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# Emergency Management Plan

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## 1 Introduction

### 1.1 Purpose

The purpose of this document is to give an overview of the emergency management arrangements and principles of implementation in relation to the Roy Hill business.

The development of an Emergency Management Plan will provide a framework that can be adopted to suit the Roy Hill business as it evolves through the various stages of day to day operations. This will enable Roy Hill to work cooperatively with all stakeholders, internally and externally.

### 1.2 Intent

Always utilise the Australasian Inter-service Incident Management System (AIIMS), as the Management tool for all incident response and management.

To develop appropriate plans and processes to ensure compliance with relevant legislation requirements applicable to Roy Hill operations.

To test, audit, review and update plans and processes on a scheduled basis to ensure the maintenance of relevance and currency.

## 2 Definitions

Term	Definition
<b>Community</b>	A group with a commonality of association and generally defined by location, shared experience, or function. A social group which has a number of things in common, such as shared experience, locality, culture, heritage, language, ethnicity, pastimes, occupation, workplace, etc. the term community will be utilised throughout the Roy Hill documentation in the context as described above to ensure the culture being developed is integrated and genuine.
<b>Prevention</b>	The identification of hazards, the assessment of threats to life, property and the environment ensuring protective measures are in place to reduce threats.
<b>Preparedness</b>	Arrangements or plans to deal with an emergency and its effects, (including activities that focus on essential emergency response capabilities) through the development of procedures, the organisation and management of resources, training and education.
<b>Response</b>	The execution of duties and services in order to preserve and protect life, property and the environment.
<b>Recovery</b>	The long-term activities beyond the initial crisis period and emergency response phase of disaster operations. During recovery, the focus is on returning all systems in the community to a normal status or to reconstitute these systems to a less vulnerable condition.
<b>Logistics Function</b>	Responsible for obtaining and maintaining resources, facilities, services and materials to support control of the incident.
<b>Planning Function</b>	Responsible for information management and planning.

## 3 Abbreviations

In all emergency documentation, abbreviations and/or acronyms are used and will be written in full initially followed by the abbreviated version in brackets.

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Abbreviation	Meaning
24/7	24 hours a day / 7 days a week
DEC	Department of Environment and Conservation
DEMC	District Emergency Management Committee
DFES	Department of Fire and Emergency Services of Western Australia
DOCEP	Department of Consumer and Employment Protection
DOTARS	Department of Transport and Regional Services
DPI	Department for Planning and Infrastructure
ERP	Emergency Response Plan
ERT	Emergency Response Team (Site)
ESO	Emergency Services Officer
FRT	Field Response Team
IAP	Incident Action Plan
IC	Incident Controller
IMT	Incident Management Team (Site)
ISG	Incident Support Group (ISG) Corporate
LEMC	Local Emergency Management Committee
LGA	Local Government Authority
LO	Logistics Officer
MEDIVAC	Medical Evacuation
OASG	Operational Area Support Group
OO	Operations Officer
PO	Planning Officer
RFDS	Royal Flying Doctor Service
SITREP	Situation Report
SMEAC	Situation, Mission, Execution, Administration, Control
ST JOHNS	St John's Ambulance Australia

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### 4 Referenced Documents

The following Reference documents set out the mandatory requirements for each area of the operation in regards to emergency management.

