Annexure 5:

Emergency Management and Control Plan

Principal Control Plan

Emergency Management

Approved date: Aug 2023

Document ID: MAC-253-PCP-000

Department	Health and Safety
Location/Site	Macraes

Approval table

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16	Mar 2018	All	All	WorkSafe recommendations	Mar 2018
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19	Jul 2023	All	All	Team review & quality check	Aug 2023

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1   PURPOSE

The purpose of this Emergency Management Principal Control Plan (PCP) is to assist Macraes Management team to assess, respond and recover from significant events which may impact workers, environment, assets or company reputation.

2   SCOPE

This PCP applies to all persons in any capacity accessing Macraes Operation. The PCP describes the progression of emergency response from the site-based Emergency Management Team (EMT), to the Corporate Crisis Management Team (CMT) using the Coordinated Incident Management System (CIMS).

3   REFERENCE AND COMPLIANCE

Level	Source
Legislation and Guidelines	• [Health and Safety at Work Act 2015](#)
	• [Health and Safety at Work (Mining Operations and Quarrying Operations) Regulations 2016](#)
	• [Hazardous Substances and New Organisms Act 1996](#)
	• [WorkSafe Emergency Response Protocol: Underground Mines and Tunnels](#)
	• [WorkSafe Code of Practice - Emergency Preparedness in Mining and Tunnelling Operations (Aug 2016)](#)
	• [Mines Rescue Act 2013](#)
	• [The New Zealand Coordinator Incident Management System (CIMS) 3rd Ed.2019](#)
	• [WorkSafe - Workplace Emergency Plans](#)
Corporate	• [OGC-450-STD-005 Integrated Management System Standards](#)
	• [OGC-450-GUI-005 Risk Management Guidelines](#)
	• [OGC-450-PRO-002 Incident Communication, Investigation and Review Flow Path](#)
	• [OGC-450-CHK-019 Critical Control Check Sheet - Emergency Preparedness and Response](#)
	• [OGC-450-BWT-015 Emergency Preparedness and Response Bowtie](#)
	• [OGC-450-STD-020 Safety Performance Standard Manual - Section 18](#)

Site	• MAC-250-SMP-000 Macraes Integrated Management System
	• MAC-250-RSK-005 Macraes Risk Register
	• MAC-250-RSK-023 Emergency Management Risk Assessment
	• MAC-253-TRP-003 Emergency Trigger Action Response Plans (TARPs)
	• MAC-380-PRO-068 Open Pit Evacuation Procedure
	• MAC-455-PRO-081 Macraes Processing Plant Evacuation Plan
	• MAC-400-PRO-002 Underground Office/ Workshop Evacuation Procedure
	• MAC-253-PRO-000 Mine - Mill Control Emergency Duty Cards
	• MAC-253-PRO-002 Incident Management Team Duty Cards
	• MAC-257-PCP-002 Ventilation Control Plan
	• MAC-257-PHM-000 Ground Control PHMP
	• MAC-257-PHM-002 Inundation and Inrush PHMP
	• MAC-257-PHM-003 Roads and Other Operating Areas Principal Management Plan
	• MAC-257-PHM-004 Tips, Ponds and Voids PHMP
	• MAC-257-PHM-005 Fire and Explosion PHMP
	• MAC-257-PHM-006 Explosives PHMP
	• MAC-257-PHM-007 Hazardous Substances PHMP
	• MAC-257-PHM-008 Lifting Operations PHMP
	• MAC-257-PHM-009 Working at Height PHMP
	• MAC-257-PHM-010 Confined Space PHMP
	• MAC-257-PHM-011 Tyre and Rim Management PHMP
	• MAC-354-TRP-001 TARP - Frasers West Pit
	• MAC-253-PRO-006 BOC Oxygen Plant Emergency Action Plan
	• MAC-253-PLN-000 Site Emergency Munster/ Evacuation Map
	• MAC-253-PLN-003 Hazardous Substances Map - Layout of Process
	• MAC-440-PLN-003 GPUG Underground Refuge Chamber Escapeway

	• [MAC-351-PRO-012 Operations Safety Cone and Signs](#)
	• [MAC-252-PRO-009 Contractor Management Plan](#)
	• [OGN-450-PRO-001 Drugs and Alcohol Procedure](#)
	• [MAC-256-PRO-003 Fatigue Management Plan](#)

4　RISK ASSESSMENT

The site risk register is to be reviewed after all significant incidents. Formal risk assessments are to be undertaken where changes to this document affect safety of personnel. Risk assessments are to be conducted according to [OGC-450-GUI-005 Risk Management Guidelines](#).

The site risk register can be accessed on the SharePoint Macraes Health and Safety Page.

Reference:

- [MAC-250-RSK-005 Macraes Risk Register](#)
- [OGC-450-BWT-015 Emergency Preparedness and Response Bowtie](#)
- [MAC-250-RSK-023 Emergency Management Risk Assessment](#)

5　MANAGEMENT PLAN

5.1　General Demographics

5.1.1　Helipads

- Location: Macraes Operation is situated 87km NW of Dunedin, Otago, New Zealand

Top Office	River Pumps	*Coronation*
Lat/ long: East　170˚ 25min 54sec New Zealand Transverse Mercator (NZTM): E1398884 Lat/ long: South 45˚ 22min 14sec NZTM: S4972663	Lat/ long: East　170˚ 15min 49sec NZTM: E1385627 Lat/ long: South 45˚ 20min 32sec NZTM: S4975374	Lat/ long: East 170˚ 23min 50sec NZTM: E1395261 Lat/ long: South 45˚ 19min 28sec NZTM: S4977369

Or any suitable remote location dictated by competent person(s) in charge.

