Rail Delivery Group

National Rail

RDG Guidance Note: Competence of Train Operator Liaison Officers (TOLOs)

RDG-GN-OPS-016
Issue 5 – July 2024

About this document

Explanatory Note

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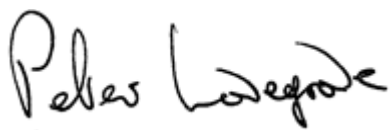
Executive Summary:

This Guidance Note sets out recommended criteria for ensuring the competence of persons nominated to act as Train Operator Liaison Officers in accordance with Rail Industry Standard RIS-3118-TOM. It has been prepared for passenger operators, however, its content may also be of use to others.

Issue Record

Issue	Date	Comments
One	March 2013	Original version as an ATOC document.
Two	July 2014	Following periodic review and taking into account findings from TOLO survey undertaken by ATOC in 2013
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Four	February 2021	Following periodic review and taking into account the merger of GOGN3518 with an updated RIS-3118-TOM. Document numbering changed from RDG-GN016 to RDG-GN-OPS-016 and new RDG template for guidance documents adopted.
Five	July 2024	Periodic review with minor changes only relating to updated reference documents

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

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Contents

1 Purpose and Introduction

1.1 Purpose

This Guidance Note sets out the minimum recommended criteria intended to ensure the competence of Train Operator Liaison Officers (TOLOs) where appointed in compliance with Rail Industry Standard RIS-3118-TOM - Incident Response Planning & Management.

1.2 Scope

This guidance applies to persons who may be required to act as a TOLO and those responsible for ensuring their competence.

2 Definitions

2.1 Definitions used within this document

The definitions documented in Rail Industry Standard RIS-3118-TOM apply. Other key definitions are specified below.

Term	Definition in the context of this document
Emergency services	The statutory fire, police (including British Transport Police), ambulance or coastguard services in whose areas an incident occurs.
OTDR	On Train Data Recorder – this should be taken to include OTMR (On Train Monitoring Recorder) where this term is used.
Other Support Operator(s)	Railway undertakings (and/or other organisations, including Network Rail Managed Stations) other than the Owning Operator and Primary Support Operator, who provide staff to work on behalf of and under the leadership and control of the Owning Operator or Primary Support Operator.
Owning Operator(s)	The railway undertaking(s) whose train(s) is/are involved or the railway organisation whose station(s) is/are involved in the incident.
Primary Support Operator	The railway undertaking which has 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 Primary Support Operators by route section is provided as Appendix A to RDG-OPS-ACOP-004 - Incident Response Duties of Primary Support Operators.
Rail Incident Officer (RIO)	The nominated and certificated person charged with the roles of i) on-site command and control of all rail 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. For major incidents, a Rail Incident Commander (RIC) may also be appointed by Network Rail to take overall strategic responsibility for the rail industry incident management and support the RIO.
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.

3 Appointments, training and competency of TOLOs

3.1 Nomination of TOLO

The appointment and role of the TOLO are set out in RIS-3118-TOM.

Nomination for assessment and certification as a TOLO should be based on an underpinning qualification of:

i.   Driver or Guard Rule Book competencies, including certification in Personal Track Safety.
ii. Managerial experience in train operations and evidence of leadership and initiative skills and the ability to make critical decisions.

All railway undertaking personnel when accessing Network Rail infrastructure on a routine or emergency basis must adhere to the requirements of the Railway Group Modular Rule Book.

3.2 Preparation for TOLO responsibilities

Indicative TOLO activities and responsibilities are set out in RIS-3118-TOM. It is recommended that persons nominated to act as TOLO undertake training for the role prior to initial assessment of competence and later to maintain the currency of their competence.

Simulation of the role is recommended to maintain and enhance competency through participation in tabletop and live emergency exercises.

3.3 Competence assessment

Appendix A of this Guidance Note contains the recommended standards of competence, as developed by railway undertakings and validated by the RDG Train Operator Emergency Planning Group, for providing a systematic and consistent approach for the generic training of TOLO responsibilities.

It is recommended that recertification of TOLOs is undertaken at least every three years. This may be undertaken as part of the candidate's periodic operating rules assessment where required.