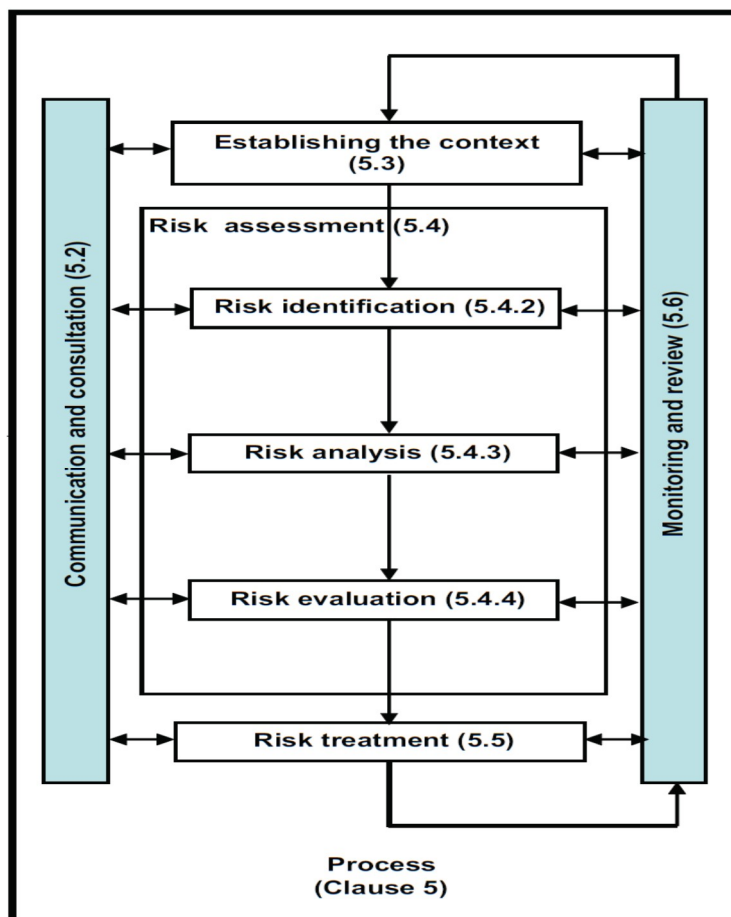
Document number	Document title
	ISO:31000 – 2009 Risk Management Principles and Guidelines
	Emergency Management Act 2005 and Regulations 2006
	West Australian Dangerous Goods Safety Act 2004 and Regulations 2007
	West Australian Rail Safety National Law (WA) Act 2015 and Rail Safety National Law (WA) Regulations 2015
	West Australian Mines Safety and Inspection Act 1994 and Regulations 1995
	West Australian Occupational Safety & Health Act 1984 and Regulations 1996
	Westplan – Bushfire, (FESA) 2009
	Westplan – Flood (FESA) 2004
	Westplan – Land SAR (WAPOL) 2007
	Westplan – HAZMAT (FESA) 2010
	Westplan – Road Crash (FESA) 2008
	Westplan – Cyclone (FESA) 2007
OP-PLN-00002	Crisis Management Plan
OP-PLN-00017	Rail Emergency Response Plan
OP-PLN-00020	Ginbata Aerodrome Emergency Plan
OP-PLN-00081	Port Emergency Response Plan
OP-PLN-00085	Mine Emergency Response Plan
OP-PLN-00202	Cyclone Management Plan

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## 5 Emergency Management Overview

The processes to be undertaken in relation to the development of emergency management plans and processes will be consistent with the recognised Australian Standards for risk management (ISO 31000) and its companion documentation documents appropriate to activities being undertaken. The Risk management Cycle is demonstrated below;



Each plan will be relevant to the risk, based on the assessment process above.

A risk assessment process will be maintained that identifies the key natural and industry hazards that affect the Roy Hill business. A risk register will be developed and used as a foundation to undertake the Emergency Risk Management process which will put in treatment options and appropriate Emergency Response Plans that support the emergency management framework of Prevention, Preparedness, Response and Recovery.

### 5.1 Compliance with Legislation

#### 5.1.1 General

The various legislations (*Act and Regulations*) in regards to mining, safety, rail, port and aerodrome requires emergency management preparation activities to be undertaken and an emergency management plan to be in place for the operations of the business. Roy Hill will ensure these are in place at the appropriate times to minimise risk. The List of the relevant applicable legislation is available in Section 4 referenced documents.

#### 5.1.2 State Plans

Roy Hill is mindful of its obligations to conduct business in line with the various local, state and federal guiding plans that are developed from time to time. Roy Hill have established relationships with the various agencies to monitor and work with them to keep its business across any changes that may evolve. An example of this is the

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various states “Westplans” under the emergency management legislation, as listed in Section 4 referenced documents.

### 5.2 Whole of Business Plans

It is the intent of Roy Hill to streamline systems of emergency management and where ever possible, have a single document for each area of operation being Port, Rail, Mine, to minimise risk and injuries. An example of this is the adoption of the Australasian Inter-service Incident Management System (AIIMS) which is locally, state, federally and internationally recognised as the system of management for emergencies.