- **Mine Type:** The mine is an active open pit and underground gold mine with process plant, vehicle maintenance facilities, tails dams and support departments
- **Operating Hours:** The mine operates 24 hours a day, seven days a week
- **Staffing Levels:** There are approximately 700 OceanaGold workers including contractors

The number of personnel on site at any given time can vary greatly. The numbers below are indicative of normal numbers expected to be on site at these times.

Daytime Monday – Friday	Nights and Weekends	Plant Shutdown Days
200	100	300

5.2   Prevention

Prevention strategies are centred on removing risk identified through risk assessments and documented in all site PHMPs and PCPs.

5.3   Preparedness

5.3.1   Emergency Response Capabilities

5.3.1.1   Emergency Response Team

The Emergency Response Team (ERT) comprises between 40 and 50 volunteer personnel with manning for a minimum of 6 emergency responders on shift at any one time, spread across all Departments. ERT are trained and capable of responding to emergency situations and undertake regular training for the following disciplines:

- BG4 and CABA breathing apparatus
- Gas and Confined space training
- Rope Rescue
- Advanced Medical Training
- Vetter bag lifting operations
- Vehicle extraction
- Underground search and rescue
- Fire-fighting – Underground, Surface operations and Confined Spaces
- HAZMAT response
- Underground communication systems

5.3.1.2   Inspections and Audits of Emergency Equipment

ERT shall undertake inspections of the following emergency equipment:

- Underground refuge chambers (includes underground trauma packs)
- Underground first response capabilities BG4 and CABA units
- First aid rooms
- Processing CABA & firefighting gear storage area (lant and UG fire shed)
- Rescue rope and set up at top of underground escape way
- Trauma packs
- Emergency response training room
- Emergency response container
- Emergency response trailers

5.3.1.3   Registered Nurse

Macraes employs NZ Registered Nurse/ Occupational Health Nurse(s) to assist in emergency care.

5.3.1.4   First Aid Trained Personnel

OceanaGold encourages all workers to hold basic first aid qualifications and provide training to this qualification.

5.3.2   Training

Trainee	Training Requirement
All Workers	• Basic first aid training (not mandatory) • Site-specific emergency management information during general and refresher inductions and specific task requirements i.e. electrical workers • Participate in department emergency scenario and evacuation exercises
Underground Workers	• As per All Workers and • 3 monthly self-rescuer training/ refresher
Incident Management Team	• Emergency Management Training • CIMS level 2 minimum • 1 x Desk top emergency scenario training annually • 1 x Level 3 emergency scenario annually – involving external agencies
Mine Incident Controllers	• Incident Management Team training as listed above • Level 4 CIMS
Emergency Response	• Follow an annual training plan covering all emergency response disciplines

5.3.3   On Site Emergency Resources

5.3.3.1   Incident Control Points

Incident Control Points (ICPs) are rooms allocated for use during an emergency and set up with the same equipment/ tools to manage the emergency. There are three main ICPs located at:

- Underground administration office
- Processing training room
- Surface operations – top office
- The Emergency Response trailer is resourced to be set up as a mobile ICP, if required

5.3.3.2   Emergency Response Vehicles

The Macraes Operation has the following response vehicles available for all injuries including crush injuries and rescue trapped or injured persons, this includes treatment and transport of sick and injured Mine Workers:

- One 4WD Ambulance which is suitable for underground use
- First responder light vehicle (ERT Coordinator vehicle)
- Underground first response vehicle
- 2x fire trucks located at the Process plant and Underground
- 2x rescue trailers to undertake initial emergency response

5.3.3.3 First Aid Rooms

There are 3x first aid rooms located on site which are set up with trauma packs, medical oxygen and basic first aid supplies:

- Underground office block on surface
- Processing office block
- Golden Point Underground (GPUG) – Tagboard area

5.3.3.4 First Aid Kits and Trauma Packs

First aid kits are in each building and light vehicle. Kits are the responsibility of the department. Trauma packs are available for Pre-hospital Emergency Care (PHEC) trained personnel to use across site and are located:

- Ambulance
- Process Plant First Aid Room
- Open Pit – Fraser East Crib Room
- Open Pit Maintenance Admin Office
- Mine Control office
- Deep Dell in the Supervisor's Office
- Underground Office Block First Aid Room
- GPUG – Tagboard area
- Refuge chambers
- First responder light vehicle (ERT Coordinator)

5.3.3.5 Defibrillation Devices

Defibrillators are maintained by ERT. Automatic defibrillators are in the following locations:

Location	Type
Top Office Foyer	Zoll
Site Ambulance	Zoll
FRUG Surface First-Aid Room	Medtronic
FRUG Underground Crib	Zoll
Open Pit Maintenance Workshop	Zoll
Deep Dell Crib Room	Zoll
Fraser East Crib Room	Zoll
Process Plant First-Aid Room	Medtronic
ER Coordinator Truck	Zoll
GPUG First-Aid Facility	Zoll
N/A – Spare	Zoll

5.3.3.6   Family Liaison Facilities (Coronation Hall)

The Macraes Coronation Hall, situated on the road through the township is suitable for family liaison, welfare, psychosocial support etc.

5.3.3.7   Mine Control and Mill Control

Mine Control is the first receiver of emergency calls and Mill Control is the backup for Mine Control. Mine Control and Mill Control are manned 24 hours seven days a week, they both have the capability to activate ERT via text. Both follow specific Duty Cards to assist in the initial emergency notification and response process.

5.3.3.8   Underground Self Rescuers

Any person entering the underground shall carry a self-rescuer on their person. Self-rescuers are maintained and monitored by the Health, Safety and Training (HST) department and undergo external pressure testing annually. All workers shall undergo three monthly training on their use as per legislative requirements. Long duration self-rescuers are located on specific equipment that operate in areas of potential entrapment.

