a major incident is declared or it is considered that the scale of the incident warrants a strategic level of command, including off-site support and co-ordination. If appointed, the RIC has overall responsibility for management of the incident[1].
Rail Incident Officer (RIO)	The nominated and certificated person charged with the roles of i) on-site command and control of all rails related organisations and their support; ii) co-ordination of all on-site rail activities; and iii) overall responsibility for the safety of people in respect of GB mainline railway hazards, at the whole incident site. Appointed by Network Rail, this is a Tactical level role.
ResilienceDirect	Online private 'network' which enables civil protection practitioners to work together – across geographical and organisational boundaries – during the preparation, response and recovery phases of an event or emergency.
Station Incident Officer	The nominated and certified person charged with the role of on-site command and control of all rail-related organisations and their support for an incident involving a station. Appointed by the Station Facility Owner – which may be either Network Rail or a railway undertaking – to take responsibility for managing the operation of a station in the event of an incident at that station. This is an Operational level role. 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 Station Incident Officer reports to that RIO. *Note: Station Incident Officer should not be abbreviated to SIO to avoid confusion with Senior Incident Officer (as used by Network Rail) and Senior Investigating Officer (as used by the police).*

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[1] Taken from RIS-3118-TOM Issue 2 – Incident Response Planning and Management

Train Operator Liaison Officer (TOLO)	Person appointed by a railway undertaking as the lead representative of all those railway undertakings affected by an incident. The TOLO will report to and liaise with the RIO on-site (and could act as RIO until such time as a Network Rail appointed RIO is available), or to the Station Incident Officer for station related incidents. This is an Operational level role.

4 Structure

To be effective, emergency planning needs sufficient time and resource to be allocated to it. Section 5 considers how to identify the amount of time which should be dedicated to the emergency planning role.

As for any other role, effective emergency planning requires a combination of knowledge, understanding, skills and behaviours. Sections 6 to 12 set out those considered key in respect of each of the broad components of the emergency planning role, i.e. applicable legislative requirements and guidance, emergency planning within the context of the business as a whole, planning, risk management, command & control, training and post-incident review. Specific sections on crowd management, ResilienceDirect, the JESIP, interfaces with other organisations and LRFs are also included. In some cases, reference is also made to specific tasks/responsibilities.

5 Time allocation to Emergency Planning

5.1 Factors affecting the amount of time needed for emergency planning

The amount of time required by railway undertaking Emergency Planners may vary dependent upon a number of factors, including:

i) Geographical area
ii) Primary Support Operator status
iii) Size of operation
iv) Number of employees with active responsibilities for ensuring that emergency planning and response requirements are met.

5.2 Recommended time

Railway undertakings should carry out a review of their own circumstances and requirements and from that reach a view as to the appropriate amount of time that should be allocated to emergency planning duties. This should take fully into account the level of work involved in discharging the requirements and responsibilities of the business and the duties under the CCA. Ideally, to be effective, this should be above the bare minimum level of engagement

5.3 Senior management commitment

Emergency planners should work with senior management to ensure that adequate resource is allocated to manage emergency planning and all related activities to meet regulatory requirements set out in the documents detailed within this Guidance Note. Board level commitment to effective emergency planning is essential.

6   Legislation, Railway Group Standards and guidance

Those responsible for emergency planning should be familiar with the requirements of relevant legislation and standards and how they are applied, along with associated guidance, including specifically that referred to in the sections which follow.

6.1   Applicable UK Health & Safety legislation and guidance

These comprise:

i.   Management of Health & Safety at Work Regulations 1999.
ii.   Regulatory Reform (Fire Safety) Order 2005.
iii.   HSE guidance 'Managing crowds safely' - see https://www.hse.gov.uk/pubns/indg142.htm

6.2   Civil Contingencies Act (CCA) and supporting documents

Understanding of the concept of Category 1 and Category 2 responders as defined within the Civil Contingencies Act 2004 (CCA) along with their respective roles, responsibilities and duties. Specifically those responsible for this element of emergency planning should:

i.   Participate in relevant meetings, forums or workshops with both Category 1 and Category 2 responders where specific input is required to consolidate interfacing arrangements and for exchange of relevant information.
ii.   Maintain dialogue with Category 1 and Category 2 responders as appropriate for the mutual development of emergency plans.
iii.   Arrange for company participation in exercises arranged by Category 1 and other Category 2 responders.