### 5.3 Assessment Principles – Plan development and Response

The main focus of good emergency management is to reduce or eliminate risk to life, property and the environment. These same three priority principles are used in an emergency by responders to assess the response priorities when dealing with an incident/emergency and is recognised internationally as “the standard”. All Response Plans will cover the Prevention, Preparedness, Response and Recovery elements to maintain continuity of business.

#### 5.3.1 Prevention

These activities aim to eliminate or reduce the probability of occurrence of a specific hazard. Continued compliance with the various building and construction industry codes enable us to manage the identified risk and hazards that may be present or introduced to our operations. This compliance will contribute to the reduction and or elimination of risks to life, property and environments. They also reduce the degree of injury or damage likely to be incurred by designing out weaknesses and designing in preventative and monitoring infrastructures and systems.

#### 5.3.2 Preparedness

Through this phase, Roy Hill will focus on essential emergency response capabilities through the development of response plans and procedures, the organisation and management of resources, training and education.

It is in this phase that Roy Hill will conduct the audits, exercises and review of its business to maintain currency; for example, but not limited to; the provision of appropriate facilities and equipment; the provision of effective alarm systems; the testing of alarm systems; the development of procedures to deal with emergencies; the training of employees in emergency procedures; the training of employees in firefighting, mine rescue and other relevant emergency response functions; and the review of facilities, equipment and procedures.

#### 5.3.3 Response

The Australasian Inter-service Incident Management System (AIIMS) will be utilised to manage and combat any incident and or event that arises. Through this element, Roy Hill will have in place appropriately trained personnel who will be able to provide emergency assistance for casualties, and help reduce further injury or damage and facilitate effective recovery operations.

#### 5.3.4 Recovery

The Roy Hill communities are our highest priorities and we aim to have support systems in place that ensure we can support emergency affected personnel and their families in restoration of emotional, social, economic and physical wellbeing, as well as the reconstruction of the physical infrastructure affected by the emergency.

During the recovery operations, actions are taken to minimise the recurrence of the hazard and/or lessen its effects for the future which will include the debriefing and reviewing of arrangements that are utilised.

### 5.4 Emergency Incident Management Structure

Roy Hill has a clear position on how the emergency management arrangements and structure will be established and function. The structure will be one that has the ability to grow and expand with the company and also allow