Opportunities to assess practical competence are not always readily available – evidence should be sought from participation in live and tabletop exercises, during which TOLOs should maintain a logbook of their actions.

Participation in incidents may also be used to demonstrate competence by assessing records compiled during and after the incident.

4 Record keeping

4.1 Keeping records

Railway undertakings should maintain records of each employee certificated as competent to undertake the role of TOLO, and of each occasion they are required to do so.

Such records should be used to identify the need for refresher training where individuals have not been called upon to perform the role for a prolonged period of time.

5 RAIB Accredited Agents

5.1 Accredited Agents

Competence as a TOLO may provide the opportunity for nomination as an RAIB Accredited Agent.

Railway undertakings should not permit any individual to perform these two roles *at the same time*, i.e. such individuals may be appointed as either the TOLO or the RAIB Accredited Agent for a particular incident but not both.

6 Infrastructure Manager

6.1 Role of infrastructure manager

The definition of infrastructure manager is contained within RIS-3118-TOM.

RIS-3118-TOM assigns various roles and responsibilities to the infrastructure manager. In the majority of cases this will be Network Rail or other dedicated infrastructure management company, however there are some exceptions, such as depot and train maintenance facilities owned by a railway undertaking.

Similarly, some train services operate over lines of route that are NOT managed by Network Rail, and this will be reflected in the emergency plans published by the relevant railway undertaking.

7 Further reading

Attention is drawn to the following:

i. Rail Industry Standard RIS-3118-TOM Incident Response Planning & Management.

ii. Rail Industry Standard RIS-3119-TOM Accident and Incident Investigation.

iii. RDG Approved Code of Practice RDG-OPS-ACOP-001: Joint Industry Provision of Humanitarian Response Following A Major Passenger Rail Incident

iv. RDG Approved Code of Practice RDG-OPS-ACOP-004: Incident Response Duties of Primary Support Operators.

v. RDG Guidance Note RDG-OPS-GN-017: Competence of Station Incident Officers.

vi. RDG Guidance Note RDG-OPS-GN-025: Post Incident Management of Personal Effects.

vii. RDG Guidance Note RDG-OPS-GN-034: Logging and Loggists.

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

Appendix A – Recommended competence standards

Overview

Units of Competence	Elements	
1. Response to Notification	1.1	Establishing Clear Understanding
	1.2	Determination of Emergency Response Requirements
	1.3	Implementation of Command and Control
2. Incident Site Management and Passenger Welfare	2.1	Site Safety
	2.2	Liaison with Interfacing Agencies
	2.3	Incident Site Planning and Management
	2.4	Preservation of Evidence
3. Incident Site Recovery	3.1	Restoration of Operational Activities
	3.2	Employee Welfare
4. Learning from Events	4.1	Debrief/Review

Recommended competence standards - unit 1, element 1.1

Unit 1:	***Response to Notification***
Element 1.1:	***Establishing Clear Understanding***
Performance Criteria	(a) *Confirmation of relevant details* (b) *Preparation to attend* (c) *Personal safety* (d) *Maintaining a documented record*
Scope	*Relevant details are:* *M – Major Incident – has this been declared (and, if so, by whom)?* *E – Exact Location* *T – Type of Incident* *H – Hazards – identification of any known/suspected to be present* *A – Access and egress – identification of suitable access points* *N – Number of casualties* *E – Emergency services – have they been summoned to/are they at the scene?* *Also:* - *Identification of specific trains involved – is another railway undertaking involved?* - *Methods of transportation of customers* - *Has the infrastructure manager been notified/is attending?* - *What personal equipment including PPE will I need?* *Determination of the rail industry response must include:* - *Acknowledgement that the infrastructure manager will appoint a Rail Incident Officer (RIO) and/or Rail Incident Commander (RIC) accordingly* *Maintaining a documented record must involve:* - *Use of a specific logbook or other written means to record key decisions and the basis for these (including information known at the time of that decision), the time of any actions carried out and any other information relevant to the response to, recovery from and investigation of the incident*
Essential Underpinning Knowledge	- *Railway undertaking emergency response procedures and role of senior management team* - *Communication arrangements with the relevant control centre(s)* - *Structure of emergency services and local authority response* - *Understanding the responsibilities of the infrastructure manager and specifically the role of both the RIO and RIC*

