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EMERGENCY
MANAGEMENT
VICTORIA

Victorian Emergency Operations Handbook

Edition 4 – November 2021

Working in conjunction with Communities, Government, Agencies and Business

Acknowledgement of Country

Emergency Management Victoria acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land. Emergency Management Victoria also acknowledges and pays respect to the Elders, past and present and is committed to working with Aboriginal and Torres Strait Islander communities to achieve a shared vision of safer and more resilient communities.

Authorised and published by Emergency Management Victoria,
121 Exhibition Street, Melbourne, 3000

ISBN 978-0-9944236-0-3 (Print)
ISBN 978-0-9944236-1-0 (pdf)

Published November 2021

This document is also available at www.emv.vic.gov.au/responsibilities/incident-management/victorian-emergency-operations-handbook

CONTENTS

FOREWORD

The Victorian Emergency Operations Handbook summarises the operational management structures and systems used by agencies and government departments for preparedness, readiness, response and recovery to major emergencies in Victoria.

Although this handbook focusses on the management of major emergencies, the principles and concepts can apply to all emergencies in Victoria.

To achieve a coordinated response to an emergency, all agencies must work together to understand the systems, structures, resources, capabilities and statutory obligations of the other agencies.

This handbook is an important reference for all those involved in managing major emergencies in Victoria. It is particularly relevant for those involved in Incident Management.

Consistent with an all communities, all emergencies approach, the handbook includes chapters on specific hazards, discussing factors that are unique and must be considered in their management. This version includes changes to the State Emergency Management Plan (SEMP).

Andrew Crisp APM
Emergency Management Commissioner

PURPOSE

The purpose of this handbook is to provide emergency personnel with a convenient reference to the key agency structures and systems required to undertake effective and safe incident management operations in Victoria.

It is important to note that the handbook is a subordinate document to the SEMP, procedures produced by the Emergency Management Commissioner (EMC) and to all other agency procedures, plans and manuals.

At the time of publication, the handbook is consistent with these procedures, plans and manuals. However, the overarching procedures, plans and manuals always remain the primary reference documents.

Part 1 of this handbook provides the overarching arrangements in Victoria for the management of major emergencies. Part 2 provides hazard specific chapters on Bushfire Readiness and Response, Flood and Storm, Landslide, Extreme Heat and Animal, Plant, Marine and Environmental Bio Security.

PART 1 – ARRANGEMENTS

EMERGENCY MANAGEMENT ARRANGEMENTS

Principles of emergency management

The Principles of Emergency Management underpin the activities undertaken by the agencies and departments to address a range of hazards. These principles are critical to the effective management of emergencies.

Primacy of life The protection and preservation of human life, including the lives of both agency personnel and those of the community, takes priority over all other considerations.

Community centric The community and individual community members are at the core of everything we do. Focusing on the impact, outcomes and support to the community underpins decision making and actions undertaken in planning and responding to all hazards. The intent is to minimise the impacts of emergencies, provide relief from suffering and enable affected communities to focus on their recovery as early as practicable.

Unified Working together to achieve common objectives as one team with the community, government and business before, during and after emergencies. Common goals and interoperability in our systems of work, doctrine, training, equipment and infrastructure.

Progressive Anticipation, foresight and continual improvement to predict, prepare, plan and respond to likely, unexpected and worst-case scenarios. Our actions have a positive effect that enable public value.

Risk driven Our actions and investments are prioritised by risk. Sound risk management, involving risk assessment (identification, analysis and evaluation) treatment and ongoing monitoring, is applied to the assigning of priorities and resources.

Integrated and collaborative Unity of effort towards achieving shared outcomes founded on a willingness to work together, share responsibility and act with respect, integrity and trust developed through teamwork and strong relationships.

Flexible Being agile and adapting and applying creative and innovative approaches in responding to and solving the challenges of emergencies. Understanding that the dynamic nature of emergencies sometimes means that plans will change and adapt to new circumstances.

Communicating information Providing clear, accessible and tailored information to those that need it and those at risk. This provides the basis for effective management of emergencies and better decision making through a shared understanding, accurate situational awareness and enabling the community, government and business to make informed decisions.

Victorian emergency management arrangements

The *Emergency Management Act 1986* (EM Act 1986) and the *Emergency Management Act 2013* (EM Act 2013) provide the legislative basis for emergency management in Victoria.

STATE EMERGENCY MANAGEMENT PLAN

The SEMP provides for an integrated, coordinated and comprehensive approach to emergency management at the state level. The EM Act 2013 requires the SEMP to contain provisions for the mitigation of, response to and recovery from emergencies (before, during and after), and to specify the roles and responsibilities of agencies in relation to emergency management.

The objectives of the SEMP are:

a. foster a sustainable and efficient emergency management (EM) system that minimises the likelihood, effect and consequences of emergencies; and
b. establish efficient governance arrangements that
    i. clarify the roles and responsibilities of agencies
    ii. facilitate cooperation between agencies;
    iii. ensure the coordination of EM reform within the EM sector;
c. implement an 'all communities, all emergencies' approach to EM;
d. establish integrated arrangements for EM planning in Victoria at the state level.

There are a number of sub-plans for some hazards that provide specific information on the arrangements for managing these types of emergencies. These plans are available on the Emergency Management Victoria (EMV) website.

STATE EMERGENCY MANAGEMENT PRIORITIES

The following State Emergency Management Priorities underpin decisions during a response to any emergency.
Protection and preservation of life and relief of suffering is paramount. This includes: • safety of emergency services personnel • safety of community members including vulnerable community members and visitors/tourists.
Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members to make informed decisions about their safety.
Protection of critical infrastructure and community assets that supports community resilience.
Protection of residential property as a place of primary residence.
Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability.
Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment.

In the context of protecting human life as the paramount concern, early advice to communities is as critical as operations. The Incident Controller (IC) may need to vary the State Emergency Management Priorities in some circumstances. This shall be done in consultation with the Regional Controller (RC)/Zone Controller (ZC)/ Area of Operations Controller (AOC) and State Response Controller (SRC)/ State Controller (SC) based on sound incident predictions and risk assessments.

EMERGENCY MANAGEMENT FUNCTIONAL ARRANGEMENTS

Victoria bases its emergency arrangements on the management functions of command, control, coordination, consequences, communication and community connection, broadly described as follows:

Command The direction of response activities internally within an agency to use its people, resources, governance, systems and processes to discharge its responsibilities in line with relevant legislation.

Control The direction of response activities across agencies, horizontally, including the coordination and tasking of other agencies.

Coordination The bringing together of people, resources, governance, systems and processes, to ensure effective response to and relief and recovery from an emergency.

Consequences The management of the effect of emergencies on individuals, the community, infrastructure and the environment.

Communication The engagement and provision of information across agencies and proactively with the community to prepare for, respond to and recover from emergencies.

Community connection The understanding and connecting with trusted networks, trusted leaders and all communities to support resilience and decision making.

MAJOR EMERGENCIES

A Major emergency is:

(a) a large or complex emergency (however caused) which:

- has the potential to cause, or is causing, loss of life and extensive damage to property, infrastructure or the environment; or
- has the potential to have, or is having, significant adverse consequences for the Victorian community or a part of the Victorian community; or
- requires the involvement of two or more agencies (fire service agencies if a major fire) to respond to the emergency; or

(b) a Class 1 emergency; or

(c) a Class 2 emergency.

The EM Act 2013 contains specific definitions for emergencies.

A Class 1 emergency is either:

- a major fire; or
- any other major emergency for which Fire Rescue Victoria, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the state emergency management plan.

A Class 2 emergency is a major emergency that is not:

- a Class 1 emergency; or
- a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other state or territory of the Commonwealth; or
- a hi-jack, siege or riot.

The SEMP also defines a Class 3 emergency (also known as security emergencies) as:

- a warlike act or act of terrorism, where directed at Victoria or at any other state or Territory of the Commonwealth; or
- a hi-jack, siege or riot.

A Major fire is a large or complex fire (however caused) which:

(a) has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or

(b) has the potential or is having significant adverse consequences for the Victorian community or a part of the Victorian community; or

(c) requires the involvement of two or more fire service agencies to suppress the fire; or

(d) will, if not suppressed, burn for more than one day.

Sections 37 and 38 of the EM Act 2013 prescribe specific arrangements for the Class 1 emergencies and fires other than major fires.

TIERS OF EMERGENCY MANAGEMENT

To ensure EM arrangements are scalable, Victoria has three operational tiers:

- incident
- region
- state.

The EMC or Chief Commissioner of Police (CCP) can also designate an 'area of operation' to manage a complex emergency that may be geographically located over several municipalities or several regions.

Incident tier

The tier at which an emergency is likely to occur, is occurring or has occurred. In the response phase, it is most commonly the immediate incident area; otherwise the local government area.

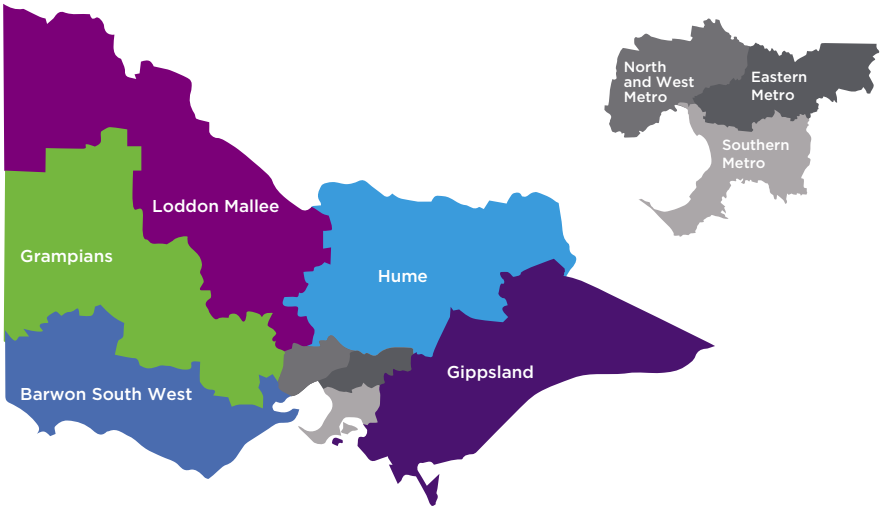
Typically, in a Class 1 emergency, the incident tier will maintain tactical control and coordination for specific response activities (such as firefighting in a specified location) and relief and recovery activities (such as the operation of a relief centre).

Regional tier

The tier at which there are specific EM arrangements for an area that is declared by the Governor in Council under the EM Act 2013 s77A. Figure 1 shows Victoria's emergency management regions:

- Barwon South West.
- Grampians.
- Loddon Mallee.
- Hume.
- Gippsland.
- Southern Metropolitan.
- Eastern Metropolitan.
- North and West Metropolitan.

FIGURE 1: VICTORIAN EMERGENCY MANAGEMENT REGIONS



- Typically, in a major emergency, the regional tier will provide the first level of assurance of control, coordination of response, recovery, consequence management, communications and resourcing.

As the emergency escalates and the incident becomes fully occupied with response activities, the regional tier assumes increasing responsibility for strategic decision making.

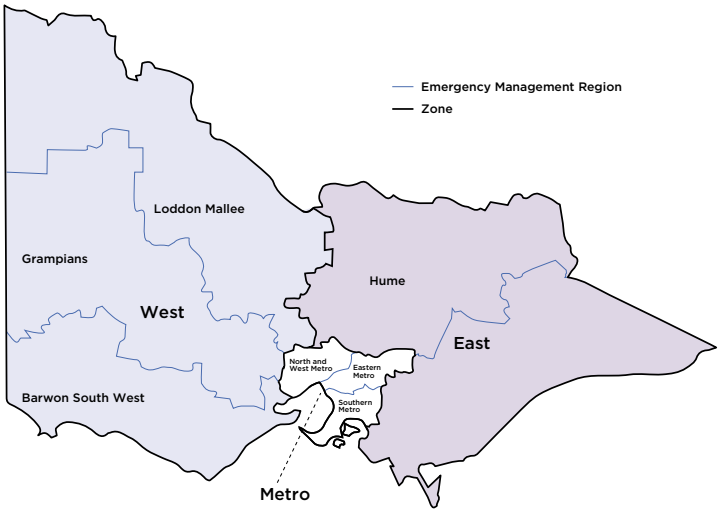
Zone control

At the discretion of the EMC, multiple regions may be combined to form predetermined Zones and Zone Control enacted. These arrangements will be in place until determined by the EMC or the SRC. These arrangements will generally be in place during non-peak periods (nominally 1 April to 31 October).

When Zone Control is in place, the Zones will comprise of the following regions:

- East Zone – Hume and Gippsland EM Regions.
- West Zone – Barwon South West, Grampians and Loddon Mallee EM Regions.
- Metro Zone – Eastern Metro, Southern Metro and North and West Metro EM Regions.

FIGURE 2: VICTORIAN EMERGENCY MANAGEMENT ZONES



Local risks or operational activity may require the activation of Regional Control for periods of time at the discretion of the SRC. The ZC can identify the need for a Regional Control and advise the SRC for the need to deploy a RC.

At the discretion of the EMC, all Zone Control arrangements may cease and the whole state will revert to Regional Control.

Any references to Region or RC's in this document should be read to include Zone and ZC's when Zone Control arrangements are in place.

The Regional Controller and Zone Controller Information Pack provide more information regarding the transition between Regional and Zone Control.

State tier

The state tier is activated when resource requirements, coordination, consequences and communications extend beyond the region or area of operation tiers and need the highest level of management.

Typically, in a major emergency, the state tier will provide oversight and assurance of control, high level coordination and coordination for specific response and/or recovery activities (such as mass evacuations). As the emergency escalates, the state tier assumes increasing responsibility for strategic decision making including the use of Cabinet, Cabinet sub-committees and strategic committees comprising of relevant stakeholders.

Area of Operation

A unique area designated by the EMC or CCP. It is commonly one or more municipal districts or two or more regions. For example, an area of operation may be:

- a number of local government areas
- across municipal boundaries
- established for incidents with far reaching consequences.

The EMC or CCP may determine arrangements particular to the area of operation. For example, the determination may include:

- specified phases (such as response or relief only)
- officers and team/group arrangements (such as relief and early recovery operations and road access operations).

It is expected that Area of Operations arrangements, when activated, would apply for the response phase of the emergency and would not extend beyond transition from response to recovery. Post transition recovery is coordinated at municipal, regional and state levels.

Regional and state tiers are activated where a major emergency has occurred or is anticipated to occur, such as where there is:

- a forecast of extreme weather or
- intelligence or information of any anticipated large-scale emergency affecting life or property.

Where emergencies can be reasonably expected over a period of time the regional and state tiers may be activated on a continuing basis.

Not all tiers may be activated for all emergencies.

EMERGENCY MANAGEMENT COMMISSIONER

Under the EM Act 2013, the EMC has legislated management responsibilities across major emergencies, except for security-related emergencies. Section 32 of the EM Act 2013 lists the primary functions of the EMC.

Section 33 of the EM Act 2013 gives the EMC the power to do all things that are necessary or convenient to be done for or about, the performance of the functions of the EMC.

Section 46 of the EM Act 2013 gives the EMC responsibility for the coordination of the activities of organisations, including agencies, having roles or responsibilities under the state emergency management plan in relation to recovery from all emergencies.

The EMC is accountable for ensuring the response to emergencies in Victoria is systematic and coordinated.

The EMC's accountabilities for major emergencies are to:

- be responsible for the coordination of the activities of agencies having roles or responsibilities in relation to the response to Class 1 emergencies or Class 2 emergencies
- ensure that control arrangements are in place during a Class 1 emergency or a Class 2 emergency
- appoint an SRC in relation to a Class 1 emergency
- manage the State Control Centre (SCC) on behalf of, and in collaboration with, all agencies that may use the SCC
- ensure that the Minister for Emergency Services is provided with timely and up to date information in relation to actual or imminent occurrence of events that may lead to major emergencies and the response to major emergencies

- be responsible for consequence management for a major emergency in accordance with the EM Act 2013 s 45
- be responsible for coordinating recovery under EM Act 2013 Div 5
- lead and promote the implementation of the Victorian Emergency Strategic Action Plan to the extent that it relates to the improvement of the operational capability of responder agencies
- where relevant, oversee the continuation of the operational reforms provided for in the fire services action plan
- develop and maintain operational standards for the performance of EM functions by responder agencies EM Act 2013 Div 6
- develop and maintain incident management operating procedures for responder agencies EM Act 2013 Div 7
- coordinate data collection and impact assessment process
- provide advice to the Minister on any matter relating to the functions of the EMC
- issue guidelines in relation to community EM planning
- be responsible for the preparation of the SEMP
- consider any Regional Emergency Management Plans (REMP) submitted by a Regional Emergency Management Planning Committee (REMPC) for approval
- provide guidance to REMPCs in relation to compliance with the requirements of EM Act 2013 pts 5 and 6A
- share information with REMPCs to assist effective EM planning in accordance with EM Act 2013 pt 6A
- ask agencies to identify emerging issues and report on the effect and consequences of the emergency on their area of responsibility
- provide advice to the Premier and Minister for Emergency Services regarding a state of disaster declaration under the EM Act 1986
- perform any other function conferred on the EMC by or under the EM Act 2013 or any other Act.

Response coordination is undertaken at each tier though the Senior Police Liaison Officer (SPLO), Regional Emergency Response Coordinators (RERCs), Municipal Emergency Response Coordinators (MERCs) and Incident Emergency Response Coordinators (IERCs).

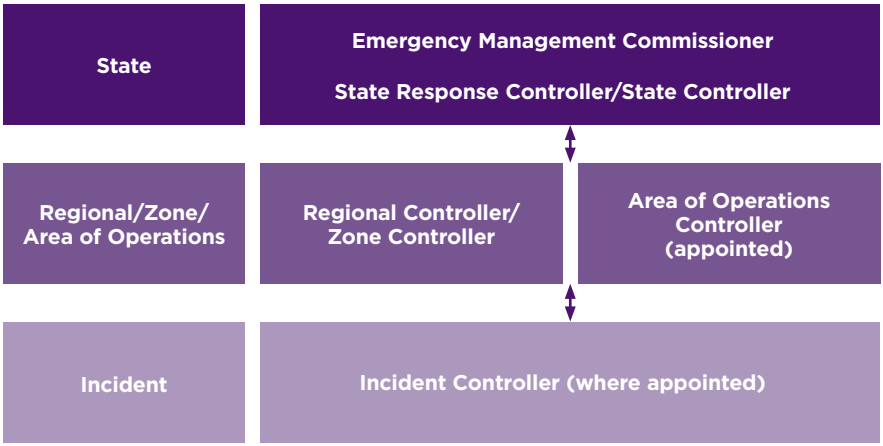
Bushfire Recovery Victoria (BRV) is responsible for recoverycoordination for regional and state level emergencies.

LINE OF CONTROL

Control relates to situations and operates horizontally across agencies. Controllers are accountable for the control of the incidents managed within their span of control and provide direction to all other agencies responding to the emergency.

The 'line-of-control' refers to the line of accountability and responsibility for controllers at the incident, regional and state tiers.

FIGURE 3: THE LINE OF CONTROL FOR CLASS 1 EMERGENCIES



Support for the line-of-control

For a major emergency, controllers establish the following support teams:

Emergency Management Commissioner and State Response Controller/State Controller Supported by the State Control Team (SCT), State Coordination Team (SCoT) and State Emergency Management Team (SEMT).

Regional Controller/Zone Controller Supported by the Regional Control Team (RCT) and Regional Emergency Management Team (REMT).

Area of Operations Controller (where established) Supported by the Area of Operations Control Team (AOCT).

Incident Controller Supported by an Incident Management Team (IMT) and an Incident Emergency Management Team (IEMT).

The IEMT, REMT and SEMT are forums where relevant agencies identify and discuss the situation, risks and likely consequences of an emergency. Emergency Management Teams (EMT) assist the controllers to establish priorities and plan the actions of agencies/departments to achieve a 'whole of government' approach.

Controllers at each tier of control need to have a process for recording their decisions and those of their support teams, and a process for maintaining and storing these records. The responsibility for this function may be allocated to the Management/Executive/Support Officer.

In preparedness of a Class 1 emergency the EMC rosters SRCs and RC's/ZC's throughout the year to ensure their continued availability.

For an incident that is a Class 2 emergency, the control agency may appoint a SC who may in turn appoint RCs/ICs as required and, if so, their role is like RCs/ICs for Class 1 emergencies.

The EMC, SRC/SC and RC/ZC maintain an overview of the emergency through contact with agency commanders. Their level of involvement in the management of an incident relates to the current activity or potential of the emergency.

Incident tier

INCIDENT CONTROLLER

The IC leads and manages the incident tier response to an emergency.

In first response to an incident, the control agency appoints an IC. The name of the IC should be included in incident reports and shared with the other agencies responding to the incident.

For an incident that is or that may become a Class 1 emergency the RC will appoint an IC, regardless of their agency, from a list of Level 3 ICs endorsed by the EMC. The IC will be based in an Incident Control Centre (ICC) and supported by an IMT with specialist skills and equipment, rather than by a field-based IC.

For a Class 2 emergency, the SC may appoint ICs as required.

As the control function operates horizontally across agencies, ICs need to communicate with all other agency commanders responding to the incident, including the agency commanders of their own agency resources.

All ICs for major emergencies in Victoria work within the line-of-control.

Further information on the role and responsibilities of the IC may be found in the SEMP.

For information on the appointment of ICs for Class 1 emergencies refer to SOP J03.08 - Appointment of Class 1 Regional Controllers and Incident Controllers.

INCIDENT MANAGEMENT TEAM

As the incident escalates in size or complexity, the IC may delegate some or all management functions of incident control which include planning, intelligence, public information, operations, investigation, logistics and finance.

In summary, the IC and their IMT have several tasks to address if they are to successfully resolve the incident being managed. These include:

- build a picture of what has happened, what is happening and what is likely to happen
- decide what needs to be done and how it will be done
- prepare a plan that captures those decisions
- gather the resources necessary
- implement the plan and monitor its progress
- keep people and agencies informed of all these actions
- maintain records of their deliberations and decisions
- manage environmental impacts and consequences of the response effort
- initiate and support the relief and recovery efforts for affected communities.

Where a major emergency can be reasonably anticipated (such as where there is a forecast for elevated fire weather or extreme weather), the EMC, SRC and RCs may pre-position ICs and IMTs ready to control emergencies that are or may become major emergencies. Refer to SOP J02.03 – Incident Management Team – Readiness Arrangements.

INCIDENT EMERGENCY MANAGEMENT TEAM

For a major emergency, an IEMT should be formed and chaired by the IC. The IEMT supports the IC and focuses on managing the effect and consequences of the emergency.

The IEMT usually comprises:

Chair

- IC (if only one is appointed).
- MERC or IERC, where there are several classes of emergency with several ICs appointed, or where no IC is appointed.
- Municipal Recovery Manager (MRM), in the recovery phase.

Members

- Incident-tier functional representatives of agencies delivering services to the public.
- MRM or Regional Recovery Coordinator (RRC).
- A representative of the municipal council(s) affected by the emergency.
- Agency relief support organisations, community and/or business representatives appropriate for the emergency, noting that some may not be able to provide a representative at each tier.

The IC will task support agencies or functional commanders to implement a strategy or to provide resources in support of these strategies. Support Agency Commanders then implement the allocated strategy through their respective command structures, and report back to the IC as to the success or otherwise of the strategy. Refer to SOP J03.03 – Incident Action Planning.

The IC includes the strategies and the actions of all agencies in the Incident Action Plan (IAP).

The effective operation of an IEMT relies heavily upon communication between agencies. The importance of an effective IEMT to the successful management of an emergency cannot be overstated.

EM Agency roles are detailed in the SEMP Roles and Responsibilities.

Regional tier

REGIONAL CONTROLLER

The RC leads and manages the response to emergencies within a Victorian emergency management region.

RCs work within the line of control for their respective Class 1 or Class 2 emergencies. The RC needs to keep the SRC for Class 1 emergencies or the SC for Class 2 emergencies informed of:

- the effectiveness of the control arrangements for managing the emergencies
- progress on developing and implementing consequence management plans
- the integration of relief and recovery activities with the response.

The RC may appoint a Deputy RC where the scale of the event or prioritisation of response resources requires this.

The RC must consider and apply the State Emergency Management Priorities and has all the powers of the control agency officer in charge.

REGIONAL CONTROL TEAM

The RC should establish an RCT to provide advice on a strategic approach to the readiness for and response to major emergencies. The RCT usually comprises:

Chair

- RC (where just one is appointed).
- RC or RERC (where more then one is appointed).

Members

- RERC.
- Regional Agency Commanders (RAC).
- Regional Recovery Coordinator (RRC).
- Commanders of key support agencies.

The RAC's membership in the RCT will be based on the major emergency being managed at the time. The RC may request other people to attend.

The RCT provides advice to the RC in the following areas:

- readiness levels
- appointments to the line-of-control
- communication of warnings and information to the community
- operational and strategic risks and consequences, including those to life and property and resourcing priorities
- provision of information and situation reports to other agencies and government and the need for state support
- support for the functioning of the Regional Control Centre (RCC)
- the functioning and operation of systems and technology to support incident management.

REGIONAL EMERGENCY MANAGEMENT TEAM

If an emergency, either anticipated or occurring, requires activation of a regional tier response control structure, the RC will chair the REMT. In the event of multiple RCs appointed for several disparate emergencies, the RERC (or representative) should convene and chair the REMT. The REMT comprises regional tier representatives from response, recovery and other agencies.

The role of the REMT is to:

- facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergencies affecting the region
- identify regional risks and consequences and plan the actions of agencies to manage these risks and consequences
- support the RC to develop a regional operational plan for the management of the emergency, outlining the regional tier actions of all agencies.

ZONE CONTROLLER (NON PEAK PERIOD NOMINALLY 1 APRIL TO 31 OCTOBER)

If a Class 1 incident or risk arises during this non-peak period the ZC needs to ensure all duties that would generally be carried out by the RC are executed, including but not limited to:

- That a RCT and/or REMT is convened:
  - That appropriate operational structures are in place for the incidents in the relevant EM region, this could include requesting the SRC to deploy a RC for the EM Region where the incident is occurring for the period of the incident or for control to be maintained at zone level.
  - Provide assurance to the SRC that the consequences in the zone are being addressed.
  - The ZC is expected to attend scheduled weather or operational teleconferences, when advised.

Administration and intelligence support will be provided by the SCC.

Resource management will be undertaken within existing agency business as usual command processes.

State tier

STATE RESPONSE CONTROLLER (CLASS 1)

The SRC is the person appointed by the EMC to exercise control over the response to a Class 1 emergency. The EMC can appoint more than one SRC if more than one Class 1 emergency is anticipated or occurring at the same time, to ensure both emergencies are effectively managed. The EMC can also appoint Deputy SRCs.

The SRC or an appointed or deployed controller has in relation to the Class 1 emergency all the powers and authorities that the Chief Officer/Commissioner of the relevant control agency under the SEMP has conferred on that Chief Officer/Commissioner by the relevant Act under which the relevant control agency is established.

STATE CONTROLLER (CLASS 2)

The Officer in Charge (OIC) of the control agency is responsible for the appointment of the SC for Class 2 emergencies and provides the EMC with their details. The SC is responsible for planning and control of response activities for an anticipated or occurring Class 2 emergency. An SC will have a strong understanding of the Victorian EM arrangements, and ideally is a subject-matter expert. They work with the EM sector more broadly to manage risk and consequence and to coordinate intelligence and messaging.

STATE TIER GOVERNANCE ARRANGEMENTS

At the state tier, there are several teams that support the EMC in managing the respective command, control, coordination, consequence management, communication and community connection responsibilities in anticipation of, in response to and recovery for Class 1, Class 2 and Class 3 Emergencies.

Class 1 and Class 2 major emergencies are coordinated by the EMC, Class 3 major emergencies are coordinated by the CCP. The membership of these committees may change; however, the core functions will remain.

The five key teams that operate at the state tier are:

- SCoT.
- SCT.
- SEMT.
- State Relief and Recovery Team (SRRT).
- Emergency Management Joint Public Information Committee (EMJPIC).

The membership and role of these committees is set out in State Tier Emergency Management Governance Arrangements, Operational Readiness, Response and Recovery Activities.

Area of Operations tier

An Area of Operations tier is a unique area designated by the EMC or CCP. It is commonly one or more municipal districts, or two or more regions and may be across regional boundaries or established for incidents with far reaching consequences.

The EMC or CCP may determine arrangements particular to the area of operation.

AREA OF OPERATIONS CONTROLLER

The AOC leads and manages the response for an Area of Operations.

AREA OF OPERATIONS CONTROL TEAM

The AOCT supports the AOC to manage the response to the emergency. The AOCT comprises of:

Chair

- AOC.

Members

- RC(s)/ZC (if appointed).
- RERC(s).
- RRC.
- Commanders of key support agencies.

Transfer of control

Establishing effective control arrangements in the early stages of the incident is critical. There are circumstances where an incident should be managed by an IC based in an ICC and supported by an IMT with specialist skills and equipment, rather than by a field-based IC.

These circumstances include where the incident is a major emergency or has the potential to become a major emergency, or where there is the need to do one or more of the following:

- issue warnings and advice to the community
- evacuate the community
- protect the community
- manage significant risks or consequences, for example to:
  - the community
  - community infrastructure
  - essential services such as electricity and water
  - the economy
  - significant environmental or conservation assets
- manage a large number of personnel and other specialist resources such as aircraft
- produce incident predictions
- implement health and safety systems for response personnel
- provide directions to multiple response agencies
- manage multiple incidents within close proximity.

SOP J03.15 – Transfer of Control and IMT Relocation for Class 1 Emergencies, outlines the process for the transfer of control and IMT relocation for Class 1 emergencies.

Once notified, the RC, with the support of the involved Agency Commanders, will source resources for the IMT. The IMT should be joint-agency (where possible), pre-planned and include personnel with relevant local knowledge.

For an incident that is or that may become a Class 1 emergency the RC will appoint a Level 3 IC endorsed by the EMC. For a Class 2 emergency, the IC will be appointed by the SC.

At predetermined triggers the EMC or SRC may determine all incidents within a defined area are to be managed from an ICC regardless of the size of the incident.

The following aspects are to be considered during the transfer of control:

- Field-based ICs and Agency Commanders should anticipate the need for the transfer of control in advance and notify the RC as early as possible to allow time for the ICC and IMT to be established.
- The transfer of control needs to be formal and recorded, with the field-based IC briefing the incoming IC at the ICC.
- The new control arrangements should be communicated to:
  - All incident personnel – consider issuing a Field Information Update. (refer to SOP J03.06 – Incident Briefings).
  - The people holding key command and coordination roles at the state, regional and incident tiers of emergency response (depending on their level of involvement), with the expectation they communicate the arrangements to their agency personnel and support agencies.
- Incident management needs to be continuous throughout the transfer of control
- Where possible, RCs should locate the IMT in an established ICC to minimise the need for further relocation.
- RC's need to follow a similar process for the transfer of incident control from the ICC based IC back to a field-based IC, during the de-escalation of an incident response or where the incident no longer shows the potential to become a major emergency.

Following the transfer of control, the previous IC will generally take on a role in the Operations Section, such as a Division Commander. They can then focus on coordinating field operations and providing information back to the IMT.