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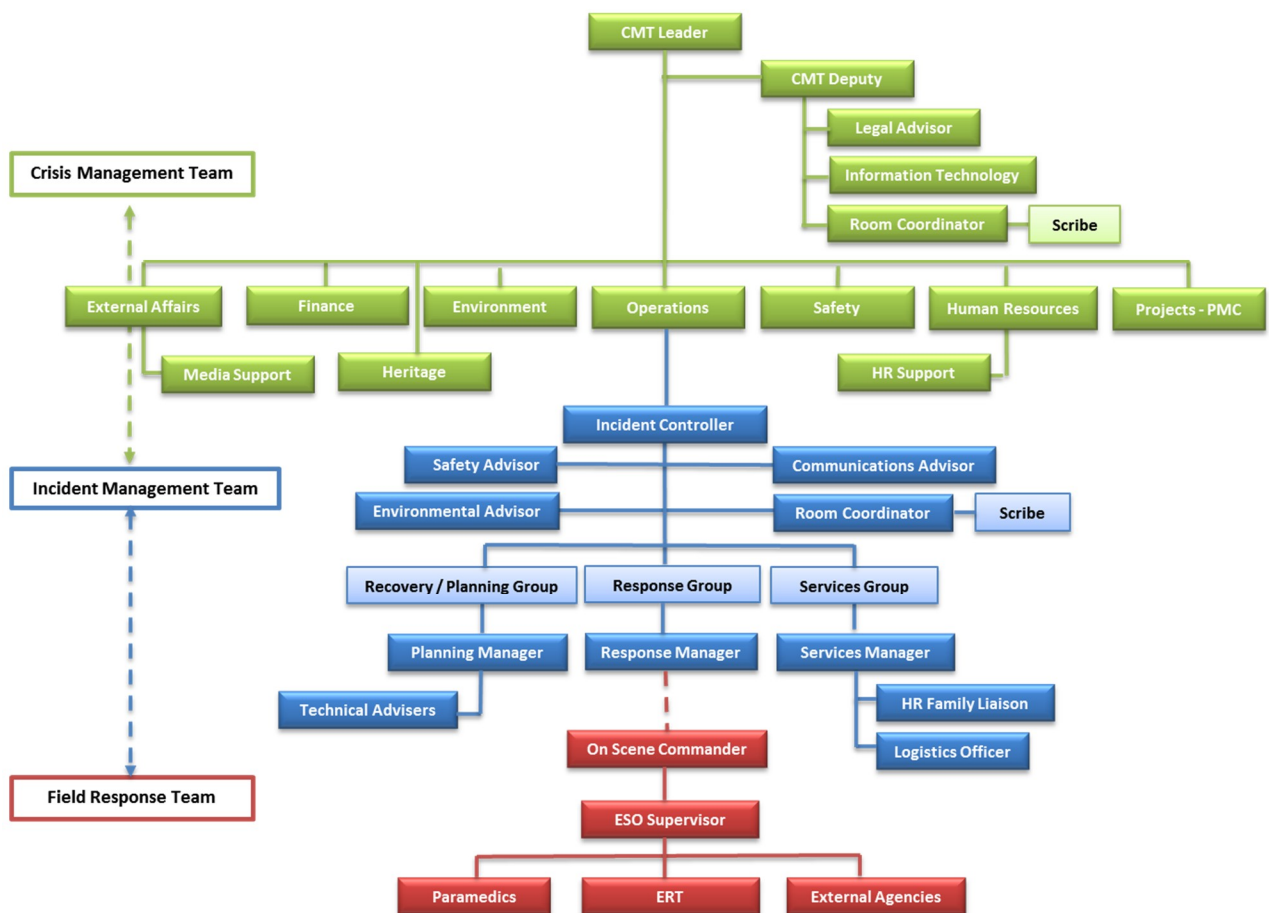
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for the reduction and scaling down of operations as the company’s business changes. The Australasian Inter-service Incident Management System (AIIMS) structure will be utilized as described below.

To manage an incident, the Incident Controller will establish a management structure designed to deliver the key functions of control, planning, operations and logistics. The responsibilities of the Incident Controller are the same whether the consequences of the incident are of a minor or major nature. However, incident control becomes more of a managerial role as the structure expands and the functions of planning, operations and logistics are delegated.

The below structure is an example showing the Field Response Team (FRT) the onsite Incident Management Team (IMT) and the Crisis Management Team (CMT). This structure can reduce or expand as the incident requires.

Roy Hill Crisis and Emergency Management Structure



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### 5.5 Incident Level Classification

Emergency operations in Western Australia are based on the principle of Graduated Response. The principle of a Graduated Response identifies the responsibility for resourcing and responding to an emergency. Initial response rests at the local level, so that the people, who are at the scene with the relevant experience and qualifications deal with the incident and all other elements of the business, support the Incident Management Team in fulfilling its obligations to get the business back into production.

For example, where an emergency requires resources beyond the capability of the local (Roy Hill) community, support from district emergency management arrangements and resources may be obtained. Further state resources may be provided should district emergency management resources arrangements be inadequate. There are only three levels of emergencies, to allow for effective scalability;

**Level 1** Incidents that can be resolved through the use of local or initial response resources only, the major function is Operations (i.e. to resolve the incident). Control is limited to the immediate area. Operations and often Planning and Logistics is usually carried out by the Incident Controller.

**Level 2** Incidents are more complex either in size, resources required or risk involved. They are characterised by the need for:

- additional resources to be deployed beyond the initial response,  
OR
- sectorisation of the incident,  
OR
- establishment of functional sections due to the levels of complexity,  
OR
- a combination of the above.

**Level 3** Incidents have degrees of complexity that may require the establishment of divisions for effective management. They will usually involve delegation of all functions for effective management. Establishment of the Roy Hill Crisis Management Team in Perth will take place when an incident has reached this level. Only the Resident Manager or Delegate can authorise a Level 3 response to an emergency situation.