Recommended competence standards - unit 1, element 1.2

Unit 1:	***Response to Notification***
Element 1.2:	***Determination of Emergency Response Requirements***
Performance Criteria	(a) *Confirmation of Primary Support Operator status* (b) *Confirmation of deployment of railway undertaking resources*
Scope	*Confirmation of Primary Support Operator status includes:* - *Understanding the role of the Primary Support Operator as set out in RDG Approved Code of Practice RDG-OPS-ACOP-004* - *Coming to an agreement with Owning Operators on how the response will be co-ordinated and managed* *Railway undertaking resources may include:* - *Person to record events (note taker)* - *Operations personnel* - *Customer support personnel* - *Communications personnel (for both internal and external communications)* - *Those responsible for monitoring and responding to social media* - *T&RS engineers* - *Incident Care Team members* *Deployment of railway undertaking personnel may include:* - *To assist the TOLO/RIO at incident site, including customer support activities and any requirement for train evacuation* - *To provide customer support at key stations seriously affected by the operational impact of the incident* - *To appoint a SIO in the event that the incident occurs within station limits or is having a significant impact on a station* - *To provide Incident Care Team led humanitarian assistance at reception centres, hospitals, stations, etc. as appropriate* - *To provide joint liaison with the media* - *To appoint a Station Incident Officer[1] in the event that the incident occurs within station limits*
Essential Underpinning Knowledge	- *Railway undertaking arrangements for emergency notification of key personnel* - *Details of Primary Support Operator principle (see RDG Approved Code of Practice RDG-OPS-ACOP-004). Understanding of the role of the Incident Care Team and the need to pass on to them information essential to the humanitarian response, i.e. details of the number and nature of casualties, details of reception centres, receiving hospitals, etc.* - *Recognising what impact an incident may have on the rest of the operational railway* - *Mutual aid to other operators*

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[1] To avoid potential confusion, it is recommended that Station Incident Officer is not abbreviated to SIO as within the police this refers to the Senior Investigating Officer.

Recommended competence standards - unit 1, element 1.3

Unit 1:	***Response to Notification***
Element 1.3:	***Implementation of Command and Control***
Performance Criteria	(a) *Understanding of command and control structure* (b) *Safety and responsibilities of command and control*

Scope	*Command and control is:*
	- *Strategic (Gold) Management:*
	  - *Development and implementation of strategies for mitigating the consequences of the incident*
	- *Tactical (Silver) Management:*
	  - *Tactical planning, implementation and management of practical activities at the incident site in order to maintain safety and facilitate the requirements for rescue and recovery*
	- *Operational (Bronze) Management:*
	  - *Practical application and delivery of activities planned at tactical (Silver) level*
	
	Structure relates to:
	- *Interface and co-ordination arrangements with the infrastructure manager*
	- *Location of command levels (such as Strategic Level at control centre/Major Incident Room)*
	- *Railway undertaking managerial appointments to each level of command*
	- *Level of seniority required for seriousness of incident*

Essential Underpinning Knowledge	- *Railway undertaking managerial arrangements for command and control notification, mobilisation and deployment* - *Senior management roles* - *Interfacing command and control arrangements with the requirements of the Network Rail (or other infrastructure manager) emergency plan* - *Understanding of the command and control structure within the rail industry and the wider responding community such as the emergency services*