Class 3 emergencies

A Class 3 emergency is not defined in legislation; however, it is defined by the SEMP to include, 'a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hijack, siege or riot.' These emergencies are commonly referred to by Victoria Police and the emergency management sector as security emergencies. They also meet the definition of a 'major emergency' as defined in the EM Act 2013.

A Class 3 Emergency sub-plan to the SEMP was developed to outline Victorian arrangements that deliver a coordinated response to Class 3 emergencies by agencies that have a role or responsibility during such events.

TABLE 1: PLANS AND ARRANGEMENTS

POLICIES AND PROCEDURES	Plans and standard operating procedures exist to govern the day-to-day operations within Victoria Police relating to incident attendance and emergencies. This includes the Incident Command and Control System (ICCS) which governs how Victoria Police structures its response to emergencies.
EMERGENCY MANAGEMENT PLANS	Emergency management plans are prepared, maintained and exercised by business, community and infrastructure owners. These entities will activate their plans in response to a Class 3 emergency when pre-determined triggers are met. An example includes the State Correctional Emergency Response Plan (SCERP) which outlines the response to emergencies within prison facilities including riots and non-routine events.
VICTORIAN GOVERNMENT COUNTER-TERRORISM FRAMEWORK	The Victorian Government Counter-Terrorism Framework ensures an integrated and holistic response to terrorist related emergencies. The framework recognises the unique nature of terrorist acts within the broader Victorian emergency management arrangements.
AUSTRALIA AND NEW ZEALAND COUNTER TERRORISM HANDBOOK	The Australia and New Zealand Counter Terrorism Handbook contains nationally agreed guidelines, policies and procedures for police commanders, coordinators, senior officials and other decision makers involved in the counter terrorism environment. It provides guidance on the procedures, structures and broad coordination arrangements for the preparedness, prevention, response and recovery phases of a terrorist incident. It should be used in conjunction with agency-specific plans and procedures at all levels of government.

VICTORIA POLICE COUNTER TERRORISM THREAT RESPONSE ARRANGEMENTS	The Victoria Police Counter-Terrorism Threat Response Arrangements identify key considerations and provide practical guidance for Senior Victoria Police managers when considering the organisational response to terrorism related incidents or threats (within Victoria and elsewhere).
OTHER PLANS	Other Counter Terrorism Plans such as the Victoria Police Counter Terrorism Strategy, the Victoria Police Counter Terrorism Handbook, and the Australia and New Zealand Policing Advisory Agency 'Framework for Policing High Risk Situations'.

It is worth noting that there are also a number of structures and capabilities at the National level that support any State response.

There are any number of planned events and unexpected incidents that could escalate to a Class 3 emergency:

TABLE 2: EVENTS AND INCIDENTS

PLANNED EVENTS	• Rallies, demonstrations and mass gatherings. • Industrial disputes/actions taken by unions or other groups that lead to mass gatherings and impact upon public order and movement. • Planned visits to Victoria by local and foreign dignitaries and Internationally Protected Persons (IPPs). • Major sporting, business, cultural and social events. • Counter-Terrorism operations.
UNEXPECTED INCIDENTS	• Active armed offender(s). • Incidents involving a hostage or hostages. • Rallies, demonstrations and mass gatherings. • Suspicious packages. • Improvised Explosive Device/Threats. • Hostile vehicle incidents.

CONTROL ARRANGEMENTS

The SEMP contains provision for agency control, with Victoria Police designated as the control agency for all Class 3 emergencies. The State Emergency Management Priorities should be considered when determining agency control during the response to a Class 3 emergency. For police activity related to a Class 3 emergency, Victoria Police would normally undertake their management of this emergency at the State Police Operations Centre (SPOC). The State Emergency Support Centre (SESC) acts as an adjunct to the SPOC and is the facility where support agencies may assemble to provide services and response activity support to the Police Commander.

The protection and preservation of life must be a primary consideration having regard to the agency most capable of retaining control, particularly where several agencies could potentially be the control agency, e.g. fire, power outage or HAZMAT event.

Where an event involves a Class 3 emergency which occurs simultaneously with a Class 1 or Class 2 emergency, Victoria Police will maintain control of the Class 3 emergency, independently of the control arrangements of the other emergency (SEMP, page 49 Control Agency).

In such circumstances control of the concurrent Class 1 or Class 2 emergency may be undertaken by a Deputy Incident Controller from the relevant agency supporting the Police Forward Commander with his/her overall responsibility for managing the Class 3 emergency.

However in the event the Class 1 or Class 2 emergency is not as a result of the Class 3 emergency and is not impacting it e.g. a terrorist attack in the city and a bushfire in East Gippsland, there could be separate control arrangements, with the Controllers in their own right.

If there is any doubt to the control arrangements during a Class 3 emergency, a Victoria Police Emergency Response Coordinator (IERC/MERC/RERC) will assess the situation and make a determination as the most appropriate control arrangements.

STATE CONTROL CENTRE

During a Class 3 emergency the SCC can support the State Police Commander by:

- ensuring the SRC and SCT maintain appropriate situational awareness to support strategic decision-making
- providing a central point for engaging and sharing information with key external stakeholders including the SEMT
- coordinating consequence management and relief and early recovery activities
- leveraging the capability of all agencies to support response, relief and early recovery activities
- supporting delivery of community information and warnings that are timely and coordinated
- supporting operation of the SPOC and SESC facility.

Consideration may be given by Victoria Police to using the SCC in preference to the SESC facility given its ability to connect and collaborate with support agencies and Government departments or in the event that the SESC facility is affected by the emergency.

In the event of a Class 3 emergency a request may be made on behalf of the State Police Commander and/or CCP to escalate the level of activation of the SCC. Any escalation would likely result in an increase of resources available to Victoria Police from support agencies in the resolution of a Class 3 emergency. Such a request would be made to the EMC or SRC.

CONSEQUENCE MANAGEMENT

Consequence Management involves managing the effects of emergencies on individuals, the community, infrastructure and the environment. It supports strategic decision-making before, during and after emergencies and its importance lies in its ability to support longer term decision-making following a major emergency.

Consequence management also supports community recovery. Under the EM Act 2013, the EMC is responsible for ensuring that the consequences of major emergencies in Victoria, including Class 3 emergencies, are considered and managed.

TRANSITIONING TO RECOVERY

While Victoria Police will coordinate the operations of all agencies during the response to Class 3 emergencies, the coordination of the relief and recovery activities will occur across each of the three tiers of response.

The transfer from response to recovery will be a joint decision between Victoria Police, and the relevant recovery coordinator at the relevant tier (State, Region or Incident).

Several considerations will be taken into account to determine the point where response will transition to recovery, and include:

- the nature of the emergency and whether there is a risk of ongoing threats
- the extent of impact on communities, which may determine whether a prolonged transition period needs to be implemented
- the extent and known level of loss and damage associated with the emergency
- the extent of emergency relief required by communities
- considerations regarding the resources required to be activated for effective recovery arrangements and continuity of services to the community.

INFORMATION SYSTEMS

Information systems play a vital role in underpinning operational and incident response function. These technology solutions help inform planning and preparation tasks, support intelligence, situation analysis and decision making, and assist with the co-ordination of recovery efforts. This is accomplished through the timely delivery, processing and presentation of disparate data sets from across multiple partner agencies. This enables emergency management personnel to inform, act upon and disseminate critical information to key stakeholders and to impacted Victorian communities.

Emergency Management – Common Operating Picture

The Emergency Management-Common Operating Picture (EM-COP) is a web-based communication, planning and collaboration tool that has been rolled out across Victoria to enable emergency personnel to quickly share information and make strategic decisions. EM-COP provides real-time situational awareness and a common view for personnel and agencies across Victoria's emergency management sector.

EM-COP is for everyone involved in an emergency, including first responders, emergency management agencies, personnel in the field, control centres, local government, not-for-profit relief organisations, essential service providers, and others.

It can be used at local, regional and state levels to support intelligence gathering activities for an evolving emergency. It is also flexible and adaptable and can be applied to all communities and all emergencies, before, during and after an event.

Key features of EM-COP include:

- multiple virtual collaboration rooms each with its own map and whiteboard
- selectable base maps including Vicmap (cartographic and satellite), Google maps, and Melway
- data layers for incidents, boundaries, weather, tracking, and a very wide variety of other dynamic and static information layers drawn from across the sector
- a variety of drawing tools for symbols, lines, shapes and text.

- measuring tools for distance and area
- shared information log
- easy access to briefings, reports and other information during an event
- reference Library
- private chat with other users of EM-COP
- document sharing
- creation of Public Warnings and publishing to the Vic Emergency website and app
- permanent record of information.

To sign in, or to register, go to: http://cop.em.vic.gov.au (operations) or http://training.cop.em.vic.gov.au (training).

FireWeb

FireWeb is a web based portal that enables the Department of Environment, Land, Water and Planning (DELWP) and Forest Fire Management Victoria (FFMVic) to share information regarding a variety of Land and Emergency Management functions, including:

- Personnel and other resource information used in FFMVic deployments.
- Situation reporting and incident shift planning for bushfire emergencies where FFMVic is a responding agency.
- A source of information for FFMVic and partner agency staff including information related to fit for fire medicals, key FFMVic contact information and access to maps and spatial enquiry services.
- Access to a range of weather forecast and bushfire prediction products including Pheonix rapidfire.
- Application programming interfaces (APIs) for the sharing of bushfire and planned burning information with partner agencies.

FireWeb functionality is progressively being transition across to DELWP's Tarnook platform.

To sign in or to register, go to https://fireweb.ffm.vic.gov.au/

Emergency Management Drive

The 'EM Drive' is a shared cloud-based file storage available to emergency management agencies to enable personnel to create, share, manage and store operational information. Access is via a registered FireWeb username and password using a web browser, allowing files to be downloaded for editing and uploaded back for others to reference.

Documents that should have a copy maintained on the EM Drive include, but not limited to, completed incident documentation such as:

- IAPs
- communications plans
- options analysis
- media releases
- photos
- completed/published maps.

The EM Drive is to be used for incident management purposes only. Personal documents or project related documents should not be stored directly on EM Drive. Separate areas can be set up for agency specific purposes.

For specific guidance on usage and business rules, particularly in relation to the 30-Response folder, refer to the library in *EM-COP > ICT Systems > ICT-Emergency Management Drive*.

An icon to access EM Drive is available on *EM-COP > Desktop*.

A FireWeb login is required to access EM Drive.

EM Webmail

Role-based email accounts are to be used when undertaking an operational role at state, regional and incident tiers. EM Webmail is hosted in Microsoft Office 365 and uses a web browser to access mail accounts. The accounts are accessible on all networks and allows personnel to access incident specific emails using any internet connected device. Business or personal email accounts are not to be used for emails relating to an incident.

Icons to access EM Webmail and login codes are available on the *EM-COP Desktop > Operations > EMwebmail*.

There are also icons to a User Guide and a document containing descriptions and email addresses for all the role-based positions which can be accessed via *EM-COP Desktop > Training > References*.

Further assistance on the use of EM-Webmail can be obtained via the Help tab in EM-COP.

State Resource Request System

The multi-agency State Resource Request System (SRRS) is designed to make it easy for Resources Unit members at incident, regional and state tiers, to submit and action requests for additional resources during incidents and planned burning. The SRRS is a requesting system only and is not designed for resource tracking.

All Resources Unit personnel, as well as those involved in the dispatch of appliances, should ensure that they are familiar with system. Access is via an icon in the Resources group in the Sections page of *EM-COP > Desktop> Sections > Resources*, or by going to: https://fireweb.ffm.vic.gov.au/ResourceRequest/

SOP J03.09 Resource Request Process sets out how to request resources for major emergencies.

Agency Incident Management Systems

To support situational awareness on the response to incidents of interest across Victoria, information for Class 1 emergencies will predominantly be gathered from agency incident management systems.

The following official incident management systems will be used:

- CFA – IMS.
- FRV – Firecom.
- DELWP FFMVic – FireWeb.
- SES – OIMS.
- LSV – LIMSOC.

SAFETY

Everyone has a responsibility for safety. Emergency Service activities are inherently dangerous and emergency personnel face many hazards. To maintain your safety and the safety of those around you, hazards need to be identified, risks need to be assessed and controls are required to be put in place to reduce the risk. Occupational Health and Safety (OH&S) Incidents also need to be recorded, investigated and any risks controlled.

Personnel should make judgments based on their knowledge of the risks, information, instruction and training. At incidents, the IC, assisted by a Safety Officer and or Field Safety Officer (if appointed) also have a responsibility to manage safety.

Individual emergency service personnel who are working on the incident ground may be confronted by changing situations and should continually monitor and identify the existing and emerging hazards and assess the risks as they apply to the tasks they are undertaking.

The control agency, through the IC, is responsible for ensuring they provide and maintain, so far as is reasonably practicable, a work environment that is safe and without risks to the health and safety of all incident personnel, including responders, support agency personnel and contractors.

To help achieve this, personnel deployed to a major emergency should receive a safety briefing that includes known and potential hazards and risks and any mitigation/control measures. The safety briefing is usually incorporated into the incident briefing and should be supported at handover at all levels within the chain of command.

REMEMBER: Safety is the top priority.

There are two components to managing safety during an emergency. The first component is the Safe Person Approach (SPA). The second component deals with assessing risk using a Dynamic Risk Assessment (DRA).

Safety first approach

In line with the State Emergency Management Priorities the safety of emergency personnel is required to be given priority over all other considerations and activities. All personnel are to avoid putting themselves at risk when working at an incident. By adopting the SPADRA emergency personnel may minimise the risk of injury to themselves and others.

SAFE PERSON APPROACH

Under the SPA agencies have a responsibility to make sure systems of work are in place which allows work to be undertaken safely and, equally, personnel have a responsibility to ensure they work in accordance with agreed protocols. Each person has a responsibility for ensuring that their work practices do not result in an unacceptable level of risk to themselves or to others around them.

Safety is everyone's responsibility. Personnel should report all incidents and near misses and raise safety issues with their supervisor at the earliest opportunity. Doing so may prevent them or someone from suffering serious injury or even death.

REMEMBER: ALWAYS follow safe work practices and challenge those who do not.

DYNAMIC RISK ASSESSMENT

DRA (see figure 4) is a simple continuous risk assessment process that allows operational personnel to rapidly and effectively assess risk, to decide on appropriate actions and controls and ensure responder safety in the rapidly changing operational environment.

When assessing risk, responder safety is paramount.

DRA applies to all hazards associated with emergency response and operational activities and is carried out by all personnel from all agencies whenever there is an unexpected change to the plan or work environment. DRA is an intuitive thought process and is typically not recorded.

SOP J08.02 – Dynamic Risk Assessment outlines the practice of continuous DRA as a component of all operational activities, including emergency response and training, to ensure responder safety is maintained.

The DRA process is summarised below:

Evaluate – situation, tasks and persons at risk

What is my task, what is going on and what are the hazards?

Determine the tasks and identify the associated hazards to determine the risk for the situation. Utilise information and available tools, such as call information, SMEACS briefing, WATCHOUT, pre-plans or familiarity with the conditions.

Select – systems of work

What do I plan to do and how do I plan to do it?

Consider the possible systems of work and choose the most appropriate for the situation.

Assess – the chosen systems of work

What are the risks of what I plan to do?

Assess the chosen systems of work and determine the associated level of risk. The acceptable level of risk will depend on a range of factors including the potential risk to responders and community, whether lives can be saved, value of the assets involved, cost of incident and the level of risk of proposed tasks.

Decide – are the risks proportional to the benefits?

Is my plan safe? Do the benefits outweigh the consequences?

Determine whether the risks of the tasks are proportional to the benefits by assessing whether the benefits of carrying out the tasks outweigh the consequences if the risk was to occur. When assessing risk, responder safety is paramount. If risks outweigh the benefits, then the task cannot proceed without further controls.

Modify – can additional control measures be introduced?

Can I make the task safer?

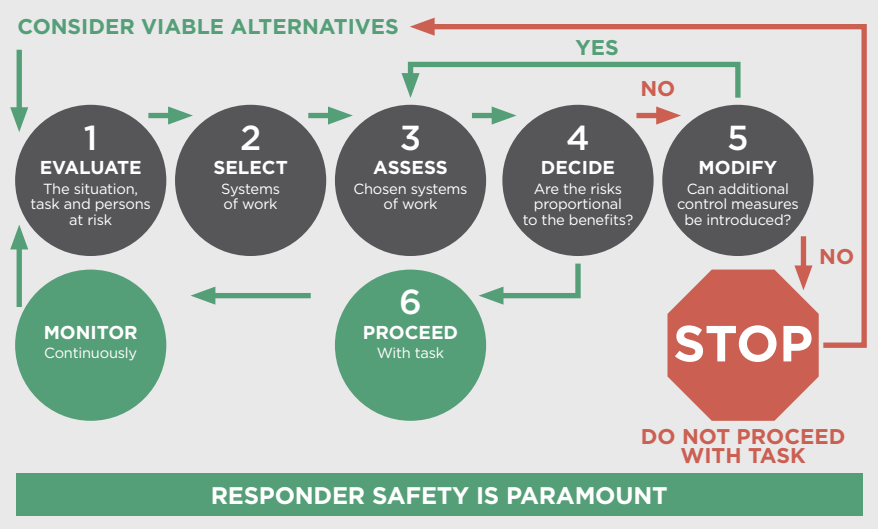
When the risk of the system of work is not proportional to the benefits introduce risk controls using the risk control hierarchy of elimination, substitution, engineering controls, administrative controls, and personal protective equipment (PPE).

Proceed with task?

As I proceed, what has changed and what do I need to re-evaluate?

If any risk remains, determine whether the benefit gained from carrying out the task outweighs the possible consequences if the identified risk was to occur. When assessing risk, responder safety is paramount. If the benefits outweigh the risks then the task can proceed. If the risks outweigh the benefits, DO NOT proceed with the tasks but consider an alternative system of work.

FIGURE 4: DYNAMIC RISK ASSESSMENT PROCESS



LACES

In some emergencies, on ground responders rely on the use of safety zones and escape routes for safety as conditions change. In these situations, LACES provides a system to maintain safety. Alternate systems of work may be available to manage particular risks encountered during emergency work. If an alternative system is not available, or is unsuitable, LACES should be considered as part of the DRA process.

L	LOOKOUTS
A	AWARENESS
C	COMMUNICATIONS
E	ESCAPE ROUTES
S	SAFETY ZONES

The process for implementing LACES is:

LOOKOUTS

A fixed, aerial or mobile lookout shall be deployed to maintain a clear appreciation of risks and to provide timely advice of the need to use of escape routes and safety zones.

AWARENESS

Responders shall be aware of the impact of changes in incident behaviour including those resulting from variations to weather and topography and of other incident ground hazards.

COMMUNICATIONS

All responder crews shall follow the Communications Plan, communicate with your crew and surrounding crews to discuss and address safety issues.

ESCAPE ROUTES

At least two escape routes should be agreed and made known to all relevant personnel. The suitability of an escape route should be continually reviewed to ensure it remains effective.

SAFETY ZONES

Safety zones should be identified and made known to all relevant responders. Personnel need to consider escape time and safety zone size requirements that will change as incident conditions change.

Safety considerations

SAFETY FACT SHEETS

There are a number of safety fact sheets that have been developed across agencies and are available in *EM-COP Library > Safety-Menus*.

HYDRATION

It is important all personnel remain hydrated throughout their shift, especially during periods of prolonged or intensive physical activity. Dehydration will occur if fluids and electrolytes lost through perspiration are not replaced. The use of an agency approved electrolyte drink/powder is important to maintaining good hydration levels. The recommended ratio of water to electrolytes is 2:1. Depending on workload you should be drinking up to 1200 ml of water and 600 ml of an agency approved electrolyte replacement drink/powder per hour.

FATIGUE

Fatigue in both its acute and cumulative forms, can present a real risk to safety and performance at emergencies if not recognised and appropriately managed. The highest risks are to personal safety when associated with activities involving machinery and other equipment, including when driving motor vehicles after long shifts.

In addition to managing the fatigue of others within their sphere of influence, emergency personnel and incident management personnel need to actively manage their own fatigue, particularly in relation to driving vehicles and equipment and machinery use.

Agency personnel should adhere to existing agency protocols related to fatigue management and report any OH&S incidents (including near-misses).

ENVIRONMENTAL CONDITIONS

Incident personnel need to consider the environment in which they are working. Conditions to consider include working around trees, flood water, weather such as extreme heat or cold, or strong winds.

Health monitoring

Health Monitoring helps mitigate health risks to responders and identify those who may be at risk of adverse health outcomes as a result of their response to an emergency incident.

It includes taking vital signs, and the assessment of presenting symptoms and relevant medical history to determine if a person's health is impacted by their involvement in incident response.

All personnel attending and working at major emergencies are strongly encouraged to undertake health monitoring to help support their health and welfare, however health monitoring is not mandatory except in circumstances where Standard for Managing Exposure to Significant Carbon Monoxide Emissions states that all personnel are required to undertake health monitoring.

Health monitoring may be provided by AV or approved private providers.

Please refer to SOP J08.05 – Health Monitoring – Emergency Service Personnel for further information and the process for requesting Health Monitoring.

Communication of safety information

RED FLAG WARNINGS

A Red Flag Warning is a message issued when there is a significant change to any critical information that may adversely affect the safety of personnel located at an emergency.

A Red Flag Warning should be issued when there is, or is predicted to be, a significant risk to safety due to changed circumstances, including but not limited to:

- weather conditions
- incident conditions and/or behaviour
- equipment availability
- communications arrangements
- access.

A Red Flag Warning for a specific incident may only be issued by the following personnel, in their area of responsibility:

- Sector Commander.
- Division Commander.
- Operations Officer.
- IC.

The SRC, SACs, State Duty Officers (SDO) RC, RACs, , Operations Manager, and the rostered Area or District Duty Officer may advise an IC to issue a Red Flag Warning.

Red Flag Warnings can be conveyed by any appropriate means. Red Flag Warnings, regardless of how they are conveyed, need to be preceded by the words. The message should be specific to the key audience to minimise radio congestion.

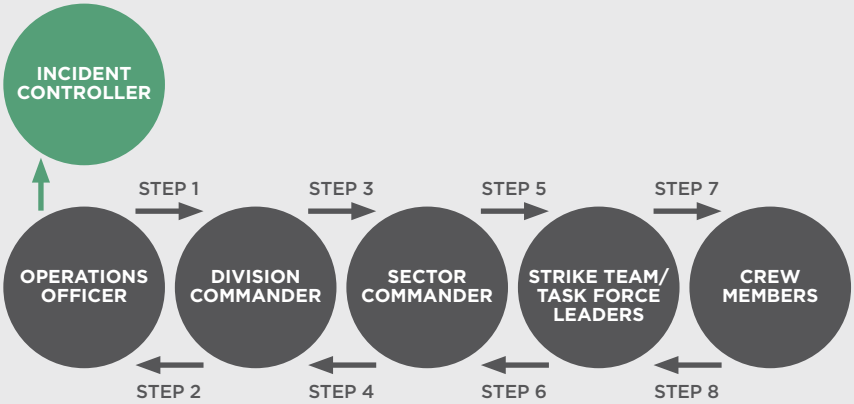
Personnel receiving a Red Flag Warning are required to:

- Immediately confirm that they have received the warning.
- Repeat the key points of the warning (e.g. time etc.) back to demonstrate that they understand the warning.
- Notify all responding and supporting agency personnel and any other resources that they are supervising or who are reporting to them of the Red Flag Warning.
- Obtain a confirmation from the response and support agency personnel that they are supervising that they have received the Red Flag Warning.

An example of the process outlined in figure 5.

Should acknowledgement not be received, a reissue of the communication containing the Red Flag Warning is to be undertaken.

FIGURE 5: RED FLAG WARNING PROCESS



STEP 1
If the Operations Officer initiates a Red Flag Warning, they issue it to Division Commanders. The Operations Officer then advises the Incident Controller.

STEP 2
Division Commanders acknowledge receipt and repeat back the key points of the Red Flag Warning to demonstrate understanding.

STEP 3
Division Commanders issue the Red Flag Warning to Sector Commanders.

STEP 4
Sector Commanders acknowledge receipt and repeat back the key points of the Red Flag Warning to demonstrate understanding.

STEP 5
Sector Commanders issue Red Flag Warning to Strike Team/Task Force Leaders and any others they are supervising, who acknowledge receipt (**STEP 6**), and issue the Red Flag Warning to their crew members (**STEP 7**), who acknowledge the Red Flag Warning (**STEP 8**).

NOTE: Red Flag Warnings are not a directive to leave the incident ground responders should consider local knowledge and situation when determining what action to take in response to the warning.

Any person, to Crew Leader level, who receives and/or forwards a Red Flag Warning are required to log:

- who communicated the Red Flag Warning
- the time it was received
- what information it contained
- how it was received (e.g. telephone, radio etc.)
- who you disseminated it on to
- the time acknowledgements were received from those you supervise.

If the repeated Red Flag Warning has not been acknowledged, the person sending the warning should take appropriate steps to determine the reason why the warning has not been acknowledged and report this to the IC or immediate supervisor.

Further information can be found in SOP J03.11 – Red Flag Warnings.

FIELD INFORMATION UPDATE

The Field Information Update (FIU) is a method for the distribution of changes to strategy, tactics, new intelligence and safety information to the field during a shift. It is typically new information that was not included or available at the time of the briefing.

It may be delivered via radio broadcast or printed copy, and may include:

- weather
- incident behaviour
- organisation (sectorisation, control)
- communications
- strategy
- local hazards
- other issues.

Some ICs use it to structure messages to the field to update weather or advising that transfer of control has been completed and new reporting lines.

It complements the Red Flag Warning as a mechanism to broadcast more general information than the targeted critical information that is the subject matter of a Red Flag Warning.

A FIU does not require acknowledgement.

OH&S incident reporting

Emergency personnel are required to report OH&S incidents to their OIC/Manager/Supervisor as soon as practical. All incidents are to be recorded in your own agency's hazard and incident reporting system or by using OH&S Incident Card system (i.e. salmon card). All relevant sections are required to be completed and forwarded to the IC or delegate (Incident Safety Officer) where an incident is being managed by an IMT.

At the end of each shift it is the Incident Safety Officer/Medical Unit Team Leader/Logistics Officer's responsibility to ensure all relevant incidents from that shift have been recorded and relevant documentation kept.

Minor OH&S incidents are to be resolved at the local level unless otherwise advised by the IC. Blank OH&S Incident Report Cards are required to be made available to all emergency personnel and used to record all OH&S incidents where ready access to online systems are not available.

All serious OH&S incidents require the following notifications:

- Agency Chain of Command.
- Line of Control.
- WorkSafe.
- OH&S Executive Advisor.

The IC is required to notify the relevant agency commander and this is required to be escalated through to the SAC. The notification will also occur through the line of control through to the IC, RC, SRC and to the EMC.

When a serious injury, that is a WorkSafe notifiable incident, has occurred to emergency personnel, contractor or member of the public as a result of agency response activity, WorkSafe must be notified verbally immediately upon becoming aware of a notifiable incident by the home agency. Written confirmation on the approved form is required within 48 hours.

Where an individual agency has notified WorkSafe of a serious incident the agency is required to notify the IC as soon as practicable.

SOP J08.01 OH&S Incident Reporting and Investigation – Major Emergencies provides further information.

INCIDENT MANAGEMENT

Incident Management Systems

To ensure a standardised approach to incident management and so that responders have a common hierarchy to work within most emergency management agencies in Victoria utilise an incident management system.

The responder agencies and several other agencies utilise the Australasian Inter-service Incident Management System (AIIMS). Victoria Police operates its own incident and operational management model known as the Incident Command and Control System (ICCS).

AIIMS PRINCIPLES AND CONCEPTS

AIIMS applies to incident management, rather than to the region or state tiers of emergency response. However, AIIMS is based on principles and underpinning concepts that are universal and can be applied to all tiers of emergency management.

AIIMS is founded on five fundamental principles. These are:

TABLE 3: AIIMS PRINCIPLES

FLEXIBILITY	A flexible approach to the application of AIIMS is required. AIIMS is adaptable to an all hazards-all- agency environment. It needs to be able to respond to changes that occur with the evolution of an incident, both during escalation and resolution, and from a focus on response to a focus on community and agency recovery.
MANAGEMENT BY OBJECTIVES	A process of management where the IC, consulting as appropriate with the Incident Management Team and supporting agencies, determines the desired outcomes of the incident.
FUNCTIONAL MANAGEMENT	The process of structuring organisation into sections or units based on the type of work to be performed. AIIMS identifies several critical functions that are required to manage an emergency incident effectively.
SPAN OF CONTROL	A principle that to be applied in both the structuring and staffing of an Incident Management Team. The concept relates to the number of groups or individuals that can be successfully supervised by one person.
UNITY OF COMMAND	There is one set of common objectives for all those involved in the response to an incident, leading to one consolidated plan for all responders. Each subordinate should report to only one superior.

There are several critical underpinning concepts that support the five principles of AIIMS. An understanding of these concepts is essential to the effective application of the system.

TABLE 4: AIIMS CONCEPTS

ADAPTABILITY AND SCALABILITY	The size and structure of the IMT should reflect the size and complexity of the incident and the stage of the response and recovery.
UNIFORM TERMINOLOGY	If all agencies are to apply the system there needs to be agreed terminology and definitions, to enable effective communication between agencies and between members of IMTs.
DEFINED MANAGEMENT STRUCTURE	In adopting a functional management model, there needs to be a clearly defined and agreed management structure that can be applied and understood by all.
COMMON OPERATING PICTURE	A description of the shared and consistent understanding the IMT has of the incident, gathered from a variety of sources to support decision making.
CLEARLY DEFINED ROLES AND RESPONSIBILITIES	In defining the management structure, there needs to be a set of clearly defined and agreed responsibilities for all who are appointed to a role in that structure.
CLEARLY DEFINED INFORMATION FLOW	For a functional management structure to operate effectively, it needs to be clear what reporting relationships exist, and how the sections and units within the structure communicate to ensure the development and maintenance of the common operating picture.

AIIMS STRUCTURE

AIIMS provides a management structure for managing all activities to resolve the incident.

To manage an incident, the IC will establish a management structure designed to deliver the functions of control, planning, intelligence, public information, operations, investigation, logistics and finance.

By delegating functions to others, the IC creates an IMT. Delegation is the assignment of functions and tasks to others, together with the necessary authority, freedom of action, and resources to complete the task. The person delegating retains accountability but is no longer responsible for undertaking the actual task.

When establishing an incident management structure, it is important to remember that the incident determines the size and nature of that structure. The structure should be adapted to the circumstances being dealt with and reflect the complexity and scale of the incident.