5.4 Response

5.4.1 Emergency Response Levels

Level 1	Level 2	Level 3
Localised response by operational area with own resources **Incident Management Team _NOT_ required**	**Activation of ERT** **External support on stand-by or mobilised** **Incident Management Team _MAY_ be required**	**Activation of ERT** **External assistance mobilised – CIMS activated** **Incident Management Team _IS_ activated**
- Injury or illness requiring first aid treatment - No further threat or danger of escalation - Damage affecting but not halting mine operations - Injury or incident requiring personnel to exit mine - ERT notified and/ or on standby - A vehicle incident with no or minor injuries - A minor machinery fire that has been extinguished - Movement alarm activation - Possibility of flooding in the next 24 hours	- Notify Site Senior Executive (SSE) - People seriously injured - Personnel are trapped or missing under hazardous conditions - Further threat or danger of escalation - Damage to mine safety systems - Emergency Management Team may be activated - May require assistance of external emergency service providers - A vehicle incident with moderate injuries requiring external medical intervention - A fire that can be controlled by an onsite response - An unplanned detonation of explosives with no injuries - A large movement which has blocked egress for personnel - A movement which has the potential to affect the underground operations - A sudden flooding event with potential to trap personnel	- Notify SSE - A major level incident that may result in multiple fatalities and/ or trigger significant public interest - Personnel trapped or seriously injured with high level of risk - Increasing complexity, duration and consequences (out of control) - Of national concern/ media interest - Serious damage to safety systems - Emergency Management Plan initiated and may escalate to Corporate Crisis Management Plan - External emergency service providers assistance required - NZ Mines Rescue mobilised - Need for strategic advice and potential for additional resources beyond the capacity of the Mine Operator - Initiate Underground Mines Rescue Protocol for underground level 3 emergencies - A fire involving explosives - Missing explosives - A large failure with personnel missing/ trapped - A large failure that has blocked access/ egress from the underground operations - Significant pit flooding that has real potential to affect the underground workings

5.4.2 Site Emergencies/ Evacuation

5.4.2.1.1 Notification Process

Area or site wide evacuations will be communicated via radio (surface and underground) or by the evacuation siren (Processing Plant, Redbull Powder & Open Pit Workshop).

Underground shall release 'stench gas' to alert personnel of the need to evacuate to refuge chambers. On notification, all personnel are required to immediately move to the nearest evacuation Muster Point as per the Muster Point/ Evacuation Map.

5.4.2.1.2 Muster Points

Dedicated muster points are identified for surface operations on the Site Emergency Muster-Evacuation Map. Personnel shall remain at the muster point until advised to return to work, relocate to an alternative Evacuation Point or leave site.

5.4.2.1.3 Underground Evacuations

Underground operations shall evacuate to either the nearest refuge chamber or to the surface via multiple means of egress, as directed and using all available light vehicles to transport workers. On arrival at the surface all personnel shall immediately remove their tag from the tag board and move to the assigned muster point as advised by Supervisors.

5.4.2.1.4 Accounting for Personnel

Macraes utilises several processes to account for personnel during an emergency. Dependent on the situation a combination of the below accounting methods may need to be implemented.

- Cardax system - an electronic worker identification and work area access system
- Shift attendance sheets
- Underground tag board
- Deployment sheets with locations and activities for the current shift
- Department visitors' books
- Contractor's sign-in boards/ sheets

5.4.2.1.4.1 Lone worker

Supervisors need to ensure where workers are isolated that there are controls and procedures in place to account for them.

5.4.2.1.5 Transport During an Emergency

All OceanaGold vehicles may be utilised to transport personnel during an emergency. Surface traffic procedures and rules shall apply during the emergency. Dependent on duration of the emergency, contract buses may be activated outside normal hours if required.

Reference:

- [MAC-257-PHM-003 Roads and Other Operating Areas Principal Management Plan](MAC-257-PHM-003)

5.4.2.1.6   Explosives Facility Exclusion Zones

There are two exclusion zones for incidents involving the explosives facility and storage areas. The minimum exclusion distance is 1000 meters from the centre. All personnel are to move to the nearest muster area without entering the exclusion zone. Roadblocks shall be established to ensure traffic does not enter the exclusion zone as per the Emergency Muster/ Evacuation Map.

Reference:

- MAC-253-PLN-000 Site Emergency Muster - Evacuation Map

5.4.2.1.7   Personnel Emergency Contact Records

Worker's emergency contact details are held within Success Factors. Contractors shall provide emergency contact details of their workers to their Principal Representative or delegate as requested or through completing induction paperwork.

5.4.2.1.8   Underground Evacuation Notification Systems

Underground operations shall be advised of the requirements to evacuate the mine through radio communications and the release of stench gas into the ventilation system.

5.4.2.1.9   Scene Isolation

As and when required measures will be taken to isolate the areas of the mine that are affected by the emergency through the use of reflective white cones to comply with legislative requirements to securing the scene or a need to preserve information.

Reference:

- MAC-351-PRO-012 Operations Safety Cones and Signs

5.4.3   Incident Management Team

The Incident Management Team (IMT) may not be required for all emergencies and the decision to activate the team shall be based on complexity, duration, and capability of the response by the Mine Incident Controller (MIC). The MIC is to be appointed by the SSE or General Manager and has overall responsibility for the management of the incident.