Emergency Preparedness, published in 2006 by the Cabinet Office Civil Contingencies Secretariat and last updated in 2012, is intended to accompany Part 1 of the Act and its supporting Regulations (The Civil Contingencies Act 2004 (Contingency Planning) Regulations 2012) - see https://www.gov.uk/government/publications/emergency-preparedness.

Emergency Response and Recovery, published by the Cabinet Office in 2010 and last updated in October 2013, is a volume of non-statutory guidance which describes the multi-agency framework for responding to, and recovering from, civil emergencies in the UK. It is targeted at all personnel who may become involved in emergencies and aims to develop a shared understanding of multi-agency response and recovery arrangements across responding agencies. It seeks to establish good practice based on lessons identified from responding to and recovering from emergencies both in the UK and internationally and provides the definitive guide to emergency planning within the UK. See https://www.gov.uk/government/publications/emergency-response-and-recovery.

Human aspects in emergency management, published by the Cabinet Office in October 2016, is intended to provide information and advice for those involved in planning and delivering activities to address the human aspects during and following an emergency – see https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/564306/human_aspects_guidance_2016_final.pdf.

6.3   Railway Industry Standards

Rail Industry Standard RIS-3118-TOM Incident Response Planning & Management. This now incorporates the associated guidance previously published separately as GN/RT3518.

6.4   RDG ACoPs and Guidance Notes

To complement Railway Group Standards, RDG issues a number of documents for the benefit of its members. These include operations related topics and address areas where the subject matter falls outside the criteria for inclusion within a Group Standard. They comprise Approved Codes of Practice (ACOPs) and Guidance Notes (GNs). Those of greatest relevance to emergency planning are:

i.   RDG-OPS-ACOP-001 - Joint Industry Provision of Humanitarian Assistance Following a Major Passenger Rail Incident.

ii. RDG-OPS-ACOP-004 - Incident Response Duties of Primary Support Operators.
iii. RDG NR-GN FLU01* - Contingency Planning Arrangements for a Flu Pandemic.
iv. RDG-OPS-GN-003 - The Training of On Train Staff in On Train Emergency Procedures.
v. RDG-OPS-GN-012 - Planning for and Responding to National Fuel Shortages.
vi. RDG-OPS-GN-014 - Major Incidents – Preparation of Aide-Mémoires for Senior Managers.
vii. RDG-OPS-GN-015[2] - Extreme Weather Arrangements including Failure or Non-Availability of On-Train Environment Control Systems.
viii. RDG-OPS-GN-016 - Competence of Train Operator Liaison Officers (TOLOs).
ix. RDG-OPS-GN-017 - Competence of Station Incident Officers.
x. RDG-OPS-GN-023 - Checklist for Major Incident Response.
xi. RDG-OPS-GN-025 - Post Incident Management of Personal Effects.
xii. RDG-OPS-GN-026 - Planning for Special Events
xiii. RDG-OPS-GN-033[3] - Station incident Response Planning
xiv. RDG-OPS-GN-034 - Logging and Loggists
xv. RDG-OPS-GN-037 - Contingency Planning for Regional Power Outages (RPOs)
xvi. RDG-OPS-GN-049 - Meeting the Needs of Passengers Stranded on Trains.

* Issued jointly with Network Rail

7 Business context and strategy

7.1 Crisis management

i. Understanding the implications of incidents on corporate reputation and how public perception is influenced by the nature and circumstances of and the response to the event.
ii. Ability to engage with and influence the senior management team in the development of a strategy to address corporate and reputational impact, specifically in respect of contact with the media and through social media. Associated responsibilities include:
   o Determining corporate roles and responsibilities for the CMT, including identification of key stakeholders with whom there should be communication.
   o Developing a crisis management plan to encompass identified requirements, including how meetings should be structured.
   o Ensuring that the relationship between the CMT and Strategic Command is clearly defined.

Railway undertakings should consider setting out all business continuity and crisis management activities, such as roles and responsibilities, key stakeholders, etc., in a single policy or framework document capturing all relevant details.

Railway undertakings should similarly consider whether a documented strategy should be completed to evidence aims and continuous improvement.