The AIIMS functional areas most commonly used in the response to major emergencies are:

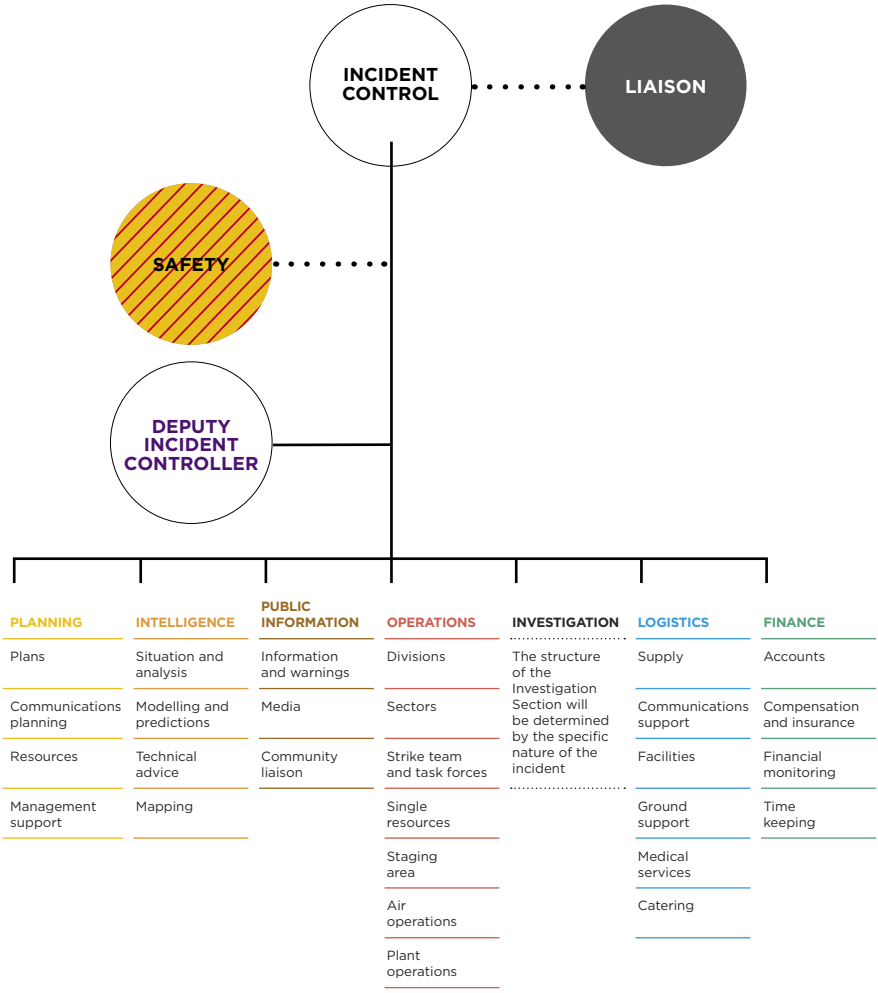
TABLE 5: AIIMS FUNCTIONAL AREAS

CONTROL	The IC has overall management of the incident and overall responsibility for the management of resources allocated to that incident. The IC is responsible for controlling the incident and ensuring that all incident management functions are undertaken.
PLANNING	The Planning section is responsible for preparing and delivering plans and strategies, maintaining a resource management system, and assembling, maintaining and providing incident information.
INTELLIGENCE	The Intelligence section is responsible for collecting and analysing data and information, which is recorded and disseminated as intelligence to support decision making and planning. The IC may choose to establish an Intelligence function within the Planning Section, or as a separate Intelligence Section.

PUBLIC INFORMATION	The Public Information section is responsible for the preparation, coordination and dissemination of non-operational incident warnings and advice to potentially affected communities, the public, media, other agencies and incident personnel.
OPERATIONS	The Operations section is responsible for managing resources allocated to the Operations Section to resolve the incident. The Operations Section now also includes a Plant Operations Unit, which aligns with current fire agency practice in Victoria.
INVESTIGATION	The Investigation section is responsible for conducting investigations to determine the cause of an incident and/or to determine factors that contributed to the impact of the incident or specific events.
LOGISTICS	The Logistics section is responsible for managing activities and resources necessary to provide logistical support during an incident. In major or long-term incidents with complex financial arrangements, the IC may elevate the Finance Unit to be a Section in its own right (in line with the principle of flexibility).
FINANCE	The Finance section is responsible for managing: • accounts for purchases of supplies and hire of equipment • insurance and compensation for personnel, property and vehicles • the collection of cost data and provision of cost-effective analyses and providing cost estimates for the incident.

An example of the AIIMS structure established for a large incident is shown in figure 6.

FIGURE 6: AIIMS STRUCTURE FOR LARGE INCIDENT



Incident Controller

The role of the IC is to provide leadership and management to resolve the incident in the field or from an ICC. The primary responsibilities of the IC are to:

- Carry out the directions of the SRC, SC, RC and AOC where appointed.
- Take charge and provide incident tier leadership to resolve the incident, including tasking support agency commanders.
- Establish a control structure to suit the circumstances and monitor its performance.
- In consultation with RC and in accordance with SOP J03.08 Appointment of Class 1, Regional Controllers and Incident Controllers, appoint a Deputy IC to undertake a particular IC function (e.g. relief, evacuation liaison).
- Lead multi-agency planning and develop and implement an IAP including objectives and strategies to manage the incident.
- Ensure timely issue of warnings and information to the community or refer these to the RC/ZC/AOC if appointed, or if not appointed, the SRC or SC.
- Identify current and emerging risks, or threats, and implement proactive response strategies.
- Activate relief arrangements through the MRM.
- Establish and chair the IMT, if one is required.
- Establish and chair the IEMT, if one is required.
- Oversee the operational functioning of the ICC, if operating.
- Ensure the timely flow of information to:
  - RC/ZC/AOC (if appointed) or the SRC or SC control and support agencies.
  - MERC.
  - IEMT.
  - MRM/RRC.
  - other stakeholder agencies.
- Continually assess the performance of the response against the IAP.
- Request appropriate resources for subordinates to achieve tasks or adapt tasks according to available resources.
- Seek control agency and response support agency resources directly through the agency commanders.

- Seek supplementary resources, other than those of the responding agencies, through the IERC or MERC.
- Seek relief and/or recovery resources through the MRM, ensuring the IERC or MERC is aware of the request.
- Initiate Initial Impact Assessment (IIA) where necessary.
- Apply the EMC operational standards and incident management procedures, where appropriate.
- Take a lead role in facilitating transition to recovery at the local level, working with the MRM.

All of these activities should be undertaken with consideration to the State Emergency Management Priorities.

Deputy Incident Controller

An individual/s may be nominated as a Deputy IC/s to support the IC in the management of the incident. A Deputy IC has responsibility for the management of the incident within the parameters agreed to with the IC.

The Deputy IC may not alter the incident objectives in the IAP. They may amend the incident strategies within the parameters provided by the IC. Where the Deputy IC does amend incident strategies, they are required to discuss the changes with the incoming IMT and IC at shift change over.

A Deputy IC who is appointed for a Class 1 emergency can be appointed to manage the hazard or to manage a function e.g: relief. Where appointed to manage the hazard, the person should be an agency endorsed Level 2 IC as a minimum. Where appointed to manage a function the person is required to be a person with the relevant expertise in the function e.g: recovery or evacuation.

Refer to SOP J03.08 Appointment of Class 1 Regional Controllers and Incident Controllers on the appointment of a Deputy IC.

Incident objective

An objective is critical for the effective management of an incident. The objective should communicate clearly to all those involved what is to be achieved. A well worded objective has meaning and provides direction for every person at an incident.

The IC has responsibility for the control of the incident and sets the objective. It will state what the IC wants done, when and why. The objectives need to also be consistent with the State Emergency Management Priorities.

The objective may change with circumstances. There may be a different objective for each shift under escalating circumstances or a static but relevant objective for a stable or de-escalating incident.

A good objective will include a statement of intent (what and why), a time parameter (when) and a space parameter (where).

Example of a good incident objective:

'To protect residential buildings by containing the fire in the grassland as it emerges from the bush to the west of Bolton by 2000hrs today.'

Consistent with the above, management theory and practice suggests that an objective should be SMART:

S	**SPECIFIC**
M	**MEASURABLE**
A	**ACHIEVABLE**
R	**RELEVANT**
T	**TIME-FRAMED**

At the end of each shift, it is desirable that the IC and IMT review progress against their stated objectives and evaluate the effectiveness of the strategies implemented during the shift. This information can help an incoming shift to review and implement the new IAP and agreed strategies.

Incident action planning

Incident action planning should be aligned with the State Emergency Management Priorities.

For an emergency with low potential which is expected to be contained in less than four hours and/or of low consequence, an IAP may be recorded as a log book entry or a situation report or wordback either written or by radio, with comment on control strategy.

For an emergency that is not expected to be contained within four hours of reporting and/or has medium to high potential and consequence, the following are required:

- an IAP summary, documented within four hours of the incident being reported
- a documented IAP is required for major emergencies
- an ISP that addresses as a minimum the next operational shift. The plan should include the tour of duty for the IMT and the duration of the incident to its conclusion.

The ISP is the component of the IAP relevant to field operations. ISP word templates are available on the IMT tool box *EM-COP > Library > IMTTB-Planning > Incident Shift Plan*.

The IAP should be communicated to personnel at the incident, especially any targeted information for specific Divisions/Sectors/Areas and those communications logged.

Where changes are made to an IAP, the IC is required to ensure that the information is communicated to all incident personnel. Significant changes such as change in strategy, tactics, communications, weather etc. should be communicated via briefings, FIUs or Red Flag Warnings.

Refer to SOP J03.03 – Incident Action Planning for further information.

See table 6 for descriptors of the different components of Incident Action Planning.

TABLE 6: INCIDENT ACTION PLANNING DESCRIPTORS

DOCUMENT	CONTENT	TIMEFRAME	INPUT FROM
Incident Action Plan (IAP) Summary	A concise IAP format. It summarises the incident situation, incident objective, strategies adopted, incident structure and communications Plan, and is supported with a map. It may also include resources deployed and key information regarding administration, logistics, command and communication and safety.	Completed in first four hours (may be replaced by ISP or IAP as developed).	Planning Officer (Duty Officer if IMT not in place)
Incident Action Plan (IAP)	The plan used to describe the incident objectives, strategies, structures, resources and other information relevant to the control of the incident. It includes an ISP and other relevant documentation.	Within the first shift and reviewed each shift. Key elements may not change for duration of event.	Planning Officer Intelligence Officer Logistics Officer Operations Officer Public Information Officer
Incident Shift Plan (ISP)	The key components of the IAP that are essential for field operations. The documentation follows the SMEACS briefing format, and is accompanied by maps and any other supporting documentation relevant to field operations (an interactive module is available on Fireweb).	Within the first shift and reviewed each shift.	Planning Officer Intelligence Officer Logistics Officer Operations Officer Public Information Officer

Incident communications planning

The IC is required to ensure the development, implementation and regular review of the integrated Incident Communications Plan as required. This plan will be developed by the Incident Communications Planning Officer on behalf of the IC and needs to consider the following for all incident personnel:

- information and communications technology applications
- radio channels, talk groups, radio trunk numbers
- interference issues associated with channel selection across geographical area including aircraft interference
- adjacent ICC that may need to coordinate communications to reduce interference
- telephone number (including mobile and satellite phones)
- email address
- fax number
- paging
- redundancy options
- addresses of known communications black spots.

An Incident Communications Plan needs to be incident-based, not agency-based. The IC needs to ensure that the communications plan is conveyed to all incident personnel and is conveyed in written form to all command personnel as soon as practicable.

Refer to SOP J02.02 – Incident Communication Planning for further information.

Communicating incident information

BRIEFINGS

The IC needs to ensure that all emergency personnel and support agencies are provided with appropriate briefings regarding safety-related matters, the incident situation, incident objective(s), incident structure, communications plan, and relevant resource information and tasking.

All briefings need to be in the SMEACS format (see table 7) and allow time for questions after the briefing.

The IC is required to ensure that the appropriate information is efficiently communicated through the incident structure to emergency personnel. This may be achieved through:

- targeting briefings towards a specific audience, e.g. Division Commanders, and then cascading the briefing down through the incident structure as appropriate
- staggering the IMT and field changeovers to facilitate briefings.

As the situation changes and new information becomes available, updated briefings need to be provided throughout the incident structure.

All incident personnel have a responsibility to ensure they are briefed and understand their tasks before they commence their task.

Refer to SOP J03.06 – Incident Briefings for further information

TABLE 7: SMEACS BRIEFING FORMAT

SITUATION	• Current situation. • Details of incident • Operational risk and impacts to incident personnel. • Community risk and impacts – incident risk and impacts to the community. • Location. • Weather. • Resource Deployment.
MISSION	• What are we trying to achieve? • Incident objectives.
EXECUTION	• How do we plan to achieve objectives? - Sectorisation. - Strategies. - Tactics. - Tasking. - Resource movement details. - Timings. - Access/Egress.
ADMINISTRATION	• Logistics of operation.
COMMAND/ COMMUNICATIONS	• Incident management structure. • Communications plan. • Radio channels. • Strategic relevant telephone numbers.
SAFETY	• Weather. • Known/anticipated hazards. • PPC/PPE. • Tasking of suited to personnel. • Dynamic Risk Assessment. • Escape routes/Safety Zones.
QUESTIONS	

SITUATION REPORTING

Those in a leadership position are required to provide frequent, concise situation reports (SITREPs).

Those on the incident ground (e.g. Crew Leaders) need to recognise that it is an important part of their role to provide SITREPs to their supervisor.

SITREPs should include the following information:

- incident name
- division command call sign
- location of incident
- potential of incident to become a major emergency
- advice regarding any warnings that should be provided to the community
- private and community assets at risk, critical community issues
- incident status (type/size)
- damage and loss
- critical control factors
- change in incident prognosis
- current control objective
- resources on scene
- additional assistance required
- potential safety hazards on incident ground (e.g. asbestos, tree hazard, mine shafts etc.).

Emergency management locations

Emergency response facilities are named based on the function they support e.g. control centre, command centre, coordination centre etc.

The level of activation of a facility could range from a single workstation to a full centre facility, with escalation according to the nature and scale of the emergency.

Class 1 and some types of Class 2 emergencies are managed from the SCC, RCC and either an ICC, Mobile Command Vehicle (MCV), site office or other location determined by the EMC/IC. Class 2 and other emergencies, depending on the size, type and nature may be managed from an agency specific location.

Agencies may maintain their own command centres.

STATE CONTROL CENTRE

The SCC is Victoria's primary control centre for the management of emergencies; it is the hub of a network of RCCs and ICCs across the state.

EMV has the legislative responsibility for the management of the SCC.

The purpose of the SCC is to provide a facility to support the EMC to meet the State control priorities and objectives. It does this by:

- ensure that the SRC and the SCT maintain appropriate situational awareness to support strategic decision making
- engage with and provide information to key stakeholders and SEMT
- ensure that readiness arrangements are in place
- ensure that control strategies and arrangements are appropriate
- ensure that incident progression is predicted
- ensure information and community warnings are timely and appropriate
- prioritise the allocation of state and specialist resource
- provide support to state, regional, incident control and agency personnel
- provide relief and recovery coordination.

REGIONAL CONTROL CENTRES

An RCC is a facility that enables the implementation of the Command, Control and Coordination arrangements within a set EM Regional boundary.

INCIDENT CONTROL CENTRES

An ICC is the location where the IC and the IMT manages response activities. A Level 3 ICC is a facility used to accommodate an IMT during preparation for, or response to, a major emergency.

For all ICC/RCC/SCC location and contact details, please refer to Part 3 References.

DIVISION COMMAND POINTS

A Division Command Point (DCP) is a location where the person in the role of Division Commander operates.

A DCP could be a mobile point close to the incident ground in a field command vehicle (FCV), or a building such as a Local Command Facility (LCF) these may include local unit headquarters, district office or brigade station. An LCF has resources and facilities maintained to a level so it can be used as a DCP when required.

STAGING AREA

A staging area is a location designated and used during an emergency for the assembly of control and support agency resources prior to deployment.

All ICs should identify the location where incoming resources meet and are briefed prior to deployment to the incident.

Where more than ten resources are en route to an incident and/or the size or duration of the incident is likely to make effective control of incoming resources difficult, the IC should establish a more formal staging area, managed by a Staging Area Manager within the Operations Section. A staging area should also be established whenever a Division Command Point is in place.

When determining the location of a staging area, the IC should consider the influence of changing incident conditions (e.g. predicted wind change) to ensure the safety of incoming resources.

Local knowledge

Local knowledge is a vital element of effective management of emergency incidents. Whether it is the detail of an urban building, access to airports, history of previous emergencies or information on local business, industry, organisations and community groups, local knowledge has proven invaluable.

Within every IMT there needs to be a source of local knowledge, either a local person brought into the IMT specifically for that purpose or appointing local personnel to an IMT position where they can use that knowledge and answer questions from other members of the IMT. Local knowledge will assist IMTs to better support communities and manage the risks and consequences associated with an incident.

Ideally, those with local knowledge will be operating in the Operations Section to assist those responding to operations on the incident ground. Their familiarity with the incident ground, and perhaps the type of incident or previous incidents, will also be of benefit to the Planning Section, Intelligence Section or Unit as it considers risks, options and likely courses of action. Regardless of where the individuals are located within the IMT, the IC needs to be satisfied that there is sufficient local knowledge in the IMT.

ABORIGINAL CULTURAL HERITAGE MANAGEMENT AND PROTECTION

Aboriginal cultural heritage in a variety of forms is present throughout the whole of Victoria. Ensuring that there are adequate and consistent processes for the management and protection of Aboriginal cultural values during an emergency is important at all stages of preparedness, incident management, relief and recovery.

It should be an integral part of an emergency management response to plan to avoid, or minimise, impacts on Aboriginal cultural heritage wherever possible. Where impacts have occurred, it is important that these are fully documented, and the information is provided to the Victorian Aboriginal Heritage Register, which is maintained by First Peoples – State Relations in the Department of Premier and Cabinet (DPC). It is important to ensure cultural heritage protection works carried out during an incident are appropriately communicated through to the recovery phase of an incident.

Examples of Aboriginal cultural heritage that might be encountered or impacted by emergency management are:

- stone tools and artefact scatters
- scarred trees
- rock art
- stone quarries
- shell middens
- earth mounds
- grinding grooves
- burials.

Limited information on Aboriginal cultural values can be accessed in the Aboriginal Cultural Heritage data layer through eMap and used by an IC, IMT Planning Officer or other relevant roles in an IMT. General information on various Aboriginal places and objects can also be found on *EM-COP > Library > Cultural Heritage > Aboriginal Places, Objects & Land Management in Victoria*.

If an initial assessment indicates that there is a risk of impacts to Aboriginal cultural heritage, it may be necessary to seek specialist, expert advice on the interpretation of this data. A list of specialist Aboriginal Cultural Heritage Values Advisors from First Peoples – State Relations, Parks Victoria (PV) or the DELWP and their contact details can be found on *EM-COP > Library > Cultural Heritage > Contacts*.

An Aboriginal Cultural Heritage Values Advisor could be deployed to an IMT and provide advice, as well as assisting with liaison with the relevant Registered Aboriginal Party (RAP), or any other identified Traditional Owner groups where a RAP has not been appointed.

Information about the location and nature of Aboriginal cultural heritage is sensitive and any data provided must only be used for emergency management. After an incident, all hard copies of data must be returned to the Aboriginal Cultural Heritage Values Advisor (if one was deployed), First Peoples – State Relations and securely stored in any official files or records associated with the management of the incident.

AIRCRAFT AND AVIATION

Management of aircraft

AVIATION SERVICES UNIT

On behalf of the State of Victoria, DELWP Aviation Services Unit (ASU) procures and manages contracts for the State Fleet Aircraft and Call When Needed (CWN) aircraft. In addition to this, the ASU maintain aviation policies and procedures on behalf of partner agencies to ensure safety and compliance. In the event of an inconsistency between the Interagency Aviation Operating Procedures (IAOP) and this document, the IAOPs take precedence.

The ASU is also responsible for coordinating aviation training, aviation radios and associated equipment.

The ASU does not have any readiness responsibilities or operational authority once aircraft are dispatched to incidents, this is managed by the State Air Desk and the IMT or in the field IC.

STATE AIR DESK

The State Air Desk is a functional unit operating at the SCC. The State Air Desk is operated 24 hours per day 7 days per week by multi-agency trained and endorsed staff. Staff ensure that resources are utilised in a safe, efficient, and effective manner. It operates to agreed standards and procedures to assist with the dispatch and coordination of aircraft at fire, emergency and land management activities.

Functions are carried out in accordance with directions given by the SRC and respective Agency Commanders in the SCC.

The key responsibilities of the State Air Desk are to:

- Manage the dispatch of all State Fleet and CWN panel of provider aircraft.
- Coordinate the preparedness of state aviation resources.
- Assist with the management, coordination and dispatch of aviation resources.
- Provide specialist aviation advice to Agency personnel.

In accordance with readiness levels, a State Aircraft Coordinator and when appropriate, an Air Desk Member and/or Supervised Member will be rostered to deliver the key responsibilities listed above.

The State Aircraft Coordinator and Air Desk Members have no management authority in their own right. In relation to dispatch of resources they act in response to requests for dispatch from authorised personnel from the respective requesting Agency. The coordination of all State Fleet and CWN aircraft is the responsibility of the State Air Desk. Partner Agencies shall adhere to the SRC's decision regarding priorities for aircraft deployment implemented by the State Air Desk.

The Aviation section of EM-COP is the primary location for all multi agency information pertaining to aviation operations in Victoria. You can access the information by navigating to the following location: *EM-COP > Desktop > Sections > Aviation* or contact the State Air Desk – 1300 134 144 or email sccvic.sad@scc.vic.gov.au

AIR OPERATIONS UNIT

As per Subsection 2.2 in IAOP AM 1.05 Management of Aircraft at Incidents, when aircraft are deployed for Agency related incidents or emergencies an Air Operations Unit, as per AIIMS must be established.

In the case of a large or complex operation, the role of Air Operations Manager (AOM) is established to be in overall control of the Air Operations Unit. Prior to the appointment of an AOM, the Air Operations Unit will be under joint supervision of the Aircraft Officer (AO) and Air Attack Supervisor (AAS). The Air Operations Complexity Analysis Tool can be used to determine the requirement for an AOM.

The following role descriptions are drawn from the Aviation Training & Assessment Program

TABLE 8: AIIMS AVIATION ROLES

AIR OPERATIONS MANAGER	The Air Operations Manager is responsible to the Operations Officer for the co-ordination of incident air operations and support activities and for ensuring that air operations properly service the incident strategy. This role is normally only filled for larger or more complex incidents.
AIR ATTACK SUPERVISOR	The Air Attack Supervisor is responsible to the Operations Officer (through the Air Operations Manager, if in place) for the tactical coordination and direction of aircraft operating at an incident.
AIRCRAFT OFFICER	The Aircraft Officer is responsible to the Operations Officer (through the Air Operations Manager, if in place) for provision of the operational and logistic support necessary for aircraft operations.
AIR OBSERVER	The Air Observer is responsible to the Planning Officer, through the Situation Officer for aerially obtaining information and intelligence to assist with the planning of suppression operations.
AIRBASE MANAGER	The Airbase Manager is responsible to the Aircraft Officer for the management of an airfield or helicopter base. The Airbase/Helibase Management Incident Complexity Analysis Tool can be used to determine the requirement for the next level of Airbase management or an Air Operations Manager.

TABLE 9: OTHER AVIATION ROLES

FIXED WING FIREBOMBING LOADING CREW MEMBER	Fixed Wing Firebombing Loading Crew Members are responsible for the loading of aerial suppressants and retardants onto fixed wing firebombing aircraft only and report to accredited Aerial Suppressant Mixing and Loading personnel. Please note: The individuals are not accredited to operate retardant or suppressant mixing equipment.
AERIAL SUPPRESSANT MIXING AND LOADING CREW MEMBER	Crew members are responsible for the storage and handling of aerial suppressants and retardants, the preparation, operation and maintenance of specific aerial suppressant mixing/delivery equipment and the loading of aerial suppressants into firebombing aircraft.
INCENDIARY OPERATIONS SUPERVISOR1	The Incendiary Operations Supervisor is responsible for the conduct of aerial incendiary operations to prescription, including direction of the pilot and incendiary bombardier, and liaison with ground crews. In fire suppression operations, the IOS is responsible to the Operations Officer, through the Air Operations Manager if in place.
AERIAL INCENDIARY MACHINE OPERATOR1	The Aerial Incendiary Machine Operator is responsible for the operation, servicing, handling and storage of Agency specific aerial incendiary equipment and consumables.
AERIAL DRIPTORCH OPERATOR1	The Aerial driptorch Operator is responsible for the use of the Agency specific aerial driptorch and the safe and efficient conduct of aerial ignition operations to prescription.
AERIAL DRIPTORCH SUPPORT CREW1	Aerial driptorch Support Crew members are responsible for the preparation, operation, handling and maintenance of the aerial driptorch and related helicopter marshalling operation.
AIRCRAFT REFUELLING – 'HOT'	Helicopter Hot Refuelling Crew members are responsible for the storage and handling of aviation turbine fuels, the preparation, operation and maintenance of specific Agency aircraft refuelling equipment and the loading of aviation turbine fuel into helicopters

HELICOPTER MARSHALLING FOR FIRE CREW TRANSPORT	Helicopter Marshalling personnel are responsible for the preparation of the site and related equipment and the conduct of helicopter marshalling operations.
RAPPELLER[2]	Rappeller is an accredited remote area firefighter who descends to the ground by means of a static line attached to a hovering helicopter.
RAPPEL DISPATCHER[2]	The Rappel Dispatcher is responsible for preparation of helicopter equipment and for the safe and efficient dispatch of rappellers and equipment from the helicopter to the ground. Certification as rappel dispatcher certifies the candidate to be competent to act as a helicopter air crewman in helicopter rappelling operations under Civil Aviation Order (CAO) 29.11.

NOTES

[1] ROLE: Denotes that the following roles are deployed together:
- Aerial Incendiary Capsule Operations (Incendiary Ops Supervisor and Aerial Incendiary Machine Operator).
- Aerial Driptorch Ops (ADT Operator and ADT Support Crew).

[2] RAPPEL: Rappel crew (five persons plus rappel dispatcher) are initially deployed together with rappel helicopter.

ROLES NOT LISTED

AIG Air Observer/Camera Operator and Mapping Operators. These are deployed automatically with request for the Aerial Information Gathering Aircraft.

RPAS Operators are responsible for the preparation, planning, operation, recording and maintenance of RPAS equipment. RPAS may be deployed to provide situational awareness to Incident Controllers or Land Managers across a range of Fire, Emergency and Land Management applications.

HIERARCHICAL ROLES

An Air Attack Supervisor is also an accredited Air Observer and can undertake this role.

An Aircraft Officer is also an accredited Airbase Manager and can undertake this role.

Aviation doctrine

JOINT STANDARD OPERATING PROCEDURE

SOP J02.06 – Aviation Resource Readiness (Bushfire) is the procedure that outlines the agreed minimum readiness levels of aviation resources (personnel and equipment) that are to be established by the RC based on bushfire risk and to support Pre-Determined Dispatch (PDD). This JSOP covers the following aviation roles that are required to be identified as part of the regional aviation readiness arrangements:

- Aircraft Officer (AO).
- Air Attack Supervisor (AAS).
- Air Observer (AObs).
- Airbase Manager (ABM) and Airbase Support Crew.
- Aircraft Refuelling Truck Crew.
- Rappel Crew.

To support this, the FireWeb Aviation readiness tab is required to be populated and updated with current information.

INTERAGENCY AVIATION OPERATING POLICY

The Interagency Aviation Operating Policy applies to all aircraft and aircraft related activities undertaken by Agencies or organisations' that are a member of the Fire and Emergency Aviation Management Group (FEAMG) or are, or become, party to an agreement with the DELWP ASU for the delivery of emergency and land management aviation activities (Partner Agencies). These Partner Agencies include:

- CFA including Forest Industry Brigades.
- Department of Jobs, Precincts and Regions (DJPR).
- DELWP.
- EMV.
- Melbourne Water.
- FRV.
- PV.
- Victoria State Emergency Service (VICSES).
- Any other Agency with whom a formal partnership is commenced.

INTERAGENCY AVIATION OPERATING PROCEDURES

As per the Interagency Aviation Operating Policy, agency personnel, aircraft and associated aviation operations shall at all times be conducted and managed as per the IAOPs.

IAOPs are reviewed and updated on a regular basis by the ASU to ensure the maintenance of currency and accuracy, with consultation being conducted with the respective participating Agencies.

Current IAOPs are available on *EM-COP > Desktop > Sections > Aviation > IAOP*.

Fleet

AIRCRAFT FLEET TYPE

Victoria's aircraft capability is managed through two processes

- State Fleet Aircraft.
- Call When Needed Aircraft.

STATE FLEET AIRCRAFT

State Fleet Aircraft are engaged on a contract basis with Aviation suppliers from Victoria and Interstate. This provides the base fleet of Aviation resources at Nominated Operating Bases (NOB) across Victoria.

The contract commencement date is determined each year according to risk and usually staggered from the start of November with more aircraft commencing progressively until the completion of contracts around April/May or earlier if the risk warrants. Contracts generally involve a 12–14 week period. During the contract availability period aircraft are available on 15 minutes standby between 1000hrs-1800hrs, noting base standby hours can by amended dependant on risk. Additionally, aircraft contract extensions may also occur.

The activation and conclusion of State Fleet Aircraft availability periods is at the discretion of the Aircraft Activation and Extensions Group and are based on multi agency regional input.

State Fleet Aircraft comprise of the following aircraft:

- fixed and rotary wing (helicopter) fire-bombing aircraft
- fixed and rotary wing (helicopter) supervision and reconnaissance aircraft
- infra-Red Line scanning
- large Air Tankers (LATs).

A full list of the State Fleet Aircraft is available on *EM-COP > Desktop > Sections > Aviation > Aviation Information*.

CALL WHEN NEEDED AIRCRAFT

When State Fleet Aircraft are unavailable or unsuitable for particular tasking, or additional aircraft beyond the base fleet are required CWN aircraft may be engaged to fill the resource requirements by the State Air Desk.

CWN aircraft are selected from a Panel of Providers maintained by National Aerial Firefighting Centre (NAFC). Any queries on CWN aircraft should be first directed to the ASU.

Any requests outside of emergency operations (including passenger transports and recce flights) are to be completed on an aircraft request form (*EM-COP > Desktop > Sections > Aviation > Aircraft Request Form*) and sent through to the State Air Desk sccvic.sad@scc.vic.gov.au

Specialist capability

INFRA-RED LINESCAN

The Victorian Fire and Emergency Agencies contract aircraft fitted with an infra-red/multi-spectral line scanner. The Infra-Red (IR) line scan is mounted to a fixed wing high altitude aircraft.

The IR system detects and records fire and flood activity by sensing IR radiation generated by the fire. The scanner also records background information such as terrain, streams and roads, allowing pinpointing of the location of fire edges, burnt out areas and spot fires.

The request and dispatch process for an IR line scan mission is via the State Air Desk. Information can be conveyed to the SCC/IMT by:

- Quicklook print a .jpg file downloaded to DELWP Fireweb/eMap system. This scan has minor rectification in that the effect of aircraft roll, pitch and yaw have been removed.
- Geo-rectified grey/red image and geo-rectified colour image in .jpg, bsq, bqw, hdr, jqw, prj and xml files, are downloaded to eMap and DELWP FireWeb.
- The geo-rectified colour image is available only for daytime operations.

The intent is that all three products will be delivered onto FireWeb depending on the time of day of the mission.