Any of the Site Leadership Team (SLT) may be called on to fulfill a position within the IMT. Once advised of the incident and activation of IMT, members shall immediately proceed to the allocated Incident Control Point (ICP) and await allocation of roles from the MIC. Below is the basic structure of the IMT.
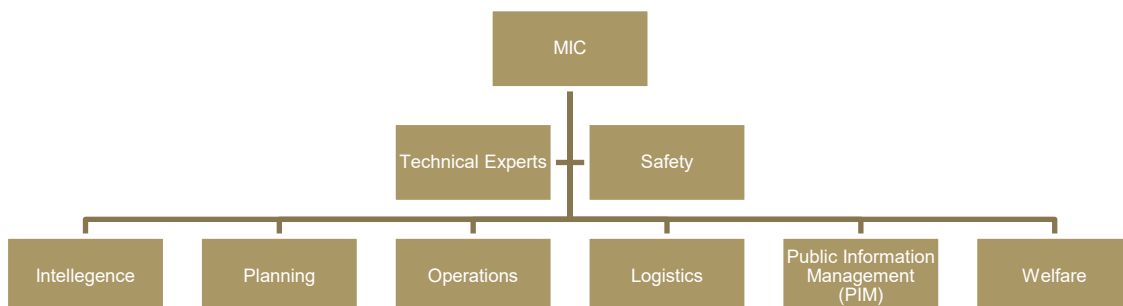
5.4.3.1   Emissions Management Documents

5.4.3.1.1   Duty Cards

Duty cards are provided as prompts to persons in designated roles involved in responding to emergency calls.

- [MAC-253-PRO-000 Mine - Mill Control Emergency Duty Cards](#)
- [MAC-253-PRO-002 Incident Management Team Duty Cards](#)

5.4.3.1.2   Emergency Trigger Action Response Plans

Trigger Action Response Plan (TARPs) outline what processes should be followed for specific incidents and what changes as the level of emergency increases. These documents are designed to assist those involved in the emergency to react quickly and decisively at certain points of the emergency. TARPs are available on SharePoint and in the following locations:

- Mine Control and Mill Control room
- Incident Control Points

Reference:
- [MAC-253-TRP-003 Emergency Trigger Action Response Plans (TARPs)](#)

5.4.3.1.3   Emergency Action Plans

Emergency Action Plans have been developed for specific potential major emergencies relating to explosives, tailings storage and the Process oxygen plant. Emergency Action Plans provide an organised, planned and coordinate approach to managing an emergency on site or with assistance from external emergency services.

5.4.3.1.4   Maps

The main maps required to assist in the management of emergency events to assist personnel in identifying and planning activities. All maps must be updated when changes that effect the mining operations and are available from SharePoint and hard copy in the ICPs.

Reference:
- [MAC-253-PLN-000 Site Emergency Muster/ Evacuation Map](#)
- [MAC-253-PLN-003 Hazardous Substances Map - Layout of Process](#)

5.4.4   Oceana Gold Crisis Management Interface

The MIC shall notify Corporate of all incidents where the IMT is activated. Corporate shall determine their course of action dependent on the information provided in relation to the potential consequence, complexity, duration, or scale of the emergency.
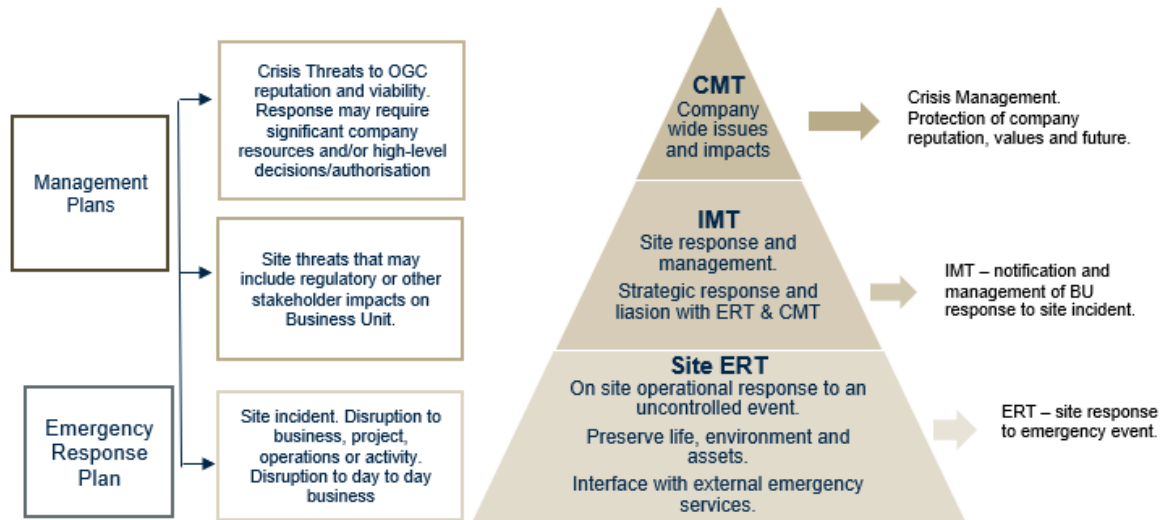
5.4.5 Coordinated Incident Management System

OceanaGold New Zealand has incorporated the CIMs model into the IMT framework to achieve effective coordinated incident management across responding agencies by establishing common structures, functions and terminology used by agencies in incident management.

CIMS may be activated in any of the following circumstances as an example:

- Environmental incidents
- Fire
- Hazardous substances incidents
- Multiple or mass casualties
- Natural hazard incidents
- Search and rescue

5.4.6 Underground Emergency Response Protocol

The purpose of the protocol is to provide high level guidance on managing a Level three underground mines or tunnel emergency in New Zealand. This includes establishing the roles and responsibilities of stakeholders under the protocol and the lines of authority for decision making and communication.

