



South Australian Country Fire Service

OPERATIONS MANAGEMENT GUIDELINES

Fifth Edition

October 2006

**‘Safety First -
Come Home Safe’**



**Government
of South Australia**

APPROVED

This document is approved for release

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SA COUNTRY FIRE SERVICE
OPERATIONS MANAGEMENT GUIDELINES – FIFTH EDITION

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1. INTRODUCTION

Why operational guidelines?

These guidelines describe the principles, operational systems of work and operational management structures for the SA Country Fire Service and for the CFS State Coordination Centre (CFS SCC)

The intention is to provide a documented record of the operational policies, systems of work and operational management practices used by the SACFS.

In places these guidelines complement and reinforce doctrine that is documented elsewhere such as in the Chief Officers' Standing Orders and Standard Operational Procedures (SOP's) and training notes.

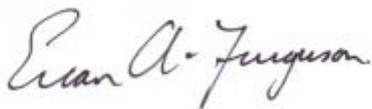
Who do the guidelines apply to?

The guidelines are applicable to all CFS operational personnel, including those from collaborating agencies such as Department of Environment and Heritage, ForestrySA and South Australian Metropolitan Fire Service.

The target group for the fifth edition of the guidelines is Brigade and Group personnel from Lieutenant and above, Sector Commanders, Strike Team Leaders, other senior volunteers (AIIMS Team Resources Pool), CFS operational staff and key senior personnel from other agencies.

2. AUTHORISATION

Personnel carrying out roles and tasks involved with CFS operational preparedness and response are to act in accordance with these guidelines unless extenuating circumstances prevail.



EUAN FERGUSON
CHIEF OFFICER
SA Country Fire Service

3rd October 2006

3. SAFE OPERATING PRINCIPLES

The use of safe operating principles in decision-making provides a useful tool for all firefighters and leaders who do not have experience or information, or who just need some sensible reference in what to do in a chaotic or high action environment.

The following Safe Operating Principles are aimed at driving firefighter behaviour and operational decision-making. These principles are each accompanied by a short statement to qualify and expand on the meaning of the principle:

Mission

Understand your task and the bigger picture.

Awareness

Be aware of changes (around you); the environment; the fire and other firefighters.

Teamwork

Act as a team; look out for your mates.

Communication

Ask questions; listen hard; talk about important information.

Empathy

Be aware of the needs of others (around you); the community; the environment.

Competence

Know your job; be fit for it and know your limits.

Decisiveness

Think clearly, evaluate your options and make a decision.

Ownership

Take responsibility for your decisions and the actions of your team.

Flexibility

Firefighters work in dynamic environments, plans need to be adaptable.

4. VOLUNTEER PROFESSIONALS

Volunteer firefighters are required to act in a professional manner in a unique, dangerous and demanding role with the highest standards of conduct and performance being expected of them, both on and off the fireground.

Through the sharing of knowledge, realistic and practical training, leaders at all levels within the CFS strive to achieve and maintain levels of excellence in themselves and their team members so that during emergency situations they and their team will perform in the manner expected of them by the community.

5. LEADERSHIP

Leadership is the glue that binds groups of individuals together to form efficient and effective teams. The basic function of a leader is to inspire people to produce their best efforts.

It is important to distinguish the difference between leadership and management:

Management is about effectively and efficiently planning, organising, directing, coordinating and controlling human, financial and material resources.

Leadership is about influencing the behaviour of people for a purpose. It is about empowering others in a manner that enables each individual to willingly work as a member of a team in order to achieve that, which as individuals, would be unachievable.

Leaders must remember that ultimately the most difficult task that they will be asked to perform is to lead their team during an emergency situation or critical incident.

Leaders must establish mutual confidence between themselves and the members of their team. This can be achieved through formal and informal communication and, unobtrusive interest in their lives outside the service.

The leader must be interesting and interested. The leader must possess moral and physical courage as well as high standards of integrity, loyalty and service. Leaders set the example and it is imperative that their own personal behaviour provides an example for the team to follow.

The CFS demands a great deal from volunteers, especially with a wide range of knowledge, levels of competence and the commitment of time away from family. Leaders must remember that while our volunteers are unpaid, they are extremely professional in the work they carry out. Therefore they deserve only the highest standards of training and leadership.

Working Cooperatively

Relationships and working together cooperatively provide the best opportunity for leaders/managers of emergency events to effectively and efficiently resolve emergencies safely and provide support to the community.

Vital and strong relationships and cooperation between agencies are critically important at all levels. It is acknowledged that maintaining good working relationships can be a challenge, especially in the dynamic and high activity environment we operate in.

When the pressure is on, it becomes even more important that we share information regularly, and ensure liaison is working effectively, particularly with key personnel. These personnel may be located at a forward control/operations point, coordination centre(s) or Zone Emergency Centres (ZEC) / State Emergency Centre (SEC).

6. CFS STRATEGIC DIRECTIONS

Vision

A Safer Community

Mission

To protect life, property and the environment from fire and other emergencies whilst protecting and supporting our personnel and continuously improving.

Corporate values

Our People

Recognising our volunteer and career staff as our greatest asset
Working towards a safe place of work
Meeting personal development and career aspirations
Valuing the diversity of our people

Community service

Fostering the community spirit of volunteerism
Supporting the commitment of career staff to the community
Ensuring service is community focused
Ensuring equitable service delivery
Respecting community diversity and working with the community

Leadership and teamwork

Leading by example, Working together for the community
Collaborating and developing partnerships
Being supportive during times of change

Integrity, honesty and ethical behaviour

Respecting each other, promoting open and honest communication
Requiring ethical behaviour, trusting each other

Continuous improvement

Continuously improving because we are a learning organisation
Striving to be the best at what we do
Promoting and rewarding safety, efficiency and innovation
Promoting a performance culture
Recognising centres of excellence within the organisation
Being responsive to reform and change and celebrating our achievements

Governance and accountability

Identifying and articulating our responsibilities and relationships
Defining who is responsible for what, to whom, and by when
Implementing processes for planning, evaluation, compliance audit and review
Managing our corporate risks
Complying with government accountability and governance requirements

7. KEY CFS OPERATIONS STAKEHOLDERS

The people and organisations who are important to us:

The Community

Within our organisation:

- CFS volunteers and their families
- South Australian Volunteer Fire Brigades Association
- CFS staff and their families
- The SAFECOM Board

Organisations with whom we work before, during and after emergencies:

- Bureau of Meteorology (BOM)
- South Australian Metropolitan Fire Service (SAMFS)
- Department of Environment and Heritage (DEH)
- ForestrySA and Private Forest Owners (*Forest Owners Conference*)
- State Emergency Service (SES)
- SAFECOM Office
- SA Police
- SA Ambulance Service (SAAS) & St John Ambulance
- State Emergency Centre and State Crisis Centre
- CFS Firebomber and aerial firefighting contractors
- State Rescue Helicopter Service
- Other State Emergency Management Committee functional services
- Department of Administration and Information Services – GRN
- Interstate Fire Services
- SA Water
- Environment Protection Authority
- Department of Education and Schools
- Transport SA and other transport providers
- Red Cross
- Salvation Army
- Utility & Service Providers (*gas, power, fuel, transport, telecommunications*)

Agencies with whom we plan and manage:

- The Minister for Emergency Services
- Community Fire Safe Groups
- Security and Emergency Management Office
- Justice Portfolio
- Attorney General's Department
- Local Government, CEO's, Councillors, Bushfire Prevention Committees

Other organisations we have strong working relationships with:

- SA Farmers Federation
- Employers of CFS volunteers
- CFS Contractors and Communications providers
- Australasian Fire Authorities Council (AFAC)
- Bushfire Cooperative Research Centre (CRC)
- The National Aerial Firefighting Company (NAFC)

8. SAFETY ON THE FIREGROUND - LCES

Lookouts - Communications - Escape Routes - Safety Zones

Intrinsically linked to both the eighteen Watchouts and the ten Standard Fire Orders, LCES has been developed to provide a simple checklist for all firefighters to remember whilst involved in any emergency response.

The usual outcome of a death or significant injury of a firefighter in the field, is for the agencies to introduce yet another layer of rules or Standard Operational Procedures. Extensive research has identified the fact that most human beings can manage a surprisingly small number of elements during normal operations, and even fewer when the situation becomes intense. These studies also reveal a trap for firefighters whereby small incremental changes in their environment (changes in the weather, fire behaviour, topography &/or vegetation) are by themselves accepted without question. This can lead firefighters into a situation whereby small acceptable changes in our environment can rapidly add up to a situation we would not accept if they were encountered initially.

Under normal circumstances, most people can manage five to six elements at one time. However in life critical situations, this may be reduced to a few as three or four elements. Add to this the requirement to be constantly aware of the changing environment around them, firefighters may find it difficult to remember and apply both the eighteen Watchouts and the ten Standard Fire Orders. Thus reinforcing the thought processes initiated by the ten Standard Orders, LCES is a simple and easy to remember tool to be used by all firefighters in all circumstances.

LOOKOUTS Establish Lookouts & Task all Members to be Alert. Linked to Standard Fire Orders 1, 2, 3, 5 & 6 all firefighters must evaluate and re-evaluate their situation, and have the authority to initiate communications should their environment change threatening safety.

1. Keep informed on fire weather conditions and forecasts.
2. Know what your fire is doing at all times. Observe Personally; Use Scouts.
3. Base all action on current and expected fire behaviour of the fire.
5. Post a Lookout when there is possible danger.
6. Stay alert. Keep calm. Think clearly. Act decisively.

COMMUNICATIONS Establish Clear Lines of Communication & Test them. Linked to Standard Fire Orders 7, 8 & 9 it is essential that a communications plan is established, known by all and maintained throughout the incident.

7. Give clear instructions and ensure they are understood.
8. Maintain communications with your team, your supervisor, adjoining teams.
9. Maintain command of your team at all times.

ESCAPE ROUTES Identify Escape Routes & Make Them Known. Linked to Standard Fire Order 4 ensure all team members are aware of the escape routes.

SAFETY ZONES Identify Safety Zones & Make Them Known. Linked to Standard Fire Orders 4, 6 & 7 ensure all team members are aware of the safety zones and the escape routes to be used to move to safety.

9. Eighteen WATCHOUTS - FIREFIGHTERS 'WATCHOUT' WHEN

1. Building a control line downhill towards a fire
2. On a slope – rolling material can ignite fuel below you
3. The wind changes speed or direction
4. The weather gets hotter or drier
5. There are unburned fuels between you and the fire
6. Terrain or vegetation impedes travel or visibility
7. In country you have not seen in daylight
8. Unfamiliar with weather and local fire behaviour
9. Frequent spot fires occur over your control line
10. You cannot see the main fire or communicate with anyone who can
11. Unclear instructions or tasks are given
12. You feel exhausted or want to take a nap near the fire
13. Attacking a fire or constructing a fire control line without a safe anchor point
14. Working alone with no communications link to crew members or supervisor
15. You are not fully informed about strategy, tactics and hazards
16. Safety zones and escape routes have not been identified
17. The potential of the fire has not been assessed
18. Water levels are getting low

10. TEN STANDARD FIRE ORDERS

The original Ten Standard Fire Orders were developed in 1957 and were organised in a deliberate and sequential way to be implemented systematically. In the late 1980's, the standard orders were re-organised to form the acronym (Fire Orders), this changed the original sequence and consequently the intent of the orders as a logical hazard control system. At the 84th National Wildfire Coordination Group (NWCG) Meeting in May 2002, members approved returning the Ten Standard Fire Orders to the original arrangement.