AIRBORNE INFORMATION GATHERING

The Airborne Information Gathering (AIG) has an infrared (IR) and Electro Optical high definition colour camera mounted to a dedicated helicopter. The system incorporates mapping, telemetry and a capability to download imagery. Onboard is a crew of three which comprises a pilot, Air Observer and Mapping Operator.

AIG should be considered for the following:

- Fires:
  - Quickly ascertain fire extent.
  - Pinpoint assets that are 'at risk' or affected.
  - Upload images and observations to eMap.
  - Conduct Impact Assessment with photos and address points.
  - Hotspot detection.
- Flood and storm events:
  - Map flooding extents.
  - Impact Assessment with photos and address points.
  - Upload images for storm damage to eMap.
- Land Management activities could include but not limited to:
  - Animal and plant detection.
  - Marine incursions.

If the IMT requires the AIG aircraft and crew to remain deployed overnight at an incident, IMT logistics need to liaise with the crew re: specific security requirements for the equipment on the aircraft.

Live stream video of when AIG has been deployed is accessed via *EM-COP > Aviation Section > Aircraft EM-Live Video*.

LARGE AIR TANKER

LATS are multi-engine aircraft and are capable of high speed which is ideally suited to the requirements for prompt dispatch and arrival at the target both close to the point of departure and at significant distances from the tanker airbase.

The LATs can be utilised for both initial attack of new fires with fire suppressant solutions and line building with fire retardant on larger fires.

Large Air Tanker Airbases

LATs can be operated and are supported from specific airbases across Victoria. Avalon is the primary base for the LATs with the other airbases being considered Temporary Operating Bases depending on which region the large airtanker is undertaking operations.

When considering a request for LAT support to an incident refer to *EM-COP > Desktop > Sections > Aviation > Allocating Firefighting Aircraft* to assist in decision making.

NIGHT FIRE AVIATION AIRCRAFT

Victoria has been conducting a multi-phase trials for the Night Fire Aviation Program (NFAP).

Relevant night fire aircraft can be dispatched as per protocols, however, should NFAP be required, either as an extension of daytime response or for new fires, the following protocols apply:

- All requests for night fire aircraft operations are a separate request to the SRC via the State Air Desk.
- All night fire aircraft dispatches are to be approved by the SRC and will be coordinated by the State Air Desk.
- Night fire planning and operations will be coordinated by the duty night fire AAS and AO in conjunction with the relevant IMT functional roles.

When considering requesting the Night Fire Aircraft, please refer to the IMT NFAP Pre-Request Checklist located *EM-COP > Desktop > Sections > Aviation > Night Fire Aviation Program > IMT NFAP Pre-Request Checklist*. This document will provide you with the necessary guidance as well as the specialist requirement of the program.

The Night Fire Aircraft and crews will be available on a swing shift arrangement to deploy to fires from 13.00 hours to 21.00 hours. If deployed for night operations, the NFAP can extend beyond 21:00 hours, this is subject to other factors including fatigue management guidelines.

Comprehensive documentation which specifies the current process for the NFAP can be found in *EM- COP > Desktop > Sections > Aviation > Night Fire Aviation Program*.

REMOTELY PILOTED AIRCRAFT SYSTEMS

Remotely Piloted Aircraft System (RAPS) operations requirements are detailed in IAOP SO 4.05 Remotely Piloted Aircraft Operations. Any RPAS operator conducting Agency operations shall meet the required CASA specifications and meet the requirements of the IAOP. Agency staff engage the remotely piloted aircraft operator directly and can call the State Air Desk for advice if required.

RPAS can be selected from a DELWP Panel of Providers maintained by ASU or from agencies who operate their own RPAS units.

Advice of any Agency remotely piloted aircraft operations shall be reported to the State Air Desk prior to operations commencing and upon completion of such operation.

Dispatching of aircraft

Aircraft in Victoria can only be dispatched by one of two methods:

- Predetermined dispatch.
- State Air Desk dispatch.

PREDETERMINED DISPATCH

PDD is a system which authorises the dispatch of aircraft by pager, concurrently with ground resources when specific criteria (time of day and FDI) are met. Aircraft dispatched via the PDD system operate from various locations. This will sometimes result in aircraft operating at fires prior to, or very soon after the arrival of ground resources.

All aircraft can still be dispatched by the State Air Desk and all aircraft (including those dispatched by PDD) upon release, any new requests are required to be coordinated through the State Air Desk.

It is important that communications are always established and maintained between the aircraft and ground resources to ensure both the safety of aircraft and ground resources, together with the effective tasking of aircraft.

In some instances, aircraft may undertake initial attack without an AAS. IAOP SO 4.07 – Firebombing Operations outlines when this can occur and is the ICs responsibilities.

STATE AIR DESK DISPATCH

The State Air Desk will only action requests for aircraft that are made by an agency person performing an approved role as stated in Appendix A in IAOP AM 1.06 – Obtaining Aircraft. These procedures have been developed to provide specific requirements for obtaining aircraft for fire and non-fire emergency operations or other agency-related operations.

Aircraft deployments will be most efficient when approved personnel requesting aircraft provide the following initial information:

- location of the incident (i.e. distance and direction from closest town, lat/long)
- aircraft type and quantity required
- tasking of aircraft and equipment required
- dispatch, incident or fireground channel and/or trunk radio numbers to be used
- AIIMS roles (Air Operations Unit) that are in place i.e. Air Attack Supervisor, Aircraft Officer.

Once dispatched, the aircraft are assigned to the incident and come under the control of the respective IC.

The EMC Guidance Note – Factors to Consider when Allocating Firefighting Aircraft to Grass fires and Bushfires (with 2019 Addendum) is available on *EM-COP > Desktop > Sections > Aviation > Allocating Firefighting Aircraft*.

PUBLIC INFORMATION

Provision of warnings to the community

To protect life and property, timely, relevant and tailored warnings and information must be issued to potentially affected communities.

The IC (or agency authorising officer) is responsible for authorising all warnings and information provided to the public. To assist the rapid communication of warnings and information, the IC may authorise a Deputy IC or Public Information Officer (PIO) to authorise the release of warnings and information to the community. No additional authorisation is required once the IC or delegate has authorised the information or warning.

For warning content, technical advice may be sought from the relevant authorising authority. This may include oversight from Chief Health Officer, Chief Veterinary Officer or other Chief Technical Officers as relevant to the emergency.

Where an extreme and imminent threat to life exists and it is not practicable to obtain authorisation from the IC in the circumstances, warnings may be initiated by any response agency personnel. The IC is required to be advised as soon as possible.

WARNING CONTINGENCY PROCESS

In rapidly developing incidents, or if an Information and Warnings Officer cannot publish a message, the IC, or delegate, should request assistance from the Warnings & Advice Duty Officer (WADO) at State level (24/7 backup to field-based Information and Warnings Officers) on 1300 877 990.

Warning levels and templates

Warning templates provide the IC and Public Information Section personnel the opportunity to include targeted information and specific actions for the communities affected. Warnings should be tailored to the community and reflect the impacts the hazard is having or may have on the community. This includes information such as road closures, the direction the emergency is moving in, where the community should go and information about what the community might see or experience.

LEVELS OF COMMUNITY WARNINGS AND INFORMATION

The following levels of warnings and information are used for multiple hazards. Examples are shown in table 10 below.

Each warning level has a set of action statements to give the community clearer advice about what to do. Calls to Action can be used flexibly across all three warning levels, and contextualised for each hazard.

TABLE 10: LEVELS OF WARNINGS AND INFORMATION

ADVICE		An incident is occurring or has occurred in the area and you need to access information and monitor conditions. An All Clear when activity in the area has subsided and is no longer a danger to you.
WATCH AND ACT		Conditions are changing and you need to start taking action now to protect yourself and others. An emergency is developing nearby. You need to take action now to protect yourself and others.
EMERGENCY WARNING		The highest level of warning. You are in imminent danger and need to take action immediately. You will be impacted.

EVACUATION

Evacuation action statements to both prepare and trigger an evacuation within the community at Watch and Act and Emergency Warning levels.

COMMUNITY INFORMATION

Community Information is used to provide the community with information if an incident is creating community interest but does not pose a threat to the community.

PUBLISHING WARNING AND INFORMATION AREAS (POLYGON)

Warnings and information issued to the community will have the warning area (polygon) shown on the map published to VicEmergency website and app. ICs should ensure that the polygon associated with the warning or information captures the communities who need to act. Information regarding publishing warnings is available on *EM-COP > Public Information > Information and Warning tools*.

Warning channels

There are numerous methods for providing information and warnings to the community, which include:

- emergency broadcasters (designated community radio stations, ABC radio, local radio, Sky News). For Emergency Warning and Evacuation Warnings, the Standard Emergency Warning Signal (SEWS) can be played prior to the warning being read
- media releases, press conferences and interviews
- social media (Facebook, Twitter)
- VicEmergency website
- VicEmergency app
- email distribution lists (local communities and EMTs)
- community sirens
- telephone alerts using Emergency Alert (EA) (billing address and location based)
- billing address (both landline and mobile)
- location based (mobile only)
- VicEmergency Hotline (1800 226 226)
- community liaison including meetings and door knocks.
- working with existing community groups and leaders.

Community sirens

There are Community alerting sirens in 39 communities across the state.

A siren is triggered through the warnings platform with the issue of any Watch and Act, Emergency Warning or Prepare to Evacuate or Evacuate Now, unless otherwise requested by the IC.

The siren will sound for five minutes to indicate that a significant emergency has been identified and the community should 'seek further information'.

SOP J04.01 Public Information and Warnings for Class 1 emergencies and SOP J04.02 Public Information and Warnings for Class 2 emergencies provides guidance on community information and warnings before, during and after emergencies.

Community liaison

So that local communities feel supported and informed, it is important to engage in two-way interaction to help foster community connection. The PIO can provide advice on the best ways to engage the impacted community.

One key technique of engaging communities is via community meetings. It is important to ensure that any community meetings planned:

- are led by people with local knowledge, preferably people who are trusted by the community
- are structured for two-way conversations
- use available tools to properly record issues raised by community members so a PIO can respond
- outcomes from the meeting should be reported to the Incident, Regional and State tiers to add to situational awareness.

Community meetings should be streamed on or recorded and uploaded to social media after the meeting. This provides community members who cannot travel to the meeting an opportunity to still receive information (This includes those impacted by road blocks, who have disabilities or who have carers responsibilities).

Emergency Management Public Information and Communications Manual

The Emergency Management Public Information and Communications Manual integrates many of the changes that have been implemented and has been designed to outline and summarise public information, communications, policies and procedures in the lead up to, during and after an emergency. The handbook is intended for all department, agency, council employees and volunteers who work in emergency management communications or public information sections.

The handbook can be found on the *EM-COP > Library > IMT Toolbox > Public Information > EM Public Information & Communication Handbook*.

TRAFFIC MANAGEMENT POINTS

Traffic Management Points (TMP) are set up at the direction of the IC, in consultation with Victoria Police, to regulate the flow of traffic into an area where an emergency has occurred, is occurring or has the potential to occur.

The purpose is to maintain the safety of emergency personnel and the public, as a result of an emergency. Travelling on roads during or immediately after an emergency can be particularly hazardous. Emergencies are not static and therefore the conditions of TMP may change over the course of and incident, and at any time.

SOP J03.10 – Traffic Management outlines the process for the activation and ongoing monitoring and deactivation of traffic management points, including the appointment of a Traffic Management Manager, development of a Traffic Management Plan and associated forms.

Operation of Traffic Management Points During Emergencies Guideline describe the agreed procedures for the operation of a TMP as part of an overall Traffic Management Plan, to assist in the control and management of pedestrian and vehicular road travel near an incident.

To facilitate entry into an area, a TMP will be assigned an access level (see table 11). The circumstances and groups of people who may be permitted access at each access level will be determined by the IC.

Public TMP access

To provide ease of access through Authorised Access – C and Authorised Access – D TMPs, people who are to be permitted access may be issued with an identifying wristband. Wristbands will be available to people at the TMP upon proof of identity relevant to the access level. Where identity cannot be proven at a TMP, wristbands may be obtained from a designated community location upon confirmation of identity (e.g. electoral roll).

For further information *EM-COP > Library > IMT Toolbox > IMTTB-Incident Control > Traffic Management Points (TMP)*

TABLE 11: TRAFFIC MANAGEMENT POINT ACCESS LEVELS

RESPONSIBILITY AND AUTHORITY	ACCESS LEVEL	EMERGENCY STATUS AND RISK ASSESSMENT	ACCESS *	IDENTIFICATION OR AUTHORISATION
Control Agency	 **Emergency Services Only Access**	• Going/new • Designated area likely to be impacted by emergency • Access route blocked and/or danger of hazardous trees	• Emergency services or emergency contractors • Other emergency or essential services authorised by Incident Controller or delegate • Any person authorised by Incident Controller or delegate (this may include residents, accredited media, etc.)	• Emergency unit • Emergency agency ID • Emergency agency contractor ID • Escort by fire unit (e.g. wet escort) • Authority of Incident Controller or delegate (e.g. private/temporary vehicle pass) • Agency Media Accreditation
	Restricted Access – B **Essential Services Assessment**	• Contained/assessed • Emergency impact no longer occurring • Access route cleared and danger of hazardous trees removed	• Access Safety Assessment Vehicle/s (to consist of Council, Department of Transport (DoT), essential services, to conduct road and infrastructure assessment as required) • Emergency services, as authorised by the Incident Controller or delegate • People other than emergency-agency staff for the purposes of urgent care and management of land, or other reasons as deemed appropriate by the Incident Controller	• Designated Access Safety Assessment Team Vehicle – details to be advised by ICC • Agency identification • Appropriate wristband and/or authorisation by the IC via the TMM
	Authorised Access – C **Residents, Media, Recovery Services – B Access**	• Controlled • Infrastructure, road integrity, essential services do not present hazard	• Residents returning to their homes • People providing recovery and relief services • Council or DoT employees or sub-contractors • Accredited Media • Business owners in immediate area • DJPR or DELWP staff or vets facilitating the treatment and humane destruction of injured animals • Individuals or groups delivering relief and aid to residents and animals	• Resident – driver licence, authorising wristband • Organisation ID • Agency Media Accreditation • Business owner – suitable identification
Road Authority	**Authorised Access – D** **Access Others authorised, e.g. employees – C Access**	• Agency no longer requires TMP • Road owner requires TMP to address road-related issues	• Employees working in specified area • People bringing food and supplies for people and animals	• Organisation ID • Authorising wristband
	Open	• Road owner satisfied that road-related issues no longer impact on road users	• Open to all • TMP removed and signed off by road owner	• Not applicable

Coroners Act 2008 Section 38 Restriction of access to fire area

1) A coroner or the Chief Commissioner of Police may take reasonable steps to restrict access to –
(a) the place where a fire occurred: or (b) a place reasonably connected to the place where a fire occurred.
2) The coroner or Chief Commissioner of Police may cause a notice in the prescribed form stating that access is restricted to a place to be put up at that place or as near as possible to that place.

* Incident Controller may authorise access for specific persons or groups and impose restrictions)

EVACUATION

Definition of evacuation

Evacuation is a risk management strategy that may be used to reduce the loss of life or lessen the effects of an emergency on a community, prior to the onset of, or during, an emergency. It involves the movement of people threatened by a hazard to a safer location and, typically, their eventual safe and timely return. For an evacuation to be effective, it should be appropriately planned and implemented.

In line with the State Emergency Management Priorities, as with all emergency activities, the main priority when deciding to undertake an evacuation is the protection and preservation of life.

Evacuation is a scalable activity in that it may be applied to individuals, a house, a street, a large facility (i.e. school or hospital), a suburb, a town or a large area of the State.

The evacuation process

There are five stages in the evacuation process:

1. Decision to evacuate.
2. Warning or recommendation to persons likely to be affected by an emergency.
3. Withdrawal of an affected community.
4. Sheltering of persons evacuated.
5. Return of affected persons.

A formal evacuation process does not prevent people in the community from making the decision to self-evacuate in the appropriate circumstances

Recommendation to evacuate

The IC is responsible for authorising and issuing evacuation messages to the community (either a warning to affected people that they need to prepare to evacuate or a recommendation to evacuate immediately). This decision, if time permits, should be made in consultation with Victoria Police, IEMT and other expert advice where available.

A recommendation to evacuate should only be made when it is expected to offer a higher level of protection for members of the public than other options and can be achieved without endangering response agency personnel.

In some urgent life-threatening circumstances, and in an effort to preserve life, the decision to recommend evacuation may be made by any agency representative.

In this circumstance the IC is required to be notified of the decision as soon as possible.

Where the IC decides to recommend that people should evacuate, the IC is required to immediately communicate this decision to the Police Forward Commander (for implementation), through the line of control and agency chain of command, the IMT and to incident personnel/responders.

SOP J03.12 – Evacuation for Major Emergencies, outlines the responsibilities, activities and forms that are required to be undertaken by the IC and Evacuation Managers.

The Evacuation Guidelines provides further information and guidance for conducting evacuations.

Roles and responsibilities

TABLE 12: EVACUATION ROLES AND RESPONSIBILITIES

CONTROL AGENCY (IC)	• Consider and recommend as appropriate evacuation in consultation with Victoria Police Evacuation Manager, Health Commander and other experts. • Issue warnings, recommendations to evacuate and provide situation updates and ongoing advice that may impact an evacuation (including the dissemination of public information). • Activate emergency relief services. • Maintain ongoing liaison with Victoria Police once the evacuation process has commenced. • Utilise SOP J03.12 Evacuation for Major Emergencies schedules to record considerations around decision making.

VICTORIA POLICE (EVACUATION MANAGER) (TRAFFIC MANAGEMENT MANAGER)	• Assist IC with the decision and warning stages if required. • In consultation with the IC and other agencies, where time permits prepare a plan for the evacuation. • Form and manage an evacuation planning team, made up of representatives of organisations who can assist at any stage of the evacuation (e.g. support agencies and service providers, traffic management related agencies, road authority etc.). • Identify vulnerable persons within the potential evacuation area including those residing within potentially vulnerable facilities, those designated as vulnerable persons per the Vulnerable Persons Register (VPR) and other vulnerable persons as identified by other agencies/services (local councils etc.) as required. • Manage the withdrawal, shelter and return stages of the evacuation in consultation with the IC and Health Commander. • Source and manage resources to facilitate evacuation in consultation with control and support agencies. • Maintain ongoing liaison with IC for the duration of the evacuation. • Coordinate the establishment and maintenance of traffic management points. • Registration of evacuees (with Red Cross), utilising Register.Find.Reunite. • Where cross border operations are in place, liaise with the relevant state police or traffic management agency.
EVACUATION TEAM	• A team led by the Evacuation Manager that is formed to plan and administer the withdrawal, shelter and return phases of an evacuation. • The Evacuation Team is formed when time and resources permit and is composed of the Evacuation Manager, the IC or delegate and other stakeholders as required. This may include, but not limited to, the Incident Health Commander and representatives from DFFH and municipal councils.

AMBULANCE VICTORIA (HEALTH COMMANDER)	• Provide health and medical strategy advice to the IC and Evacuation Manager. • Manage the withdrawal and return of identified vulnerable people from health and aged care facilities. • Support the withdrawal and return of identified vulnerable people in the community as required.
SUPPORT AGENCIES	• Assist with the provision of resources to facilitate evacuation. • Provide support during the evacuation process, under the direction of Victoria Police.
MUNICIPAL COUNCILS	• Coordinate the provision of council resources as required. • Establish and manage relief centres as required and provision of emergency shelter. • Assist Victoria Police with management of traffic flow including provision of information regarding road availability, capacity and safety. With Municipal Emergency Management Planning Committees: • Develop and maintain MEMPs in collaboration with emergency services and land managers. • Assist Control Agencies with development and review of hazard specific Emergency Plans and associated community information. • Identify and document within MEMPs facilities where vulnerable people are likely to be located. • Coordinate and have local oversight of the VPR to support local planning. • Identify and document within MEMPs self evacuation strategies and locations that community members may assemble that are not identified relief centres.
DEPARTMENT OF TRANSPORT	• Assist Victoria Police with management of traffic flow including provision of information regarding road availability, capacity and safety. • Maintain list of road closures (public information). • Where cross border operations are in place, liaise with the relevant state transport authority.
RESPONDER AGENCIES	• Develop and maintain hazard specific Emergency Plans. • Develop and maintain hazard specific community information (e.g. Community Information Guides, Local Flood Guides).

AUSTRALIAN RED CROSS (VICTORIA)	• Registration of evacuees (with Victoria Police) utilising Register.Find.Reunite (web based or paper based).
DEPARTMENT OF FAMILIES, FAIRNESS AND HOUSING	• Support municipal councils in provision of emergency relief. • Provide guidance to DFFH services providers and departmental program areas to develop and review their emergency preparedness plans (including evacuation and relocation) in line with the DFFH Preparing for emergencies: A reference guide for organisations in the Health and Community Services Sectors, and associated Relocation, Evacuation and Sheltering Guide. • Coordination of emergency accommodation arrangements.
DEPARTMENT OF EDUCATION AND TRAINING, ASSOCIATION OF INDEPENDENT SCHOOLS OF VICTORIA, CATHOLIC EDUCATION OFFICE	• Development and maintenance of plans to manage evacuation of educational facilities including schools, universities, childcare centres, etc.
LAND MANAGER	• Contribute to preparation of local and/or municipal emergency plans, with evacuation information, e.g. ensure linkage between public land management plans and MEMPs. Specific attention should be placed on the identification of locations on the lands managed where transient populations of people (non-residential) may expected to occur (festival, camping and caravan sites, tourism installations, etc.). • Maintain access and egress. • Maintain temporary refuge and assembly areas as a place to gather people until and evacuation can occur. • Provide relevant information to the IC and relevant emergency agencies.

Vulnerable people

During an emergency, or imminent threat of an emergency special consideration needs to be given to the safety of vulnerable people in the community.

Some people living in the community may be unable to activate their own evacuation plan and a small number who do not have a personal support network will require assistance to safely evacuate.

The Evacuation Manager (Victoria Police) will be required to identify (where records are available) vulnerable persons in the community and in addition, facilities that house vulnerable people.

Other factors that may be considered when assessing an individual's vulnerability include:

- lives alone and has additional needs and/or lives with an individual with similar or greater level of additional needs
- physical dependence
- inability to make an independent decision due to cognitive or other impairment, and/or geographic isolation.

VULNERABLE PERSONS REGISTER

The VPR contain lists of consenting people living in the community who have been assessed as vulnerable to an emergency because they are:

- frail and/or physically or cognitively impaired
- unable to comprehend warnings and directions and/or respond in an emergency situation
- unable identify personal or community support networks to help them in an emergency.

The Evacuation Manager will be required to access to the web-based VPR. The VPR is accessible in preparation for emergencies and in emergencies when an evacuation has been deemed necessary. It provides information on the location of the vulnerable person as well as any special requirements.

IMPACT ASSESSMENT

Initial Impact Assessment

Impact Assessment or Damage Assessment is conducted in the aftermath of a Class 1 emergency (bushfire, flood, etc.) to assess damage and the impact to the community.

IIA typically occurs in the first 24–48 hours of an emergency event and is focused on the collation of immediate impact data. IIA is a preliminary assessment (visual inspection and quantifiable early data) undertaken by response agencies, assisting in determining the scale and impact of the emergency on people, community infrastructure, and the economic, natural and built environments.

IIA provides early information to assist in the prioritisation of meeting the immediate needs of individuals and the community, requirements of Secondary Impact Assessment (SIA) and enable commencement of emergency relief and early recovery activities.

Timely and accurate data is vital. This enables immediate assistance to be provided and informs longer term relief and recovery efforts for impacted individuals, businesses and communities.

The IC is responsible for initiating and managing a IIA. The IMT and IEMT should work together to determine required metrics for decision making and validating the data.

Triggers to determine the requirement for IIA should be considered in accordance with the State Emergency Management Priorities. Some practical examples include:

- injured/deceased persons (only Victoria Police are authorised to comment upon or release data relating to deceased persons)
- residential damage and loss (including displaced people)
- damage to critical infrastructure (road, rail, power supply, telecommunications, water etc.)
- damage to facilities of community significance (schools and hospitals etc.)
- identification of primary production impact.

IIA data will be shared across the IEMT and nominated recovery role to ensure a seamless approach for the requirements of secondary impact assessment. Note: Due to privacy considerations, IC approval must be sought before information and data is shared across agencies/organisations.

Dependent on the scale and complexity of the event the IC may:

- choose to use existing IMT and field based resources
- establish an Intelligence Section (if not established) to support the IIA process
- request the deployment of additional resource/s including Impact Assessment teams to conduct the IIA and assist in data collation.

There are several systems and resources that support the collection information across the agencies including specific Impact Assessment teams, and IMT personnel. The IC and IMT should seek advice from IIA agencies regarding the resources required when requesting Impact Assessment teams. Resourcing is scalable but can include:

- Impact Assessment Planning Team – deployed in the first instance to work within the IMT to gather intelligence, asses the scale of the impact/damage and determine what resources will be required.
- Field based Impact Assessment crews – often teams of two deployed to the field to conduct the required assessments and report back to the IIA coordinator/ Intelligence Officer. The required number of crews will depend on the scale and impact of the incident, geographical footprint and data required.

Secondary Impact Assessment

SIA is a subsequent progressive and more holistic assessment of the impact of the event on the Community, that builds an additional layer of detail and analysis beyond IIA data which includes a comparison with baseline information.

SIA builds on the observational information gathered through the IIA stage to provide an additional layer of analysis and evaluation. As reporting requires a greater degree of expertise, this stage migrates from observational to a higher layer of evaluation.

Such information is vital to plan and provide an appropriate, adaptive and evidence-based relief and recovery program.

The Municipal Recovery Manager (MRM) is responsible for secondary impact assessment activation, and the IC is required to facilitate the transition from IIA to SIA. The MRM may delegate the responsible of data collection, collation, analysis and reporting to an appropriately resourced SIA team.

The nominated recovery manager/coordinator is responsible for ensuring the activation of SIA. If agency specific field teams are required to undertake SIA during the response phase, the incident controller must first be satisfied the impacted area is safe for non-responder personnel to operate in. Alternatively, escorts may be organised to facilitate entry to the impacted area. Information collected in the IIA stage will progressively be made available to the IEMT and the nominated recovery coordinator to assist in planning SIA.

For further information see *EM-COP > Library > IMT Toolbox > IMTTB-Intel > Impact Assessment*.

Ground Intelligence

Ground Intelligence is an emergency management function that involves using a ground-based platform to:

- obtain a variety of information about the incident from the field
- record the information
- disseminate the information to a range of incident management functions.

Ground Intelligence from the field informs strategic planning, decision-making and will assist the development of the common operating picture relating to the management of an incident.

Ground Intelligence can be obtained via a number of ways. It can be obtained through SitReps and Wordbacks by responding fireground commanders, via local knowledge, bystanders and by Ground Observers deployed primarily for this role.

Although mostly used for bushfire and predominantly resourced by firefighting agencies, Ground Observers can be deployed across all incidents including flood and other emergency events.

Ground Observers can provide the following intelligence for IC's and IMT's:

- incident perimeter mapping and size
- real time images and videos
- hazard and risk identification including critical infrastructure and environmental concerns
- control line condition and locations
- road/track accessibility and conditions
- effectiveness of mitigation and suppression tasks
- incident behaviour reporting and validation of predictions
- fuel and weather reporting and validation of predictions
- loss and incident impact reporting.

Ground Observers are prepositioned within EM Regions on days of increased risk, deployed to IMT's as an incident develops, or responded for incident recovery activities.

Depending on the incident type, the management team structure and the information required, Ground Observers can report back directly to the IC or Operations Officer, or through the Intelligence Section or Unit in the Planning section of an IMT.

If large amounts of intelligence needs to be collected and analysed, an IC may elect to create a stand-alone Intelligence section and appoint an Intelligence Officer to manage the Ground Intelligence being collected from the field. A Situation and Analysis unit may be established within an Intelligence section to capture and distribute the incoming Ground Intelligence.

For further information see *EM-COP > Library > IMT Toolbox > IMTTB-Intel > Situation – Ground Observers*.

RELIEF AND RECOVERY

The EM Act 2013 recognises the importance of an integrated emergency management approach to drive improved outcomes and build a resilient and connected community. To achieve this relief and recovery planning occurs before, during and after emergencies.

The response to, and recovery from, a major emergency involves many agencies from across government. The people and agencies with roles and responsibilities for responding to emergencies work together in EMT's at the state, regional and local level to ensure a collaborative and coordinated whole of government approach.

Relief Coordination

Emergency relief provides for the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency. As outlined in the SEMP, control agencies are responsible for developing and maintaining hazard-specific response plans as sub-plans and include arrangements for relief.

Responsibilities for relief activation rest with the IC, RC or SRC, and mirror response coordination activities.

Relief tier coordination arrangements are managed across the local, regional, and state levels through the following:

- for municipal relief coordination – Municipal councils
- for regional relief coordination – DFFH
- for state relief coordination – EMV.

At the state level a number of agencies, government departments, and NGOs have responsibility for providing direct assistance to individuals, families, and communities or indirect assistance through the resupply of essential goods or services to communities isolated in an emergency. State leads are identified in figure 7 below.

FIGURE 7: STATE RELIEF LEAD AGENCIES AND DEPARTMENTS

Emergency financial assistance Department of Families, Fairness and Housing	**Emergency shelter** Department of Families, Fairness and Housing	**Disbursement of material aid (non food items)** Salvation Army	**Drinking water for households in non-reticulated areas** Department of Environment, Land, Water and Planning
Community relief information Control agency/tier coordination	**Food and water** Australian Red Cross	**Psychosocial support** Department of Families, Fairness and Housing	**Animal welfare (other than wildlife)** Department of Jobs, Precincts and Regions
Health and medical assistance and first aid Ambulance Victoria	**Food and Grocery Supply Continuity** Department of Jobs, Precincts and Regions	**Reconnect family and friends** Victoria Police Australian Red Cross	**Animal welfare (wildlife)** Department of Environment, Land, Water and Planning

Transition from response to recovery

Transition to recovery is a critical component of emergency management. Integrated emergency operational planning improves community outcomes and informs recovery. The recovery from emergency events can be prolonged, with long term impacts and significant economic and social cost to individuals, communities, and the Victorian government.

The transition from response to recovery informs this complex environment.

Recovery activities begin immediately and continue beyond the need for relief activities. The IC performs a key role in ensuring the integration of response, relief and recovery activities. Whilst the emergency response is concluding and where recovery activities need to continue, the arrangements for managing the emergency will transition from response to recovery coordination.

The SEMP specifies the arrangements for the coordinated planning and management of transition from response to recovery in Victoria.

Transition Plans should be developed collaboratively between Incident and Regional Controllers, and Recovery Coordinators/Managers at the relevant tiers with appropriate and agreed resources both prior to and post transition. The community must receive continuous services during the transition.

Key concepts guiding transition include:

- Seamless transition of information, impact data and consequence planning.
- Continuity of emergency management for individuals and community.

During some emergencies there may be a legitimate need to commence recovery in some areas whilst the response phase and the provision of relief, is still in operation in others. This is a phased transition to recovery. The teams at the relevant incident, regional and state tiers should agree on the timing and phasing of the transition, the activities required and who is responsible.

The control agency and IC's maintain response control and coordination for as long as an emergency continues to threaten a community, but this should not delay recovery activities.