The protocol is initiated when the MIC declares a Level three underground emergency and concludes when the MIC has downgraded the incident to a level two incident. To activate the Protocol, the following statements shall be used when notifying the Police Emergency Communication Centre:

> **"We have a major underground mining emergency at Macraes Underground mine.**
>
> **Please activate the Underground Mine and Tunnelling Operations emergencies standard operating procedure."**

5.4.7 External Resources

5.4.7.1 New Zealand Police

The local police may be called to assist for any emergency on site as required. This will be at the discretion of the MIC. The Police shall also undertake the following roles in a Level 3 incident:

- Local Controller to assist the communication process between the mine and external agencies.
- Police Media Relations
- Public Information Management (PIM), who will inform the public about the incident and the response, media and community liaison

5.4.7.2 New Zealand Mine Rescue Service

New Zealand Mine Rescue Service (NZMRS) are available to aid with long duration underground rescue operations. The closest station is on the west coast at Rapahoe. NZMRS can provide the following services:

- Additional mine rescue personnel to assist in the emergency
- Additional resources and equipment
- Recommission BG4 breathing apparatus sets, enough stores are maintained to replenish operational supplies as required

5.4.7.3 Fire & Emergency New Zealand

Fire and Emergency New Zealand (FENZ) is New Zealand's main firefighting and emergency services body. The closest fire station is in Palmerston which is located 35km from the mine. Response time is approximately 30 minutes. Fire service response for chemical incidents will come from Dunedin.

5.4.7.3.1 Urban Search and Rescue

Urban Search and Rescue (USAR) involves finding and rescuing people trapped when a structure collapses, for example if a single building collapses or as a result of a major landslide or earthquake. In New Zealand Urban Search and Rescue comes under the umbrella of the Fire & Emergency New Zealand. Taskforces include firefighters, search and rescue dog handlers, communications experts, engineers, other technical experts, including doctors and paramedics.

5.4.7.3.2 Rural Fire

Rural fire is part of FENZ and are contactable by calling 111 and asking for rural fire response. Most bush and scrub fires can get out of hand very quickly, so its vital rural fire is contacted and put on standby to assist.

5.4.7.4 St John Ambulance

Land response is from Dunedin located 95km away with backup response coming from Palmerston 35km, Ranfurly 60km or Oamaru 92km.

Air ambulance response is through the rescue helicopter located at Taieri Airfield in Mosgiel. The helicopter flight time is 20 minutes. Should the helicopter be required, identification of landing sites and pre-inspection/ clearance of area will be undertaken by ERT personnel.

5.4.7.5   Waihi Operations Emergency Response

Waihi is situated on the North Island and has fully trained emergency response members and may assist in long duration underground rescue operations.

5.5   Recovery

5.5.1   Post Emergency Start Up

Once an incident has escalated to a level two or three emergency, then a formal process is required to down grade the emergency and return the mine to operation. The following are guides of what to consider for post emergency start up:

- What resources are still required to deal with the situation
- What personnel are required
- Timeframes/ timelines
- Clear responsibilities to be put in place
- Incident Action Plan (IAP) may be required to finalise the down grade and restore operations back to normal working order – this needs to be authorised by the MIC
- Is regulator permission required to restore operations
- Ongoing or after the event issues e.g. are staff going to need on going counselling or assistance
- Full debrief needs to be scheduled as soon as possible with relative and key personnel
- An action plan may be required to ensure improvements and learnings are followed through
- Business continuity plan will come into effect (how/ who/ where)

6   ACCOUNTABILITIES

6.1   Incident Management Team Roles

ROLE	RESPONSIBILITY
Site Senior Executive	- If an approved MIC is in place, the SSE becomes a support role - Liaise with Oceana Gold Limited (OGL) corporate personnel - Activate OGL delegate to be represented in the NZ Police Emergency Command Centre (ECC) - Delegate resources as required
Mine Incident Controller	- Manage emergency event and team through incident until normal operations resume, utilising duty cards - Delegates Senior Leadership Team to an IMT position - Briefs IMT and external services on type and magnitude of event, progression and consequence of event to date and actions attended - Arrange allocated areas for external emergency services and agencies - Responsible for setting objective of the emergency - Leads IMT in decision making ensuring all decisions are consultative and collaborative - Calls SitReps as required to maintain situational awareness - Signs off Incident Action Plan and Risk Assessment (legislative requirement)

	• Higher level resourcing requests to support IAP and/ or IMT function
	• Anticipates relief manning and staggered change over with appropriate briefings
	• Ensure consultative process in IAP build
	• Downgrades to level 2 when appropriate
	• Details of qualified MICs are to be kept in a register on INX and listed at designated ICPs
Planning Coordinator	• Coordinates planning activities, incident status, contingency plans and resource needs
	• Appoint, brief and task planning team
	• Prepare Incident Action Plan
	• Maintain maps and display boards
	• Track incident and resources status
	• Liaise with the technical experts
	• Record decisions, actions, and other activities from planning meetings
	• Develop long-term plans and/ or contingency plans
	• Assisting with planning the transition to recovery
	• Forecasting medium-to-long-term resourcing requirements
Operations Coordinator	• Provides detailed direction, coordination and supervision to Operations team
	• Implement and follow Incident Action Plan
	• Establish staging areas
	• Review, assemble and deploy resources
	• Provide regular situation status reports
	• Record decisions, actions, and other activities
	• Coordinating day-to-day response activities on behalf of the Controller
	• Contribute and implement the Action Plan – adjust as required
	• Planning response tasks in detail
	• Forecasting resource use or needs to Logistics
Logistics Coordinator	• Organise resources including personnel, equipment, supplies, facilities, catering and service to support response activities
	• Appoint brief and task Logistics team
	• Help prepare the Incident Action Plan
	• Prepare the communications plan
	• Ensure incident control room is sufficiently stocked
	• Organise resources – RT's, telephones, binoculars, first aid equipment, vehicles, and catering needs
	• Process requests for additional resources
	• Advise Operations of resource availability
	• Record decisions, actions, and other activities
Intelligence Coordinator	• Gathers and analysis incident information and coordinates all communications
	• Receiving authorised resource requests, and procuring the resources
	• Requesting, receiving, storing, maintaining, and issuing procured resources
	• Participating in the development of the action plan