1. Keep informed on fire weather conditions and forecasts.
2. Know what your fire is doing at all times. Observe personally, use scouts
3. Base all actions on current and expected behaviour of the fire.
4. Identify escape routes and safety zones, and make them known.
5. Post lookouts when there is possible danger.
6. Be alert. Keep calm. Think clearly. Act decisively.
7. Maintain communication with your team, your supervisor & adjoining teams.
8. Give clear instructions and ensure they are understood.
9. Maintain command of your team at all times.
10. Fight fire aggressively, having provided for safety first.

THE TEN STANDARD FIRE ORDERS - IN MORE DETAIL

First and foremost, the Orders deal with what the firefighters are there to encounter – the fire, thus the first three deal with Fire Behaviour.

Fire Behaviour:

1. Keep informed on fire weather conditions and forecasts.
2. Know what your fire is doing at all times. Observe personally; use scouts.
3. Base all action on current and expected fire behaviour of the fire.

Each of the 10 Standard Orders are prefaced by the silent imperative "**YOU**," meaning the "on-the-ground" firefighters, the people who is putting their life on the line! Many lives could have been spared and many injuries avoided if only these three Orders been routinely and regularly addressed prior to and during every fire assignment!

As experienced firefighters and fire managers we have become too reliant upon our technical solutions (radio systems, computers etc) that we've failed to teach the basics. We do not always have to have a full-blown 'gee whiz' technically correct solution to apply these Orders - they revolve around elementary issues such as fuels, weather and topography. These are things that are measurable and observable, even to the first year firefighter.

Orders 4-6 deal with Fireline Safety.

Fireline Safety:

4. Have escape routes and make them known.
5. Post a lookout when there is possible danger.
6. Stay alert. Keep calm. Think clearly. Act decisively.

You cannot know if an escape route or a safety zone is adequate until the Orders addressing fire behaviour have been specifically evaluated.

The next three are about organisational control.

Organisational Control:

7. Give clear instructions and ensure they are understood.
8. Maintain communications with your team, supervisor & adjoining teams.
9. Maintain command of your team at all times.

Again, if you have not properly considered the first three fire behaviour-related orders, it would be impossible to think that Orders 7, 8 and 9 could be addressed with any validity.

The last Order is self-explanatory:

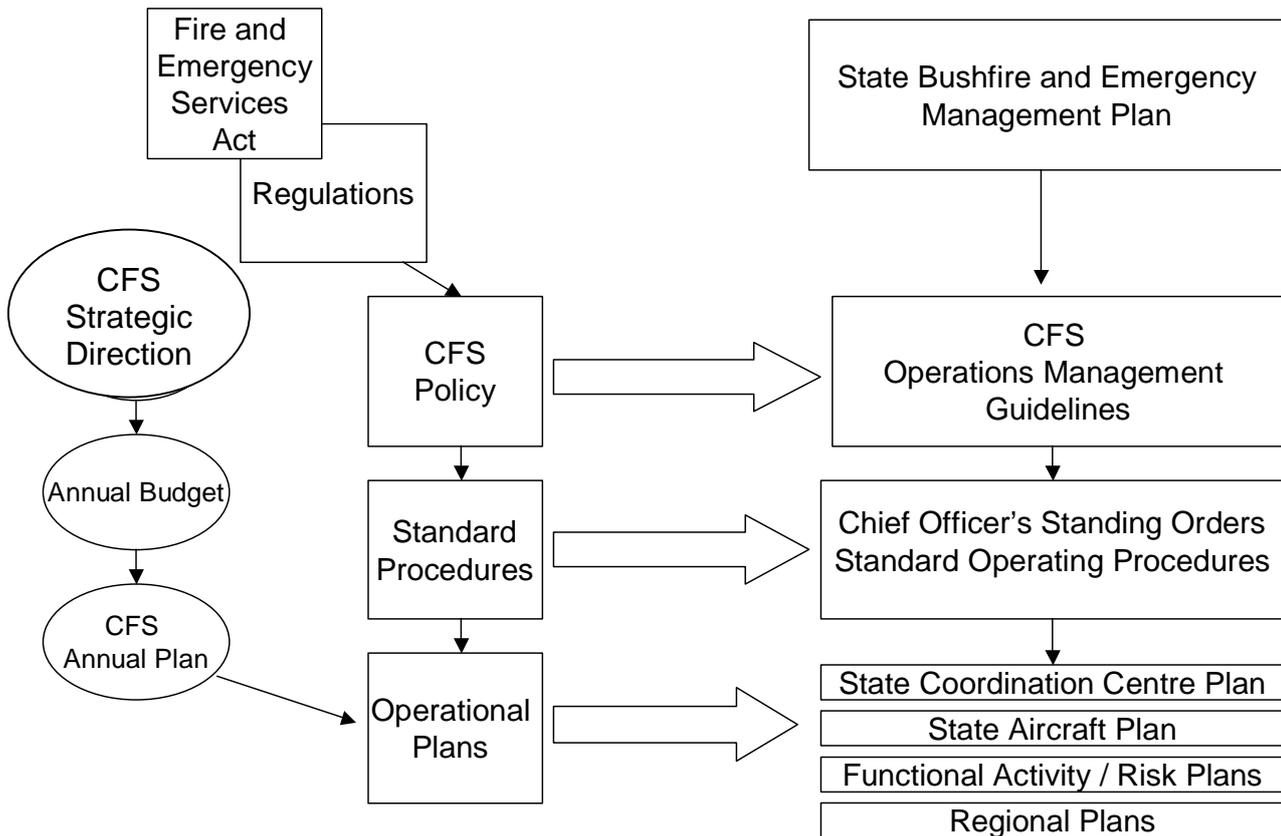
10. Fight fire aggressively having provided for safety first!

All members are urged to re-establish and practice the original 10 Standard Orders. They were developed in a very special order of importance, grouped to make practical sense and most importantly when considered prior to and during every shift, they will save lives. The eighteen Watchouts, LCES etc, are merely tools to reinforce the thought processes initiated by the original ten Standard Orders.

The Ten Standard Fire Orders are firm
We Don't Break Them
We Don't Bend Them
All firefighters have a Right to a Safe Assignment

11. THE OPERATIONS PLANNING FRAMEWORK

The diagram below depicts the hierarchy of operational planning within CFS and the relationship to Legislation and with Strategic Planning and budget.



12. COMMAND, CONTROL AND COORDINATION (C³)

Understanding the role and mission of the CFS and the way it interacts with other emergency services and support agencies and relies on a clear understanding of the definitions of Command, Control and Coordination. The following definitions are taken from the Australian Emergency Management Series Glossary of Terms, and what this means for CFS and our systems of work.

Command

The direction of members and resources of an organisation in the performance of the organisation's role and tasks. Authority to command is established in legislation or by agreement with an organisation. Command relates to organisations and operates vertically within an organisation. [Source: Australian Emergency Management Manual Glossary of Terms].

For CFS, command is exercised through the CFS 'chain of command' which includes, the *Fire and Emergency Services Act 2005* and where appropriate, the chain of command established by the Australasian Inter-service Incident Management System (AIIMS).

It is self evident that, in the initiating stages of a response, the Call Receipt Despatch (CRD) centre will be carrying out some of the functions of command, albeit usually via prescribed procedures and response schedules.

Control

The overall direction of emergency management activities in an emergency situation. Authority for control is established in legislation or in an emergency plan and carries with it the responsibility for tasking and coordinating other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations. [Source: Australian Emergency Management Manual Glossary of Terms].

As with command, control is usually exercised through the 'chain of command' including, the *Fire and Emergency Services Act 2005* and where appropriate via the chain of command established by the Australasian Inter-Service Incident Management System (AIIMS). **The AIIMS structure is principally aimed at incident control.**

It is customary that until an Incident Controller is established, tasks associated with the control function are often undertaken by a communications centre (including Brigade or Group bases) or CRD centre. Once an Incident controller is established, an AIIMS Incident Management Team (IMT) may also be established. The IMT may be located at the incident, but more commonly is located at an Incident Control Centre (ICC) either close to the incident, or at some pre-determined location.

Depending on the sophistication and resourcing at the ICC, the CRD centre may still be used by the Incident Controller / IMT to assist with supporting incident information and resource management. In large incidents (Level 3 incidents) however, information and resource management is almost always carried out by the IMT from the ICC.

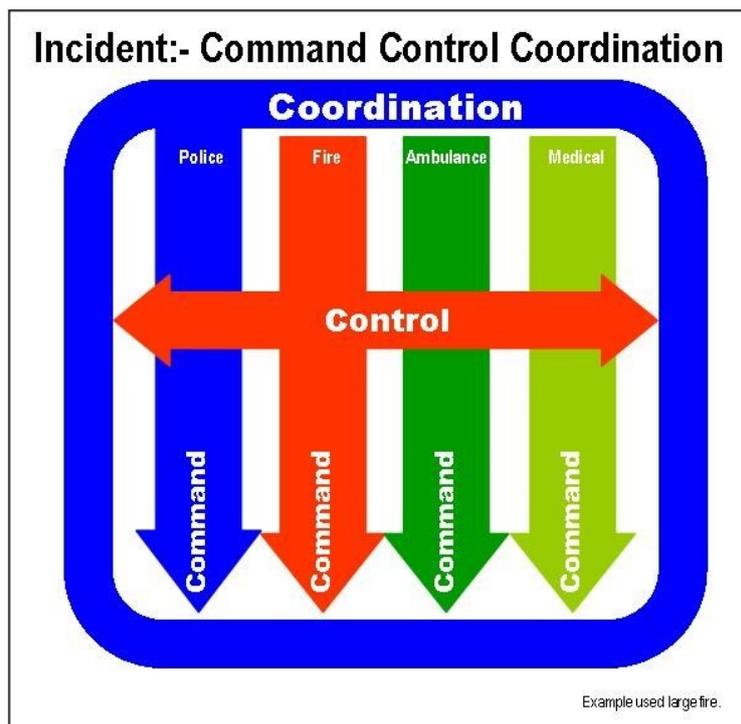
Coordination

The bringing together of organisations and elements to ensure an effective response, primarily concerned with the systematic acquisition and application of resources (organisation, manpower and equipment) in accordance with the requirements imposed by the threat or impact of an emergency. Coordination relates primarily to resources and operates, vertically, within an organisation, as a function of the authority to command, and horizontally, across organisations, as a function of the authority to control. [Source: Australian Emergency Management Manual Glossary of Terms].