If a phased transition is appropriate, teams at relevant tiers should agree on the timing and phasing of the transition, the activities required and who is responsible.

Considerations regarding the timing of the transition should include the extent to which the following are addressed, and transition should be delayed if:

- significant emergency risks remain
- the powers available to control agencies and response agency personnel (which may be available only during an emergency response) are still required
- the effect and consequences of the emergency are not yet known
- the affected community continues to require relief services
- recovery resources are not yet assembled and are ready to undertake their roles.

Emergency response coordinators are responsible for advising all agencies involved in the emergency of the termination of the emergency response. Response agencies may be required to continue working at the emergency following the transition, but as support resources for recovery managers and coordinators.

A schedule of transition actions required is included in the document 'Transition Response to Recovery', which can be obtained from Regional or State coordinators, or *EM-COP > Library > IMT Toolbox > IMTTB-State Relief and Recovery > Forms, Templates and Checklists*.

Recovery coordination

Recovery is defined in the EM Act 2013 as:

'the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.'

The Victorian Government's recovery outcomes, which guide recovery planning, programs, and continued improvements to the recovery system, are:

- Victorians are safe, resilient, and healthy.
- Victorians are connected to people, places, and culture.
- Government responses and services are people-centred, adaptable, and sustainable.
- Victoria has thriving regions and a healthy environment.

Early recovery will often commence simultaneously with response/relief, and the timeframe for recovery following an emergency will vary depending on the nature and type of emergency, noting that medium and longer-term recovery might occur over several months or years.

Victoria's recovery system is a shared responsibility across multiple sectors. It includes communities, all levels of government, industry, business, and not-for-profit organisations working together to provide real, effective, and timely recovery support after a major disaster.

The EMC has overall responsibility for the coordination of the activities of agencies following an emergency and ensuring that satisfactory emergency management arrangements are in place to facilitate recovery.

Recovery coordination arrangements are managed across the local, regional, and state levels through the following:

- for municipal recovery coordination – Municipal councils
- for regional recovery coordination – BRV
- for state recovery coordination – BRV.

Councils are responsible for supporting the establishment of Community Recovery Committees (CRC). CRCs are established as required based on need and in consultation with communities to support recovery after an emergency.

Taking a community-led approach ensures that projects, grants, and support programs developed over the months and years after an emergency, will be effective and sustainable. CRCs keep local voices, know-how and expertise front and centre during recovery planning and delivery and are the primary mechanism for government to understand community needs and support implementation.

Emergency relief and recovery public information sources

The VicEmergency website is a single source of online information for Victorians on all relief and early recovery matters, across all emergencies. It can provide independent information on concurrent major emergencies, plus archive information on previous emergencies

The BRV website will be utilised for longer term recovery information for major emergencies links will be established across websites to ensure seamless access to information.

The VicEmergency Hotline (1800 226 226) is a dedicated 24/7 hotline with surge capacity, to handle all relief and recovery queries (via scripts) and if established, queries can be transferred through to dedicated area centres, where appropriate. A specific and dedicated Recovery Hotline (1800 560 760) with triage and referral functionality may also be established if required.

LESSONS MANAGEMENT AND CONTINUOUS IMPROVEMENT

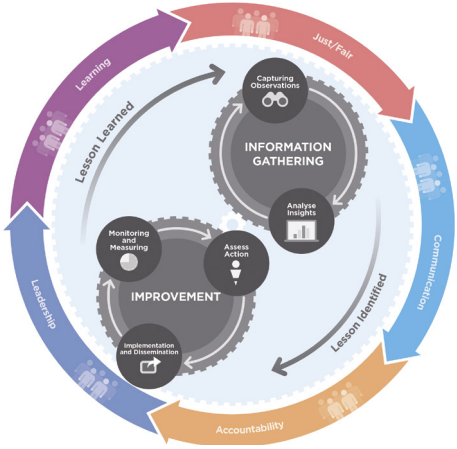
The Victorian EM sector supports a culture of continuous improvement. It does so by:

- Exercising its plans.
- Encouraging the sector to share lessons: positive actions to sustain and things to improve.
- Encouraging learning from assurance activities and contemporary good practice including nationally and internationally.
- Improving practices based on research including national and international best practice.
- Collaborating through pilot projects.
- Focusing on systems of work rather than on the performance of individuals.
- Recognising that identifying and implementing sustainable solutions takes time, resources and opportunities.

Lessons management principles

The sector's approach to identifying and learning operational lessons is documented in EM_LEARN Lessons Management Framework, including the lessons management life cycle (figure 8).

FIGURE 8: VICTORIAN'S LESSONS MANAGEMENT LIFE CYCLE



Source: EM_LEARN Lessons Management Framework

Consistent with the IGEM Monitoring and Assurance Framework for Emergency Management and EM_LEARN Lessons Management Framework, all learning activities should be guided by the following principles:

TABLE 13: LEARNING PRINCIPLES

LEARNING FOCUSED	Focus effort on learning and improvement activities that explore what went well and learning opportunities.
SYSTEM FOCUSED	Examining systems of work rather than individual performance.
ADDING VALUE	Providing evidence-based information for the sector.
MINIMISING BURDEN	Using existing mechanisms to capture data where possible.
TRENDS-BASED	Using multiple information sources to identify lessons (observation, insight, lesson (OIL) process).
FUTURE FOCUSED	Explore events to identify aspects to sustain and areas for improvement for the future.
CONSISTENCY	Using consistent processes, tools and themes to enable trends analysis across events and experiences.

Identifying lessons

The process of identifying lessons is based on a trend analysis of observations collected through learning activities, including monitoring, debriefing and reviewing. An observation is a record of a noteworthy fact or occurrence that someone has heard, seen, noticed or experienced as an opportunity for improvement or an example of good practice.

Observations are collected through various processes, including:

- Real Time Monitoring & Evaluation (RTM&E).
- Operational debriefing, including hot debriefs, informal debriefs, seasonal debriefs or After Action Reviews (refer to Guidelines for Debriefing).
- Operational reviews, including agency-specific, multi-agency or external reviews (refer to Guidelines for Reviewing).
- Directly through online observations capture tools, including surveys and EM-Share.

Operational learning activities are the responsibility of the relevant agency or emergency management tier and should be conducted in line with any relevant guidelines, policy and legislation.

MONITORING

Victoria has a RTM&E program which is a systematic and objective function that monitors and evaluates operational performance, systems, and processes in real time using a pool of trained multi-disciplinary evaluators from across the EM sector. RTM&E adds value to and supports real time learning and continuous improvement of the management of emergencies and also provides confidence and assurance to the EMC. This is achieved by deploying a small multi-agency team to an operational location to monitor operational activity, provide real time feedback to operational personnel and document key insights in a short report.

A recommendation to activate RTM&E may be made by a range of state, region and incident level personnel as per SOP J12.01 – Real Time Monitoring and Evaluation and the RTM&E Handbook.

All documentation relating to monitoring can be located at *EM-COP > Library > Reviews-Lessons > Monitoring*.

DEBRIEFING

The purpose of operational debriefing is to identify key observations, learning opportunities and good practise during or after operational activity to support continuous improvement within the EM sector. Debriefing allows participants to, as an individual or group, reflect on an experience to uncover learnings in a non-punitive environment.

Capturing aspects that are working well and those that could be improved during operational activity reduces the requirement for post event debriefing, and enables real time learning and improvement while experiences are fresh in people's minds.

The control agency is responsible for organising an operational debrief with participating agencies as soon as practicable after response activities finish. The scale of the debriefing should be in proportion to the complexity of the emergency and the method of delivery can vary depending on requirements (e.g. online session).

For major emergencies, the MERC or RERC is responsible for ensuring the control agency for the emergency organises an operational debrief with support agencies as soon as practicable.

Representatives of all agencies who participated in the emergency operations should participate in debriefs where practicable. These agencies include response agencies, recovery agencies, partner organisations and local government. Debriefs can also include community, business, or industry groups, where relevant.

Where the debrief process identifies lessons, the control agency is responsible for identifying possible local treatments, determining appropriate actions, allocating responsibilities and monitoring progress.

The control agency should communicate lessons to the State Review Team (SRT) through the agency's representative or submitted through EM-Share. The SRT collates and analyses lessons from all learning activities to ensure continuous and consistent identification of state trends and themes.

All documentation relating to debriefing can be located at *EM-COP > Library > Reviews-Lessons > Debriefing*.

REVIEWS

The purpose of reviewing is to identify key observations, learning opportunities and good practise to ensure learning and improvement occurs within the emergency management sector. A review is more structured then a debrief (or AAR), but less formal than an investigation or inquiry. It is a robust process that supports EM personnel to explore a specific topic and identify key learnings with the intent of implementing change.

All documentation relating to reviews can be located at *EM-COP > Library > Reviews-Lessons > Reviews*.

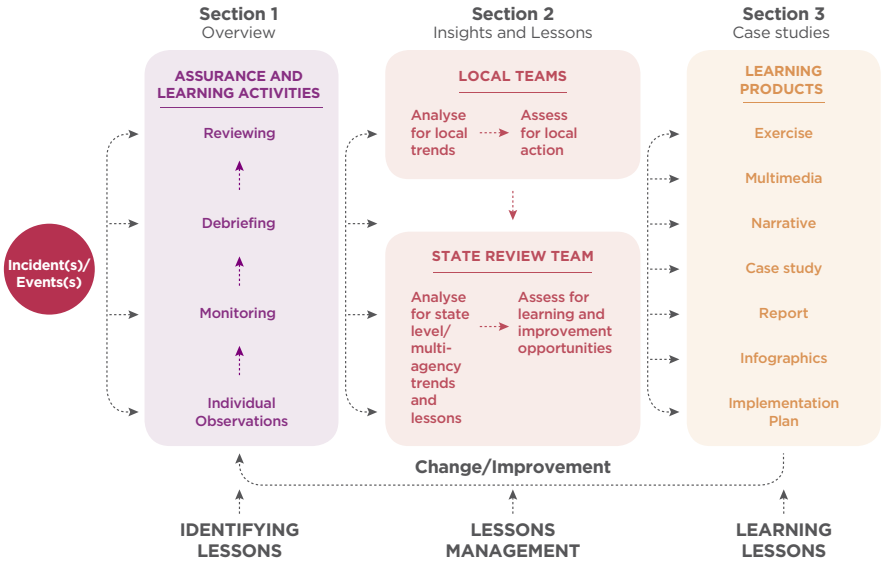
Learning lessons

Once identified, lessons are assessed for suggested treatments to determine appropriate actions with relevant personnel/teams/committees. Lessons are only learned once changes are implemented as a result of action.

The outcomes of learning activities will inform the ongoing cycle of learning and improvement within the sector by validating and evaluating existing doctrine, arrangements, policy, procedure, and incident/EM application. The outcomes will provide evidence to inform a range of activities including training, exercising and briefings.

Where possible, local teams and governance groups (e.g. crews, EMTs, control teams, performance improvement teams, committees) should utilise the lessons management life cycle outlined in the EM-LEARN Framework to assist with analysing the outcomes of learning activities. This will ensure that locally relevant insights and lessons are identified, and actions are taken to contribute to continuous improvement (see figure 9).

FIGURE 9: OPERATIONAL LESSONS MANAGEMENT



Lessons management enablers

STATE REVIEW TEAM

The SRT has representatives from the emergency management sector who provide strategic oversight of learning activities and support the implementation of lessons management to promote consistent, coordinated and effective continuous improvement before, during and after emergencies. In addition to local analysis and action, the SRT regularly collate, analyse and communicate state level/multi-agency insights and lessons.

The list of SRT agency representatives and all documents referenced in this section are available in the *EM-COP Library > Governance > EM Committees > BAU > SRT*.

STATE LESSONS AND EVALUATION UNIT

Agencies undertake a range of activities to provide assurance and identify learnings at incident, region and state tier before, during and after emergency incidents.

The State Lessons and Evaluation Unit (formerly named the Assurance and Learning Unit) facilitates the sharing of information and the coordination of resources at a state level to support local and regional learning activities.

When activated at the SCC, the Unit supports and promotes the learning mechanisms that exist throughout the EM system before, during and after emergency events. The Unit provides strategic advice to decision makers, assists with learning processes and identifies emerging opportunities for capturing and sharing lessons.

The State Lessons and Evaluation Unit activities include:

- Capturing and analysing individual observations.
- Coordinating RTM&E deployments.
- Supporting operational debriefing.
- Developing products and reports, including Before Action Reports (BAR).

EM-Share

All personnel are encouraged to share their observations to ensure the sector can learn from best practice and drive continuous improvement.

EM-Share is an online platform that allows you to share your observations or files from operational and non-operational activities (e.g. debrief reports).

This is particularly important where personnel have not had the opportunity or ability to attend or contribute to learning activities. Observations can be made on behalf of an individual, crew, team, brigade/unit, region or agency.

Consider submitting outcomes from monitoring, debriefing and reviewing activities into EM-Share or report them through your SRT representative to support the identification of state wide/multi-agency trends, themes and lessons.

Access EM-Share via the EM-Share button on the *EM-COP > Desktop > Operations > State*; or using the link https://share.em.vic.gov.au. Your EM-COP login details will enable you to login to EM-Share if you have registered for EM-COP.

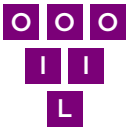
FIGURE 10: EM SHARE

Observe

Emergency management personnel have experiences that should be sustained or improved.

Submit

Observations are described and submitted through EM-Share.



Analyse

Data is analysed using the model of:

- Observations.
- Insights.
- Lessons.

Share

Lessons ar shared with the sector so we can learn as one.

PART 2 – HAZARDS

PART 2 – HAZARDS

BUSHFIRE – READINESS AND RESPONSE

BUSHFIRE – READINESS AND RESPONSE

The key to the success and safety of all personnel is the preparedness of individuals and teams. It is critical that everyone involved in responding to bushfires in Victoria – from RCs, to ICs, to Strike Team Leaders, to crew members – understand their responsibilities and take the necessary actions to prepare prior to the fire season.

Such efforts in preparedness are an essential element of the shared responsibility for bushfire safety that exists between the EM agencies, state and local government, communities, households and individuals. All of us are team members that rely on each other.

First response (also known as initial response or first attack) to fires and other emergencies will be fast, determined, thorough and will take precedence over normal agency activities.

For further information please see the SEMP Bushfire Sub Plan

Planning and preparedness arrangements

Prior to the bushfire season, the EMC agencies and departments prepare an integrated suite of arrangements to help them fulfil their bushfire response responsibilities, Local Mutual Aid Plans (LMAP) identify the preparedness arrangements undertaken by the responder agencies in each region. Business Rule Local Mutual Aid Plans – Fire provide the details on the content of these plans.

Readiness arrangements

During the bushfire season the EMC, SRC and RCs, in consultation with SACs and RACs, give direction regarding the level of resources required to be ready at particular times, to provide an effective response to bushfire.

Readiness arrangements involve establishing support for the line-of-control and could include:

- preparing and staffing the SCC
- preparing and staffing RCCs
- positioning IMTs at designated ICCs (in accordance with SOP J02.03 – Incident Management Teams – Readiness Arrangements)
- positioning incident resources to ensure an effective initial response.

Heightened levels of readiness will occur when:

- the Fire Danger Rating (FDR) in the region is severe or higher
- at the direction of the RC, in consultation with the SRC.

The SRC determines the bushfire readiness level of the SCC with consideration to the State Monthly and State Operations Plans. The SRC is required to approve the activation.

TABLE 14: SCC BUSHFIRE READINESS LEVELS

TIER 1	TIER 2	TIER 3
FDR High in 4 + fire weather districts (excl. Mallee and or Wimmera) or FDR Very High in 3 + fire weather districts.	FDR Severe in any fire weather district and/or TFB declared in any district.	FDR Extreme or Code Red in any fire weather district and/ or TFB declared in 5 + districts.

All SCC activation levels are located on *EM-COP > Library > State Control Centre > Procedures > Activations-SCC Planned*.

The responder agencies will jointly ensure resources (personnel, equipment, and facilities) are ready in accordance with the directions given by the SRC and RCs.

When establishing readiness arrangements ICs need to consider the likelihood of fires becoming a major fire and what the consequences may be.

The likelihood of a major bushfire will be increased by:

- the presence of ignition sources in the area (e.g. lightening is forecast, there is an active arsonist, or it is crop harvesting time)
- the presence of high fuel loads and low fuel moisture levels in the area
- forecasted weather conditions that indicate that unpredictable fire behaviour is likely (e.g. instability, a wind change etc. is forecast)
- existing fires in the area that could spot and cause new fires.

The potential consequences from a major bushfire are increased by:

- large numbers of people in bushfire prone areas, including tourists during holiday periods and special events
- significant public infrastructure assets in the area e.g. infrastructure related to gas, electricity, telecommunications, transportation or water storages
- significant community values in the area, for example major industry or rural enterprises.

FIRE DETECTION AND DISPATCH

Early detection of and response to bushfires is vital to restricting their spread. The fire agencies detect bushfires using a range of methods including reports from the public, 'spotters' in fire towers, detection aircraft and observation by government employees during their daily activities. Fire detection arrangements are put in place to meet the forecast fire danger level.

Response arrangements

The Emergency Services Telecommunications Authority (ESTA) provides the link between the Victorian community and the state's emergency service organisations (ESO's).

It provides Victoria's 24 hour emergency call taking and dispatch services – managing the provision of operational communications for Victoria Police, CFA, FRV, AV and VICSES. ESTA receive Triple Zero (000) calls from the public to report fires and dispatch CFA or FRV resources.

Where a fire is detected on public land, ESTA dispatches the assigned CFA or FRV resources and contacts the FFMVic SAC who may dispatch additional FFMVic resources.

FFMVic comprises staff from DELWP, PV, Melbourne Water and VicForests and is tasked to reduce the risk and impact of bushfires in Victoria's parks, forests and other public land.

The responder agencies respond to the notification of bushfires according to their agency arrangements. Each bushfire has only one IC, regardless of the number of agencies responding.

In first response, the field-based IC communicates to their agency through their agency command arrangements. In addition to normal agency communications, the information communicated should include:

- the effectiveness of the incident control arrangements
- potential risks or consequences
- the need for specialist resources, including people or equipment.

The EMC, SRC and RC maintain an overview of the emergency situation, through contact with agency commanders. Their level of involvement in the management of an incident relates to the likelihood of it becoming a major emergency.

COMMAND

The agencies retain command of their own resources and maintain their chain-of-command.

For bushfire management, the command structure of each responder agency aligns with the state tiers of emergency management as follows:

- the Chief Officer/Commissioner (or their endorsed Deputy Chief/Deputy Commissioner) is usually the SAC
- operational personnel under the command of a Chief Officer/Commissioner include personnel employed by the agency, engaged as volunteers or engaged via partnership arrangements
- each Chief Officer/Commissioner appoints RAC's at the regional tier, where the agency holds jurisdiction.

During the bushfire season, agency commanders from the responder agencies are responsible for monitoring the activities of the resources within their command, ensuring they are supporting the line-of-control.

Functional areas

CONTROL

To assist the IMT and IEMT achieve the State Emergency Management Priorities, the IC should be mindful of the following activities:

- dynamic risk assessment
- continuous situational awareness
- issuing information and warnings
- incident intelligence
- incident prediction
- weather prognosis
- mapping
- resources
- incident management structure – division (field) command, incident, regional and state control
- understanding community impact and consequences – discuss with IEMT
- communications – maintain two-way communications with IMT, IEMT and regional/state control.

Traffic Management Points (TMP)

In addition to the TMP access levels the following stickers are provided to those wishing to gain access to the fire area.

Emergency response personnel TMP access

All FFMVic vehicles with government (red) plates need staff suitability attired in PPE (i.e. green overalls and helmets) and displaying either the 'Fire and Emergency Management' adhesive label on the windscreen or FFMVic external vehicle markings. FFMVic vehicles without red plates (e.g. vehicles or prime movers hired over the summer, and Melbourne Water/VicForests vehicles) will need 'Private Firefighting Equipment' stickers.

FIGURE 11: TRAFFIC MANAGEMENT POINT VEHICLE STICKER

Media TMP access

Media representatives are permitted access at a TMP designated as 'Authorised Access – C'. Such access will be subject to authorisation by, and in accordance with, conditions set by the IC.

The IC may authorise access for media personnel through a TMP at access level 'Emergency Service Only Access' or 'Restricted Access – B', under escort by ESO personnel and any other conditions, where they deem it safe and appropriate. Such arrangements and the conditions of such access will be communicated to the TMP prior to the arrival of the media.

In all cases where media representatives are permitted access, they are required to be in possession of a CFA/FFMVic accreditation and authorised PPE.

Media passes expire after three years (see figure 12) after which individuals are required to undertake further training. The expiry date on the pass will need to be checked by TMP personnel before granting entry.

FIGURE 12: MEDIA PASS

All documentation relating to Control can be found *EM-COP > Library > IMT Toolbox > IMTTB-Incident Control*.

OPERATIONS

Bushfire status

Fire Agencies use common terms to define the status of a bushfire, however FFMVic subdivide the statuses Controlled and Safe (see table 15 below).

All documentation relating to Operations can be found *EM-COP > Library > IMT Toolbox > IMTTB-Operations*.

TABLE 15: INCIDENT STATUS – FFMVIC

INCIDENT STATUS	DEFINITION	FFMVIC SUBDIVISION	DEFINITION
GOING	Fire expanding in a certain direction or directions.		
CONTAINED	The spread of the fire is halted.		
CONTROLLED	The complete perimeter of a fire is secured and no breakaway is expected.	Under Control 1	The complete perimeter of the fire is secured, no breakaway is expected.
		Under Control 2	The complete perimeter of the fire is secured, and no breakaway is expected. Control line quality or depth is such that only patrol is required.
SAFE	No further suppression action or patrols are necessary.	Safe	No further suppression action or patrols are necessary.
		Safe – False alarm	Mistaken or hoax report.
		Safe – Not found	The fire has not been located, and it is expected that no further action or patrol will be required.
		Safe – Overrun	The fire has been overrun by another fire.

The fire agencies also have a range of incident status terminology for use in a Computer Aided Dispatch (CAD) environment (see table 16). These wordbacks reflect incident status and are also linked to resource requirements.

TABLE 16: INCIDENT STATUS – CFA AND FRV

INCIDENT STATUS	DEFINITION
NOT YET UNDER CONTROL (CFA)\ALARM LEVEL (FRV)	The fire or incident has the potential to spread or increase in difficulty. The appliances and personnel in attendance may not be sufficient.
UNDER CONTROL	The resources in attendance and en route are sufficient to contain the incident.
STOP	The resources presently in attendance at the incident are sufficient. Resources that are en route are not required and may return to their own locations.

Bushfire classification

Bushfires are classified in a range from Level 1 to Level 3.

Level 1

A small, simple fire which is controlled with local resources (may include other agencies) with the IC probably undertaking more than one function.

Example – A fire where a second shift unlikely to be required and may be approximately 0–5ha with no complex problems.

Level 2

A fire that cannot be contained by the first attack of local resources and becomes more complex. A Level 2 incident is characterised by the need for:

- the deployment of resources beyond initial response
- sectorisation of the incident
- the establishment of functional sections due to the levels of complexity
- a combination of the above.

Example – A fire where it is expected that is will be controlled within 24 hours. Approximately 5–20ha (or much larger if the complexity is low), or with some complexity and control problems.

Level 3

A large or complex fire where resources from a range of locations are involved. Generally, it will involve multiple agencies and will normally be expected to exceed 24 hours.

Level 3 incidents are characterised by degrees of complexity that may require the establishment of Divisions for effective management of the situation. These incidents will usually involve delegation of all functions.

Example incident management structures for each level can be found in section 5.8 of the SEMP Bushfire Sub-Plan.

PLANNING

Incident communications planning

Agencies need to ensure that Joint Default Communications Plans are prepared to cover their respective districts before each fire season. Refer to SOP J02.02 – Incident Communications Planning.

Joint Default Communications Plans are documented in all relevant Local Mutual Aid Plans in accordance with Joint Business Rule – Local Mutual Aid Plans – Bushfire Readiness and Response.

Joint Default Communications Plans are required to be implemented at each multi-agency incident, until the IC replaces it with a specific Incident Communications Plan, if required.

Aboriginal cultural heritage planning

Specific risks associated with impacts to Aboriginal cultural heritage must be considered in the planning and preparation phase for bushfires.

The greatest risk to Aboriginal cultural heritage during a bushfire is the construction of fire breaks, control lines and other logistical infrastructure that requires earthmoving machinery. Risks impacts to surface or sub-surface Aboriginal places, such as artefact scatters, shell deposits or earth mounds.

Similar risks to Aboriginal cultural heritage being impacted by earthmoving equipment exist in the response phase, as in the planning and preparation phase. A lack of due diligence when reinstating or relocating assets and rehabilitating land is also a risk to both known and unknown cultural values.

Other fire suppression activities, such as dropping chemical fire retardants could damage Aboriginal rock art. At risk from exposure to the fire itself are Aboriginal scar trees, which can be burned and either destroyed outright or made hazardous due to significant burning. During the emergency stabilisation and rehabilitation phase, Aboriginal scar trees that have been marked as hazardous, but not identified as Aboriginal cultural heritage, may be felled.

Seeking input from an Aboriginal Cultural Heritage Values Advisor early in the process and deploying one into an IMT will aid in minimising the chances of accidental impacts to Aboriginal cultural heritage and assisting with assessments during all phases on the incident management process.

All documentation relating to Planning can be found *EM-COP > Library > IMT Toolbox > IMTTB-Planning*.

LOGISTICS

Catering

Red Cross provide food and water emergency relief to affected communities, including at relief centres, but no longer provide these services to the emergency service agencies.

The MEMPs, LMAPs and any other relevant agency plans should have details of local arrangements for catering.

Base camps

The state owns infrastructure for three base camps, each with a capacity to support 200–500 personnel. A base camp usually provides services such as catering facilities, hygiene facilities, first aid, laundry, accommodation facilities, a car park, maintenance and service facilities, PPE/PPC, small equipment replacement supply, water supply and other services (e.g. telephone access, information boards).

Base camp components can be deployed individually or as a 'set' including:

- kitchen and kitchen support
- laundry
- supply cache
- base camp support
- camping set for 75
- camping set for 100
- showers
- toilets.

For example, kitchen and kitchen support containers can be set up at a staging area to provide catering for longer incidents.

Requests for base camps are approved through the line of control. Further information is available on *EM-COP > Library > IMT Toolbox > IMTTB-Logistics > Facilities* and *EM-COP > Library > IMT Toolbox > IMTTB-Logistics > Base Camp Manager* (FFMVic staff can also access this information through the Altona Warehouse Management System (AWMS)).

When considering the establishment of a base camp, ensure that:

- Appropriately trained logistics personnel are available to plan and implement.
- Planning is undertaken incorporating the size, scalability, costs, duration, location and adequate resourcing for set up, maintenance and demobilisation.
- Consideration on whether a base camp is the best option; a base camp is a resource intensive and expensive service.

Mobilisation for a small camp (under 200 pax) can occur within approximately 24–72 hours of a request, with meals available after 24 hours (depending on the incident location proximity to Melbourne).

Demobilisation for a small camp (under 200 pax) takes 3–5 days contingent upon dry weather. The Logistics section in the IMT is required to continue to function under the direction of the IC until demobilisation is complete.

All documentation relating to Logistics can be found *EM-COP > Library > IMT Toolbox > IMTTB-Logistics*.

INTELLIGENCE

Fire Behaviour Analysts

Fire Behaviour Analysts (FBANs) analyse factors including fuels, fire history, weather and topography to forecast likely fire behaviour. They may do this manually and/or using computer simulation models. FBANs use a combination of forecast and field verified data in their predictions. It is important that FBANs are notified when more detailed information is obtained (e.g. fire location) or if on-ground conditions differ significantly from the predicted.

FBANs can assist in decision-making before, during and after an incident. They can provide a variety of services including:

- Identification of areas and times of greatest risk.
- Fire behaviour prediction maps, showing likely fire progression and potential impact zones.
- Advice on incident objectives, strategies and tactics.
- Information on the factors impacting on spread and behaviour of a grass or bushfire.
- Assessment of the fire behaviour potential of going, contained and controlled fires.

It is critical that FBAN intelligence is shared with IMT members and the field personnel through IAPs and briefings to support safe effective operations. Critical FBAN intelligence can be conveyed via a FIU or Red Flag Warning as appropriate

Incident weather forecasts

An Incident Weather Forecast is provided by the Bureau of Meteorology (BoM) for a specific location, focusing on weather parameters that affect fire behaviour. It typically covers 24 hours and includes a table of forecast temperature, dew point, relative humidity, wind direction, windspeed, windgust, upper winds, Forest Fire Danger Index (FFDI), Grass Fire Danger Index (GFDI), cHaines Index, mixing height and Thunderstorm Activity Level at hourly intervals for the first 12 hours, then 3 hourly out to 24 hours. The tabular weather parameters are prefaced by written commentary that address forecast certainty associated with significant wind changes, thunderstorm potential, precipitation and cloud as well as spatial variations within the vicinity of the forecast site (particularly important mountainous terrain).

Only when other readily available forecast information does not supply the necessary detail, consider requesting an incident weather forecast. Options may include the use of BoM MetEye service.

Incident Weather Forecasts have a very high priority in the BoM's Environmental Prediction Services Team, second only to the preparation and distribution of a Wind Change Forecast Map. This means an operational meteorologist will stop work on other products to prepare an Incident Weather Forecast. Requests should only be submitted for going fires, not those considered contained or controlled, unless previously agreed. The complexity of the terrain surrounding the request site affects the preparation time, as numerous local weather effects may need to be considered. Typical turnaround times range from 20 to 45 minutes. If numerous requests are received in a short period, turnaround times may be longer.

All documentation relating to Intelligence can be found *EM-COP > Library > IMT Toolbox > IMTTB-Intel*.

All documentation relating to Weather can be found *EM-COP > Desktop > Weather*.

PUBLIC INFORMATION

Fire danger ratings

FDR's are communicated to the public to inform them about the fire risk on any given day and the associated suggested actions (see table 17).