	• Tracking resource use and financial expenditure • Activating and operating any required assembly areas • Providing transport • Establishing and maintaining information technology networks • Providing record-keeping and administration support • Collating and matching offers of assistance • Advising the controller and the IMT of logistics issues and resource levels
Emergency Response Coordinator	• Confirm requirement (or not) for external emergency services • Confirm requirement (or not) for full ERT activation • Coordinate with MIC and organise an ERT response to the situation • Assess further requirements as more information is received • Liaise with Supervisor and formulate response plans to the emergency • Communicate these plans to the ERT Captain
Public Information Management	• Preparing and sharing information directly to the public (via social media, public meetings, pamphlets etc.), or via the media. Note that the content of official information such as warnings is generated by official processes, and approved by the Controller • Monitoring the public and media reactions and passing information to the relevant CIMS functions • Coordinating with other response agencies' PIM activities • Preparing spokespeople for interviews and media conferences • Liaising with the community • Working with the media, including arrangements for media visits and media conferences • Liaising with VIPs and their personnel about site visits • Ensuring call centres, helplines and reception personnel have current public information and key messages • Participating in the development of the action plan • Advising the Controller on PIM issues
Welfare	• Welfare is responsible for managing the consequences of an incident on individuals, families/ whanau, and communities • Advises on the welfare resources, organisational structure, and facilities

6.2   Incident Management Team Support Roles

ROLES	ACCOUNTABILITY
Safety Manager	• Monitor safety conditions and hazards • Report directly to MIC • Establish communications with required personnel • Notify Mine Incident Controller of potential issues • Record decisions, actions, and other activities
People and Culture Manager	• Liaise with incident controller on employee and family updates • Liaise with contact within the Local Controller and pass information as required • Ensure all employee records and details are available

Environmental Manager	• Monitor environmental conditions and hazards • Report directly to MIC • Establish communications with required personnel • Notify MIC of potential issues • Record decisions, actions, and other activities
Recorder	• Person designated to keep situation boards and time times up-to-date
Mine Control / Mill Control Operator	• Select the appropriate Emergency Procedure Duty Card guide and follow the prompts
Supervisor (Incident controller – Initial most senior person on the scene of the incident)	• Evaluate available information and organise a response protecting Life, Environment, Property and Production, in that order • Liaise with the Emergency Response Coordinator regarding response • Site/ scene security • Notification to senior management
Emergency Response Team Captain	• Follow directions given by the Emergency Response Coordinator • Direct the Emergency Response Team • Pass relevant information back to the Emergency Response Coordinator • Emergency Response Structure
All Workers	• Ensure their own safety and other in immediate area • Report all emergencies immediately • Assist if safe to do so • Maintain radio silence

7   RECORDS AND DOCUMENTATION

OceanaGold uses the on-line safety management system and software INX to record and store safety, health and hygiene and training requirements. Records are stored securely and indefinitely within this facility. The following suites are specific to the type of data stored and managed:

- InControl – Event and incident reporting, action tracking, audits, inspections, task observations, emergency exercises, Mine Record Entries and Management of Change
- InTuition – Worker's training and competency requirements
- InHealth – Worker health monitoring and occupational hygiene monitoring programs

Specific software databases are held for specific tasks and include:

- Cardax System – electronic cards used for identification and access permissions and is maintained by the HST Department
- Success Factors – stores workers individual information such as address, next of kin and emergency contact numbers

Visitors inductions/ books are managed and held within individual Departments

All inspection and maintenance reports are to be held by the relevant department or through corporate maintenance databases i.e. Pronto.

This PCP document is a controlled document secured within the OceanaGold document control system TeamBinder and published to the site through SharePoint.

Any changes made to this document must be documented in the revision reference.

Electronic copies of this PCP shall be held with the following external authorities:

- Oamaru Police
- Dunedin Police
- Civil Defence Oamaru
- Dunedin Fire Brigade
- NZ Mines Rescue
- OGL Waihi via SharePoint

8 AUDIT AND REVIEW

This Emergency Management PCP and referenced site procedures, shall be reviewed at least every 2 years as a minimum or:

- After any significant incident involving Emergency Management
- After any material changes in management structure
- After a risk register review impacting this plan

Any review of a PCP under HSW (MOQO) - Reg 69 must include a review of the risk assessment in relation to the relevant principal hazard and a review of all other aspects of the PCP.

An external PCP review using specialised consultants shall be conducted every 3 years, as per legislative requirements. Details of any external audits shall be retained for twelve months from the date at which the mining operation is abandoned.

Internal or site PCP audits are conducted using Critical Control Checklist Sheets (CCCS) developed to monitor the effectiveness and implementation of the PCP and shall be conducted in accordance with the corporate annual schedule.

Changes to this PCP shall only be authorised by the Site Senior Executive.