7.2 Strategy

Ability to determine a strategy for emergency planning that includes:

i. The engagement of key internal and external stakeholders.
ii. Agreeing budgetary provision.
iii. The development and management of emergency plans.
iv. Arrangements with interfacing agencies, businesses and other organisations.
v. Arrangements for Command and Control.
vi. Arrangements for crisis management.
vii. Identification of training needs and delivery thereof for personnel resources required for the implementation of emergency plan content.
viii. Determining processes for incident response review and taking forward lessons learnt.

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[2] Will be so identified when next re-issued. Current version numbered RDG-GN015
[3] Will be so identified when next re-issued. Current version numbered RDG-GN033

8   Planning

8.1   Principles

i.   Familiarity with the principles of integrated emergency planning[4], i.e.

- o   Anticipation
- o   Assessment
- o   Prevention
- o   Preparation
- o   Response
- o   Recovery

ii.   Appreciation of the need to include as a core element within emergency plans provision of humanitarian assistance to those directly affected and how the RDG ICT initiative contributes to this.

8.2   Management of emergency plans

Ability to engage internal and external stakeholders to identify what type of emergency could occur at specific locations concerned and what measures are required to:

i.   Address the immediate consequences to ensure a safe environment.
ii.   Remove persons from imminent danger.
iii.   Establish a structured response to address the subsequent issues arising.
iv.   Promote recovery and return to normal operations.

Ability to develop documented arrangements for dealing with the types of emergency identified above, including the roles and responsibilities of personnel at the location:

i.   Arrangements for ensuring that emergency plans are distributed on a controlled basis to key stakeholders.
ii.   Arrangements for ensuring that emergency plans are exercised and reviewed on a regular basis.
iii.   Arrangements for the amendment and reissue of emergency plans as and when required.

8.3   Testing and exercising

i.   Ability to organise a programme of exercises at all levels to validate emergency plan content and specifically roles and responsibilities within the plan.
ii.   Ability to determine who will participate in exercises (in consultation with internal and external stakeholders as necessary).
iii.   Arrangements for personnel to participate in exercises organised by external stakeholders and other railway undertakings.
iv.   Ability to undertake debriefs with exercise participants and capture issues arising (in consultation with the designated action owners).
v.   Ability to compile an exercise report, identify actions required, how they will be closed out, and by whom.

Network Rail, the BTP, the emergency services should be involved in exercises wherever possible, with consideration given to combined exercises with Network Rail and/or other railway undertakings.

Railway undertakings are encouraged to share learning from testing and exercises as this will often be of relevance to others – the RDG Train Operators Emergency Planning Group provides a mechanism for doing this (see Section 16.8 below).

4

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/253488/Emergency_Response_and_Recovery_5th_edition_October_2013.pdf, section 1.1.2

9 Risk management

9.1 Safety and operational risk management

Understanding of safety and operational risk management and the potential consequences of risk control failures:

   i. Principles of railway operations (trains, stations and engineering).
   ii. Principles of health and safety management.
   iii. Understanding of how incidents happen – root causal effects. Study of investigation reports into rail related accidents and incidents affecting own company and on a national basis.

9.2 Train and station operation and depot related risks

Understanding risks to train and station operations specific to the company's business operations:

   i. Knowledge of company train/station operations and interfaces and specifically those that carry risk (stations that are railheads for major events or are prone to overcrowding during peak hours, for example).
   ii. Knowledge of fleet engineering depots including the storage and use of hazardous substances.

9.3 Current and emerging risks

Consideration should be given to having a process for identifying and documenting known and emerging risks along with associated aims and mitigation objectives. To facilitate this, there should be engagement in the LRF risk review process and reviews of the NSRA should be undertaken to consider which risks identified within this could potentially impact on rail operations and wider business activities.

There should be a mechanism for escalating such resilience risks within the business management structure so that they can be considered and any action/activity needed to address them agreed and implemented.

It is important to stay aware of incidents nationally so these can be considered within individual company plans.

10 Command and Control

Understanding of Command & Control:

   i. Knowledge of the principles for command and control (Strategic, Tactical, and Operational – formerly referred to as Gold, Silver and Bronze), who in the company will undertake these roles in the event of an emergency and how these interface with Network Rail, the British Transport Police (BTP) and the emergency services.
   ii. Understanding the relationship between incident management and crisis management (difference between Strategic Command and Crisis Management Team for example).