There will be one Emergency Management Plan in the organisation that is divided into the four elements, Prevention, Preparedness, Response and Recovery. By doing this, it will enable the company to demonstrate very clearly all elements and compliance requirements are being met and maintained regularly.

The Emergency Management Plan (*strategic*) has the corporate objectives (*such as the Australasian Inter-service Incident Management System (AIIMS) structures etc., to be used*), the risk register and corporate policies which apply to all areas of the business. The other four elements contain the functional day to day plans (*the strategies and tactics*) that relate to emergency management functional areas. Within this area are the site specific matters that need to be addressed.

It is important to note that this system allows for systematic flows between, across, up and down through the Roy Hill emergency management structure/arrangements. This structure ensures that when developing new plans, the reader will identify where they sit and how they interact with each other. By adopting this system correctly, this will reduce duplication, stream line policies and procedures and improve organisational efficiencies.

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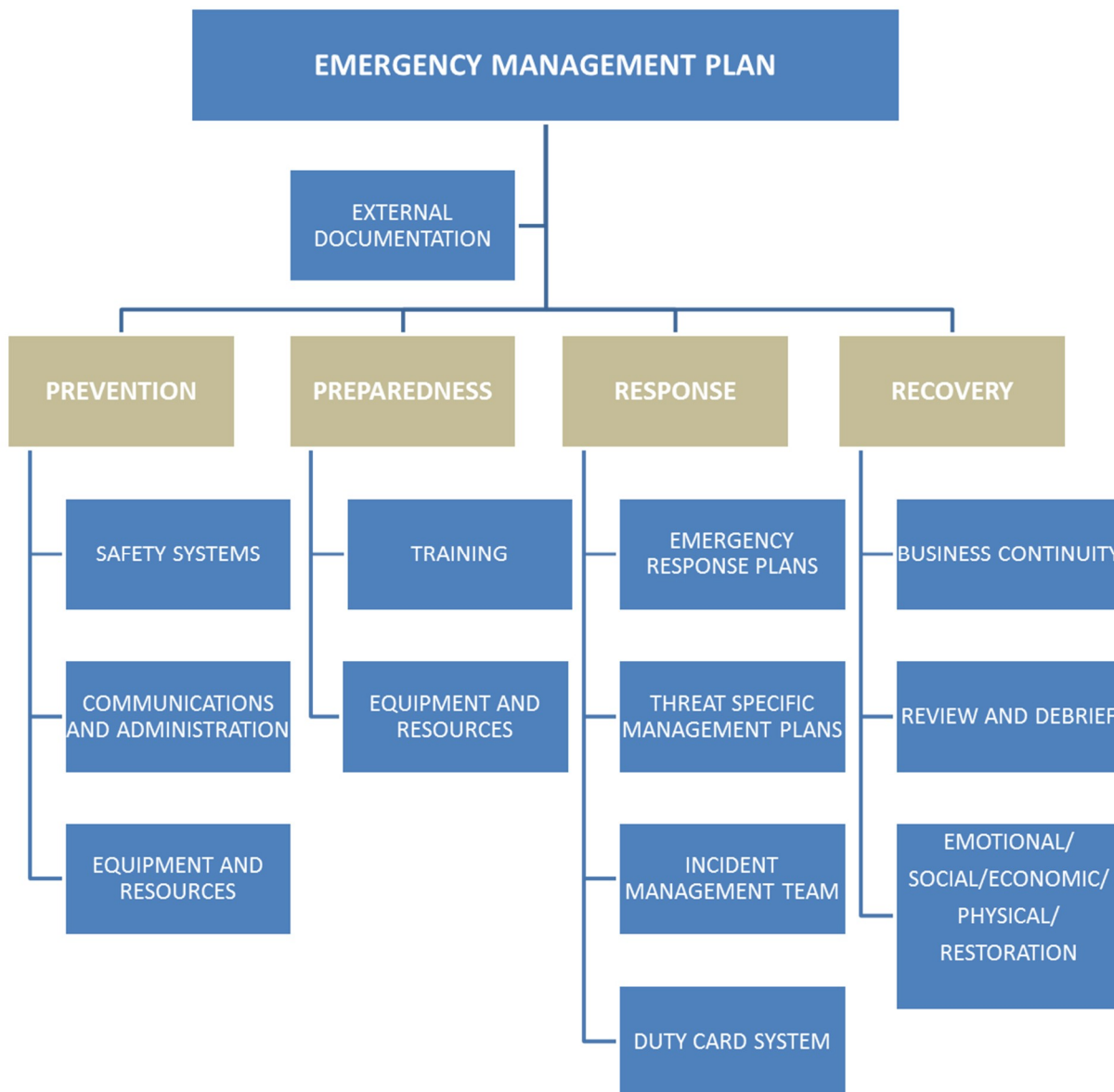
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## 5.6 Emergency Management Framework