Therefore, coordination has two connotations for CFS: Firstly, coordination **within** the organisation of CFS information and resources. An example of internal coordination is at Regional level, where decisions are made about the allocation of resources between two incidents happening concurrently in the Region. Internal coordination also happens at a State level (eg: for deployments across the state, or across state borders, or for scarce or specialist resources).

Secondly, coordination **between agencies**, which may occur at the incident scene, at Regional level or at State level. Coordination at its extreme, may involve many organisations and multiple incidents, or situations in many different locations.

Command, Control and Coordination may be depicted as follows:



It is important to note here that the notion of coordination extends beyond coordination of resources. **Coordination of information has become just as important as resource coordination.** That is, bringing together intelligence and information from a range of agencies or sources and distilling this into a unified and meaningful message for agency combatants, agency heads, government and most importantly for the community.

13. OPERATIONAL CHAIN OF COMMAND & INFORMATION FLOW

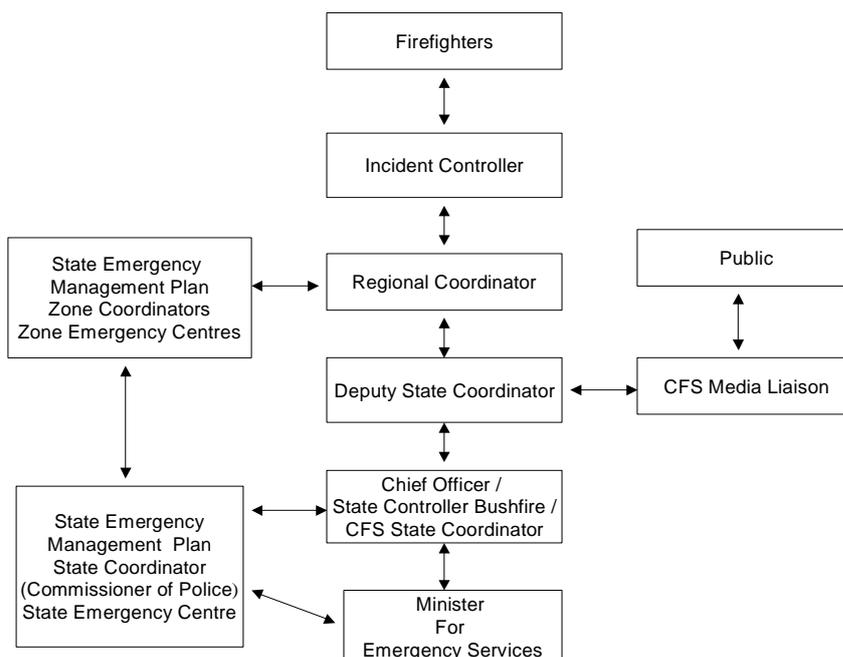
The CFS Command Structure is established by Section 70 of the *Fire and Emergency Services Act 2005*. For the management of incidents, CFS has adopted the Australasian Inter-agency Incident Management System (AIIMS) operating system. The CFS also operates within the framework of the Emergency Management Act (2004) and the State Emergency Management Plan. The Chain of Command ensures that all duties, responsibilities and delegations associated with discipline and Chain of Command positions are clearly assigned. The use of the Chain of Command structure will be timely and appropriate to ensure efficient management and administration of incidents, maximise safety of personnel and successful completion of other CFS responsibilities.

Where an Officer of higher rank than the Incident Controller intends to make incident management decisions, they are to assume the role of Incident Controller. Where an officer of higher rank assumes control, he/she must notify the current Incident Controller and all personnel at the incident, that this has occurred.

The ranks within the CFS chain of command are as follows:

- Firefighter
- Senior Firefighter
- Brigade Lieutenant
- Brigade Captain
- Deputy Group Officer
- Group Officer
- Regional Officer
- Commander / Regional Commander
- Assistant Chief Officer
- Deputy Chief Officer
- Chief Officer

The chain of information flow is as follows:



OPERATIONAL INFORMATION FLOW

It is essential that operational information is transferred effectively and efficiently between various levels within the CFS Chain of Command and ultimately to the State Emergency Centre (SEC), the Minister and other relevant stakeholders. Thus the following CFS Operations Forms have been established and will be used to transfer operational information in accordance with the following guidance chart.

- CFS Operations Form 1 – Initial Incident Report Form IIR
- CFS Operations Form 2 – Regional Report – Summary
- CFS Operations Form 3 – Incident Report – SITREP
- CFS Operations Form 4 – State Report.
- These forms can be found in the CFS Operational forms Booklet

Information	Form	Name	Incident Level	When Information is Required
Initial Notification	Operations Form 1	Initial Report IIR	Level 1	All Incidents Transmitted by phone, fax, radio The form need not be sent however the information must be sent ASAP
Summary of Activity in Region	Operations Form 2	Regional Report	Level 1, 2 & 3	Level of Preparedness - Orange & Above Updated every 2 Hours (or as negotiated) To be sent to CFS DSC via SOCC by RCord for the duration of the incident(s), with Structural Chart
Specific Incident Information	Operations Form 3	Incident Report SITREP	Level 2 & 3	Level 2 Incidents & Above Updated every 2 Hours (or as negotiated) Information to be sent to CFS DSC via SOCC by RC for the duration of the incident
Summary of Activity Across State	Operations Form 4	State Report Summary	Level 2 & 3	Level of Preparedness - Orange & Above Updated every 2 Hours (or as negotiated) Information to be distributed by CFS SCC every 2 hours with Structural Chart

Notes:

- While the information used to complete the forms listed above may be obtained from reports and SITREPS provided by Groups & Brigades via Groups Control Centres (GCC's) and/or Incident Control Centres (ICC's), these forms will primarily be completed by the Planning Units within Regional and State Coordination Centres (RCC's & SCC).
- While it is important that Operational Information be as complete as possible, it is preferable to transfer all available information as soon as possible rather than to wait an extended period to complete all boxes on the form.

14. CFS STATE TELECOMMUNICATIONS PLAN

The Country Fire Service has developed a Telecommunications plan for the state, the following is a summary of the plan and the key elements of the plan. CFS has three main communications requirements, they are as follows:

- **Alerting Communications:** This is the process of alerting our people of the requirement for a response to a community need. Generally this is achieved via paging through either the South Australian Government Radio Network (SAGRN) or Local Area Paging (LAP) or a combination of both. Paging is the primary means of responding CFS Brigades.
- **Command & Control Communications:** This is described as incident intelligence being communicated by the Incident Controller to the Brigade Station (BS), Group Control Centre (GCC) or Incident Control Centre (ICC). Generally this is achieved through the South Australian Government Radio Network (SAGRN) – Trunked Network, however other communications pathways may provide ‘**Command & Control**’ communications for Incident Controllers.
- **Fireground Communications:** This is where individual resources are able to communicate at an incident on what is called the “*fireground*”. This could be between individual resources within a Sector, or a pump operator and a hose crew, or CABA crew and the crew leader, or traffic control points. CFS uses VHF for the majority of this type of communication, however the SAGRN simplex channels may also be used for this purpose. “**Fireground**” communications are not available for use as a ‘**Command & Control**’ pathway or wide area communication.

COMMUNICATIONS PLAN:

All personnel, either directly involved in or indirectly involved with any activity, must know and be familiar with the communications plan that is applicable to the task being undertaken. Being familiar with the communications plan will ensure that at all times personnel are able to:

- Gain tactical instructions to combat the incident
- Obtain information about the incident
- Hear and acknowledge vital safety messages.

The CFS has 2 types of communications:

- **Command and Control Communications**
- **Fireground Communications**

Normally, the CFS will use SA-GRN trunking channels for ‘**Command & Control**’ communications and VHF for ‘**Fireground**’ communications.

The Incident Controller (IMT – including other command & control personnel involved in the management of an incident) will generally use ‘**Command & Control**’ communications from a fire appliance, command vehicle or some other location to a

brigade station, group base, regional headquarters or state headquarters and is for wide area communications.

Firefighters will generally use **'fireground'** communications for hose to appliance, road traffic control and appliance to sector commander communications and is for short distance communications.

All Appliances must monitor the incident **'Command & Control'** channel at all times. This will ensure the flow of important for such things as Safety Messages.

When using GRN trunked channels for **'Command & Control'** communications, it is imperative that GRN radios in appliances remain on the incident channel at all times and that users do not select other GRN channels unless directed to do so. The incident communications plan must be strictly adhered to at all times. Any variation may result in communications at the incident (and therefore your safety) being compromised.

EXAMPLE OF COMMUNICATIONS PLANS FOR LEVEL 1, 2 & 3 INCIDENTS

Level 1 incidents: a GRN channel will be used for **'Command & Control'** communications and a VHF channel used for fireground communications (ie: traffic control).

Multi Agency Incidents, such as Road Crashes: When other emergency agencies are working at the same incident, a GRN multi agency trunked channel should be used so all agencies are able to communicate with each other. If required, the CFS Incident Controller may request a "multi agency" channel from the SAPOL Comcen, via GRN channel 017 or CFS State Headquarters. All appliances, including fire stations, would then use the GRN multi agency channel for **'Command & Control'** communications. VHF would still be used for local area communications. The use of multi agency channels should be pre planned and used in accordance with brigade and group communication plans.

Level 2 and Level 3 incidents: All appliances should select the Logistics channel (normally a GRN trunked channel) en-route to the incident staging area with the Strike Team Leader only, using the logistics channel to communicate with the appropriate person at the incident / staging area. All other appliances should be monitoring this channel only. Appliances will use VHF to converse with their strike team leader or between appliances.

When appliances are deployed to the fireground they should use VHF to talk to their strike team leader / sector commander. Strike team leaders / sector commanders and divisional commanders will use the **'Command & Control'** channel to converse with the Operations Officer at the Operations Point or Incident Control Centre.

Fireground appliances will monitor only the same **'Command & Control'** and control channel for incident information such as safety messages.

Air Operations: will be treated as a sector and operate in accordance with the incident communications plan.

CFS/MFS Enhanced Mutual Aid incidents: A communications plan should have been agreed to between local CFS and SAMFS crews. The '**Command & Control**' trunked channel will be used as per the CFS State communications plan, however as the MFS does not have CFS VHF radios a GRN multi agency simplex channel should be used for '**fireground**' communications. They are channels 037, 038, 039, 040, & 041 and do not need prior permission from SAPOL to use.

Note: During incidents all agencies when using GRN trunked channels are competing for the same limited resource on GRN sites on the network therefore it is imperative to reduce the number of GRN channels at the incident, so long as the operation is not compromised. Trunking 'busies' are an indication that a site is becoming congested. If appliances are listening to a trunked channel outside of the incident this could also compromise the communications plan and the safety of all firefighters working at the incident. Unauthorised monitoring is to be discouraged in accordance with the Standard Operating Procedures.

Unavailability of the GRN: The GRN network is generally very reliable and robust, widespread unplanned outages are rare. However, a failure of the GRN network will generally result in GRN radios displaying the following message – 'site trunking'. This means that the interconnecting links between GRN sites may have failed. In this case the effected GRN sites move into 'site trunking' mode, meaning the sites will operate as stand-alone conventional repeaters. This means the user will lose all GRN network features including wide area communications, private call, page call and the emergency button activation.