9   DEFINITIONS

TERM	DEFINITION
Incident Action Plan (IAP)	A document that describes how the response will be managed and how response agencies will integrate their activities to achieve the response objectives. It is owned by the MIC and developed by planning with participation of all the functions and agencies activated.
Incident Control Point (ICP)	Single location where an Incident Controller and members of their IMT coordinate and manage response operations at an incident level response.
Incident Management Team (IMT)	The group of management personnel that supports the MIC. Includes the Controller, the managers of Planning, Intelligence, Operations, Logistics, PIM and Welfare; it also may include a Response Manager, risk advisors, and technical experts.
Logistics	The functions that support a response through the provision of resources which help maintain the response plan and the affected communities.
Mine Operator	In respect of a mining operation carried out under a permit granted under the Crown Minerals Act 1991, the person appointed by the permit operator to manage and control the mining operation.
Mine Worker	A person who works in a mining operation, either as an employee or as a self-employed person or contractor.
Operations	The function responsible for the co-ordination of the response, detailed task planning, and the implementation of the Action Plan. It is also responsible for coordinating volunteers and liaising with other agencies.
Planning	The function that prepares and updates Action Plans, and other plans such as long-term or contingency plans.
Principal Hazard	Any hazard that may have the potential to cause multiple fatalities.
Public Information Management (PIM)	The function that, during an incident, prepares, distributes, and monitors information to and from the media and the public.
Situation Report (SitRep)	A brief description of an incident, usually given at regular intervals. Also called SitRep.
New Zealand Transverse Mercator (NZTM)	In 2001 Land Information New Zealand (LINZ) adopted New Zealand Transverse Mercator (NZTM or NZTM2000) as the new standard coordinate system for general mapping in New Zealand.

Muster Point	In the event of an emergency a muster point is a designated place where all personnel can assemble and be accounted for before moving to the evacuation point.
Evacuation Point	A safe area for personnel while waiting for emergency response.

10   APPENDIX

10.1   Site Emergency Phone Numbers

TITLE	WORK EXT	MOBILE
Emergency Calls	4666	4794666
Emergency Response Coordinator	4631	021 396 191
Mine Control Room	4633	
Processing Plant Top Control Room	4826	03 471 5726
Macraes ambulance		027 493 3982
Processing Plant – First Aid Room	4760	
Process Plant – ICP	4803	
Mill Control Room	4848	03 471 5748
Open Pit/ Alternative ICP	4802	
Underground – First Aid Room		
Underground – ICP	4607	
Underground – Portal phone	4696	4794696
MAINS FAIL PHONES		
Process Plant Control Room		4792735
Frasers Open Pit Office		4790683

10.1.1   Management Team

TITLE	WORK EXT	MOBILE
Site Senior Executive	03 479 4628	027 344 0379
General Manager	03 479 4629	027 243 4490
Open Pit Mining Manager	03 471 5737	027 587 7588
Process Plant Manager	03 471 5768	021 248 8195
Underground Mine Manager	03 479 4628	027 344 0379
Environmental and Community Manager	03 479 4725	027 417 7254
Exploration Manager Superintendent	03 479 4612	021 396 192
Health, Safety & Training Manager	03 479 4613	021 190 2690
Commercial and Finance Manager	03 479 4723	027 594 3528
Projects Superintendent	03 479 4837	027 587 7588

Reference:

- SharePoint Departmental Phone List

10.1.2   External

DEPARTMENT		LANDLINE	MOBILE
Emergency Services			111
District Command Centre (DCC)		03 471 5002	021 222 9421
Medical Centres	Palmerston Health Centre	03 465 1445	
	Mornington Health Centre	03 466 5011	
	Palmerston Emergency Doctors	03 465 1444	
	Urgent Doctors - Dunedin	03 479 2900	
	Waikouaiti Medical Centre	03 465 7599	
Hospitals	Dunedin Public Hospital	03 474 0999	
	Oamaru Public Hospital	03 433 0290	
National Poisons Information Centre	Poisons and Hazardous Chemicals (urgent only)	03 474 7000	
	Poisons and Hazardous Chemicals (non – urgent)	03 479 1200	
WorkSafe NZ	WorkSafe NZ 24 hour	0800030040	
	24 Hour Pollution Hotline	0800 800 033	
Civil Defence & Rural Fire	Dunedin	03 474 3879	
	Oamaru Emergency Only	03 434 6400	
	Macraes Civil Defence Coordinator (Gavin Tisdall)	03 465 2493	
Trust Power	Head Office (Tauranga)	03 418 1600	
	Lines Company (Balclutha)	03 418 4950	
	Faults	0800 878787	
Genesis Power		0800 600 900	
New Zealand Mines Rescue	Rapahoe Station – 24hr	03 762 7828	
	General Manager		021 366 500
Air Support	Central South Island Helicopters	03) 439 5656	027 2278256
Helicopters Otago		(03) 489 7322	

10.2 Radio Channels

10.2.1 Surface

Channel	Purpose
Channel 1	Open pit working channel Emergency calls
Channel 2	Processing Plant Mill Control simplex
Channel 3	Mill control channel (repeater) Mill/ loader operator communications on ROM
Channel 4	Public repeater channel – used by anyone in the area
Channel 5	Open Pit Job specific communication – longer calls (Simplex)
Channel 6	Non-Ops (Simplex line of site)
Channel 7	ERT S1
Channel 8	ERT S2
Channel 9	HV Maintenance simplex
Channel 10	Open Pit Job Specific communication - longer calls site wide

10.2.2 Underground

Channel	Comments	Area Covered
Channel 1	Underground/ Open Pit link	Open Pit
Channel 2	Underground operations	Underground and surface
Channel 3	Chat Channel	Underground and surface
Channel 4	General	Underground and surface
Channel 5	Dedicated emergency channel	Underground and surface. Monitored by Mine Control
Channel 6	Simplex	Line of sight