As a principal guide for the development of emergency plans, a hierarchal guide in establishing the appropriate plans is a priority and the below hierarchy demonstrates the process followed.



Each plan will be developed utilising the most current and up to date Australian and International standards, whilst encompassing current legislative frameworks and best practice principles, and being innovative and encouraging new initiatives for process and productivity improvements.

## 5.7 Emergency Response Plans

All emergencies will be managed in accordance with the Australasian Inter-service Incident Management System (AIIMS). This system is designed to provide for the welfare of the people involved with the incident, minimise the impact on the Roy Hill community, the broader community and environment. As an internationally recognised management tool, it effectively and efficiently controls the incident and provides a safe working environment for the Roy Hill community.

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Australasian Inter-service Incident Management System (AIIMS) is based on three key principles:

- Management by Objectives,
- Functional Management and
- Span of Control;

Each business unit will develop site specific Emergency Response Plans (ERP) relevant to the operations and activities that are undertaken on the site. The ERP for each site will be maintained and updated as details or circumstances change at each site. These ERP can only be compiled once resources and the responsible persons have been identified on each site.

Each Emergency Response Plan will include as a minimum:

- Process or System for Declaring an Emergency
- Emergency Level Escalation Process
- A Training Program for the Site Management Team
- Roles & Responsibilities
- Incident Management Team - Structure
- Duty Card System
- Emergency Contacts Register
- A Training Program for Emergency Response Team
- Listing of Potential Emergency Situations
- Credible Scenario Response Plans
- Facilities, Equipment & Resources Register
- Equipment Maintenance Schedule
- External Support Agreements (Emergency Services, Mutual Aid Agreements)

### 5.8 Autonomous Equipment

There are several operational areas where autonomous equipment is currently in use and there is a strong desire to increase autonomy within the overall business where possible. Emergency response to incidents where autonomous equipment is involved within all of the Roy Hill Operations will follow current emergency process and procedures. No personnel shall approach or enter the area of operation of an autonomous piece of equipment unless it has been shut down or switched to manual mode.

### 5.9 Threat Specific Management Plans

Threat Specific Plans will be developed for threats that have been identified during the risk assessment process. These plans will be very detailed and as a result of the detail will need to be compiled in separate documents. The list below identifies some, but not all, of the emergency situations that will require a threat specific plan. As the operations develop, there will be other potential emergency situations that will be identified and more threat specific plans will need to be developed as a result. These could be, but not limited to;

- Cyclones
- Bush Fires (Wildfires)
- Missing Person
- Plane Crash

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### 5.10 Duty Cards

The duty card system guides each member of the IMT through their specific roles and associated tasks. Duty cards detail the activities that should be undertaken by individual members of the teams before an emergency, upon activation, during and after an emergency. Duty cards for each position are located in the duty card section of the Emergency Response Plans for each site.

### 5.11 Plan Revision and Administration

This Emergency Management Plan will be a controlled document. Up to date versions of all plans will be available on the Roy Hill hosted intranet site at all times.

All personnel will be made aware of this plans existence via the Roy Hill Induction and copies made available upon request. Copies will be provided to contracting companies prior to them completing their emergency management response plans and to those who may be involved in any emergency incident in an IMT Role. This Emergency Management Plan will be a living document and as such will be regularly updated and corrected as details change, with changes being communicated.

All printed copies will be reference copies only. It will be the responsibility of all persons with printed copies to ensure that their copies are kept up to date.