Should there be a 'catastrophic' failure of the GRN network where local sites completely fail, users should invoke their communications contingency plans. These plans could include:

- VHF fireground would still be usable albeit only for short distance communication
- If appliances are within range of a fire station they could use GRN simplex channels 037 to 041 to communicate with the brigade station or group control centre depending on distance, terrain and conditions
- Mobile and satellite phones can be used to communicate with a brigade station or group control centre if available and within coverage.

If users have any problems with technical communications during incidents they should contact the CFS SOCC immediately.

Adelaide Bank Rescue Helicopter - Communications

Two multi-agency Talkgroups have been established for communications between ground crews and the Rescue Helicopters, these are TG020 (Trunked) and TG040 (simplex).

TG020 (Trunked) is to be used for initial contact as the aircraft is travelling to the scene/hospital to advise of location, OIC, weather, hazards, etc.

TG040 (simplex) is to be used when the aircraft is circling overhead to provide more detailed information about landing area, wind speed and direction, and to ensure aircraft have identified any hazards in the area.

The Rescue Aircraft should initiate communications by contacting “XXXX CFS/SES” as per designated rescue response in green book. If the aircraft has not contacted ground crews and arrives overhead, crews should contact the aircraft prior to landing.

Single Appliance Response

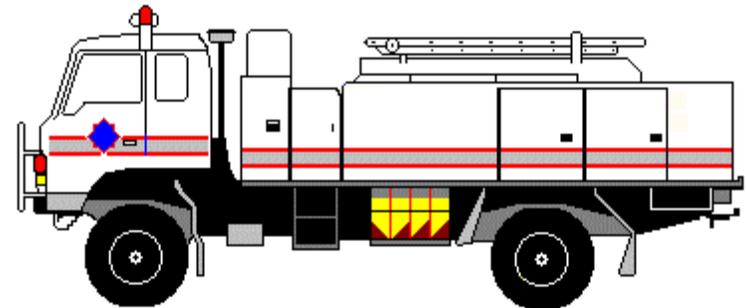
Brigade Station,
GCC, RCC or
SOC

Typical Communications

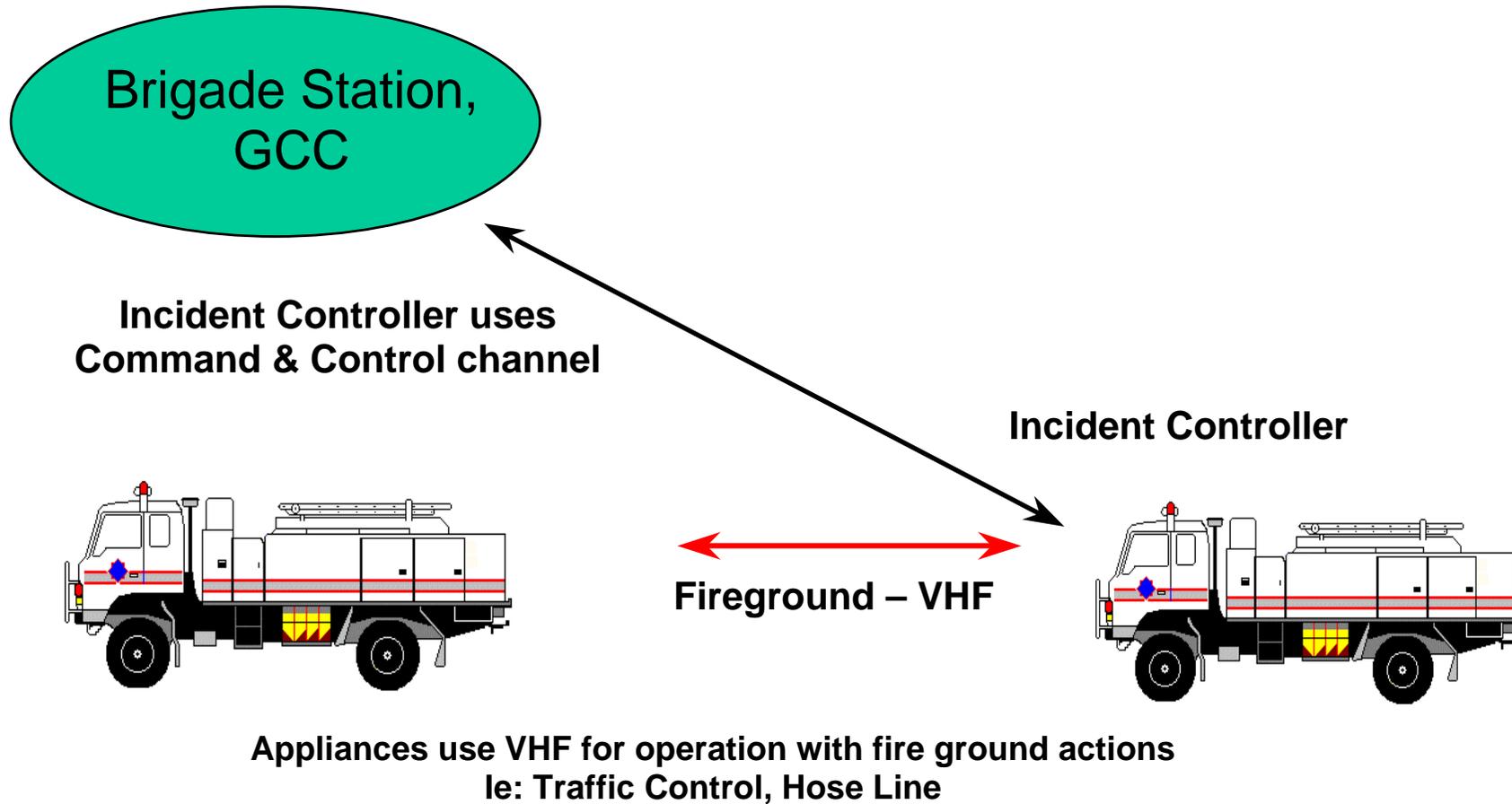
Situation Report
Logistic Requirements
Advice to Group Officer

Incident Controller uses
Command & Control
channel

Appliance uses VHF for operation with
fireground actions ie: Traffic Control,
Hose Line etc.