10.3   Legal Compliance

Legislation Reference	Document reference
Regulation 104: Consultation with emergency services	
When developing an Emergency Management Control Plan, the site senior executive must consult—	
a) fire, police, and ambulance emergency services that have responsibility for the area in which the mining operation is located; and	Section 5.4.7
Regulation 105: Emergency Management Control Plan	
(1) The Emergency Management Control Plan must, at a minimum, address the following matters:	
a) the co-ordination and control of emergencies at the mining operation:	Section 6.1
b) the people (or positions) at the mining operation who, or that, will have responsibilities in relation to emergencies at the mining operation, and the detail of those responsibilities:	Section 6.1
c) the events that trigger the activation of the plan:	Section 5.4.1, Appendix 10.1
d) the use of communication systems in emergencies at the mining operation:	Section 5.4.2.1.1, Appendix 10.2
e) the giving of timely notice, information, and warnings about emergencies to anyone potentially affected by an emergency at the mining operation, including to the persons nominated as next of kin by mine workers:	Section 5.4.2.1.7
f) measures to be taken to isolate an area of the mining operation affected by an emergency:	Section 5.4.2.1.2 Section 5.4.2.1.6 Section 5.4.2.1.9
g) the availability of the Mines Rescue Trust and other emergency services to respond to an emergency at the mining operation:	Section 5.4.7.2
h) the means to locate and account for people at the mining operation in the event of an emergency at the mining operation:	Section 5.4.2.1.4
i) the maintenance of an accurate record of all people underground at a mining operation at all times and their likely location, and the availability of that record for the purposes of responding to emergencies at the mining operation:	Section 5.4.2.1.4
j) the evacuation of the mining operation in an emergency, including the conditions that will prompt withdrawal of mine workers from the mining operation where there is an imminent risk of harm to mine workers:	Section 5.4.2
k) appropriate transportation from the mining operation:	Section 5.4.2.1.5
l) first aid arrangements at the mining operation, including first aid equipment, facilities, and services and the mine workers who are qualified to provide first aid:	Section 5.3.3.3
m) provision for all aspects of firefighting, including adequate and compatible firefighting equipment, procedures for firefighting, and training mine workers in firefighting:	Section 5.3.2
n) a procedure to ensure prompt notification of all relevant emergency services and the Mines Rescue Trust.	Appendix 10.1
(2) In the case of an underground mining operation or tunnelling operation, the EMCP must, in addition to the matters in sub clause (1), include provision for ensuring—	

a) there is an effective means of communicating between the surface of the mining operation and any part of the mining operation where people may be located underground; and	Appendix 10.2
b) the availability of a suitable number of people trained in mines rescue who will be able to respond to an emergency at a mining operation; and	Section 5.3.1

c) there is adequately maintained equipment at the mining operation that will—
   i. allow for rapid and continuous rescue operations to take place at the mining operation in conditions of reduced visibility and irrespirable and irritant atmospheres; and
   ii. assist the escape or safe recovery of any mine worker or other person from a mining operation where necessary; and
	Section 5.3.3

d) the safe escape of people from underground in the mining operation through conditions of reduced visibility and irrespirable and irritant atmospheres (including adequately maintained self-rescuers and other facilities to aid escape where appropriate); and	Section 5.3.2 Section 5.3.3.8
e) there is an appropriate means of escape to the surface part of the mining operation; and	Section 5.4.2.1.3

f) the maintenance of an up-to-date plan of—
   i. the exits from the underground parts of the mining operation; and
   ii. the changeover stations and refuges in the underground parts of the mining operation.
	Site Emergency Muster-Evacuation Map
	
	Underground Refuge Chamber location(s)

Regulation 106: Testing of Emergency Management Control Plan	
In addition to the requirements of regulation 69, the site senior executive must ensure that—	
a) the Emergency Management Control Plan is regularly tested—	
i. using practice drills; and	
ii. involving the services referred to in regulation 104; and	
b) mine workers are provided with training in the EMCP and that the provision of this training is recorded.	Section 5.3.2
The mine operator must ensure that the mining operation is provided with adequate resources to—	
a) effectively implement the Emergency Management Control Plan; and	
b) keep facilities and equipment regularly inspected and maintained in a fully operational condition.	Section 5.3.1.2
In addition to the requirements of regulation 62, the site senior executive must ensure that a copy of the current Emergency Management Control Plan is given to the Mines Rescue Trust, where relevant, and other emergency services referred to in regulation 104.	Section 7
Regulation 124: Crush Injuries and rescue trapped or injured persons	
The mine operator must ensure that there are adequate and appropriate means available at the mining operation to deal with any crush injuries that may occur and to rescue a trapped or injured person.	Section 5.3.3.2
Regulation 125: Treatment and Transport of Sick and Injured Mine workers	
The mine operator must ensure that suitable and sufficient facilities, including first aid equipment, and mine workers trained in first aid are available at the mining operation to provide first aid to sick or injured mine workers, including in the underground parts of an underground mining operation or tunnelling operation.	Section 5.3.3

2. The mine operator must ensure that arrangements are in place, or an appropriate vehicle is available at the mining operation, to transport sick or injured workers from the mining operation to a place where they can receive further medical attention if required.	Section 5.3.3
3. In the case of an underground mining operation or tunnelling operation, the arrangements or vehicle required under sub-clause (2) must enable transportation of sick or injured mine workers from the underground part of the operation to the surface.	Section 5.3.3
Regulation 127: Resuscitation Equipment	
a) Suitable resuscitation equipment is available for all parts of the mining operation; and	Section 5.3.3.4 Section 5.3.3.5
b) People trained to use the equipment are available at the mining operation; and	Section 5.3.1
c) There is a procedure for any mine worker to raise the alarm when resuscitation equipment is	5.4.2.1.1