Recommended competence standards - unit 2, element 2.1

Unit 2:	***Incident Site Management and Passenger Welfare***
Element 2.1:	***Site Safety***
Performance Criteria	(a) *Determine safe access to incident site* (b) *Confirm rail emergency procedures have been carried out* (c) *Establish train(s) secure* (d) *Determine needs of passengers* (e) *Identify hazards*
Scope	*Safe Access is:* - *Practical application of the protection arrangements required by Modular Rule Book* - *Liaison with infrastructure manager appointed RIO to ascertain method for accessing site under protection/site safety arrangements already implemented* - *Awareness of any local hazards and risk, and measures required to ensure personal safety* - *Briefing those arrangements to staff and others (such as emergency services personnel) who may be accompanying you – awareness of the safety requirements for other staff going on or near the line* *Confirmation of rail emergency procedures is:* - *Establishing if protection procedures have been carried out and, if so, by whom* - *Assessing and implementing what still needs to be done to ensure the site is safe and residual risk is sufficiently controlled* *Rail emergency procedures are:* - *Protection of running lines by fixed signals* - *Application of track circuit clips and placing of detonators* - *Electric traction current (third rail or OLE) switch off where appropriate, including the emergency use of short-circuiting bars* - *Any immediate requirement to undertake emergency evacuation of train(s) if passenger safety is at imminent risk* *Securing of train(s) is:* - *The application of any relevant and necessary arrangements to prevent the unsolicited movement of rail vehicles during any evacuation, rescue and recovery phase whilst ensuring that potential evidence is not unnecessarily disturbed*
Essential Underpinning Knowledge	- *Modular Rule Book* - *Basic understanding of hazard, risk and control measures* - *Company procedures for dealing with passengers stranded on trains* *Identification of hazards is:* - *Being aware of and alert to hazards* - *Notifying the RIO and other responders of these, noting in particular that the person appointed as TOLO may have more knowledge than others on site of some risks likely to be present*

Recommended competence standards - unit 2, element 2.2

Unit 2:	***Incident Site Management and Passenger Welfare***
Element 2.2:	***Liaison with Interfacing Agencies***
Performance Criteria	a. Identification of responding agencies b. Understanding of agency roles c. Understanding the need for all responding organisations to work together with a joint and co-ordinated approach and the mechanisms for achieving this through JESIP (Joint Emergency Service Interoperability Principles)
Scope	Responding Agencies with which there may be an interface include: - Network Rail or other infrastructure manager - Other train/freight operators - Other transport providers (such as London Underground, light rail including tram operators) - British Transport Police - Civil police - Fire and rescue service - Ambulance service - Local authorities - ORR - Rail Accident Investigation Branch (RAIB) - Voluntary sector organisations such as Mountain Rescue and Lowland Rescue Agency roles may include: - Rail industry response management and co-ordination - Primary Support Operator, Support Operator and Owning Operator roles and responsibilities - Site safety - Co-ordination of emergency services - Implementation of cordons - Security of site - Assisting with train evacuation - Firefighting, rescue and recovery - Medical treatment - Recovery of bodies - Recovery of personal property - Preservation of evidence - Provision of reception centres Joint working may include: - Why it is important for the various responding agencies to work jointly - The purpose of JESIP to support this - The five principles identified as key to delivering this: Co-locate, Communicate, Co-ordinate, Jointly Understood Risk and Shared Situational Awareness
Essential Underpinning Knowledge	- Generic roles and responsibilities of external agency personnel - Incident site command and control arrangements - Interface protocol at the incident site – identification of lead agency - Understanding and application of the JESIP principles

Recommended competence standards - unit 2, element 2.3

Unit 2:	***Incident Site Management and Passenger Welfare***
Element 2.3:	***Incident Site Planning and Management***
Performance Criteria	(a) *Ensuring that the needs and welfare of passengers are adequately considered* (b) *Provision of relevant expertise and advice* (c) *Understanding of interfacing agency requirements* (d) *Determination of actions in conjunction with interfacing agencies* (e) *Management and co-ordination of railway undertaking resources to implement actions determined*
Scope	*Ensuring that the needs and welfare of passengers are adequately considered may include:* - *Ensuring that passengers stranded on trains are provided with appropriate information, reassurance and support (making arrangements for more railway undertaking staff to attend if necessary) and that on board environmental conditions and passenger behaviour are continually monitored.* - *Identifying those who are vulnerable (as a result of medical conditions, age, disability, poor understanding of English, etc.)* - *Arranging for the provision of water and/or other refreshments if necessary* - *Determining any subsequent requirements for the evacuation of passengers on the affected train(s)* - *If required, determining that arrangements have been/will be implemented for humanitarian assistance in accordance with RDG Approved Code of Practice RDG-OPS-ACOP-001* *Provision of expertise and advice may include:* - *Identification of specific risks associated with the type and loadings of rail vehicles involved* - *Rail vehicle internal and external construction* - *Rail vehicle access and egress facilities* - *Safe movement of rail vehicles* - *Impact of incident and recovery operations on remainder of commercial rail system* *Understanding of interfacing agency requirements include:* - *Recognising who the interfacing agencies are, the roles and responsibilities involved (see Element 2.2) and how own expertise can help facilitate the requirements for interfacing agencies to carry out their duties safely and effectively* *Determination of actions in conjunction with interfacing agencies may include:* - *Methodology for any requirement for the safe evacuation of affected trains* - *Facilitating the on-site needs of emergency services and other agencies*