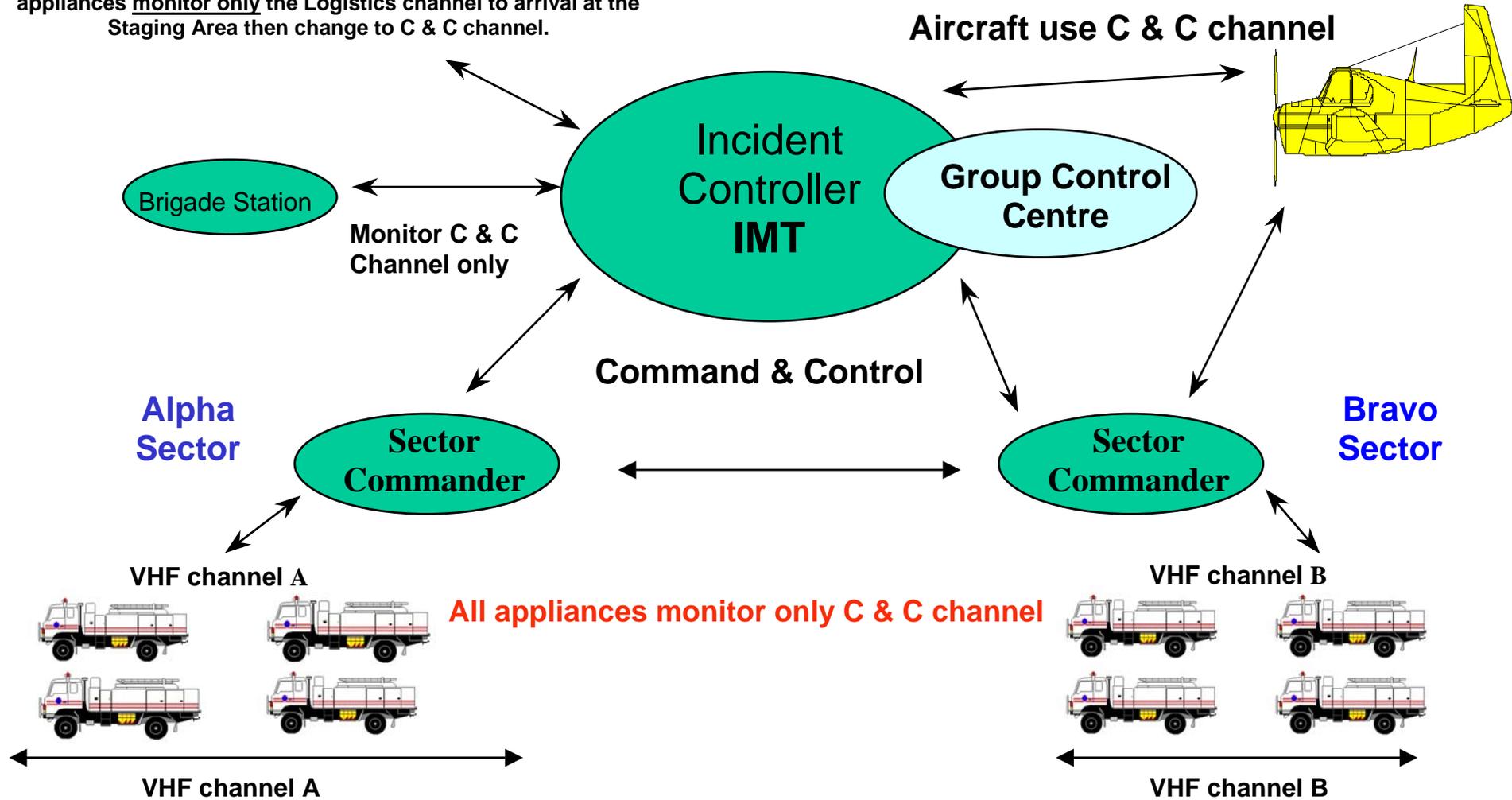


2 Appliance Responses

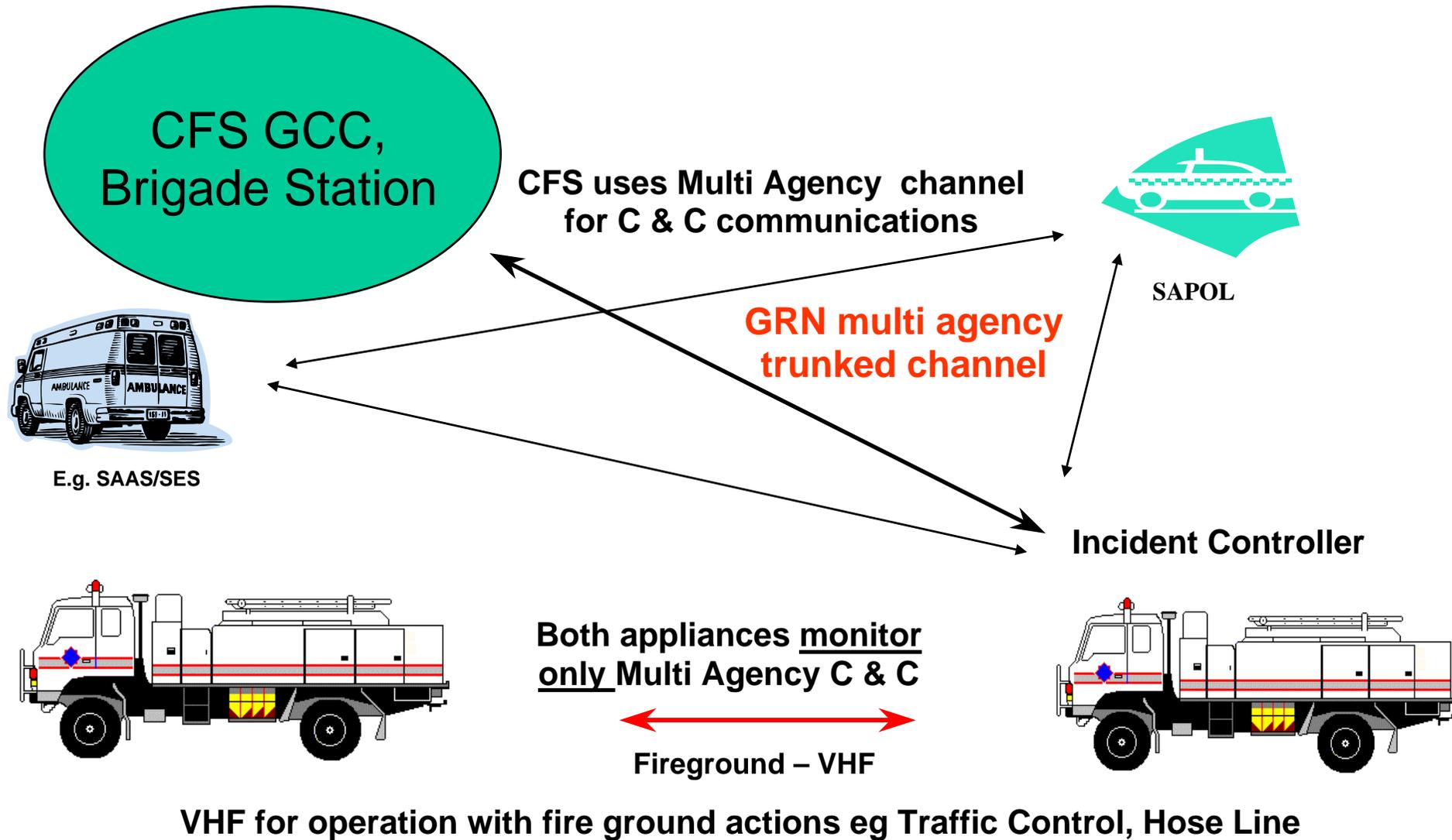


8 Appliance Responses

Strike team Leaders uses the designated Logistics TG. Incoming appliances monitor only the Logistics channel to arrival at the Staging Area then change to C & C channel.



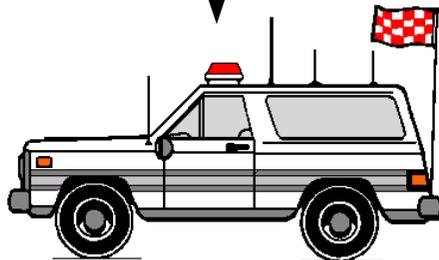
Multi Agency Responses



RCC /GCC
Incident Control Centre
Logistics Officer

Strike Team Responses

Strike team leader uses
Region/Group logistics
trunked channel



The Strike Team Leader.

All appliances monitor only
Region / Group logistics
trunked channel

VHF Channel



VHF
Channel

1. Uses a VHF channel for communications between appliances in the Strike Team.
2. Uses Regional or Group logistics channel to communicate with the Region or Group while en-route
- 3 All appliance GRN radios **must monitor only** the Regional/Group logistics channel.
4. Appliance radios **must not switch to any other GRN trunked channel whilst en-route including the use of GRN portable radios.**

15. EMERGENCY MANAGEMENT RELATED TO CFS

Powers under *Emergency Management Act 2004* over-ride the *Fire & Emergency Services* and other Acts when there is a declaration under the provision of the Act. Provisions of the act relative to Control Agency and Coordinating Agency operate at all times regardless of a declaration. The Commissioner of Police is the State Coordinator.

Identified Major Incident:

This is the first level of emergency that may be declared under the Act. The declaration can be made by the State Coordinator, Deputy State Coordinator or police duty Assistant Commissioner (only if the State Coordinator or Deputy is not available and there is a need for an urgent declaration) for a maximum period of twelve hours. This declaration may be made orally.

Major Emergency:

A declaration of a 'Major Emergency' can be declared by the State Coordinator. A declaration under these circumstances must be in writing and is in force for forty eight hours. It can be reviewed and/or extended by Governor.

Disaster

A declaration of a Disaster is made by the Governor and may last up to ninety six hours. It can only be extended with the agreement of both Houses of Parliament.

Authorised Officers

Once a declaration has been made authorised officers have certain additional powers. Authorised Officers are the nominated state controllers and deputy state controllers and all police officers.

Disaster Powers:

Authorised Officers may

- Enter into any land, building or structure
- Take possession of any land, water, building, structure or thing
- Remove or destroy any building, structure, vehicle, vegetation or animal
- Remove or direct the removal of any person or animal
- Direct or prohibit the movement of persons, animals or vehicles
- Remove flammable material
- Disconnect any fuel, gas or electricity
- Shut of any water or drainage
- Direct persons to carry out any task
- Remove any persons who obstructs actions

(Refer section 25 of the Act)

Control Agency

The Control Agency replaces the old term of Lead Combatant Authority. CFS is the control agency for Rural Fires and Hazardous Material escapes.

CONTROL AGENCIES	
Type of Emergency Incident	Control Agency
Aircraft accident*#	SA Police (SAPOL)
Animal, plant & marine disease	Dept of Primary Industries and Resources
Bomb threat	SAPOL
Earthquake*#	SAPOL
Fire (Rural and Metro)	S.A. Country Fire Service (SACFS) or S.A. Metropolitan Fire Service (SAMFS)
Flood	S.A. State Emergency Service (SASES)
Food/drinking water contamination	Dept of Health
Information and communication technology (ICT) failure	Dept of Administrative and Information Services (DAIS)
Fuel, gas and electricity shortages	Department of Transport, Energy and Infrastructure (DTEI)
Hazardous or Dangerous materials emergencies	SACFS or SAMFS
Siege/Hostage	SAPOL
Human epidemic	Dept of Health
Marine transport accidents*#	SAPOL
Oil spills – marine & inland waters	Department of Transport, Energy and Infrastructure (DTEI)
Rail accident*#	SAPOL
Road / transport accident*#	SAPOL
Search and rescue – land and sea	SAPOL
Search and rescue – structure (USAR)	SAMFS or SASES
Severe weather	SASES
Terrorist incident	SAPOL
* Where an incident involves fire or the release of a hazardous material or an imminent threat of such nature, the control agency will be the SAMFS or SACFS for that part of the incident.	
# Where an incident involves entrapment, the control agency will be the SAMFS, SACFS or SASES for that part of the incident.	

Coordinating Agency

SAPOL are the coordinating agency for all emergencies.

16. THE ROLE OF THE CFS STATE COORDINATION CENTRE (SCC)

Mission

Supporting safe CFS operations by excellent preparedness, planning and information flow in order to protect the community.

Role of the SCC

The role of the CFS SCC is primarily concerned with Coordination at a State level. Specific roles include:

- Coordinate and prioritise the allocation of all CFS resources but especially State controlled resources.
- Collect process and communicate important information to Senior CFS personnel so that they can prepare for and respond effectively and efficiently.
- Liaise and collaborate with other emergency services and agencies who are or may become involved in an incident.
- Support Regions, incident management teams and fire fighters through the provision of information and intelligence.
- Transmit information to the community to empower them to make decisions about their own safety, this is achieved through Bushfire Information Messages and Bushfire Warning Messages.
- Through Regions ensuring that response to fires and other emergencies is safe, effective, and efficient and is integrated with other agencies.
- Coordinating special activities such as accident investigation.

The main purpose of the SCC

The main effort of the CFS SCC is to coordinate, support and collaborate in six key areas:

- Coordination of resources
- Provision of important information to those who need to know
- Coordination, provision and facilitation of logistics requests
- Provision and coordination of firefighting aircraft
- Provision of information to the media and to the community
- Liaison and collaboration with other agencies and emergency services.

Structure of the CFS SCC

While the CFS SCC is not actually controlling incidents, there is sense in the structure closely aligning to the four functions of the Incident Management System. Some allowance needs to be made for the different role (coordination) as distinct from incident control or command.

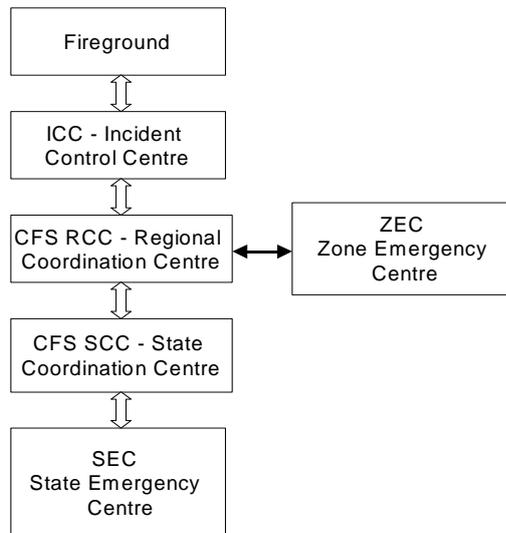
The key appointments in the CFS SCC will be:

CFS Chief Officer (State Controller Bushfire)
CFS State Coordinator
CFS Deputy State Coordinator
Planning Officer
Situation Liaison Officer
Logistics Officer
State Aircraft Resource Coordinator
Media Liaison Officer

During major bushfires specified Officers, who are Authorised Officers under the Emergency Management Act, may either separately or concurrently fulfil the role of State Controller Bushfire.

Officers specifically authorised by the State Coordinator (the Commissioner of Police) under the Emergency Management Act may exercise specific powers under that Act.

Reporting relationship of CFS State Coordination Centre with other centres.



17. THE REGIONAL COORDINATION CENTRE (RCC)

The role of the Regional Coordination Centre is primarily concerned with Coordination at a Regional level, RCC's are not to be utilised for control of incidents unless approved by CFS State Coordinator. Specific roles for the RCC include:

- Coordinate and prioritise the allocation of CFS resources allocated to the region
- Collect process and communicate important information to CFS personnel so that they can prepare for and respond effectively and efficiently
- Liaise and collaborate, at a regional level, with other emergency services and agencies that are or may become involved in an incident
- Support Incident Management Teams (IMT's), brigades and groups, and firefighters within the region
- Transmit information to the community to empower them to make decisions about their own safety, this is achieved through Bushfire Information Messages
- Ensuring that response to fires and other emergencies within the region is safe, effective and efficient and is integrated with other agencies
- Prepare for the next incident in the region
- Coordinating special activities within the region.