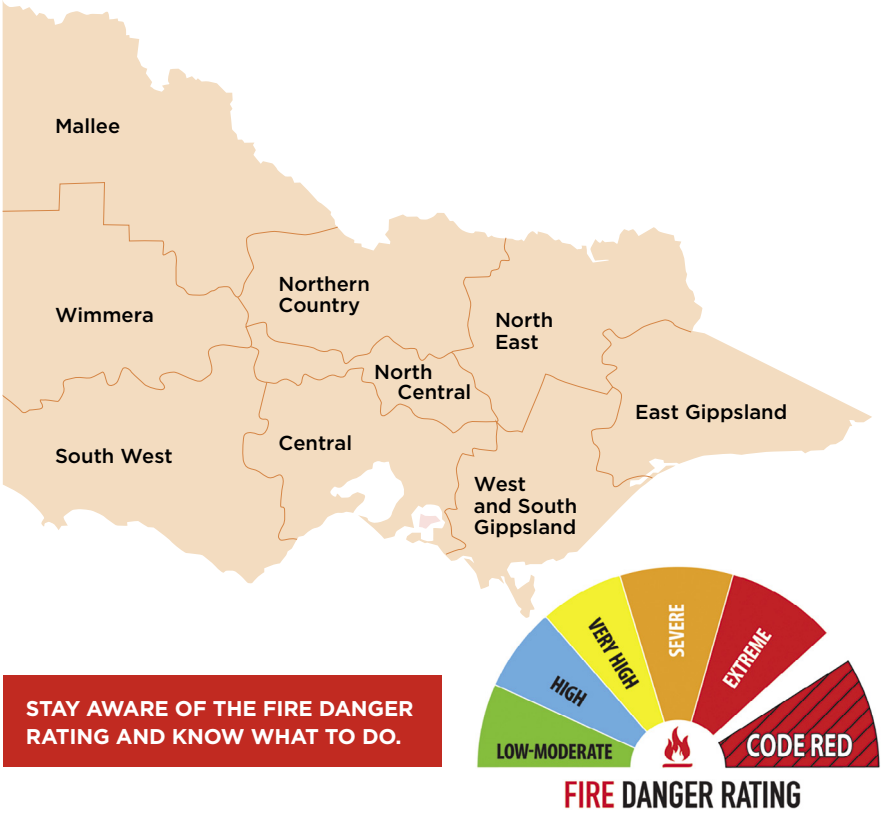
TABLE 17: FIRE DANGER INDICES

FIRE DANGER RATING	GRASSLAND FIRE DANGER INDEX	FOREST FIRE DANGER INDEX
CODE RED	150+	100+
EXTREME	100–149	75–99
SEVERE	50–99	50–74
VERY HIGH	25–49	25–49
HIGH	12–24	12–24
LOW-MODERATE	0–11	0–11

FDR's for the Wimmera, Mallee and Northern Country weather districts (see figure 14) are forecast using the GFDI triggers. FDR's for the remaining weather districts are forecast using the FFDI triggers. The community is presented with one FDR for each district.

The FDR's are forecast using BoM data for up to four days in advance, based on weather and other environmental conditions such as fuel load. The higher the rating, the more dangerous the conditions. The rating is your trigger to act, so to stay safe you need to stay aware of the FDR in your district.

FIGURE 13: WEATHER FORECAST DISTRICTS AND FIRE DANGER RATINGS



During the fire season, the FDR will feature in weather forecasts, be broadcast on radio and TV, and appear in some newspapers.

It can also be found on the websites of CFA, FRV, DELWP and BoM, by calling the VicEmergency Hotline on 1800 226 226 or via National Relay Service on 1800 555 677.

NB: The FDR system is currently under review and due to be released in July 2022.

TABLE 18: FIRE DANGER RATING DESCRIPTORS

FIRE DANGER RATING	WHAT DOES IT MEAN?	WHAT SHOULD I DO?
CODE RED	These are the worst conditions for a bush or grass fire. Homes are not designed or constructed to withstand fires in these conditions. The safest place to be is away from high-risk bushfire areas.	Leaving high-risk bushfire areas the night before or early in the day is your safest option – do not wait and see. Avoid forested areas, thick bush or long, dry grass. Know your trigger – make a decision about: • when you will leave • where you will go • how you will get there • when you will return • what you will do if you cannot leave.
EXTREME	Expect extremely hot, dry and windy conditions. If a fire starts and takes hold, it will be uncontrollable, unpredictable and fast moving. Spot fires will start, move quickly and come from many directions. Homes that are situated and constructed or modified to withstand a bushfire, that are well prepared and actively defended, may provide safety. You must be physically and mentally prepared to defend in these conditions.	• Consider staying with your property only if you are prepared to the highest level. This means your home needs to be situated and constructed or modified to withstand a bushfire, you are well prepared and you can actively defend your home if a fire starts. • If you are not prepared to the highest level, leaving high-risk bushfire areas early in the day is your safest option. • Be aware of local conditions and seek information by listening to ABC Local Radio, commercial and designated community radio stations or watch Sky News TV, visit cfa.vic.gov.au, call the VicEmergency Hotline on 1800 226 226 or via the National Relay Service on 1800 555 677.

FIRE DANGER RATING	WHAT DOES IT MEAN?	WHAT SHOULD I DO?
SEVERE	Expect hot, dry and possibly windy conditions. If a fire starts and takes hold, it may be uncontrollable. Well prepared homes that are actively defended can provide safety. You must be physically and mentally prepared to defend in these conditions.	• Well prepared homes that are actively defended can provide safety – check your Bushfire Survival Plan. • If you are not prepared, leaving bushfire-prone areas early in the day is your safest option. • Be aware of local conditions. Seek information by listening to ABC Local Radio, commercial and designated community radio stations or watch Sky News TV, visit cfa.vic.gov.au, call the VicEmergency Hotline on 1800 226 226 or via the National Relay Service on 1800 555 677.
VERY HIGH **HIGH** **LOW-MODERATE**	If a fire starts, it can most likely be controlled in these conditions.	• Check your Bushfire Survival Plan. • Monitor conditions. • Action may be needed. • Leave if necessary.

Community fire refuges

A Community Fire Refuge (CFR) is a last resort shelter option. It is a designated public building that may provide short-term shelter from the immediate life-threatening effects of a bushfire.

Victoria has five official community fire refuges:

- East Warburton.
- Ferny Creek.
- Lavers Hill.
- Millgrove.
- Blackwood.

CFRs are only activated and opened once there is significant fire in the local area.

Media attendance at incidents – protocols

Working with the media

Fire agencies work in partnership with media agencies and media representatives during emergencies. Media have a critical role, communicating critical community safety messages and newsworthy information, stories, interviews and images. Media is one of the most commonly used sources of information about emergencies by the community.

The control agency, through the IC, is responsible for ensuring they provide and maintain, so far as is reasonably practicable, a work environment that is safe and without risks of impacting the safety of all incident personnel, including firefighters and media representatives.

Accreditation and identification of media

To work with fire agencies at bushfires, all media representatives are required to have:

- a current media accreditation card (obtained on completing CFA safety training)
- fire agency approved PPE, including CFA approved 'MEDIA' patches on the upper back, front left pocket and right sleeve of the equipment, all to be worn as directed during the time the media are on the fireground.

The IC may grant permission to attend the incident, particularly the fire ground, only if it has been deemed safe and practicable to do so, and if the media representatives have achieved all the minimum requirements for working with fire agencies at bushfires.

Upon deeming it safe and appropriate for media representatives to attend the incident, the control agency will articulate the specific conditions for that attendance on each occasion and refer the media representative to the PIO or Media Officer.

The PIO or Media Officer will ensure that media representatives receive a safety briefing prior to entering the fire ground and that appropriate communication arrangements are in place.

Victoria Police may remove media representatives from the fire ground who are endangering their own lives or the lives of others.

While on the fire ground, media representatives are required to comply with any instruction provided to them by the Media Officer, PIO, IC or Victoria Police. This includes immediate departure from the fire ground, should this be deemed a necessary safety measure.

Non-compliance

Media accreditation may be withdrawn, and media representatives may be escorted from the fire ground and not permitted to return in instances where a media representative:

- Has endangered their own safety, or the safety of others.
- Failed to comply with instructions of the Media Officer, PIO, IC or any representative of the fire agencies or Victoria Police while in the fire ground.
- Failed to depart immediately from the fire ground after instruction by the PIO, IC Media Officer, or any representative of the responder agencies, or Victoria Police.
- Accessed any area beyond TMP without the permission of the IC or an escort by fire agency staff.

The agencies may formally advise WorkSafe of the incident if appropriate. The SCC Public Information Section can contact the relevant media agency to advise them that their media representative has failed to comply.

All documentation relating to Public Information can be found *EM-COP > Library > IMT Toolbox > IMTTB-Public Information*.

SAFETY

WATCHOUT

WATCHOUT is an acronym used to remind firefighters of potential dangers to their safety and to give advice on safe work practices. Understanding the meaning of the acronym will help you perform a more comprehensive risk assessment.

W	**EATHER** dominates fire behaviour, so keep informed.
A	**CTIONS** need to be based on current and expected fire behaviour.
T	**RY OUT** at least two safe escape routes.
C	**OMMUNICATE** with your supervisor, your crew and adjoining crews.
H	**AZARDS** beware of variations in fuels and steep slopes.
O	**BSERVE** changes in wind speed, direction, temperature, humidity and cloud.
U	**NDERSTAND** your instructions, make sure that you are understood.
T	**HINK** clearly, be alert and act decisively before your situation becomes critical.

You should familiarise yourself with your agency's current WATCHOUTs.
Firefighter's watchout when:

- building a control line downhill towards a fire
- on a slope – rolling material can ignite fuel below you
- the wind changes speed or direction
- the weather gets hotter or drier
- there are unburnt fuels between you and the fire
- terrain or vegetation impedes travel or visibility
- working in country areas you have not seen in daylight
- you are unfamiliar with the weather and local fire behaviour
- frequent spot fires occur over your control line
- you cannot see the main fire or communicate with anyone who can
- unclear instructions or tasks are given
- you feel exhausted or want to take a nap near the fire

- attacking a fire or constructing a fire control line without a safe anchor point
- working alone with no communications link to crew members or supervisor
- you are not fully informed about strategy, tactics and hazards
- safety zones and escape routes have not been identified
- fire not scouted or the potential of the fire has not been assessed
- water levels are getting low.

Smoke

Significant smoke or emissions from fires or hazardous materials incidents need consideration in terms of protecting both workforce and community from harmful effects. Smoke is harmful and early in any incident the composition will be unknown, so basic protective actions i.e. avoid exposure, minimise exposure, personal protective respiratory protection should be considered.

If the density of smoke or emissions is predicted to last a considerable time and potentially impact workers or the community, consideration must be given to:

- The provision of advice to protect both workers and the community.
- Deployment of monitoring equipment to the incident site to monitor composition and exposure of workforce.
- If smoke or emissions are significant, potentially deploy monitoring within the community that is impacted by smoke or emissions.

Early consideration for the need for monitoring of significant events, along with early activation will help inform decision making by ICs. Fire agencies and the Environment Protection Authority (EPA), have a range of monitoring tools available for agencies to deploy, as required.

The following documents contain more information on smoke:

- State Smoke Framework.
- SOP J03.18 Incident Air Monitoring and Advice for Community Health.
- SOP J03.19 Managing Significant Community Exposures to Fine Particles and Carbon Monoxide in smoke from fires.

Tree hazard

Tree hazard is a major risk to firefighters and responders at all stages of operations, from active suppression, mopping up and patrol through to recovery. The key steps to protect responders from tree hazard are:

Step 1 Identify the potential existence of tree hazard during bushfire response.

Step 2 Mitigate the risk arising from tree hazard during access to bushfire incidents.

Step 3 Mitigate the risk arising from tree hazard on the fire ground.

Step 4 Mitigate the risk of unidentified hazard trees on the fire ground.

Step 5 Complete operations.

As of November 2021, Victoria has adopted the AFAC Standard for the management of tree hazards.

For further information on the identification, marking and treatment of Tree Hazards at fires, see, the following documents:

- SOP J08.03 Tree Hazard – Fire.
- Tree Hazard Pictorial Guide.
- Tree Hazard Mitigation Matrix.

Firefighters and other responders who access the fireground need to be familiar with the symbols used to mark different types of hazard trees as outlined in these documents. These include symbols for the following types of trees:

- Clear and Present Danger (CPD) trees.
- Potential CPD trees (both protection assured, and protection not assured).
- Trees with hangers.
- Indicator trees.

Initial attack and tree hazard

Awareness and identification of trees which present a hazard need to form part of the ongoing DRA performed by all personnel on the fire ground at all times. During an attack on a going fire, personnel need to be particularly vigilant in identifying hazard trees and treating any unacceptable risks.

Following the passage of the fire

Hazard trees within striking distance of access/control lines are assessed, marked and treated as soon as possible after the passage of fire, and before the commencement of any mop-up/blacking out/patrol. All responders can identify CPD trees through a DRA but only qualified or agency endorsed personnel can carry out tree hazard assessments and marking.

As a minimum, an exclusion zone should be established and the location of an identified CPD tree reported.

TABLE 19: HAZARDOUS TREE MARKING SYSTEM

	Potential Clear and Present Danger (CPD) trees – protection assured are marked with a large yellow circle. These trees have a high probability of being protected from fire.
	Potential CPD trees – protection not assured are marked with a large yellow circle with a slash ∅ – In its current state it is not an immediate threat but its protection from fire can't be assured. These trees are normally removed before introducing fire (back burn or planned burning) to make sure they don't become CPD trees.
	CPD trees represent an immediate threat to firefighters and includes an entire tree or branch or branches that are expected to fall within the time frame of current operation and impact personnel in its potential impact zone. These trees are marked with a large yellow circle with a cross ⊠ .
	An indicator tree can also be used to indicate the location of a CPD tree that is obscured or too unsafe to approach or mark. An indicator tree involves marking a nearby tree with the yellow circle and a cross symbol ⊠ and adding an arrow underneath pointing to the CPD tree, and a distance in meters (e.g. → 10m).
	Trees with hangers have an arrow placed above the hazard symbol. This points up to indicate the presence of a hazardous branch or limb caught up in the crown of the tree.

FIGURE 14: TREE HAZARD IDENTIFICATION

FIRST ATTACK GUIDE – SYSTEM OF WORK

INITIAL ATTACK

Clear & Present Danger (CPD) trees, also known as Cross trees must be identified continuously using Dynamic Risk Assessment (DRA).

Consider moving the control line to an area with reduced numbers of hazardous trees.

IDENTIFY then **EXCLUDE** or **REMOVE** and **COMMUNICATE**

All crews can and should identify Cross trees as part of DRA

THE SYMBOL

Marked on two sides of tree if safe to do so

30cm cross in a circle symbol

Clearly visible from control line

1.5m off the ground or at visible height

CROSS TREES

- Identify on foot
- Crews must be isolated from the hazard by establishing an exclusion zone or other method (eg. road closure)
- If falling the tree, the use of appropriate machinery is the preferred and safest method
- Accredited fallers are the next safest option (advanced or intermediate)

Exclusion zones

An exclusion zone needs to be established for CPD trees.

Generally, an exclusion zone shall be a distance of at least two tree lengths around a tree hazard. The actual distance in each instance is determined by site factors such as slope and may be larger (or in some rare instances smaller) than two tree lengths. The perimeter of the exclusion zone is marked using yellow and black hazard tape on sufficient individual trees to indicate its extent. (See figure 15)

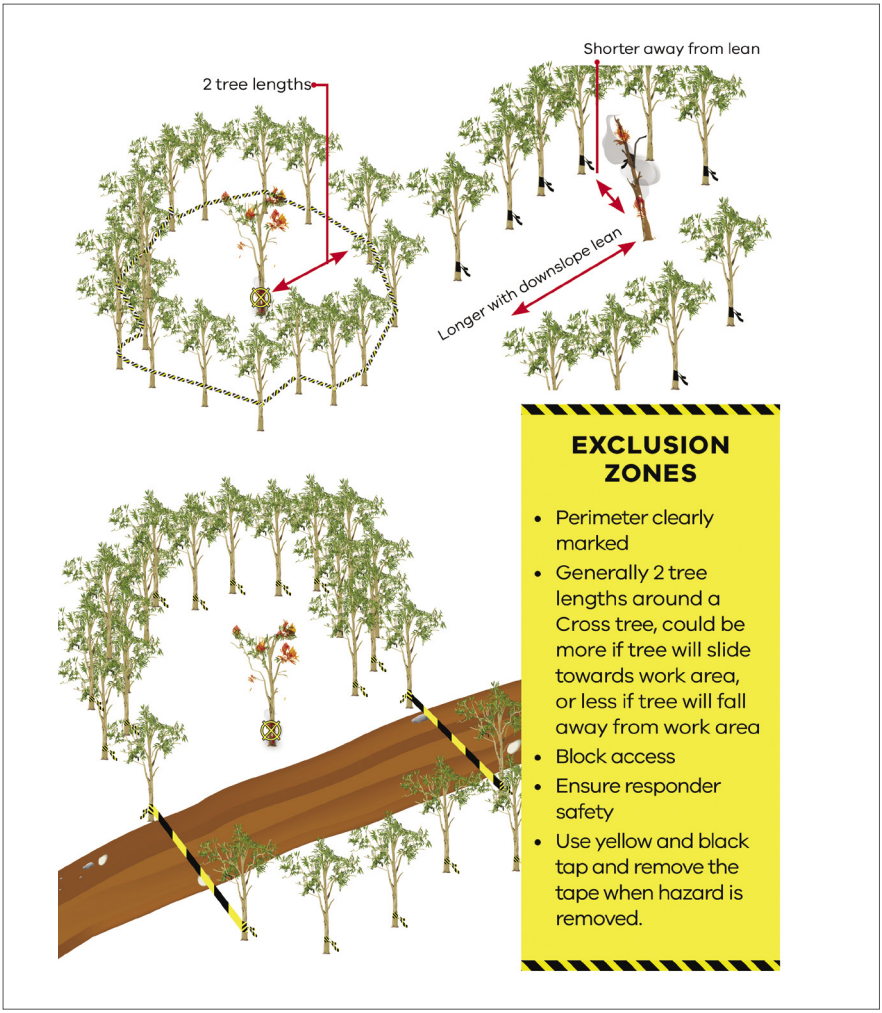
Exclusion zones should only be entered by plant fitted with Falling Object Protection Systems (FOPS) or appropriately qualified or agency endorsed tree hazard assessors tasked to assess/treat the CPD tree. SOP J08.03 Tree Hazard – Fire outlines the treatment options available for CPD trees.

Where an exclusion zone extends across a road/track, that exclusion needs to be effective and actively managed to ensure personnel do not drive through the zone. If traffic control is not implementable, the existence of the exclusion zone impacting the road/track must be communicated to fireground personnel and closed with hazard tape that is stretched across the track/control line. This tape should be removed once the CPD tree is removed or it falls naturally.

All documentation, forms and templates relating to Safety can be found *EM-COP > Library > IMT Toolbox > IMTTB-Safety*.

All Safety Fact Sheets can be found *EM-COP > Library > Safety* with specific Tree Hazard safety page.

FIGURE 15: EXCLUSION ZONES



Post incident

FIRE INVESTIGATION

In the event of a fire being suspicious, the IC is to ensure the scene is preserved and request Victoria Police and a Fire Investigator to attend the scene. The IC should provide Victoria Police the details of why the fire is deemed suspicious.

Joint Business Rule – Bushfire Investigation, describes the procedures for bushfire investigation.

REHABILITATION

Rehabilitation initially involves emergency stabilisation activities which are considered necessary for the restoration or re-establishment of infrastructure, other assets and environmental values affected by the impact of bushfire and suppression activities and to prevent further degradation from these impacts.

Emergency stabilisation and rehabilitation should be initiated by the IC as soon as possible after firefighting operations commence, but without compromising control of the fire. Emergency stabilisation should be carried out prior to suppression machinery leaving the fire ground.

Emergency stabilisation works include:

- Emergency erosion control to protect life and property post fire.
- Works to protect road network from increased risk of flooding or erosion.
- Removal of hazardous trees along the road network or at recreation sites.
- Opening or closing roads post fire for public safety.
- Rehabilitation of fire control lines on public or private land.
- Repair or replacement of fences damaged directly by the fire agencies during the course of suppression.
- Essential water replacement.
- Deployment of Bushfire Rapid Risk Assessment Teams (BRRAT) to initiate recovery plans. Rehabilitation will often continue post incident as part of the transition to longer term recovery.

All documentation relating to Post Incident can be found *EM-COP > Library > IMT Toolbox > IMTTB-Post Incident Actions*.

PART 2 – HAZARDS

FLOOD AND STORM

FLOOD AND STORM

Authorising environment

In addition to the common emergency management and agency specific acts, there are a number of other Acts and Regulations that impose restriction on control and support agencies when working in flood and storm events.

The functions of VICSES as described in the Victoria State Emergency Service Act 2005 (Vic) are to respond to floods and storms and their effects; and providing rescue services. The VICSES Act also provides express powers for entry to property, for construction, removal or altering of levees and removal of debris. The SEMP identifies VICSES as the Control Agency and the governance and operating arrangements are authorised through the SEMP State Flood Sub-plan and State Storm Sub-plan for these hazards.

The Water Act 1989 (Vic) lists the floodplain management functions of Catchment Management Authorities (CMA) and Melbourne Water. These functions include:

- the determination of the extent and depth of floodwater
- the development and implementation of plans
- take any action necessary to minimise flooding and flood damage
- provide advice about flooding and controls.

Additional requirements relate to controlling works and structures on floodplains, although enforced through planning controls in planning schemes.

The Meteorology Act 1955 (Cth) contains the functions of the BoM including the issue of warnings of gales, storms and other weather conditions likely to endanger life or property, including weather conditions likely to give rise to floods or bushfires.

STATE PLANS

The State Flood Sub-Plan and State Storm Sub-Plan provides sources of information and to outline the arrangements for ensuring an integrated and coordinated approach to the State's management of flood and storm events, in order to reduce the impact and consequences of these events on the community, infrastructure and services.

Copies of the State Flood and State Storm sub-plans are available via the *EMV Website > Responsibilities > SEMP Sub Plans*.

REGIONAL PLANS

Each EM Region has a documented Flood sub-plan and Storm sub-plan to outline the response arrangements to flood and storm incidents within that Region's area of responsibility.

A copy of each Regions plan is available the VICSES website.

MUNICIPAL PLANS

Where a flood or storm hazard is identified through the Community Emergency Risk Assessment (CERA) process as a high risk to a community, VICSES will coordinate support to the municipality and provide advice to ensure the

MEMP contains arrangements concerning the preparedness for, and response to, a landslide event based on all-hazards and all-agency response.

Hazard and impacts

EM involves managing the risk of emergency events on the community and its values. In order to manage risk, we need to understand the hazard and its impacts.

In the context of this document, flood and storm events includes phenomena associated with severe weather systems and severe thunderstorms such as:

- damaging and destructive winds
- heavy rainfall that may lead to flash flooding
- large hail
- tornados
- blizzards
- storm surge.

Flooding is generally categorised into two types; riverine and flash.

POTENTIAL IMPACTS

The following outlines some of the potential impacts of flood and storm events on the state:

- substantial damage or demand to the continuity to electricity supplies
- sustained or widespread critical telecommunication outage
- large scale or wide spread evacuation
- major disruption to transport infrastructure significantly affecting passenger and freight operations
- major economic cost to state
- significant loss of water supply for a large community or regional area
- significant loss and damage to environment
- residual water in the landscape after flood peaks increase risks to human health, community wellbeing and the functioning of regional economies.

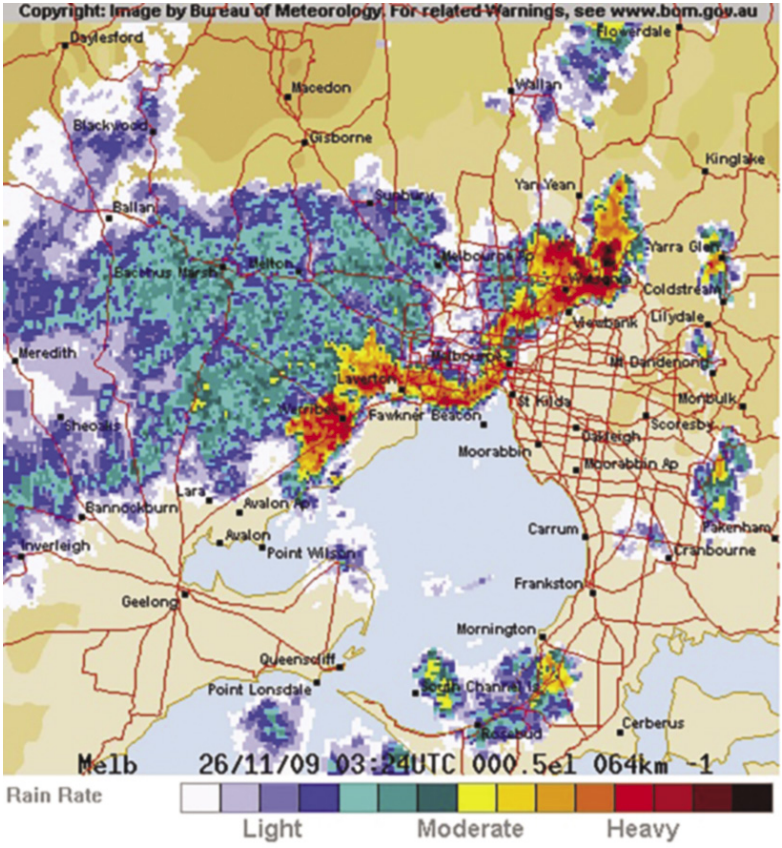
EXTREME WEATHER CLIMATOLOGY

The most frequent type of extreme weather events are thunderstorms. Although severe thunderstorms can occur at any time, the potential is higher during September through to April.

Wind storms (land gale-force winds) associated with the passage of a cold front or intense low-pressure systems across Victoria can occur at any time of year although are more common in the winter and spring months when intense low pressure systems and cold fronts are stronger.

On a seasonal basis, rainfall over the central and southwestern areas of Victoria is at a maximum in late winter and early spring. Flooding in Victoria is largely influenced by rainfall distribution and rainfall intensity and is commonly a winter-spring phenomenon in Victoria, associated with frequent low-pressure systems and fronts. Some major flood events have occurred in the summer period, commonly associated with weather systems of tropical origin extending or moving south.

FIGURE 16: STORM RADAR IMAGE



Blizzards are confined to alpine areas in Victoria and mainly occur during the winter and early spring months but can also occur in autumn. It does not have to be snowing to have blizzard conditions and the winds should be at least gale force (average 63km/h or more).

RIVER SYSTEMS

The river systems in Victoria are divided into 29 catchments, with the Murray River falling under the jurisdiction of New South Wales (NSW) government to the low water mark on the Victorian bank.

FIGURE 17: VICTORIAN RIVER CATCHMENTS

Floodplain management

DELWP is responsible for policy and oversight of floodplain risk management arrangements.

Floodplain Risk Management Planning is a subset of the community emergency risk management process focused on identifying and analysing flood risks; and evaluating and recommending appropriate flood risk treatment options. This is best achieved through a flood study, floodplain risk management study and a floodplain risk management plan to identify the flood risks and how these might be best managed. The Victorian Floodplain Management Strategy – sets out the policy framework for managing floodplains in Victoria.

Prevention activities cover both structural and non-structural measures. Structural measures have traditionally included flood mitigation works, such as levees, retarding basins, channel modifications and the structural or floor level modifications to buildings. Non-structural measures include land use planning, building controls, and community risk awareness programs.

CMAs and Melbourne Water have statutory functions under the *Water Act 1989* to manage waterways, floodplains and drainage.

Local government has a significant role to play in the administration of land use planning arrangements and flood mitigation at the local level.

Flood emergency management

Flood emergencies by their nature require a multi-agency response. The SEMP identifies VICSES as the control agency for flood response.

Flood emergency management brings together Whole-of-Victorian-Government resources and the community to take appropriate and timely action in relation to flood preparedness, response, relief and recovery.

Total Flood Warning System

The goal of flood warning is to help flood management agencies and the members of flood-prone communities to understand the nature of developing floods so that they can take action to mitigate their effects. To achieve this goal, flood warning systems are established and operated across the state.

A flood warning system is made up of a number of components which need be integrated if the system is to operate effectively. The components of the Total Flood Warning System (TFWS) are:

- monitoring of rainfall and river flows that may lead to flooding
- prediction of flood severity and the time of onset of particular levels of flooding
- interpretation of the prediction to determine the likely flood impacts on the community
- construction of warning messages describing what is happening and will happen, the expected impact and what actions should be taken
- dissemination of warning messages
- response to the warnings by the agencies.

Levee management

There are many levee systems within Victoria and the design, operation and maintenance arrangements vary widely across the state. Some levees are formally maintained, but many are not, therefore, unless documented in emergency response plans, no reliance should be placed on levees that are not maintained. Where maintained, levee managers are required keep the control agency informed of the levee status and be prepared to provide expert advice about the design and construction of their levee, and any concerns over its performance.

During an incident the *Victoria State Emergency Service Act 2005* provides for personnel authorised by VICSES the power to construct, remove, or alter a levee and/or remove debris where there is a reasonable belief that removal is required to protect life or property.

Dam management

DELWP has a regulatory role in the safety of dams in Victoria. This includes dams categorised as farm dams, private dams and dams operated by water corporations, PV and local government.

In the event of a threat of Dam Failure, Control may transfer to VICSES being the Control Agency for Flooding Downstream of Dams

Dam owners and operators are responsible for the maintenance, operation and management of the dam.

Generally, large dams in Victoria are not designed or operated specifically for flood mitigation, although some flood mitigation is provided as a result of the flow being attenuated by the dam.

Only a small number of dams have spillway gates, providing the capability to make flow releases prior to or during flooding.

UNDERSTANDING COMMUNITY RISK

CMA's regularly undertake flood studies across the state to assist in the planning and prevention of flooding on communities. The outcomes of these studies inform flood protection and planning schemes.

To assist the community in understanding their risk and to support informed decision making, VICSES has developed a number of flood guides and emergency plans to explain local flood risks for at risk communities and provide advice on how to prepare for and respond to flood events.

Readiness and response

Readiness and response arrangements are scalable, adaptable, and based on risk.

The State and Regional tiers have documented plans and processes for the activation of resources and facilities in the occurrence of a no notice event.

In line with SOP J02.03 – Incident Management Team Readiness Arrangements, VICSES has established Flood and Storm Readiness and Activation Triggers to outline the required level of response to an event. A copy of these trigger documents is available via *EM-COP > Library >State Control (SCC) > Procedures > Activation-SCC Planned*.

Where events meet the trigger points for Readiness and Activation Levels of 3B and above, the response to an event moves from 'Business as Usual' response by VICSES, to a multi-agency response as outlined in SOP J02.03 – Incident Management Team Readiness Arrangements.

Resources from other ESO's will be deployed to assist with tasks such as IMT roles and incident response.

CAPACITY

In order to respond to flood and storm events the agencies have established a number of mechanisms to enhance the state's capacity.

These include:

- Contractual arrangements in order to access personnel from the private sector providing expertise, in flood hydrology, mapping and engineering, to support intelligence and operational decision making.
- Memorandums of Understanding (MoU) have been established with NSW and SA to ensure that operational activity across the borders is managed in a unified and consistent manner.
- Use of local knowledge through the community observer networks established through VICSES and other local networks such as local government, CMAs, other agencies and community groups.
- Investment in the development of a flood intelligence platform and monitoring systems, assist in the gathering and collating data.

FLOOD ANALYSTS

Flood Analysts (FAs) analyse factors including BoM flood forecasts, observed and modelled flood extents, and topography to inform likely affected communities, assists and services . They work closely with the BoM Meteorologists and Hydrologists and utilise Flood Zoom.

FAs use a combination of forecast and field verified data in their assessments. It is important that FAs are notified when more detailed information is obtained (e.g. flood level observations, closed roads, affected infrastructure) or if on-ground conditions differ significantly from the predicted.

FAs can assist in decision-making before, during and after an incident. They can provide a variety of services including:

- Identification of areas and times of greatest risk.
- Flood extent prediction maps, showing likely flood progression and potential impact zones.
- Advice on incident objectives, strategies and tactics.
- Information on the factors impacting on spread and behaviour of a flash or riverine flood.

It is critical that FA intelligence is shared with IMT members and the field personnel through IAPs and briefings to support safe effective operations.