Scope (continued)	- *Availability, co-ordination and deployment of railway undertaking resources on site to promote effective recovery under direction of the RIO* - *Management of railway undertaking resources for interim working arrangements* *Management and co-ordination of railway undertaking responses will include:* - *Leading and directing railway undertaking resources as necessary to support the RIO in successfully managing on-site rail business activities* - *The co-ordination and provision of adequate support for passengers on directly affected trains, and those on other trains that may be stranded as a result* - *Ensuring resources are available to relieve on-site railway undertaking staff when necessary* -
Essential Underpinning Knowledge	- *Generic roles and responsibilities of external agency personnel (see Element 2.2)* - *Understanding of the requirements for providing adequate support and assistance to passengers in the event of an incident, ensuring their needs and welfare are properly addressed.* - *Railway undertaking emergency response/customer support arrangements, including those for passengers stranded on trains* - *Knowing who and where to call (such as other railway undertaking control offices) for advice on traction and rolling stock, particularly when the TOLO is not specifically familiar with the traction and rolling stock involved (see Element 2.4 also)*

Recommended competence standards - unit 2, element 2.4

Unit 2:	***Incident Site Management and Passenger Welfare***
Element 2.4:	***Preservation of Evidence***
Performance Criteria	(a) Evidence is not interfered with or removed without permission from authorised personnel (b) Protocol of collection (c) Method of collection and continuity of evidence
Scope	*Evidence is:* - *Perishable (brake pressures, tyre temperatures, etc.)* - *Non-perishable (train data recording, maintenance logs, etc.)* *Authorised Personnel are:* - *RAIB representative or appointed agent (if present)* - *RIO* - *TOLO* - *Police (British Transport and Civil) Incident Officer* - *ORR representative* - *T&RS technical specialist* *Protocol should include:* - *Reaching an understanding with interfacing agencies in respect of preserving and gathering evidence without interfering with rescue and recovery operations to save life* - *Agreement to gather perishable evidence as soon as reasonably practicable* *Method of collection includes:* - *'For Cause' testing for drugs and alcohol of personnel involved* - *Photographing (to include the understanding of using a film camera as opposed to digital)* - *Sketching* - *Written notes – originals MUST be retained* - *Gauge/dial readings* - *Wheel/rail surface temperatures* - *Driving cab radio tapes* - *Train data recorders* - *CCTV footage (on train, forward facing driving cab cameras, stations)* *Continuity of evidence achieved by:* - *Collecting evidence in the presence of/under supervision by the RIO and Civil/BT Police/ORR/RAIB* - *The countersigning of written evidence such as notes and sketches* - *The sealing of recorded evidence such as data recorders (OTDR) and CCTV media*
Essential Underpinning Knowledge	- *Traction & rolling stock operation, including OTDR downloading (see **NOTE 1** below)* - *Accident & incident investigation procedures* - *'For Cause' drugs and alcohol screening procedures*

Essential Underpinning Knowledge (continued)	*NOTE 1:* *A TOLO does not necessarily need to be competent in all types of traction & rolling stock that traverse the lines of route for which their TOC has Primary Support Operator responsibility as this would not be reasonably practical.* *It is normal practice for TOLOs to be competent in or have knowledge of the traction & rolling stock belonging to their own TOC and the ability to ascertain advice and information from other TOC control offices on the traction & rolling stock owned and operated by that TOC.* *A TOLO may not necessarily be competent in OTDR downloading procedures but as a minimum should be able to make effective arrangements for OTDR downloads to be undertaken in a timely manner by those who are competent.*