For each region a regional coordinator will be responsible for the overall coordination and operational management of the region. In particular the regional coordinator will have an over-arching responsibility to ensure appropriate AIIMS structures are in place for incidents and the incident controller is performing to organisational expectations.

18. LEVELS OF PREPAREDNESS

It is critically important for all Emergency Services to be prepared and able to rapidly respond in a manner appropriate to the risks faced by the Community. These **Levels of Preparedness** have been prepared to achieve the following objectives:

- To provide a standardised statewide system for determining and communicating the Level of Preparedness within the Emergency Services Sector and to other key supporting agencies.
- To provide a system of Preparedness that is consistent with the National Counter Terrorism Alert Levels and is understood by other South Australian & Interstate Emergency Management agencies.

At a Regional level, the Level of Preparedness will be determined in the first instance by the CFS Regional Coordinator (RCord). Likewise at a State level, the State Level of Preparedness will be determined in the first instance by the CFS Deputy State Coordinator (CFS DSC) and will take into account the relative preparedness levels of the Regions. On call Officers will maintain an awareness of the situation across their area of responsibility at all times (*situational awareness*). A change in the Preparedness Level will be triggered by a combination of the actual or perceived risk of an incident occurring and the level of risk that this incident may present to the Community.

The Actual or perceived risks triggering a change in the Preparedness Level may include, but are not limited to the following risks:

- Forecast &/or actual Fire Danger;
- Severe Weather Warnings &/or Flood Warnings;
- Major non-emergency events (*Scout Jamboree, Tour Down Under etc*);
- Intelligence indicating the possibility of a major event (*Civil Disturbance*);
- A change in the National Counter Terrorism Alert Level.

Regional Coordinators will, on a weekly basis (daily &/or as needed during the Fire Danger Season - FDS) determine the level of preparedness for their Region for the next operational period. During the FDS the operational period will be nominated by the RCord and may be for a specific shift or until conditions change, triggering a change in the level of preparedness. Outside the FDS, the operational period may be from 09:00 Thursday to 09:00 the next Thursday or as determined to be appropriate for the requirements of the Region.

Each Thursday morning (by 10:30) the RCord will notify the CFS State Operations Call Centre (SOCC) (by fax, phone or radio) of the level of preparedness for their Regional Coordination Centre (RCC) and nominate the operational period, for which this level of preparedness will apply. There is no requirement to notify the SOCC again during the nominated operational period unless the level of preparedness changes. Each RCC will clearly display their Level of Preparedness and notify support staff & volunteers as deemed appropriate by the RCord.

The SOCC will maintain and display a list of Regions and their respective Levels of Preparedness together with the Level of Preparedness of the CFS State Coordination Centre (CFS SCC) as nominated by the CFS DSC. The State Level of Preparedness will also be clearly displayed at the entrance to the SOCC, in the

Reception area CFS State Headquarters 60 Waymouth St (Level 7) and at the State Training Centre - Brukunga.

Selection Criteria for Levels of Preparedness:

The following criteria should be **used as a guide** when considering the Level of Preparedness suitable for a Regional Coordination Centre (RCC) and/or the CFS State Coordination Centre (CFS SCC).

Preparedness Level is Low - Green

Low – Indicates routine operations. The risk of a significant incident is low. The focus is on routine planning, training and exercising with an awareness of situations with the potential to develop.

Bushfire Danger: A forecast Fire Danger of **Low to Moderate** across broad areas of the Region / State. No problems are expected with first attack strategies.

Other Risks: Forecast & actual events are being managed successfully by agencies with no requirement for additional resources or support. The National Counter Terrorism Alert Level is **Medium or below** - no information to suggest a terrorist attack in Australia.

CFS On-call & Staffing

CFS SCC/RCC: Normal daily roster (as per winter/summer roster)

Security Arrangements: Standard security arrangements apply (*sign-in or photo ID's*).

Preparedness Level is Elevated - Yellow

Elevated – A heightened level of alertness and Preparedness for response. The risk of a localised impact event is present. The focus is on preparedness and planning, with an awareness of actual situations as they develop.

Bushfire Danger: A forecast Fire Danger of **High** across broad areas of the Region / State. First attack strategies are expected to succeed with appropriate support.

Other Risks: Severe Weather and/or Flood Warnings issued, actual and/or planned infrastructure failure / interruptions imminent. The National Counter Terrorism Alert Level is above **Medium** - medium risk of a terrorist attack in Australia.

CFS On-call & Staffing

CFS SCC: On call Officers available to attend SCC per SOP 8.6, relevant information to be shared with other State Staff.

RCC: On call Officer available per SOP 8.6. Duty Officer aware of staff availability and current incidents, relevant information to be shared with other Regional Staff, second on-call Officer notified.

Security Arrangements: Standard security arrangements apply (*sign-in and photo ID's*).

Preparedness Level is High - Orange

High – A substantial level of Preparedness and/or multiple responses occurring. A significant response to a particular event or community impact situation is likely. The focus is on response and the delivery of forecasting information to the public and other agencies.

Bushfire Danger: For Regional Preparedness, an actual Fire Danger of **Very High** at one or more pre designated BOM AWS stations within the Region. For State Preparedness, any two Regions at Code Orange. First attack strategies are expected to succeed but may be difficult and will require an increased weight of response.

Other Risks: Severe Weather and/or Flooding are causing widespread damage. Actual infrastructure failure / interruption is impacting on ESO's ability to respond effectively. The National Counter Terrorism Alert Level is **above Medium** - high risk of a terrorist attack in Australia.

CFS On-call & Staffing:

CFS SCC: On call Officers able to respond to CFS SCC within 45 minutes per SOP 8.6, additional support staff on active standby as required by CFS DSC, relevant information to be shared with other State Staff.

RCC: On call Officer available per SOP 8.6. On call Officer to ensure an initial RCC structure, nominating Regional Coordinator, Planning and Logistics Officers is submitted to CFS SCC, if unable to achieve this, advise CFS DSC. Regional Operations Support Brigades notified and availability established. Relevant information to be shared with other Regional Staff, second on-call Officer notified. *IC's should consider the establishment of Mineral earth control lines around 100% of fire perimeter.*

Security Arrangements: Heightened security arrangements apply – No photographic ID = No entry.

Preparedness Level is Extreme - Red

Extreme – The highest level of Preparedness. The risk of significant or catastrophic impact from a particular event or multiple events is very likely or almost certain and/or multiple responses are occurring. The focus is on public safety and asset protection.

Bushfire Danger: For Regional Preparedness, an actual Fire Danger of **Extreme** at one or more pre designated BOM AWS stations within the Region. For State Preparedness, any two Regions at Code Red. First attack strategies are expected to fail, at worst part of the day.

Other Risks: Severe Weather and/or Flooding causing widespread damage requiring a significant commitment of resources from a number of agencies. Actual infrastructure failure / interruption is impacting on ESO's ability to respond effectively. The National Counter Terrorism Alert Level is **Extreme** - terrorist attack is imminent or has occurred. The CFS State Coordinator may, as required, direct a Region or Regions to move to this level, due to situational awareness.

CFS On-call & Staffing:

CFS SCC: On call Officers and CFS State Coordinator in attendance at CFS SCC, additional support staff in attendance (refer to operational considerations listing).

RCC: On call Officer in attendance (refer SOP 8.7 for exemptions). 2nd on call available per SOP 8.6. Regional Operations Support Brigade personnel in attendance. *IC's should consider the establishment of Mineral earth control lines around 100% of fire perimeter.*

Security Arrangements: Heightened security arrangements apply – Coordination Centres are locked down. Only personnel specifically authorised may enter Coordination Centres. All other personnel will be escorted at all times.

Additional Guidance Notes:

Note 1: The Fire Danger Ratings listed above may be either Grassland Fire Danger Index (GFDI) or Forest Fire Danger Index (FFDI); whichever is applicable for the Region in question.

Note 2: The current National Counter Terrorism Alert Level for Australia can be found on the following Website: <http://www.nationalsecurity.gov.au/> The system is based on four levels of alert – Low, Medium, High or Extreme and is updated constantly based on assessments provided by Australian Security and Intelligence Agencies.

Note 3: Bureau of Meteorology, Automatic Weather Stations (BOM AWS) that are not used for determining Levels of Preparedness across the State are:

Region 1: Mt Lofty
Region 2: Outer Harbour
Region 3: N/A
Region 4: Coober Pedy, Giles, Leigh Creek, Marree Airport, Moomba Airport, Oodnadatta, Roxby Downs, Woomera, Yunta
Region 5: N/A
Region 6: Neptune Island, Nullarbor, Thevenard

Note 4: When the Level of Preparedness transitions from Red to Orange in Regions, staffing of the RCC is subject to SOP 8.7.

19. STATUS OF INCIDENTS

When providing situation reports, the following definitions of the status of incidents shall be used wherever possible.

Going

Any fire expanding in a certain direction or directions. Any incident that is expanding or continuing to require an active or escalated response.

Contained

A fire is contained when its spread has been halted, but it may still be burning freely within the perimeter or fire control lines. Other incidents are contained when the spread or growth of the incident has been halted.

Controlled

The time at which the complete perimeter of a fire is secured and no breakaway is expected. For other incidents, the time at which the incident is secured and there is no possibility of extension or growth of the incident.

Completed

This is for non-fire and other incidents. It is the time at which the incident is secured and there is no further need for CFS involvement. Other services (eg: ETSA, Police) may still be involved in response or recovery operations.

Safe

The stage of fire suppression, prescribed burning or incident response when it is considered that no further suppression or control action or patrols are necessary.

20. INCIDENT LEVELS

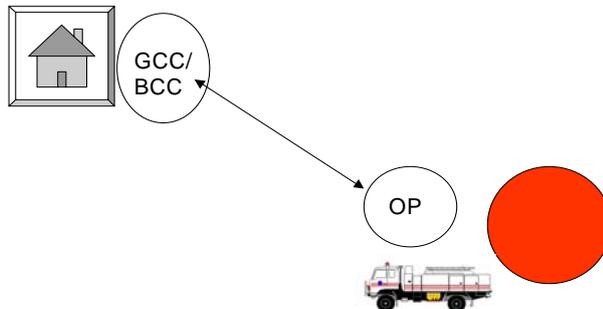
It is difficult to precisely define incident characteristics. Common sense and flexibility need to be taken into account when determining an incident level. The following classification of levels of incident shall be used as a guide when managing incidents and when implementing the Australasian Inter-service Incident Management System (AIIMS). The common characteristics of incidents at each level are described.

Level 1 Incident

A Level 1 incident is an incident that is able to be resolved through the use of local or initial response resources. It is a simple and small incident. There is minimal threat and impact to the general community. Other local emergency services may be involved. Control of the incident is limited to the immediate area, and therefore the operations function can usually be carried out by the Incident Controller. Being relatively minor, the other functions of planning and logistics will generally be undertaken concurrently by the Incident Controller.