11 Training

   i. Determination of knowledge and experience requirements and skill levels for personnel undertaking specific roles in emergency plans.
   ii. Arrangements for the delivery of training courses and maintenance of training records.
   iii. Arrangements for any requirement for ongoing training and assessments.

12   Post incident review

i.   Ability to undertake a review (in consultation with the designated action owners and jointly with key stakeholders as necessary) into the response to and management of emergencies as implemented in accordance with emergency plans and associated procedures.
ii.   Ability to produce a detailed report of the review, identify actions required as a result and how they will be closed out, and by whom.

13   Crowd management

i.   Knowledge of managing crowds at stations for major public events (such as a sporting fixture or music festival).
ii.   Knowledge of crowd dynamics at relevant stations on company lines of route and how arrangements are implemented to control access to stations and platforms.

14   ResilienceDirect

The CCA requires that emergency responders cooperate and share information in order to prepare efficiently and effectively for and respond to emergencies and ensure that action is coordinated. ResilienceDirect helps organisations fulfil these duties by supporting the adoption of common working practices and ensuring that key information is readily and consistently available to users.

ResilienceDirect helps to facilitate multi-agency collaboration in many ways. Activities include:

i.   Sharing emergency plans among LRF members and others such as national/sub-national partner organisations and neighbouring LRFs.
ii.   Maintaining awareness of forthcoming exercises, events and meetings, and accessing related documentation such as agendas and minutes.
iii.   Sharing Common Operating Pictures (COPs), situation reports and briefings between local responders, to enable integrated management of events and consistent provision of information to the public.
iv.   Communicating situation reports to lead government departments and/or the Cabinet Office Briefing Rooms (COBR), facilitating national coordination/action in response to an incident if necessary.
v.   Gathering and reviewing comments on new policies or plans before publication, and collating lessons learned following events.
vi.   Managing contact information to ensure a single, up-to-date version of distribution lists.
vii.   Issuing news and guidance from central government to local responders via the Resilience Gateway.
viii.   Providing key contacts and key contact information that can be included or referred to in company emergency plans.

Those responsible for emergency planning should be aware of the existence and purpose of ResilienceDirect and consider subscribing to it.

15 The Joint Emergency Services Interoperability Principles (JESIP)

The Joint Emergency Services Interoperability Programme (JESIP) was established in 2012 following a report by the Association of Chief Police Officers, Chief Fire Officers Association (National Resilience) and Association of Ambulance Chief Executives (AACE) which had highlighted gaps and failings in the interoperability between the services when responding to a number of significant incidents. The primary objective was to ensure the blue light services are trained and exercised to work together as effectively as possible at all levels of command in response to major or complex incidents so that as many lives as possible can be saved.

JESIP (with the 'P' being changed from 'Programme' to 'Principles') has since been widely recognised within the civil contingencies community as providing a best practice model for all organisations involved in responding to major multi-agency incidents, including the rail industry.

JESIP has produced practical guidance to help improve such responses through establishing an interoperability framework which sets out a standard approach to multi-agency working, along with training and awareness products for organisations to train their staff.

Further information may be found at https://www.jesip.org.uk/.

16 Interfaces

16.1 Internal

These include:

   i. Control Office.
   ii. Senior management.
   iii. Media/comms teams (including social media).
   iv. HR.
   v. Station management (if applicable)
   vi. Incident Care Team Champion.

16.2 Network Rail

   i. Knowledge of Network Rail's National Emergency Plan and the roles and responsibilities therein (such as the Rail Incident Commander (RIC) and Rail Incident Officer (RIO)).
   ii. Understanding of the Command and Control structure and how key railway undertaking roles (such as the Train Operator Liaison Officer (TOLO)) interface.
   iii. Arrangements for sharing of relevant information (emergency plans for example) and participation in relevant Route Emergency Planning and Coordination Committee (REPACC) meetings.

16.3 Other transport providers

   i. Understanding of interfacing transport operations both at stations and on adjacent infrastructure (including train, underground, bus and tram).
   ii. Arrangements to share relevant information (emergency plans for example) and with a view to developing/consolidating mutual aid potential.