Recommended competence standards - unit 3, element 3.1

Unit 3:	***Incident Site Recovery***
Element 3.1:	***Restoration of Operational Activities***
Performance Criteria	(a) Transfer of responsibilities (b) Recovery of traction and rolling stock (T&RS) (c) Restoration of operations
Scope	*Transfer of responsibilities involves:* - *Completion of emergency services active participation and handover to infrastructure manager* - *Completion of investigatory requirements by British Transport/Civil Police, RAIB/ORR and/or infrastructure manager or other railway undertaking* - *Criteria determined by infrastructure manager in conjunction with railway undertaking(s) for normal or temporary operational arrangements over affected rail infrastructure* - *Handover of duties to a TOLO of the Owning Operator where this has been determined and agreed with the Primary Support Operator* *Recovery may include:* - *Remedial repairs to enable rolling stock to move under its own power* - *Use of locomotive or multiple unit to recover failed or damaged rolling stock* *Restoration of operations may involve:* - *Re-opening of running lines under normal or temporary operational arrangements (such as temporary signalling and emergency speed restrictions)* - *Implementation of contingency train service plans*
Essential Underpinning Knowledge	- *Modular Rule Book* - *Railway undertaking contingency train plans*

Recommended competence standards - unit 3, element 3.2

Unit 3:	***Incident Site Recovery***
Element 3.2:	***Employee Welfare***
Performance Criteria	(a) *Ensuring welfare of employees* (b) *Ensuring welfare of self* (c) *Relief and handover of duties* (d) *Offsite and post incident support for self*
Scope	*Welfare of employees may include:* - *Identification of need and provision of assistance in cases of trauma* - *Arrangement of accompanied transportation from site to home/depot/station etc.* - *Advice to relatives of employees (in conjunction with Police and railway undertaking Incident Care Team where appropriate)* - *Arrangements to provide relevant post-incident support* *Welfare of self should include:* - *Recognising limitations* - *Acknowledgement of own fatigue and stress* - *Actively seeking support within railway undertaking chain of care and welfare processes* *Relief and handover of duties should include:* - *Making arrangements with control office for a relief TOLO to be provided within a reasonable timescale* - *Undertaking handover with relief TOLO* - *Consideration of getting home in respect of potential fatigue or mental strain (taxi instead of driving own or company road vehicle for example)*
Essential Underpinning Knowledge	- *Railway undertaking procedures for providing employee chain of care and support*
Additional Considerations	*Arrangements must be in place to identify appropriate actions for ensuring the welfare of those individuals and ensure these are undertaken following their involvement in the management of an incident, particularly if the circumstances of the event have the potential for inducing trauma or emotional upset. While such welfare checks might naturally be seen as the responsibility of the individual's line manager, they may not become aware of an event until some time after its occurrence. It is therefore suggested that the task could be initially assigned to the next level up in the command structure to undertake, e.g. if the TOLO is at operational (i.e. Bronze) level then the person appointed to tactical (i.e. Silver) should instigate it as Sliver would be notified as part of the on-call response and is hence well placed to engage and check welfare of a TOLO. Silver can then refer the matter on to the individual's line manager to follow up as necessary.*

Recommended competence standards - unit 4, element 4.1

Unit 4:	**Learning from Events**
Element 4.1:	**Debrief/Review**
Performance Criteria	(a) *Debriefs/reviews are held jointly with appropriate parties* (b) *Response plans are reviewed after debriefs, and, if necessary, arranged to be revised and reissued*
Scope	*Debrief may involve:* - *Local staff, including other members of the Railway Group, e.g. Network Rail, other railway undertakings, etc.* - *Those with specialist knowledge such as the railway undertaking management responsible for emergency planning, fire safety and security for example* - *External agencies, such as the emergency services* *Debrief may include:* - *Identification and sharing of good practice* - *Identifying weaknesses in planning or response that may need to be addressed* - *Sharing results openly without blame* - *Staff briefing or training needs* *Review will include:* - *Examination of existing plans against events, response and consequences* - *Determination of revisions to the plan and the arrangements for reissue*

Essential Underpinning Knowledge	- *Appropriate plans (local and cross-company)* - *Requirements of Safety Certificate/Safety Authorisation* - *Debriefing processes and techniques (if leading the debrief)*

Appendix B – Supplementary requirements for major incidents

Introduction:

Major rail incidents will require on site tactical decision-making at a level not normally expected of railway undertaking personnel who are trained as and who hold a certificate to undertake the role of the TOLO on a first response basis.