An example is a small house fire that is easily managed by Brigade resources.

Level 1 Incident



GCC= Group Control Centre
OP = Operations Point
ICC = Incident Control Centre
BCC = Brigade Station

Level 2 Incident

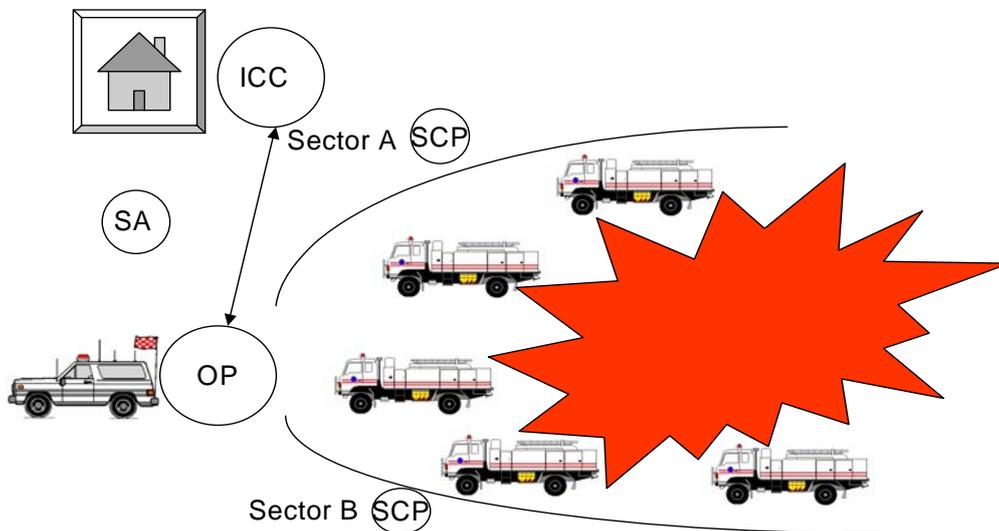
Level 2 incidents are more complex either in size, resources or risk than Level 1 incidents. They are characterised by the need for:

- Deployment of resources beyond initial response or
- Sectorisation of the incident or
- The establishment of functional sections due to the levels of complexity or
- A combination of the above.

Other agencies will usually be involved. Liaison and management issues are more complex. There may be a local threat and impact to the community at a local or perhaps at a regional level. Some incident management functions will usually be delegated. The incident may be in transition into a major incident (Level 3 incident). Incident Management functions may be managed by 4 – 10 persons.

An example is a substantial HAZMAT incident as a result of a traffic accident that is being managed by the local Group.

Level 2 Incident



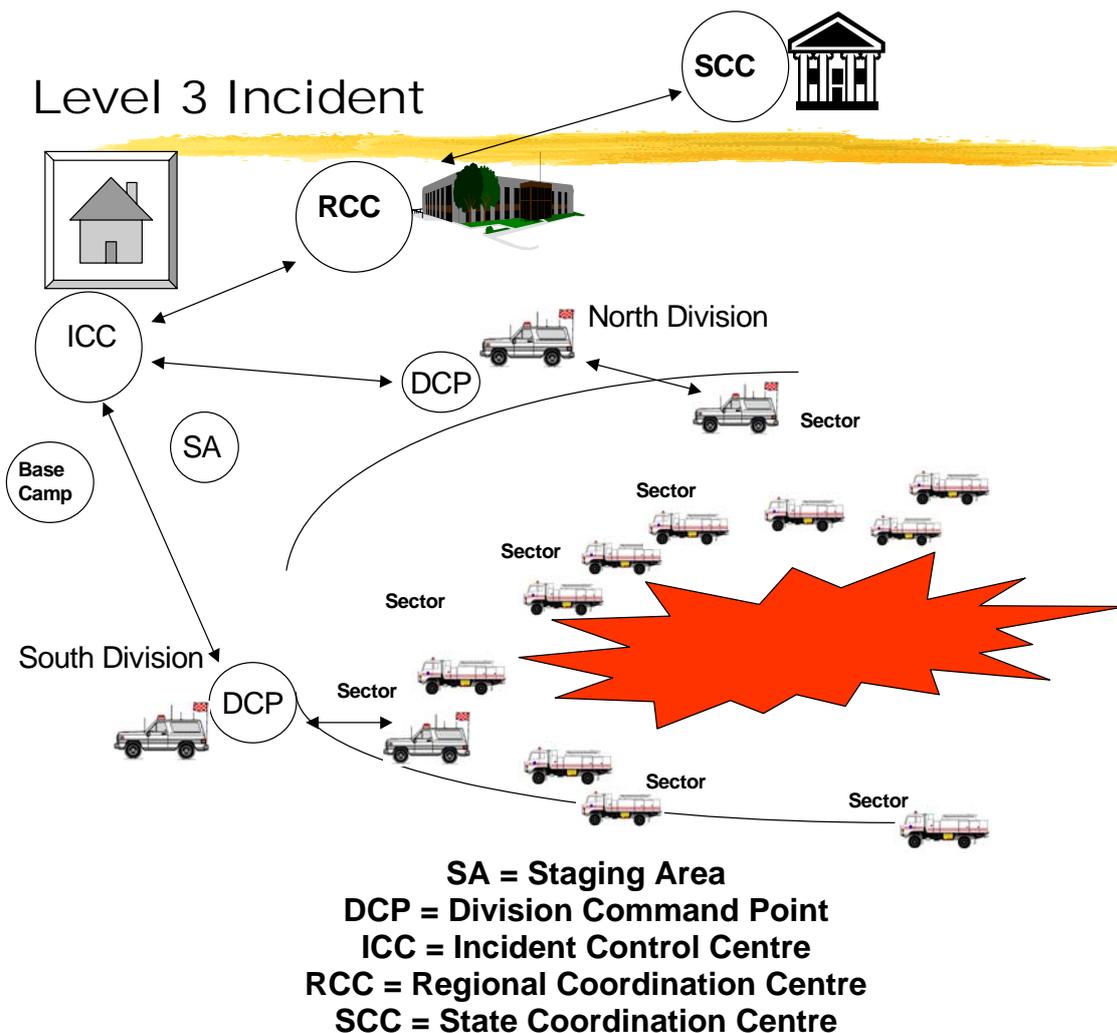
SA = Staging Area
OP = Operations Point
SCP = Sector Command Point
ICC = Incident Control Centre

Level 3 Incident

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. There may be multiple shifts. Numerous other agencies may have significant involvement. There will generally be a significant threat or impact to the community at a local, Regional or State level. Incident Management functions requires a large team and involves other agencies and emergency services. The pre designated Level 3 ICC's are listed following the Incident Management Arrangements summary.

An example is a significant bushfire that requires a concerted response by the Regional resources to combat and manage the incident.

When an incident is escalating, and will clearly become a Level 2 or a Level 3 incident, then it should be classified as a Level 2 or a Level 3 incident at the earliest time.



SA Country Fire Service - Incident Management Arrangements and Facilities

Level	Definition of Incident Level	IMT Resources	Training/Accreditation	Control Facilities	Audit Process
Level 1 Incidents	A Level 1 incident is able to be resolved through local or initial response resources. It is a simple and small incident. There is minimal threat and impact to the general community. Other local emergency services may be involved. Control of the incident is limited to the immediate area, the operations function can usually be carried out by the IC.	Incident Controller at Operations Point (OP) - Communications with Brigade Station and/or Group Control Centre (GCC)	Introduction to AIIMS (BFF1) and Australasian Inter-service Incident Management System Module	Appliance is the OP or perhaps a Command Vehicle Communications with Brigade Station and/or GCC	Annual Brigade Audit Chief Officers inspections SFEC Prescriptions
Level 2 Incidents	Level 2 incidents are more complex either in size, resources or risk than Level 1 incidents. Characterised by the need for: <ul style="list-style-type: none"> • Deployment of resources beyond initial response, or • Sectorisation of the incident, or • Establishment of functional sections due to the levels of complexity, or • A combination of the above Other agencies will usually be involved. May be a threat to the community at a local or perhaps Regional level. Some AIIMS functions will usually be delegated.	Incident Management Team all 4 key positions filled Incident Controller at OP or GCC, Operations Officer and Sector Commanders are in Command of all firefighting resources	Australasian Inter-service Incident Management System Module and Specialist Training in Specific roles Accredited for Level 2 Incident Management Refreshed bi-annually	Level 2 ICC Brigade Station and/or GCC OP may be Command Vehicle or Brigade Station Communications with RCC	Annual Audit by Regional Staff in accordance with GCC Audit Tool
Level 3 Incidents	Level 3 incidents are characterised by degrees of complexity that may require the establishment of Divisions. Usually, involve delegation of all functions. May be multiple shifts. Numerous other agencies may have significant involvement. Generally a significant threat or impact to the community at a local, Regional or State level. Requires a large AIIMS team.	Incident Management Team all positions filled and shift rotation established Incident Controller at ICC Forward Commander at OP in Command of resources	Australasian Inter-service Incident Management System Module and Specialist Training in Specific AIIMS Roles Accredited for Level 2 & 3 Incident Management Refreshed, Used and/or Exercised Annually	Designated Level 3 ICC. OP may be Brigade Station or other suitable venue Communications with RCC	Annual Audit by Regional Staff & Senior Operations Officer (State) in accordance with Level 3 ICC/RCC Audit Tool

SACFS LEVEL 3 ICC's

The following information has been provided by regions identifying the groups and locations where Level 3 Incident Coordination Centres are either located or can be established.

Region	Group - Location
One	Kangaroo Island Parndana
	Kyeema - Willunga
	Victor Harbour – Victor Harbour
	Heysen – Mt Barker
	Mt Lofty - Bridgewater
	Yankalilla - Yankalilla
Two	Southern Yorke – Yorketown
	Angaston – Angaston
	Gumeracha – Gumeracha
	Para – One Tree Hill
	Horrocks – Clare
Three	Chaffey – Berri
	Mid Murray – Waikerie
	Mallee – Lameroo
Four	Coonalpyn – Coonalpyn
	Spencer – Crystal Brook
Five	Mt Gambier – Mt Gambier
	Wattle Range – Millicent
	Tatiara – Bordertown
Six	Tumby Bay – Tumby Bay
	Cleve – Cleve
	Le Hunte - Wudinna
	Ceduna - Ceduna

INCIDENT MANAGEMENT NEEDS ANALYSIS

An Incident Management Needs Analysis should be used as a guide for officers to identify and mitigate certain complexity or safety issues by selecting a different strategy, tactic or higher qualification of incident management personnel to safely and effectively manage the incident.

In developing this analysis, certain assumptions are made:

1. As an incident becomes more complex, the need for an incident management team or organisation increases.
2. To facilitate assembling an efficient and effective organisation, key managers should be involved during the early stages of complexity analysis.
3. The analysis is not a cure all for the decision process; local fire history, current fire conditions and management requirements must be considered.

Refer to CFS Operational Forms Booklet for Incident Management Needs Analysis aide memoirs, level 1 to level 2 and level 2 to level 3.