Triage

During business as usual operations, emergency services respond to Requests for Assistance (RFA) in the order in which they are received. If a large number of RFAs are received, a process of triaging should be utilised to prioritise the tasking of emergency personnel.

FLOOD TRIAGE

Consistent with the State Emergency Management Priorities the following triaging priorities are to be adopted during flood events:

TABLE 20: FLOOD TRIAGE PRIORITY

1. RESCUE OF PERSONS	• Rescue from flood water, trapped in cars or buildings.
2. PROTECTION FROM THREAT TO LIFE	• Evacuation of vulnerable people from the flood affected or potential flood affected areas. • Evacuation of people from flood affected or potential flood affected areas. • Restriction of movement of people in flood affected areas (road closures).
3. PROTECTION OF CRITICAL COMMUNITY INFRASTRUCTURE[1]	• Installation of protective barrier to reduce the impact of floodwater on infrastructure. • Ensure maintenance of critical community infrastructure and/or services to the community.
4. PROTECTION OF PRIMARY RESIDENCE	• Installation of protective barrier to reduce the impact of floodwater on infrastructure.

[1] Infrastructure are those items or places necessary for the maintenance of community function e.g. schools, essential services, care facilities, water pumping stations etc.

STORM TRIAGE

Consistent with the State Emergency Management Priorities the following triaging priorities are to be adopted during storm events:

TABLE 21: STORM TRIAGE PRIORITY

1. THREATENED OR ENTRAPPED PERSONS	• Trapped in cars, buildings, etc. • Evacuation of persons, in the event of flash flooding.
2. TRAFFIC HAZARD PRESENTING A POTENTIAL THREAT TO LIFE	• Major arterials, main roads and single access roads.
3. RENDER CRITICAL INFRASTRUCTURE AND COMMUNITY ASSETS SAFE AND PROVIDE PROTECTION FROM FURTHER DAMAGE[1]	• Removal of trees from structure or that are likely to cause further damage. • Tarping to reduce impacts of weather on the structure. • Shoring (if safe to do so) of building to reduce the risk of collapse. • Flood protection (where possible).
4. RENDER PRIMARY RESIDENCE (BUILDING ONLY) SAFE AND PROVIDED PROTECTION FROM FURTHER DAMAGE[2]	• Removal of trees from primary residence structure or that are likely to cause further damage. • Tarping to reduce impacts of weather on the structure. • Shoring (if safe to do so) of building to reduce the risk of collapse. • Flood protection (where possible).
5. TREE DOWN BLOCKING ACCESS AND/OR EGRESS • FOR PROPERTY OWNER. • FOR PUBLIC FOOTPATHS	• Removal of tree from driveway and paths that prevent entry and/or exit either by foot or vehicle from property. • Removal of tree from public footpath that has the potential to impede foot traffic.
6. RENDER PRIVATE PROPERTY SAFE AND PROVIDE PROTECTION FROM FURTHER DAMAGE[3]	• Making safe fences. • Removal of trees from structures. • Tarping to reduce impacts of weather on the structure. • Shoring (if safe to do so) of building to reduce the risk of collapse.

[1] Infrastructure are those items or places necessary for the maintenance of community function e.g. schools, essential services, care facilities, water pumping stations etc.

[2] Out buildings and fencing of primary residence are deemed 'private property' and form part of priority 6.

[3] Property includes residence and other private assets, i.e. vehicles.

Managing the incident response

USE OF POWERS UNDER THE VICSES ACT

VICSES policy 12.10 Use of Powers under the *VICSES Act 2005* during Operations outlines the policy requirements including those authorised to undertake actions in accordance with:

- Section 32AB of the *VICSES Act 2005* which provides the power to enter land or premises without the consent of the occupier of the land or premises if a Service member reasonably believes that entry to the land or premises is urgently required to protect life or property in the course of responding to, or preparing for, a flood, earthquake or storm; or providing a rescue service.
- Section 32AC of the *VICSES Act 2005* which provides the power to construct, remove or alter a levee on land or premises if it is determined that the construction, removal or alteration is required to protect life or property.
- Section 32AC of the *VICSES Act 2005* which enables the service to remove from land or premises debris (including any fallen tree) if that removal is required to protect life or property.

ENTERING LAND OR PREMISES DURING OPERATIONS

Only ICs, VICSES Crew Leaders and VICSES Agency Commanders at Incident, Regional and State tier are authorised to make a decision to enter property with oral consent or without the consent of occupiers.

VICSES SOP035 Entering Land or Premises During Operations outlines the procedure for entering land and/or premises with oral consent or without the consent of the occupier(s) during emergency operations.

LEVEE CONSTRUCTION, REMOVAL, ALTERATIONS AND DEBRIS REMOVAL

The decision to construct, remove or alter a levee during an emergency rests with the following authorised persons:

- SRC
- RC
- SAC or RAC
- an endorsed Level 2 or Level 3 IC (where appointed).

The decision to construct, remove or alter a levee should be made having first undertaken an Options Analysis which considers the risks and consequences to the community, utilising the approved Options Analysis tool on the *EM-COP > Library > IMT Toolbox > IMTTB-Planning*.

The decision to remove debris from a levee rests with an endorsed Crew Leader or a Controller at Incident, Regional or State tiers.

VICSES SOP036 Construction, Removal or Altering of Levee and Removal of Debris outlines the approach to the construction, removal or alteration of levee and removal of debris during emergency operations.

Public information

INFORMATION AND WARNINGS

Warnings for extreme weather events are provided by the BoM, Melbourne Water and VICSES.

Principles applied in the provision of public information and warnings shall be consistent with the concepts outlined in the Victorian Emergency Warning Arrangements and Total Flood Warning System.

Warnings will be issued where predictions are available. In the case where there is no or limited prediction information available, warnings will only be issued based on local knowledge and/or advice from the Incident IEMT.

If the incident crosses the border, warnings and information will be issued in conjunction with the control agency of the neighbouring state.

Under the BoM Service Level Specification for Flood Forecasting and Warning Services for Victoria the BoM flood forecasting and warning services is confined to dealing with riverine flooding where typical rain-to-flood times are six hours or more. Flash flooding (rain-to-flood times less than six hours) and flooding caused by elevated sea levels are not covered, nor are the weather forecasting and other services the BoM provides that contribute to the flood forecasting and warning service, including Severe Thunderstorm and other Weather Warnings, provision of radar data and rainfall forecasts.

The responsibility for flood modelling and prediction services for the Melbourne Metropolitan catchment rests with Melbourne Water.

BUREAU OF METEOROLOGY RESPONSIBILITIES

BOM are required under the *Meteorology Act 1955* (Cth), S6.1c for the issuing of warnings of gales, storms and other weather conditions likely to endanger life or property, including weather conditions likely to give rise to floods or bushfires.

The official forecasts and warnings for extreme weather and flood events are issued using the following areas:

- river basins (flood watches)
- key locations on rivers and creeks (flood warnings)
- land and coastal forecast districts (severe weather and severe thunderstorm warnings).

The BoM provide forecasts for predicted levels or flood class levels (minor, moderate and major) for some locations in Victoria. Not all flood risk locations across Victoria are covered by this level of service.

The BoM Service Level Standards (SLS) define the nature and type of warnings provided for various locations across the state. Prediction locations are categorised into the following types; forecast, data and information. The prediction type may be quantitative, qualitative or generalised and includes height and timing information where available.

MELBOURNE WATER RESPONSIBILITIES

Melbourne Water acts as a flood prediction and warning agency for Greater Melbourne Metropolitan catchments and provides flood forecasts to the BoM who disseminate official forecasts and warnings.

WATER STORAGE OWNERS RESPONSIBILITIES

Water storage owners are required to provide information to the downstream community where increased flows from the water storage are expected. In the instance that the increased flow will be at or above the minor flood warning level the water storage owner is required to advise BoM in order for flood warnings to be issued.

VICSES RESPONSIBILITIES

VICSES will lead the coordination of community notifications and warnings in conjunction with other relevant authorities.

Impacts of flood and storm events will vary between locations due to the size and impacts of each event. VICSES will consider issuing community notifications and warnings based on the forecast scale, category and actual or potential community consequences. Where possible, community notifications and warnings should be tailored to the individual community at risk.

The VICSES Regional Duty Officer (RDO) and SDO is required to publish community notifications and warnings for flood and storm events until an ICC is established (if deemed necessary).

In the event that the VICSES DO is not able to issue community notifications and warnings, the SCC is able to assist with this task.

The VICSES flood and storm warning business rules can be found on the Public Information section of the *EM-COP > Library >IMT Toolbox > IMTTB-Public Information > EM-COP Business Rules*.

Dam

In the instance of dam incidents that have the potential to have community consequences VICSES will support DELWP in providing warning and/or advice to the community.

Community safety options

Community members respond to the threat of an emergency in a variety of ways. A range of safety options, both personal and communal, are required to support their responses.

The range of safety options available should be appropriate to the local circumstances and identified in local plans. Not all safety options will be available in all circumstances, and some options will be more viable for some groups than for others.

SHELTER IN PLACE

Shelter-in-place may be indicated where it is considered that the process of evacuation poses a greater risk to life than that remaining in-situ.

Where indicated, if taking shelter in flash flood environments, people are advised to take shelter in the highest point such as, within a building.

RESCUE

Rescue activities should be seen as an option of last resort, as they place emergency responders into high risk environments. Rescue should only be undertaken by trained personnel.

In flood environments, rescue needs to be considered when planning for evacuation or shelter-in-place is being undertaken.

EVACUATION

Evacuation is a risk management strategy which may be used as a means of mitigating the effects of an emergency or disaster on a community. It involves the movement of people to a safer location.

Flood evacuation plans exist as part of Municipal Flood Emergency Plan in some high risk communities.

Evacuation is conducted in line with the SOP J03.12 – Evacuation for Major Emergencies, and the Evacuation Guidelines.

Levees are primarily a mechanism for the protection of property, not life. No levee is flood proof. Where there is potential for levee over-topping or a levee breach, a decision to evacuate needs to be considered.

ISOLATED PROPERTIES

Isolation of properties can often occur in flood events. Where possible, people should be encouraged to relocate from their property prior to any threat of isolation, as isolation is not without risk.

RESTRICTING ACCESS

Agencies may restrict the access into the incident area to maintain the safety of personnel and community members; and to protect the incident area.

PART 2 – HAZARDS

LANDSLIDE

LANDSLIDE

Authorising environment

In addition to the common EM and agency specific Acts, there are several other Acts and Regulations that impose restriction on control and support agencies when working in landslide events.

Once the immediate threat or impacts and consequences of a Landslide have been controlled, Transfer of Control will often occur reasonably quickly to the Land Owner or Road Authority to remove the debris and manage the restoration of the area.

VICSES is the control agency for landslide as described in the SEMP.
The arrangements for managing a landslide in Victoria are outlined in the State Landslide Hazard Plan.

WHAT IS A LANDSLIDE?

Landslides may result from a failure of the materials which make up the hill slope and are driven by the force of gravity.

Landslides are also known as landslips, slumps or slope failure. However, in Victoria the agreed terminology is landslide as per the SEMP. Landslides can be triggered by natural causes or by human activity and can vary in size from a single boulder in a rock-fall to tens of millions of cubic meters of material in a debris landslide.

IMPACTS OF LANDSLIDE

The effects of landslides on the community can be significant in both the short and long term and can include:

- damage to public infrastructure, public and private assets and property
- displacement of people
- isolation of properties or communities
- disruption to essential services
- death and injuries.

Landslides in Australia have caused fatalities, environmental degradation and damage to buildings, roads, railways, pipelines, communication networks and agricultural land.

RISK AREAS

Victoria has a number of identified landslide risk areas; however landslide can occur outside of these locations dependant on weather, slope, and other environmental factors. Landslide risk often increases following fires as the exposed earth on sloping terrain can become unstable, particularly during heavy rainfall as the top layers of soil become heavier and through gravity may move causing a landslide.

Although landslides may occur at any time, there is an increased likelihood of landslides (and sinkholes) during spring and autumn.

Many landslides occur in isolated or unpopulated areas with little or no impact, or they may be minor and result in a small amount of debris in areas that do not affect anything. Where there is no emergency, any response or clean up required is the responsibility of the landholder and/or road owner/authority.

TYPES OF LANDSLIDES

It is important to understand the different types of landslide movement and to promote the use of consistent terminology in their description. The basic types are:

Fall

This is generally a rapid to extremely rapid rate of movement with the descent of material characterised by a freefall period. Falls are commonly triggered by earthquakes or erosion processes.

Topple

This is characterised by the tilting of rock without collapse, or by the forward rotation of rocks about a pivot point. Topples have a rapid rate of movement and failure is generally influenced by the fracture pattern in rock. Material descends by abrupt falling, sliding, bouncing and rolling.

Flow

This is the most destructive and turbulent form of landslide. Flows have a high-water content which cause the slope material to lose cohesion, turning it into slurry. They are channelled by the landscape and move rapidly.

Slide

This is one of the most common forms of failure and can be subdivided into translational and rotational slides. Rotational slides are sometimes called 'slumps' because they move with rotation. Translational slides have a planar, or two-dimensional surface of rupture. Slides are most common when the toe of the slope is undercut. They have a moderate rate of movement and the coherence of material is retained, moving largely intact or in broken pieces.

Spread

This phenomenon is characterised by the gradual lateral displacement of large volumes of distributed material over very gentle or flat terrain. Failure is caused by liquefaction which is the process when saturated loose sediment with little or no cohesion such as sands or silts are transformed into a liquid-like state. This process is triggered by rapid ground motion most commonly seen during earthquakes.

Complex

A combination of multiple types of movement.

Sinkhole

This is a cavity in the ground, especially in a limestone formation which is caused by water erosion which provides a route for surface water to disappear underground. The sinkhole term is also commonly used within the community to reference when surface areas collapse and create deep subsurface holes and can also occur from erosion i.e. underground water pipes or collapse of unknown mines.

LANDSLIDE MATERIAL TYPES

The types of material associated with a landslide include one or a combination of the following:

Rock

The solid mineral material exposed on the surface or underlying the soil.

Debris

Loose or scattered natural material.

Earth or soil

Other material on the surface produced by the weathering of rocks.

LANDSLIDE SCALE AND CATEGORY

In determining response to a landslide event and to establish command and control, with consideration given to the consequences or potential consequences associated with the event, VICSES has determined to have six scale categories of landslide events in line with national and international categories of landslide scale. It is important to note that whilst size can assist to categorise the nature of the event, this is just one factor that may impact the overall scale or category and the associated response based on actual or potential community consequences.

TABLE 22: LANDSLIDE SCALE AND CATEGORY

CATEGORY	RELATIVE SIZE	VOLUME OF FAILURE (M3)	TYPICAL DIMENSION (LxWxD) METRES	INDIVIDUAL BLOCK SIZE	OVERALL DEBRIS SCALE
S1	Very large	>20,000	50 x 100 x 10	Individual block size >1.0m	Around the size of the MCG stadium or greater.
S2	Large	2,000 to 20,000	25 x 60 x 7	0.5m-1.0m minimum dimension	Around the size of a local football oval.
S3	Medium	200 to 2,000	10 x 25 x 4	0.2 to 0.5m minimum dimension	Around the size of a house.
S4	Small	20 to 200	5 x 10 x 2	0.2m minimum dimension	Around the size of a semi-trailer truck.
S5	Very small	2 to 20	2 x 4 x 1.2	0.1m minimum dimension	Around the size of a small car.
S6	Extremely small	< 2	1 x 3 x 0.3	–	Could fit in a wheelbarrow.

IN SCOPE EVENTS

The State Landslide Hazard Plan identifies that VICSES' role as the control agency for the response to landslide includes events associated with:

- Landslides caused by natural and man-made interference, or
- Sinkholes caused by natural and man-made interference

Specific events that are out of scope for landside response are outlined below.

OUT OF SCOPE EVENTS

The State Landslide Hazard Plan identifies that the following events are not emergencies for which VICSES will be the Control Agency:

- Landslide events that threaten the integrity of dams.
- Landslide events that are contained within a declared mine area.
- Avalanches (the movement of only the snow or ice).

These events are out of scope for landside response as they have their own specific response arrangements.

Planning

STATE LANDSLIDE HAZARD PLAN

The objective of the State Landslide Hazard Plan is to provide sources of information and to outline the arrangements for ensuring an integrated and coordinated approach to the State's management of landslide events. This is in order to reduce the impact and consequences of these events on the community, infrastructure and services.

A copy of this plan is available via *EM-COP > Library > EM Arrangements > Vic SES State and Regional Plans* and the VICSES website.

REGIONAL LANDSLIDE PLANNING

VICSES Regions with an identified landslide risk will develop Regional Landslide Plans that include the identification of suitable Incident Control and Regional Control locations in consultation with other key emergency management agencies. The selection and placement of these sites must take into account possible access and damage limitations that could occur during major landslides.

Copies of these plans are available via *EM-COP > Library > EM Arrangements > Vic SES State and Regional Plans* and the VICSES website.

MUNICIPAL LANDSLIDE PLANNING

Where a landslide hazard is identified through the Community Emergency Risk Assessment (CERA) process as a high risk to a community, VICSES will coordinate support to the municipality and provide advice to ensure the MEMP contains arrangements concerning the preparedness for, and response to, a landslide event based on all-hazards and all-agency response. It is important to distinguish that landowners and the local government authority own the risk, in which VICSES as the control agency will provide a response to the emergency.

Readiness and response

Readiness and response arrangements are scalable, adaptable, and based on risk.

On a monthly basis, the BoM provide DELWP and VICSES risk assessment briefings on the rainfall outlook and flood potential. The outcomes from these briefings inform the readiness planning undertaken by these agencies.

Readiness and Activation is to be in line with SOP J02.03 – Incident Management Team – Readiness Arrangements and VICSES Readiness and Activation Triggers.

The State and Regional tiers have documented plans and processes for the activation of resources and facilities in the occurrence of a no notice event.

READINESS AND ACTIVATION

In line with SOP J02.03 – Incident Management Team – Readiness Arrangements, VICSES has established Landslide Readiness and Activation Triggers to outline the required level of response to an event. A copy of the trigger document is available via *EM-COP > Library > State Control > Procedures > Activation-SCC Planned*.

Where events meet the trigger points for Readiness and Activation Levels of 3B and above, the response to an event moves from 'Business as Usual' response by VICSES, to a multi-agency response as outlined in SOP J02.03 – Incident Management Team – Readiness Arrangements.

Resources from other ESOs will be deployed to assist with tasks such as IMT roles and incident response.

In line with SOP J02.03 – Incident Management Team – Readiness Arrangements, predetermined footprints for ICC's in response to landslide events have been established.

TRIAGE

Consistent with the State Emergency Management Priorities the following triaging priorities are to be adopted during landslide events:

TABLE 23: TRIAGE PRIORITIES

1. THREATENED OR ENTRAPPED PERSONS	• Trapped in cars, buildings, etc. • Evacuation of persons, in the event of landslide.
2. PROTECTION FROM THREAT TO LIFE	• Evacuation of vulnerable people from the affected or potential affected areas. • Evacuation of people from affected or potential affected areas. • Restriction of movement of people in affected areas (road closures).
3. TRAFFIC HAZARD	• Major arterials, main roads and single access roads.
4. PROTECTION OF CRITICAL COMMUNITY INFRASTRUCTURE Note: infrastructure is those items or places necessary for the maintenance of community function e.g. schools, essential services, care facilities, water pumping stations etc.	• Removal of debris blocking access to structure, or that is likely to cause further damage. • Tarping to reduce impacts of weather on the structure. • Shoring (if safe to do so) of building to reduce the risk of collapse.
5. PROTECTION OF PRIMARY RESIDENCE Note: out buildings and fencing of primary residence are deemed 'private property' and form part of priority	• Removal of debris blocking access to primary residence, or that is likely to cause further damage. • Tarping to reduce impacts of weather on the structure. • Shoring (if safe to do so) of building to reduce the risk of collapse.
6. RENDER PRIVATE PROPERTY SAFE AND PROVIDE PROTECTION FROM FURTHER DAMAGE Note: private property includes residence and other private assets, i.e. vehicles.	• Making safe fences, large debris from causing further damage. • Removal of debris from structures. • Tarping to reduce impacts of weather on the structure. • Shoring (if safe to do so) of building to reduce the risk of collapse.

ENTERING LAND OR PREMISES DURING OPERATIONS

Only ICs, VICSES Crew Leaders and VICSES Agency Commanders at Incident, Regional and State Tier are authorised to make a decision to enter property with oral consent or without the consent of occupiers.

Section 32AB of the *VICSES Act 2005* which provides the power to enter land or premises without the consent of the occupier of the land or premises if a Service member reasonably believes that entry to the land or premises is urgently required to protect life or property in the course of responding to, or preparing for, a flood, earthquake or storm; or providing a rescue service.

VICSES SOP035 Entering Land or Premises During Operations outlines the procedure for entering land and/or premises with oral consent or without the consent of the occupier(s) during emergency operations.

COMMUNITY NOTIFICATIONS AND WARNINGS

VICSES will lead the coordination of community notifications and warnings in conjunction with other relevant authorities, including publishing warnings to VicEmergency along with road closures via the VicTraffic website.

Impacts of landslide events will vary between locations due to the size and impacts of each event. VICSES will consider issuing an EM-COP community notifications and warnings based on landslide scale, category and actual or potential community consequences. Where possible, community notifications and warnings should be tailored to the individual community at risk.

The VICSES RDO is required to publish community notifications and warnings for Landslide events until an ICC is established (if deemed necessary).

In the event that the VICSES RDO is not able to issue community notifications and warnings, the SCC and VICSES SDO are able to assist with this task.

The VICSES Landslide EM-COP Public Publishing Business Rules can be found on *EM-COP > Library > IMT Toolbox – IMTTB-Public Information – EM-COP Business Rules*.

PART 2 – HAZARDS

EXTREME HEAT

EXTREME HEAT

Overview

The Extreme Heat Sub-plan to the *SEMP* provides a consolidated overview of the Victorian arrangements for reducing the impact and consequences of Extreme Heat events on the community.

The Plan uses the term 'Extreme Heat' for periods of high temperature, regardless of duration. Even one day of high temperature may result in a significant impact and consequence to people, the community, infrastructure, and services, with these effects compounding over successive days of high temperature.

Authorising environment

The *Extreme Heat subplan* sits within and follows the governance arrangements of the *SEMP*, as well as the other Acts and policies that define Victoria's emergency management system.

In addition to these arrangements, there are specific legislative functions and responsibilities that agencies are required to deliver on that help mitigate the impact and consequences of extreme heat. Most notable among these is the *Public Health and Wellbeing Act 2008* which strengthens local government's role through the municipal public health planning process, and provides an obligation on the Chief Health Officer to promote and protect public health and wellbeing.

Extreme heat events

Heatwaves have contributed to more deaths than any other natural disaster in Australia. In 2014, 167 'excess deaths' were recorded during a four-day heatwave across the state. Furthermore, the number of 'excess deaths' from the 2009 heatwave in Victoria was much greater than the number of deaths arising from the Black Saturday bushfires the following week.

Climate science research forecasts an increase in the duration and severity of heat events. Victoria's ageing population and growing incidence of chronic disease will make the community increasingly vulnerable to the impact of prolonged heat events.

It is important to note the difference between extreme heat (which can occur as single days), and heatwaves:

- **Extreme heat** occurs when the forecast average temperature on any day exceeds the predetermined heat health temperature threshold in a Victorian weather forecast district.
- **A heatwave** is considered by the BoM as three or more days in a row when both day- and night-time temperatures are unusually high for a location. There is no single temperature threshold for a heatwave in Australia. For each part of the country, the BoM compares the forecast maximum and minimum temperatures for each three-day period in the coming week (e.g. Monday–Wednesday, Tuesday–Thursday) to the 'normal' temperatures expected for that location at that time of year, and to observed temperatures over the last 30 days.

Consequences of extreme heat

Whether an extreme heat event is a single day, several concurrent days, or a heatwave, the impact and consequences of the event are largely determined by two key factors:

- The physical and behavioural preparedness for extreme heat, including acclimatisation (or lack thereof) to location, seasonal changes, and isolated periods of extreme weather.
- The ability to mitigate, manage and reduce the exposure and impacts of excess heat.

Isolated days of extreme heat typically affect the health and wellbeing of Victorians who are most at risk, commonly due to age, medical conditions, medications taken, environmental exposure (e.g. outdoor workers) or social isolation.

The effect of heat is cumulative. In heatwaves, these compounded impacts may result in significant health impacts across broad sections of the community. Heatwaves also affect Victoria's natural, built and economic environments, often through the compromised operation of critical infrastructure, facilities and services.

Heat events cause or are generally accompanied by a range of other concurrent events and consequences such as bushfires, power failures, public transport failures and an extreme demand on health services. Critical and essential infrastructure failure or other natural emergencies can compound the health impact of a heat event.

HEALTH

Heat-related illness occurs when the body is unable to adequately cool itself. The effects of this range from mild through to fatal. Heat can affect anybody – This is not just isolated to vulnerable people and groups, but also those exposed to high heat situations through work or undertaking strenuous exercise.

Extreme heat causes significant increases in workload for health services, including GPs, ambulance, and hospitals. The impact of workload across health services is often prolonged, even in the days after the extreme heat event has passed.

INFRASTRUCTURE

Infrastructure and essential services, especially power supply and transport are susceptible to the impact of heat. Power failure can lead to the loss of air conditioning systems, a loss of telecommunications, traffic signal failures and traffic congestion. Rail and tram networks are particularly susceptible to asset failure during a heat event. Essential infrastructure and transport failure may lead to unexpectedly large groups of people that are stranded outdoors or in poorly ventilated spaces, unable to access relief from the heat, and potentially resulting in health-related issues.

FIRE HAZARD

Extreme heat events have a direct link to increased bushfire activity. A greater frequency and intensity of hot weather in Victoria has led to increases in the FFDI. While this can cause an increase in fuel availability, prolonged periods of extreme temperatures can also stunt vegetation growth and reduce the amount of fuel available.

High temperatures also increase the incidence of lightning, resulting in more fire ignitions, particularly in the setting of a storm.

ECONOMIC

Transport or other infrastructure outages may lead to interruptions in the supply chain for industry and business, leading to loss of business continuity and a major economic cost to the state.

ANIMAL WELFARE

High temperatures, especially when combined with high humidity and low air movement, can exceed the ability of animals to cope, sometimes resulting in death. This includes pets, livestock, and natural fauna.

Information and warnings

There is a large amount of information available to the community about staying healthy and safe during a heat event. The two primary forecasting sources for planning purposes are:

- **Heat Health Alerts**, issued by the Department of Health (DH) on behalf of the Chief Health Officer. These are the primary warning to Victorian communities of an Extreme Heat event.
- The **Heatwave Forecast** by the BoM, which shows the potential duration, severity and likelihood of a heatwave across Australia. This is incorporated into the SCC's Severe Weather Forecast products which are located at *EM-COP > Desktop > Weather > Briefings and Bulletins*.

Additional information on the impact and mitigations for extreme heat can be found on social media channels for the Victorian DH, the Better Health Channel, and via Heat Health Alerts.

Strategic coordination

Extreme Heat is an emergency where there is no primary incident to management, and the traditional command and control structure is not the most effective process for consequence management.

The EMC is the nominated Control Agency for this emergency. The EMC will typically nominate a SC – Heat to collectively lead other agencies to provide the best process in reducing the impact on and consequences in communities.

EM functions and operations will primarily occur at the State level, and then through relevant agencies, departments and organisations. While there may not be a nominated Controller at the Incident or Regional tier, IEMTs and REMTs need to consider the impacts and consequences of heat when it occurs concurrently with other emergencies. Health Commanders from AV, regional representatives for the DH, and other relevant health stakeholders should be consulted in planning and response activities on the potential and actual impacts on responders, the community, vulnerable persons and the health system due to extreme heat.

Personal and responder safety

First responders, particularly those working in uncontrolled external environments, or undertaking strenuous activities in extreme heat (e.g. staffing traffic management points, undertaking fire fighting activities, etc.), should be especially mindful of the impacts of heat on themselves, their colleagues, and the people they are supervising.

The following should be considered in mitigating the impacts of extreme heat in these environments within the constraints of the operational response being undertaken:

- Increase rotation cycles for active roles and frequency and duration of rest breaks.
- Ensure adequate supplies of drinking water, and ensure appropriate hydration.
- Consider the use of active cooling strategies, such as showers, hosing down, and neck coolers.
- Utilise health monitoring to assess health and wellbeing.
- Wherever possible, provide or access shade and well ventilated areas for rest breaks.
- Responders with health conditions or on medications that may exacerbate the impacts of heat should identify this early and discuss deployment suitability with their health practitioners. Onsite safety officers, team leaders, or other appropriate persons should also be made aware of constraints and monitor wellbeing accordingly.
- Regularly self monitor, and check on the wellbeing of co-workers.
- Avoid strenuous work during the warmest part of the day.
- Dress in loose-fitting, lightweight, and light-coloured clothes that cover as much skin as possible. Avoid dark colours.
- Protect your face and head by wearing sunblock and a wide-brimmed hat.

PART 2 – HAZARDS

ANIMAL, PLANT, MARINE AND ENVIRONMENTAL BIOSECURITY

ANIMAL, PLANT, MARINE AND ENVIRONMENTAL BIOSECURITY

Biosecurity is the collective term used to describe the protection of the economy, environment, and community from the negative impacts of pests, weeds and diseases and supports safe trade in agricultural products.

Effective biosecurity is essential to the on-going health of Victoria's agricultural production, community, economy and environment.

Victoria is Australia's largest producer of food and fibre products with the gross value of agricultural production in Victoria worth nearly $16 billion and food and fibre exports worth more than $14 billion. (Victorian Food and Fibre Export Performance Report 2019–20)

Australia exports more than 70% of agricultural production which makes our economy and agricultural industries vulnerable to any situations that impact on our ability to export.

While Victoria currently enjoys the benefits afforded by our strong biosecurity system, the pest and disease risks are increasing and pose a significant threat to Victoria's prosperity and way of life.

Emergency responsibilities

The DJPR is the control agency in Victoria for biosecurity incidents covering:

- emergency animal diseases (including aquaculture)
- emergency plant pests or diseases (including bees)
- marine pests
- vertebrate pests.

SUPPORT AGENCIES

A range of government and non-government agencies and organisations have the skills, expertise, and resources required to support biosecurity emergency response, relief and recovery depending on the type and scale of the threat.

These agencies include:

- Australian Veterinary Association.
- Bureau of Meteorology.
- Civil Aviation Safety Authority.
- Country Fire Authority.
- Cultural Heritage: First Peoples – State Relations DPC.
- Department of Environment, Land, Water and Planning.
- Department of Families, Fairness and Housing.
- Department of Health.
- Department of Transport.
- Emergency Management Victoria.
- Environment Protection Authority.
- Municipal Councils.
- Parks Victoria.
- Royal Society for the Prevention of Cruelty to Animal.
- Victorian Farmers Federation.
- Victorian Fisheries Authority.
- Victoria Police.
- Victoria State Emergency Service.

Refer to the SEMP for further details of the roles and responsibilities support agencies may undertake during a biosecurity emergency response.