These supplementary requirements should be considered by railway undertakings in planning and implementing their chain of command for such occurrences to include the provision of a competent senior manager to take over the role of TOLO from the initially appointed person and the subsequent redeployment of on-site management personnel.

Element	Commitment and Co-ordination of Railway Undertaking Resources
Criteria	Senior managers undertaking the role of TOLO at the site of a major rail accident must be able to: - Influence the commitment of the necessary financial and personnel resources of railway undertaking organisation(s), their suppliers and agents to effect full recovery - Maintain joint planning, communication and media briefing arrangements with the RIO and emergency services - Assist with the requirements of company insurance assessors through the Network Rail on-site lead role - Maintain effective communication with railway undertaking strategic decision makers to ensure an appropriate corporate response and consistent media policy - If present at the incident location, they are required to have full TOLO competency
Essential Underpinning Knowledge	- Robust understanding of command and control structures established for major incidents - Contents of relevant Railway Group Standards and railway undertaking emergency plan - Experience of operational management at senior level - Understanding of the role of the Incident Care Team and the need to pass on to them information essential to the humanitarian response, i.e. details of the number and nature of casualties, details of reception centres, receiving hospitals etc. - Protocols for communicating with senior managers/directors within own company and other organisations

Appendix C – Guidance on training considerations and delivery

Introduction:

The Competency Elements documented in this Guidance Note provide the basic criteria for a Train Operator Liaison Officer (TOLO) to carry out their role effectively.

To ensure that individuals selected for competency training in the role of TOLO are provided with the best opportunity to gain a comprehensive understanding of what is required from them and the roles they may be expected to interface with, the following guidance is provided on what consideration should be given on planning and delivering the training sessions:

Consider for inclusion	*Guidance on Delivery*
Invite representatives of internal agencies to provide insight into their roles and responsibilities in the event of an accident or incident	*Invited presenters could include:* - *Experienced TOLOs* - *Rail Incident Officer (RIO)* - *Station Incident Officer (SIO)* - *Route/Operations Control Manager* - *British Transport Police* - *Incident Care Team leads*
Invite representatives of external agencies to provide insight into their roles and responsibilities in the event of an accident or incident	*Invited presenters could include:* - *The local police, fire and ambulance services* - *The local authority* - *Rail Accident & Investigation Branch* - *Office of the Rail Regulator*
Include interactive role play	*Provide opportunity for course participants to actively test communication, interface management and decision-making skills:* - *Use credible desk top style scenarios with participants taking turns in playing the role of the TOLO – use other participants to act out interfacing roles* - *If possible, make use of invited presenters (see above) in simulated roles they would normally take in the event of an incident* - *Encourage log keeping of communications made and actions taken* - *Encourage informed decision making based on the facts presented to them* - *Consider putting participants under simulated pressure, especially when making decisions* - *Encourage impartial feedback from other participants on how they think the participant undertaking the role of the TOLO has managed the scenario* - *Use role play to help with the development of interpersonal skills, such as assertiveness, which are crucial to effectively carrying out the role of TOLO*

Consider for inclusion	*Guidance on Delivery*
The use of track diagrams, maps of the local area or other 'props' such as models	*Props can successfully be used as a visual aid during both training and exercises to enhance scenario appreciation and understanding* *Model railway layouts can be utilised to provide a 'picture' of the incident scene.*
The use of DVD and/or CCTV footage of real events that an TOLO may have to manage	*It is common practice for training organisations to use film footage of real events to emphasise the potential for occurrence and the possible consequences if ineffectively managed.* *Trainers or presenters must be considerate of both the audience and the content when deciding on what is to be shown. Using such footage to demonstrate the potential consequences may in some cases cause upset and anxiety so discretion must be used.*
Use of mnemonic METHANE	*Explanation of using the mnemonic METHANE as an aid when responding to a major incident.* *The METHANE mnemonic stands for:* **M – Major** Incident Declared **E – Exact** Location **T – Type** of Incident **H – Hazards** present **A – Access** and egress **N – Number** of casualties **E – Emergency services** on scene/required

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