16.4 British Transport Police (BTP)

   i. Understanding of the role of the BTP (including preservation of the scene) and how they interface with civil police forces in the response to a rail related incident, including in respect of primacy.

ii. Arrangements to exchange relevant emergency information (such as emergency plans) and participate in emergency exercises/workshops.

16.5 Emergency services

i. Understanding of the role of the emergency services in a rail related incident and the Command and Control relationship with both Network Rail and railway undertaking incident response teams.

ii. Understanding of how a major incident site is managed by the emergency service in conjunction with the BTP, and how Network Rail and railway undertakings interface.

iii. Arrangements to exchange relevant emergency information (such as emergency plans), specifically in accordance with CCA requirements and participation in emergency exercises/ workshops.

16.6 Local Authorities

i. Understanding of the role of the Local Authority in a rail related incident and specifically the services, personnel and facilities that could be made available should such a need arise, including their statutory duties with regard to setting up emergency reception centres.

ii. Arrangements for exchanging relevant information, specifically in accordance with CCA requirements, and participation in emergency exercises/workshops.

iii. Establishing specific links between ICT and Local Authority humanitarian assistance provision.

16.7 RAIB / ORR

i. Understanding of the role of inspectors from both the Rail Accident Investigation Branch (RAIB) - including the use of accredited agents - and the Office of Rail and Road (ORR) in the event of an incident in relation to evidence preservation and investigation.

ii. Understanding of the legislation and protocol relating to rail accident investigation.

16.8 RDG Train Operators Emergency Planning Group

All those responsible for emergency planning within railway undertakings are both welcome and strongly encouraged to attend meetings of the RDG Train Operators Emergency Planning Group. This meets quarterly with the primary objectives being to discuss emergency planning related themes where there is common interest, identify and promote a common position where appropriate and share experiences and lessons learned, both good and bad. In addition to railway undertakings, Network Rail, the BTP, Department for Transport (DfT), ORR and the Fire & Rescue Services are all represented.

17 Local Resilience Forums (LRFs)

17.1 Purpose and status

Local Resilience Forums (LRFs) are a product of the Civil Contingencies Act 2004 (CCA) and associated Contingency Planning Regulations 2005. The CCA requires and promotes resilience at the local level, with the LRF key to delivering this.

It follows that the LRF is where the various Category 1 and 2 responder organisations come together to discuss contingency related matters and generally develop and adopt a co-ordinated approach to addressing risk and risk assessment, planning for emergencies, planning for business continuity, arrangements to warn and inform the public, etc. This includes supporting the preparation of multi-agency plans.

An LRF is not a legal entity, nor does it have powers to direct its members. Nevertheless, the CCA and the Regulations provide that responders, through the Forum, have a collective responsibility to plan, prepare and communicate in a multiagency environment.

There are 42 LRFs in England & Wales, corresponding to Police force areas and the Chair is usually provided by the Police (at Chief Constable or ACC level).

17.2 Benefits of engagement

While there is a time commitment in doing so, railway undertakings are strongly recommended to engage with LRFs. There are three main benefits from doing so:

i. Rail does form part of the multi-agency response, both to rail incidents and other incidents where there are consequences for rail. Building relationships with fellow responding agencies in 'peace' time greatly facilitates joint working in the event of an incident

ii. In bringing all other responding agencies together, the LRF provides an opportunity to provide common briefings to all on rail industry emergency planning and response and Incident Care Teams (RDG has developed generic presentations for both of these)

iii. Closely related to both the above, engagement with the LRF helps with the building up a knowledge bank of external training providers and other suppliers of emergency planning related services/materials.

Under the CCA, Category 2 responders are required to co-operate and share information with Category 1 responders and also required to co-operate and share information with each other insofar as this supports Category 1 responders. Criticism has previously been levelled at the rail industry for not doing so adequately.

It is recognised that a number of railway undertakings operate through multiple LRF areas and hence engagement with all may not be practical. To address this, an arrangement is in place whereby each LRF has been assigned a lead rail industry contact point, either a TOC or Network Rail Route. Further information, including the rail industry / LRF engagement matrix is available in *Rail Industry Emergency Planning and Response A Guide for Category 1 and Category 2 Responders* available from RDG or from the RDG ResilienceDirect page:
https://collaborate.resilience.gov.uk/RDService/home/94033/12.-Guidance-Documents.

Rail Delivery Group

National Rail