Biosecurity threats

There are hundreds of pest and disease threats recognised for Victoria and Australia that would necessitate an investigation and emergency response if detected. Three examples of these pest and disease threats are:

African swine fever (ASF)

Since 2018, ASF has spread rapidly globally and over 25% of world pig population has died. ASF has been detected nearby in Timor-Leste, Indonesia and Papua New Guinea.

Xylella fastidiosa

Disease impacting hundreds of plant species, and causing $100 million in yearly losses in Californian grapevines, and estimated to infect 200 million citrus trees in Brazil and one million olive trees in Italy. Currently present in North and South America, Europe and Asia.

Avian Influenzas

These viruses are carried by wild Australian birds and occasionally spill over into domestic poultry populations and can mutate to produce viruses that result in very high levels of mortality. In 2020 Victoria experienced a large outbreak of avian influenza across seven premises resulting in the destruction of over 460,000 birds.

In 2020 Agriculture Victoria investigated 2,500 reports of suspect emergency pests and diseases and undertook five biosecurity emergency responses.

FIGURE 18: BIOSECURITY RISKS

Biosecurity responses are different from Class 1 emergencies

Duration

Biosecurity emergencies can go for months and in some cases years at a high tempo requiring sustained effort to deliver the response outcomes. These features influence many aspects of the response including selection of control centre locations (e.g. sports grounds and community halls are not appropriate) and the ability to meet the resource requirements. There are also challenges with business continuity for staff removed from their roles for extended periods.

Complexity

Different pests or diseases may require completely different approaches to their control. Policies and control measures, often vary over time, depending on the stage of the response and as developments arise, and may be influenced by scientific, industry and political drivers. This evolution recognises the need to adapt to the changing situation and, particularly in the case of emerging pests and diseases, the availability of new information.

Movement

Pests and diseases may move rapidly across large distances by means of vectors, fomites, infected hosts, contaminated products, by aerosol or in water, on vehicles or people. Biosecurity measures typically need to be established very rapidly to limit the spread and may include widescale restrictions on the movement of animals, products, people and vehicles.

Spread

Rapid dispersal of pests by natural means (i.e. wind or water-borne spread) or of animal and plant products by road, rail, air and ship can result in a wide affected area, at times including more than one jurisdiction. This has implications for the impact on industries, the community, tourism and trade, and the resources required to control the disease or pest.

Level of public and industry engagement

Biosecurity emergencies have a greater requirement for the early education and continuing engagement with industries, support agencies and the community if they are to succeed. A unique feature of biosecurity emergencies is that potentially affected industries play a significant role in preparing for and responding to biosecurity incidents.

Economic and social impact

A pest or disease outbreak will affect not only individuals, industry and the local community, but also, potentially, export trade and the Australian community in general. The direct impacts on associated industries can also be severe. The most effective way to minimise the impact is through rapid detection of disease or pest and implementation of effective control measures.

Public health

Many exotic animal diseases are caused by zoonotic infectious agents – that is, agents that can also infect humans. This has important implications for those impacted by the response activities and those working in the response. It is important that response personnel are aware of appropriate measures to minimise risk to people and ensure appropriate workplace health and safety controls are applied. Appropriate safety measures need to be part of the public information messaging.

Unusual workplace considerations

Although the chemical, physical and psychological hazards encountered during a pest or disease response are not unique, they are likely to be experienced on an unusual scale and for an extended duration. This requires that special consideration is given to managing the associated risks.

Scale

Information on the extent of the pest or disease spread is often incomplete. It is therefore appropriate to commence a wide-scale response (within reason for the pest or disease and its likely impact), and then scale the response as more information becomes available. Resources should be deployed commensurate with need. CSIRO Modelling of a small outbreak of Foot and Mouth Disease in (FMD) livestock indicated that 700-1000 personnel would be required within the first week to mount an effective response.

Authorising environment

Australia has well-developed emergency biosecurity arrangements implemented through state and federal legislation and arrangements. However, these have not been tested in a large-scale outbreak.

INTERNATIONAL

Australia is a signatory to a range of international agreements that impact biosecurity obligations and operational responses. These include agreements and standards that apply to Australia as a member of the World Trade Organisation (WTO), the World Organisation for Animal Health (OIE) and the International Plant Protection Convention. Resumption of trade in agricultural products after an outbreak may be dependent on demonstrating compliance with these standards and will be expected to come under significant scrutiny from trading partners.

NATIONAL

Domestically, the Intergovernmental Agreement on Biosecurity (IGAB) is an agreement between all Australian governments, setting out goals, roles, responsibilities, and governance arrangements. There are also three key response agreements to which Victoria is a signatory. These are legally binding documents that direct the decision making and cost sharing of responses to emergency pests and diseases:

- Emergency Animal Disease Response Agreement (EADRA).
- Emergency Plant Pest Response Deed (EPPRD).
- National Environmental Biosecurity Response Agreement (NEBRA).

For the EADRA and EPPRD, national decision making brings together all Affected Parties for that response (Commonwealth Government, all state/territory governments and relevant Peak Industry Bodies). These parties also contribute to the cost sharing for response activities. Operating outside of or inconsistent with these agreements may have consequences in terms of Victoria's ability to recoup costs.

Animal Health Australia (EADRA), Plant Health Australia (EPPRD) and the Commonwealth Government (NEBRA) are the custodians of the agreements. These bodies manage the development and review of underpinning plans such as AUSVETPLAN (EADRA) and PLANTPLAN (EPPRD), which detail the nationally agreed approaches for the response to different emergency pests and diseases.

STATE

Under the EM Act 2013, the EMC has legislated management responsibilities across major emergencies, including biosecurity emergencies. These responsibilities include response coordination, ensuring effective control arrangements are established, consequence management and recovery coordination.

Under the SEMP there is a specific Animal, Plant, Marine, and Environment Biosecurity Sub-Plan (the Sub-Plan) which details the arrangements for the management of non-human biosecurity emergencies in Victoria.

DJPR maintains specific plans for high-risk threats in accordance with nationally agreed Animal Disease Strategies and Plant Pest Contingency Plans.

Where the response to a biosecurity incident does not require engagement with the national arrangement, strategic policy and direction for the management of the response to an incident is provided by Agriculture Victoria.

Biosecurity emergencies are implemented using powers under the relevant legislation. For most situations this will be the *Livestock Disease Control Act 1994* or the *Plant Biosecurity Act 2010*, although other Acts and regulations may be used depending on the situation.

Mitigation

The Commonwealth Government has responsibility for pre-border and border surveillance and quarantine activities related to imports, limiting the potential for pests and diseases to enter and establish in Australia. Similarly, Victoria sets entry conditions for products entering the state from elsewhere in Australia based on biosecurity risks.

Victoria also conducts surveillance programs for animal, plant and marine pests and diseases for the purposes of early detection and demonstration of state or area freedom. There are also reporting hotlines, apps and web forms to encourage the general public to report suspect pests and diseases for investigation by Agriculture Victoria. Early detection is critical to minimising the size of a response. However, some diseases and pests can spread very rapidly before they are suspected.

In some sectors there are well established traceability systems that help track animal or plant movements and facilitate timely and affecting response by allowing rapid confirmation of movements that may have spread the pest or disease.

Preparedness

Preparing for biosecurity incidents includes developing arrangements across a spectrum of areas to ensure that, should a pest or disease outbreak occur, all those resources and services needed to respond can be efficiently mobilised and deployed. Preparedness activities include:

- Identifying and assessing the risk (i.e. Australia and Victoria maintain lists of high priority pest threats which could impact on production, the community or the environment).
- Developing policy, arrangements and plans (i.e. state or national disease strategies or contingency plans developed to guide the required response activities).
- Physical resources, practices policies and processes.
- Training response personnel and educating stakeholders and potentially affected industries and communities.
- Developing expertise across a range of biosecurity areas.
- Conducting exercises.
- Ensuring the necessary relationships, formal and informal mechanisms are in place across government and industry to support biosecurity outcomes.
- Evaluating preparedness and response activities and adopting lessons learnt.

INVESTIGATIONS AND ALERT

When a significant pest or disease is detected, DJPR is required to immediately notify all Affected Parties (governments and industry bodies) through the Commonwealth Government under the EADRA, EPPRD or NEBRA.

DJPR will also implement activities to identify the extent of the incident, trace the potential movement pathways of the pest and disease back to the original source of introduction (not always possible) and likely movements forward from the detection point, together with implementing quarantine or movement controls to limit further spread.

Biosecurity arrangements apply on a continuing basis and do not need to be activated.

Class 2 biosecurity emergencies in Victoria are classified as Level 1, 2 or 3 incidents based on the size, scale and risk of the incident and the resources required to manage it. Level 3 biosecurity incidents are less frequent, more complex and are classified as major emergencies.

Response

Biosecurity emergencies can vary greatly in their scale and complexity. In responding to a biosecurity emergency, DJPR will apply a scaled operating model determined by the Biosecurity Incident Management System (BIMS) which is structured according to the operational principles of the AIIMS.

This structure will have two functions:

- provision of strategic policy and technical direction
- planning and implementation of operational activities.

STRATEGIC POLICY AND TECHNICAL DIRECTION

Delivery of the response is guided by a Response Plan that is developed for each biosecurity response under the EADRA, EPPRD or NEBRA. These documents provide the high-level strategy and must be agreed by all Affected Parties (governments and industry) through the National Management Group prior to full implementation.

The CVO or CPHO works very closely with the SC – Biosecurity or IC where a State Coordination Centre is not necessary. The IC, in consultation with the IMT, delivers the desired outcomes of the incident according to the CVO or CPHO requirements, and is responsible and accountable for the management of all activities necessary for the resolution of an incident.

CONTROL

During a biosecurity emergency response, DJPR will implement a response control structure and establish operations centres at levels appropriate for the incident. In the case of a biosecurity incident of significance, the response will require a coordinated approach, across multiple government agencies and affected industries. Consequently, response activities will occur and be managed at multiple levels, these may include national, state, local and field. If required DJPR can request activation of the EMV SCC.

PLANNING

Biosecurity responses generate very large amounts of data which need to be analysed to provide information to inform effective decision making. Therefore, planning will include a large technical analysis and data management sub-functions. The exercise of legislated powers with respect to movement controls, activities on properties and potential payment of compensation requires a significant legal function to be included within the planning function.

OPERATIONS

Operational activities in a biosecurity response can be very significant encompassing multiple regions and several different activities. The main activities are:

Investigation

Gathering information that will assist in identifying the source and potential spread of the pest or disease including trace back and trace forward to find other potentially affected sites.

Movement controls

Depending on the situation and level of risk, a Control Area, Restricted Area or Infected Place may be declared. These declarations will specify any prohibitions, restrictions and requirements which are to operate in the declared area. A national livestock standstill is the highest level of movement control. A national livestock standstill is only implemented where a pest or disease has the potential to spread rapidly over large distances. During a standstill, the movement of all susceptible species is prohibited for a period of at least 72 hours, the purpose being to give some time to understand where a disease might currently be and to minimise ongoing spread of the disease

Suspected and infected site operations

Typically involves quarantine, valuation, destruction, disposal, decontamination and monitoring. Specialist advice on disposal options may be sought from municipal councils and the EPA.

Surveillance

Initially this is focused on undertaking surveillance within a region or across the state to identify any affected sites that have not been detected through investigations. In the later stages of the response this may become focused on gathering evidence to demonstrate the successful eradication to reinstate a disease or pest free status for Victoria and regain export markets.

Vaccination

For some diseases preventative vaccination of livestock will be an important part of the control measures and this can have complex logistical needs and operational challenges.

Relief

Considerations for the welfare of animals is an important priority when enacting quarantine, movement controls and other biosecurity measures. This is managed through the Animal Welfare Action Plan. This is in addition to the provision of relief services to primary producers and rural landholders impacted by biosecurity emergencies.

FINANCE AND ADMINISTRATION

A significant component of the operational activities on site may be undertaken by contractors from the private sector. Therefore, a finance and administration function is often established (separate to logistics) which is responsible for ensuring the capability and capacity required is procured and the financial aspects managed effectively. This function is also responsible for ensuring the document management for the emergency. Nationally cost-shared responses also require appropriate recording and reporting of expenditure to government and industry stakeholders.

PUBLIC INFORMATION

Biosecurity emergencies have a greater requirement for the early education and continuing engagement with industries, support agencies and the community. A successful response relies on wide-scale voluntary compliance with restrictions, public reporting of suspected cases or breaches of movement controls and maintaining public and industry trust and confidence over an extended duration when they may be experiencing difficult circumstances owing to the impacts of the pests or disease or the measures to control it.

In extreme threat circumstances (such as an outbreak of FMD), the SC Biosecurity may determine that public warnings are required. These warnings will be issued by the SCC. The public will be asked (and are required under legislation) to report suspicion of a pest or disease.

LIAISON

The function of Liaison may be included in the framework. The Liaison function acts as the point of contact for communication and coordination between the Incident Management function and external agencies and organisations. This may be required when the level of industry and community engagement required exceeds the ability of the Public Information function.

There are designated roles for Industry Liaison Officers within the response structure, provided by the affected industries, to support those responses occurring under national arrangements.

STAND DOWN

A biosecurity response can enter the stand down phase following one of the following determinations:

- The successful eradication of the pest or disease.
- The determination that a pest or disease cannot be eradicated, but it can be contained within a defined area.
- The determination that a pest or disease cannot be eradicated, and no further emergency actions are to be implemented.

Should a pest or disease eradication be determined to not to be feasible, there may be a Transition to Management Phase implemented. In this phase, specified activities will be undertaken to facilitate the smooth transition from an emergency response to ongoing industry management.

Relief and recovery

Biosecurity responses can have significant impacts on communities, businesses, families and individuals. There can be loss or trauma as a result of:

- The destruction of stock or crops and a farming enterprise that may have been built up over an extended period of time with immediate loss of livelihood and sense of purpose.
- Personal trauma from the destruction of pets.
- Changes in the community perceptions of those that have been affected by the pest or disease – for example ostracisation or being blamed for bringing the pest or disease to this area.
- Business and individuals in the affected industry or dependant on it may be directly or indirectly affected with loss of income or affected by the restrictions or loss of market access.

Where required, DJPR will cooperate with the relevant agencies to plan for and deliver relief and recovery activities. Owing to the duration of most biosecurity emergencies, relief and recovery activities need to commence almost immediately and are undertaken in parallel to the emergency response.

Relief and recovery roles may include:

- Coordination of measures to support re-establishment of trade.
- Payment of compensation or reimbursement of costs for destroyed stock, crops and or property subject to conditions.
- Provision of rural counselling services to support affected producers to access financial and other relevant services.
- Temporary financial relief or other industry support mechanisms.
- Support to affected communities and businesses.

The recovery measures that may be made available depend on the scale of the emergency and its impacts.

REVIEW AND EVALUATION

All biosecurity emergencies will be subject to internal review and evaluation. Biosecurity emergency responses under the EADRA, EPPRD or NEBRA are subject to independent efficiency and financial audits and will undergo mid and end of response evaluations.

PART 3 – REFERENCES

Doctrine

The following is a list of current doctrine that is available.

JOINT STANDARD OPERATING PROCEDURES	
J02.02	Incident Communications Planning
J02.03	Incident Management Team Readiness Arrangements
J02.04	Local Knowledge – Bushfire
J02.06	Aviation Resources (Bushfire)
J03.02	Incident Naming - Major Emergencies
J03.03	Incident Action Planning
J03.04	Incident Safety Management Functions
J03.06	Incident Briefings
J03.08	Incident Air Monitoring and Advice for Community Health
J03.09	Resource Request Process
J03.10	Traffic Management at emergencies
J03.11	Red Flag Warnings
J03.12	Evacuation for Major Emergencies
J03.15	Transfer of Control and IMT Relocation for Class 1 Emergencies
J03.16	Significant Event Notification
J03.17	Regional Operations Plan
J03.18	Incident air quality monitoring and advice for community health
J03.19	Managing significant community exposures to fine particles and carbon monoxide in smoke from fires

JOINT STANDARD OPERATING PROCEDURES

J04.01	Public Information and Warnings for Class 1 Emergencies
J04.02	Public Information and Warnings for Class 2 Emergencies
J08.01	OH&S Incident Reporting and Investigation – Major Emergencies
J08.02	Dynamic Risk Assessment
J08.03	Tree Hazard – Fire
J08.04	Managing Potential Asbestos Exposure
J08.05	Health Monitoring – Emergency Personnel
J12.01	Real Time Monitoring and Evaluation (RTM&E)

JOINT BUSINESS RULES

Local Mutual Aid Plans – Bushfire Readiness and Response

State Response Controller Nomination and Endorsement Process

Requesting Australian Government Resources

OPERATIONAL POLICY

Emergency Vehicle Response Driving

GUIDELINES

Operation of Traffic Management Points During Emergencies Guideline

Evacuation Guidelines

SCC/RCC/ICC Contact List

STATE			
STATE CONTROL CENTRE			
	Level 4, 8 Nicholson St East Melbourne 3002	Ph 1300 368 722	sccvic.sccmgr@scc.vic.gov.au
BARWON SOUTH WEST			
REGIONAL CONTROL CENTRE			
	61 Separation St Geelong 3220	Ph (03) 5240 2985 Fax (03) 5222 3243	rccbsw.all@rcc.vic.gov.au
INCIDENT CONTROL CENTRES			
Casterton	147 Bahgallah Rd Casterton 3311	Ph (03) 5554 2301 Fax (03) 5581 2151	icccas.all@icc.vic.gov.au
Colac	83–85 Gellibrand St Colac 3250	Ph (03) 5233 5565 Fax (03) 5233 5574	icccol.all@icc.vic.gov.au
Geelong	90–94 Furner Ave Bell Park 3215	Ph (03) 9256 7399 Fax (03) 9256 7367	iccgee.all@icc.vic.gov.au
Hamilton	915 Mt Napier Rd Hamilton 3300	Ph (03) 5551 4700 Fax (03) 5571 1636	iccham.all@icc.vic.gov.au
Heywood	12 Murray St Heywood 3304	Ph (03) 5527 0444 Fax (03) 5527 1809	icchew.all@icc.vic.gov.au
Warrnambool	Cnr Raglan Pde and Walsh Rd Warrnambool 3280	Ph (03) 5559 2500 Fax (03) 5560 5296	iccwar.all@icc.vic.gov.au

EASTERN METROPOLITAN			
REGIONAL CONTROL CENTRE			
	272 Maroondah Hwy Chirnside Park 3116	Ph (03) 8739 4045 Fax (03) 8739 1382	rccemr.all@rcc.vic.gov.au
INCIDENT CONTROL CENTRES			
Ferntree Gully	27/69 Acacia Rd Ferntree Gully 3156	Ph (03) 9751 5700 Fax (03) 9751 5705	iccftg.all@icc.vic.gov.au
Woori Yallock	7–9 Symes Rd Woori Yallock 3139	Ph (03) 5961 7105 Fax (03) 5964 7410	iccwor.all@icc.vic.gov.au
GIPPSLAND			
REGIONAL CONTROL CENTRE			
	181 Franklin St Traralgon 3844	Ph (03) 5177 3240 Fax (03) 5177 3284	rccgip.all@rcc.vic.gov.au
INCIDENT CONTROL CENTRES			
Bairnsdale	574 Main St Bairnsdale 3875	Ph (03) 5152 0600 Fax (03) 5152 0444	iccbai.all@icc.vic.gov.au
Bendoc	2 Nichol St Bendoc 3888	Ph (02) 6459 0508 Fax (02) 6459 0522	iccbnd.all@icc.vic.gov.au
Erica	Thomson Valley Hwy Parkers Corner 3825	Ph (03) 5165 2200 Fax (03) 5165 2233	icceri.all@icc.vic.gov.au
Heyfield	1 Firebrace Rd Heyfield 3858	Ph (03) 5139 7756 Fax (03) 5139 7733	icchey.all@icc.vic.gov.au
Noojee	McCarthys Spur Rd Noojee 3833	Ph (03) 5624 8100 Fax (03) 5268 9563	iccnoo.all@icc.vic.gov.au
Orbost	171–173 Nicholson St Orbost 3888	Ph (03) 5161 1333 Fax (03) 5161 1300	iccorb.all@icc.vic.gov.au

GIPPSLAND			
Swifts Creek	McMillan Ave Swifts Creek 3896	Ph (03) 5159 5150 Fax (03) 5159 5155	iccswi.all@icc.vic.gov.au
Traralgon	Level 2, 181 Franklin St Traralgon 3844	Ph (03) 5177 3200 Fax (03) 5176 3295	icctra.all@icc.vic.gov.au
GRAMPIANS			
REGIONAL CONTROL CENTRE			
	19 Learmonth Rd Wendouree 3355	Ph (03) 5330 9130 Fax (03) 5329 5582	rccgmp.all@rcc.vic.gov.au
INCIDENT CONTROL CENTRES			
Ararat	31–33 Baird St Ararat 3377	Ph (03) 5352 9600 Fax (03) 5352 5517	iccara.all@icc.vic.gov.au
Ballarat	25 Vickers St Sebastopol 3356	Ph (03) 5335 0700 Fax (03) 5335 0731	iccbal.all@icc.vic.gov.au
Horsham	110 Natimuk Rd Horsham 3400	Ph (03) 5362 0720 Fax (03) 5381 0268	icchor.all@icc.vic.gov.au
HUME			
REGIONAL CONTROL CENTRE			
	89 Sydney Rd Benalla 3672	Ph (03) 5761 0724 Fax (03) 9562 7852	rcchum.all@rcc.vic.gov.au
INCIDENT CONTROL CENTRES			
Alexandra	5 Binns Macrae Rd Alexandra 3714	Ph (03) 5772 0200 Fax (03) 5772 2892	iccale.all@icc.vic.gov.au
Benalla	64 Sydney Rd Benalla 3672	Ph (03) 9256 7799 Fax (03) 9256 7767	iccbnases.all@icc.vic.gov.au
Corryong	2 Jardine St Corryong 3707	Ph (02) 6076 3100 Fax (02) 6076 1348	icccor.all@icc.vic.gov.au

HUME			
Mansfield	128 Highett St Mansfield 3722	Ph (03) 5733 1200 Fax (03) 5775 1063	iccman.all@icc.vic.gov.au
Ovens	5338 Great Alpine Rd Myrtleford 3737	Ph (03) 5731 1222 Fax (03) 5731 1223	iccove.all@icc.vic.gov.au
Seymour	39 McIntyre St Seymour 3660	Ph (03) 5735 3300 Fax (03) 5735 3381	iccsey.all@icc.vic.gov.au
Shepparton	195–205 Numurkah Rd Shepparton 3630	Ph (03) 5822 9900 Fax (03) 5833 2483	iccshe.all@icc.vic.gov.au
Tallangatta	Crn Murray Hwy and Tallangatta Lockout Rd Tallangatta 3700	Ph (02) 6071 5300 Fax (02) 6071 2559	icctal.all@icc.vic.gov.au
Wangaratta	1 Ely St Wangaratta 3677	Ph (03) 5720 2300 Fax (03) 5722 3021	iccwan.all@icc.vic.gov.au
Wodonga	55 Moorefield Park Dr Wodonga 3690	Ph (02) 6043 4600 Fax (02) 6059 8210	iccwod.all@icc.vic.gov.au
LODDON MALLEE			
REGIONAL CONTROL CENTRE			
	29 Lockwood Rd Kangaroo Flat 3555	Ph: (03) 5438 1100	rcclmr.all@rcc.vic.gov.au
INCIDENT CONTROL CENTRES			
Bendigo	7 Taylor St Epsom 3551	Ph: (03) 5430 4600 Fax: (03) 5430 4677	iccben.all@icc.vic.gov.au
Gisborne	Level 2, 12–14 Prince St Gisborne 3437	Ph: (03) 5420 9200 Fax: (03) 5420 9205	iccgis.all@icc.vic.gov.au
Mildura	308–390 Koorlong Av Irymple 3498	Ph: (03) 5051 4336 Fax: (03) 5051 4338	iccmil.all@icc.vic.gov.au
Swan Hill	120 Curlewis St Swan Hill 3585	Ph: (03) 5051 4336 Fax: (03) 5051 4338	iccswa.all@icc.vic.gov.au

NORTHERN AND WESTERN METROPOLITAN			
REGIONAL CONTROL CENTRE			
	239 High St Melton 3337	Ph (03) 8746 1400 Fax (03) 8746 1480	rccnwm.all@rcc.vic.gov.au
INCIDENT CONTROL CENTRES			
Burnley	450 Burnley St Richmond 3121	Ph (03) 9665 4545	iccbur.all@icc.vic.gov.au
Sunshine	239 Proximity Dr Sunshine West 3020	Ph 1800 045 939 Fax (03) 9314 6288	iccsun.all@icc.vic.gov.au
SOUTHERN METROPOLITAN			
REGIONAL CONTROL CENTRE			
	Level 3, 45 Assembly Dr Dandenong South 3020	Ph (03) 9767 3840	rccsmr.all@rcc.vic.gov.au
INCIDENT CONTROL CENTRE			
Dandenong	Level 3, 45 Assembly Dr Dandenong South 3020	Ph (03) 9767 3800 Fax (03) 9706 7447	iccdan.all@icc.vic.gov.au

Glossary

ACRONYM	DEFINITION
000	Triple Zero
AAS	Air Attack Supervisor
ABM	Air Base Manager
AFAC	Australasian Fire and Emergency Service Authorities Council
AIG	Airborn Information Gathering
AIIMS	Australasian Inter-agency Incident Management System
AO	Aircraft Officer
AObs	Air Observer
AOC	Area of Operations Controller
AOCT	Area of Operations Team
AOM	Air Operations Manager
API	Application Programming Interfaces
ASF	African Swine Fever
ASU	Aviation Services Unit
AV	Ambulance Victoria
AWMS	Altona Warehouse Management System
BIMS	Biosecurity Incident Management System
BoM	Bureau of Meteorology
BRRAT	Bushfire Rapid Risk Assessment Team
BRV	Bushfire Recovery Victoria

ACRONYM	DEFINITION
CAD	Computer Aided Dispatch
CASA	Civil Aviation Safety Authority
CCP	Chief Commissioner of Police
CERA	Community Emergency Risk Assessment
CFA	Country Fire Authority
CFR	Community Fire Refuge
CHO	Chief Health Officer
CMA	Catchment Management Authority
CPD	Clear and Present Danger
CPHO	Chief Plant Health Officer
CRC	Community Recovery Committee
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CVO	Chief Veterinary Officer
CWN	Call When Needed
DCP	Divisional Command Point
DELWP	Department of Environment, Land, Water and Planning
DFFH	Department of Families, Fairness and Housing
DH	Department of Health
DJPR	Department of Jobs, Precincts and Regions
DO	Duty Officer
DPC	Department of Premier and Cabinet

ACRONYM	DEFINITION
DRA	Dynamic Risk Assessment
EA	Emergency Alert
EADRA	Emergency Animal Disease Response Agreement
EM	Emergency Management
EMC	Emergency Management Commissioner
EM-COP	Emergency Management Common Operating Picture
EM-Drive	Emergency Management Drive
EMJPIC	Emergency Management Join Public Information Committee
EM-Share	Emergency Management Share
EMT	Emergency Management Team
EMV	Emergency Management Victoria
EPA	Environment Protection Authority
EPPRD	Emergency Plant Pest Response Deed
ESO	Emergency Services Organisations
ESTA	Emergency Services Telecommunications Authority
FAs	Flood Analysts
FBAN	Fire Behaviour Analyst
FCV	Forward Command Vehicle
FDI	Fire Danger Index
FDR	Fire Danger Rating
FEAMG	Fire and Emergency Aviation Management Group

ACRONYM	DEFINITION
FFDI	Forest Fire Danger Index
FFMVic	Forest Fire Management Victoria
FIU	Field Information Update
FMD	Foot and Mouth Disease
FOPS	Falling Object Protection Systems
FRV	Fire Rescue Victoria
GFDI	Grass Fire Danger Index
IAOP	Interagency Aviation Operating Procedure
IAP	Incident Action Plan
IC	Incident Controller
ICC	Incident Control Centre
ICCS	Incident Command and Control System
IED	Improvised Explosive Device
IEMT	Incident Emergency Management Team
IERC	Incident Emergency Response Coordinator
IGAB	Intergovernmental Agreement on Biosecurity
IIA	Initial Impact Assessment
IMS	Incident Management System
IMT	Incident Management Team
IPP	Internationally Protected Persons
IPPC	International Plant Protection Convention

ACRONYM	DEFINITION
IR	Infra-Red
ISP	Incident Shift Plan
JSOP	Joint Standard Operating Procedure
LACES	Lookout, Awareness, Communications, Escape Routes, Safety Zones
LAT	Large Air Tanker
LCF	Local Command
LMAP	Local Mutual Aid Plans
MCV	Mobile Command Vehicle
MERC	Municipal Emergency Response Coordinator
MoU	Memorandum of Understanding
MRM	Municipal Recovery Manager
NAFC	National Aerial Firefighting Centre
NEBRA	National Environmental Biosecurity Response Agreement
NFAP	Night Fire Aviation Program
NGO	Non-Government Organisation
NOB	Nominated Operating Base
NSW	New South Wales
OH&S	Occupational Health & Safety
OIC	Officer in Charge
OIE	World Organisation for Animal Health
PDD	Pre-Determined Dispatch

ACRONYM	DEFINITION
PIO	Public Information Officer
PPC	Personal Protective Clothing
PPE	Personal Protective Equipment
PV	Parks Victoria
RAC	Regional Agency Commander
RAP	Registered Aboriginal Party
RC	Regional Controller
RCC	Regional Control Centre
RCT	Regional Control Team
RDO	Regional Duty Officer
REMP	Regional Emergency Management Plan
REMPC	Regional Emergency Management Planning Committee
REMT	Regional Emergency Management Team
RERC	Regional Emergency Response Coordinator
RFA	Request For Assistance
RPAS	Remotely Piloted Aircraft System
RRC	Regional Recover Coordinator
SA	South Australia
SAC	State Agency Commander
SC	State Controller
SCC	State Control Centre

ACRONYM	DEFINITION
SCERP	State Correctional Emergency Response Plan
SCoT	State Coordination Team
SCT	State Control Team
SDO	State Duty Officer
SEMP	State Emergency Management Plan
SEMT	State Emergency Management Team
SESC	State Emergency Support Centre
SEWS	Standard Emergency Warning Signal
SIA	Secondary Impact Assessment
SITREP	Situation Report
SLS	Service Level Standards
SMART	Specific, Measurable, Achievable, Relevant, Time-Framed
SMEACS	Situation, Mission, Execution, Administration, Command/Communications, Safety
SPA	Safe Person Approach
SPLO	Senior Police Liaison Officer
SPOC	State Police Command Centre
SRC	State Response Controller
SRRS	State Resource Request System
SRRT	State Relief and Recovery Team
SRT	State Review Team
STPT	Strategic and Technical Policy Team

ACRONYM	DEFINITION
TFB	Total Fire Ban
TFWS	Total Flood Warning System
TMP	Traffic Management Point
VICSES	Victoria State Emergency Service
VPR	Vulnerable Persons Register
WADO	Warnings & Advice Duty Officer
WATCHOUT	Weather, Actions, Try out, Communicate, Hazards, Observe, Understand, Think
WTO	World Trade Organisations
ZC	Zone Controller
OIE	World Organisation for Animal Health
WTO	World Trade Organisations
ZC	Zone Controller

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Working in conjunction with communities, government, agencies and business

VICTORIA
State Government