### 5.12 Incident Command Centres

An up to date hardcopy of this plan will be stored in the nominated Incident Command Centre on each site along with the site emergency response plans. Primary and Secondary Incident Command Centres need to be identified. When identifying these locations, consideration needs to be given to ensure continuity of business, functionality and availability of infrastructure and IT support.

All personnel on site involved with the management of emergency incidents will be encouraged to make suggestions and have input into improvement strategies when debriefs are conducted after training exercises or after real time events.

All plans will be reviewed and updated when

- Additional threat specific actions are identified
- 12 monthly
- After an incident to identify lessons learnt
- Identification of areas of improvement
- Identification of irregularities within the documents
- Changing of personal in key positions.

### 5.13 Protection Priorities

In managing a declared incident affecting Roy Hill, all Management and Recovery teams and personnel will apply the following protection priorities:

- Ensure safety of all people associated with Roy Hill;
- Minimize impact on the environment, as a result of Roy Hill's operations;
- Protect property assets of Roy Hill and Support Companies;
- Safeguard business reputation and the commercial viability of Roy Hill and Support Companies;
- Re-establish business continuity of Roy Hill.

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### 5.14 Medical Incidents

Roy Hill will have a medical facility staffed by trained and qualified medical personnel 24/7 on a rotating roster. These medical personnel will be fluent in the procedures in contacting the Royal Flying Doctor Service (RFDS) or a nominated medical service, should a medical incident requiring this assistance to occur.

Should a medical incident occur, the advice received by the medical personnel from his consulting medical officer will be followed when deciding the most appropriate medical treatment or evacuation.

Medical treatment will be recorded and monitored by the medical personnel and the appropriate people and authorities will be notified, if applicable.

Medical evacuation will be by either:

- Ambulance with a designated driver that has a minimum of Senior First Aid
- RFDS from an air strip closest to a medical facility, as determined by the RFDS;
- Contractor vehicle with designated driver and, if necessary, another person to accompany the stable casualty; or
- Medivac helicopter will be considered in situations of urgency where the patient's condition is critical and the project site is isolated due to weather or disaster effects. The patient will be evacuated by the helicopter to a relevant hospital.

### 5.15 Communications

Roy Hill have installed communication networks appropriate to the business requirements. In the event of any single communications bearer failure, an alternate means will be made available. Alternative means may include but not limited to;

- Satellite Phone
- SMS alert
- Radio communications
- Data communications
- GPS positioning/alert system

### 5.16 Emergency Services Personnel

Roy Hill has a number of fulltime Emergency Services Personnel on each site at any given time. The number of fulltime Emergency Services Personnel on each site will be dependent on the number of people working on site and the nature of the works being undertaken. There will be times when extra Emergency Services Personnel will be required onsite to support the permanent full time team. Examples of this would be during shutdowns or during project construction periods. A team of ERT Volunteers will be competently trained and appropriately equipped to support the fulltime Emergency Services personnel if required. Refer to section 6 of this document for the minimum requirements for emergency services personnel

## 6 Minimum Training Requirements for Emergency Services Personnel

Training of personnel is an essential requirement for preparedness. Roy Hill will provide the necessary training and resources to ensure Roy Hill personnel, Support Companies and Stakeholders are aware of their roles and responsibilities in Roy Hill's emergency management procedures.

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ERT training is a site responsibility and is conducted in accordance with their identified risks and must be carried out regularly. Each site will develop a training calendar and a training matrix that identifies and satisfies the site needs.

Corporate and senior management training will be conducted on a regular basis. IMT site Management drills / exercises must be conducted no less than annually and can be driven by the site and / or Roy Hill Corporate and may consist of either a desk top exercises and/or full scale exercises.

Roy Hill will keep records of any Emergency Management, Incident Management Training, drills and / or exercises and will meet current standards.

### Medical Personnel

- Fully qualified and registered - Registered Nurse
- Fully qualified - Paramedic

### ESOs

- Breathing Apparatus (BA), Hazmat, Fire Fighting, Vehicle Extraction, Rope Rescue, Confined Space Rescue, Operate emergency vehicles
- Certificate II Medical Service First response
- Cert IV Trainer and Assessor preferable

### ERT Volunteers

- Cert III in Public Safety (Firefighting and Emergency Response)
- Basic First Aid
- Advanced First Aid - preferable

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