21. BUSHFIRE INFORMATION and BUSHFIRE WARNING SYSTEM

Intent

The intent of the SA CFS Bushfire Information and Bushfire Warning System is to ensure that the CFS is able to provide timely and accurate information and warning to the public, such that the public are able to make informed decisions in response to bushfires that may threaten their safety. The key objective is to be able to get information and warning to the public as soon as possible via multiple means of communication. To be able to achieve this, the information distributed via either a **Bushfire Information Message** or a **Bushfire Warning Message** will answer the following questions:

1. Where is the fire now?
2. Where is the fire expected to move next?
3. What are the risks faced by people in the area?
4. What are the public advised to do about those risks?
5. What is the CFS doing about the situation?

CRITERIA FOR ISSUING A BUSHFIRE INFORMATION MESSAGE

The intent is that **Bushfire Information Messages** will be issued on a regular basis for bushfires that have a localised threat to property or public safety and meet **any** of the following criteria:

- A bushfire is threatening or has the potential to pose a threat to public safety in the immediate area of the fire, or;
- A bushfire is producing an undesirable effect (*smoke*) in an area that may cause concern to the public, or;
- The CFS Regional Coordinator (*RCord*) or Deputy State Coordinator (*DSC*) wishes to advise the public of a specific event.

CRITERIA FOR ISSUING A BUSHFIRE WARNING MESSAGE

That a bushfire warning message is the highest level of warning to all South Australians, and will generally be issued for wide area community impact.

A bushfire warning message will be issued when:

- a) **All** of the following 3 are met
 - A major bushfire is going, and burning under very high to extreme weather conditions at the fire: **and**
 - The risk of loss of life or threat to properties is almost certain or has occurred; **and**
 - The CFS is primarily undertaking defensive strategies to protect lives and property; or
- b) Where special circumstances exist and specifically approved by the State Coordinator eg: If a community life or house has been lost.

Figure 1 indicates the relationship between the Fire Danger Index (FDI) and the selection criteria for issuing either a Bushfire Information Message or a Bushfire Warning Message. While the FDI (*an FDI of Very High to Extreme*) is one of the key criteria for choosing to issue a Bushfire Warning Message, the criteria for issuing a Bushfire Information Message has been deliberately set relatively low. This is to encourage the use of Bushfire Information Messages and limit the number of Bushfire Warning messages to only the more serious events.

South Australian Bushfire Information and Bushfire Warning System

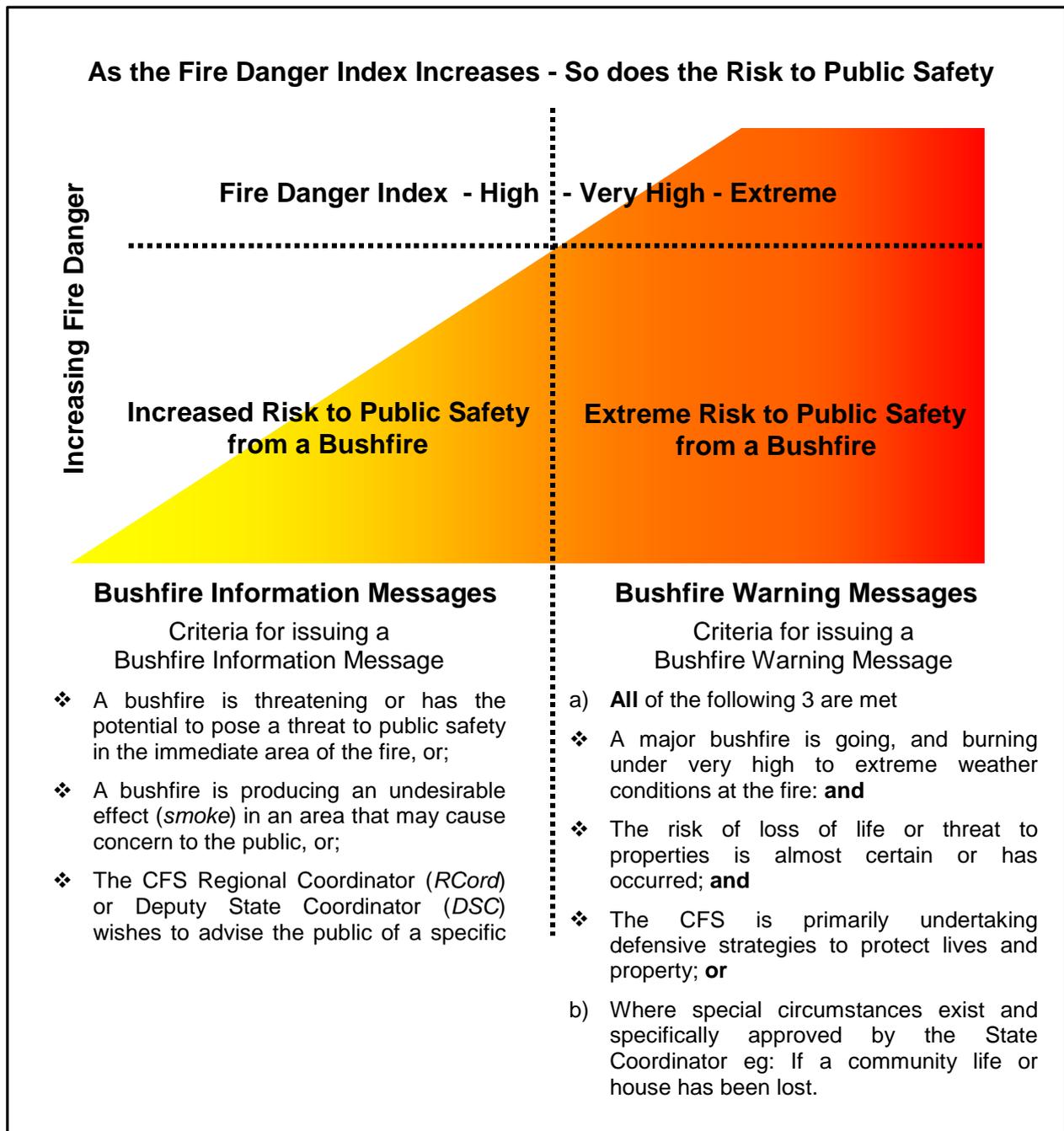


Figure 1

AUTHORISATION AND DISTRIBUTION

BUSHFIRE INFORMATION MESSAGES

Bushfire Information Messages are to be authorised and distributed by the Regional Coordinator (RCord) via the appropriate Regional Coordination Centre (RCC) or at the request of the RCord by another Coordination Centre (i.e. CFS SCC / MLO or SOCC). Bushfire Information Messages will be based on information provided to the RC by the Incident Management Team (IMT), the Incident Controller or first Officer on the scene of the incident.

Bushfire Information messages are based on a set of standard messages designed to be easily understood and to communicate the most important information in the shortest time as possible. All messages will include information about how to contact the CFS Call Centre (*CFS Bushfire Information Hotline 1300 362 361*) for more information. The CFS Call Centre and all CFS Receptions will have access to the State Incident Summary (*via the Intranet – CRIIMSON*) and a database containing answers to Frequently Asked Questions (FAQ's).

While there is no expectation that broadcast media outlets will immediately break into their programming to broadcast bushfire information messages, they should be broadcast verbatim within 10 minutes of receipt and then every 30 minutes thereafter or until the message expires or is superseded by another message related to this fire.

The standard Bushfire Information Messages are available via CRIIMSON or hard copy at each RCC or the SCC and include the following:

Note: Please choose the most appropriate message not sequential.

- Ignition and/or Development
- Change in Situation
- A Distant Bushfire impacting on a populated area
- A Reduced Threat
- Specific Risk / Generic Blank.

BUSHFIRE WARNING MESSAGE

Bushfire Warning Message is to be authorised by the CFS Deputy State Coordinator on recommendation of the Regional Coordinator after consultation with the Regional Commander and distributed by the CFS Public Affairs Unit. Bushfire Warning Message will be based on information provided by an RCord, RCC or the Incident Controller via the CFS State Coordination Centre.

Bushfire Warning Message is based on a set of standard messages designed to be easily understood and to communicate the most important information in the shortest time as possible. All messages will include information about how to contact the CFS Call Centre (*CFS Bushfire Information Hotline 1300 362 361*) for more information. The CFS Call Centre and all CFS Receptions will have access to the State Incident Summary (*via the Intranet – CRIIMSON*) and a database containing answers to Frequently Asked Questions (FAQ's).

Bushfire Warning Messages will be preceded by the Standard Emergency Warning Signal (SEWS) and there is an expectation that broadcast media outlets will immediately break into their programming to broadcast Bushfire Warning Messages. These messages are to be broadcast verbatim immediately and then at 15-minute intervals thereafter until the message expires or is superseded by another message related to this fire.

The standard Bushfire Warning Message is available via CRIIMSON or hard copy at each RCC or the SCC.

Reduced Threat

As part of the standard Bushfire Information Message, a reduced threat message has been included for use when the threat to the community has reduced. These messages will be issued when previously disseminated messages are no longer relevant and a cancellation of the message is required. The process for issuing these messages is outlined in the Bushfire Information Message Section above.

DEFINITIONS

The following definitions, apply throughout this document:

- **Bushfire Information** – Information provided to the community concerning a ‘going’ bushfire that is threatening or has the potential to threaten public safety. This definition also includes information and advice provided in relation to the effects of a bushfire (*i.e.*: *smoke*) that may be impacting on an area other than in the immediate area of the bushfire
- **Bushfire Warning** - Information provided to the community concerning a major ‘going’ bushfire that is burning out of control under ‘Very High’ to ‘Extreme’ weather conditions and is threatening public safety

A significant and widespread life threat exists and an immediate response is expected of the community to ensure their safety and survival. A Bushfire Warning will be accompanied by the use of the Standard Emergency Warning Signal (SEWS)

- **Channel** – The means by which a message is transmitted. This may be by any electronic means or method of passing information from one place to another.

22. SUMMARY OF CFS EVACUATION POLICY

- Evacuation is the decision of individual residents
- Fire and Emergency Services Act does not allow for forced evacuation unless there is a declaration under the Emergency Management Act
- CFS cannot guarantee a firefighting vehicle at every residence
- CFS cannot guarantee that residents will receive timely official warnings
- CFS will endeavour to use Bushfire Information Messages and Bushfire Warning messages to inform the community
- CFS wants to avoid forced evacuations
- Residents at risk should develop their own plans – well in advance of the fire season
- If you choose to stay, you should have prepared your home and equipment
- If you choose to go, you should go very early in the day
- Residents should also be familiar with local refuges
- Neighbours should look after each other
- Any decision about evacuation will be done in conjunction with the Police.

The following definitions, in addition to those detailed in Emergency Management Act 2005, apply throughout this document:

1. *Direct Evacuation* – Direct Evacuation is the controlled and managed movement of people from a threatened area to a place of safety in accordance with the provisions of the Emergency Management Act 2005 and other relevant legislation.
2. *Self-Evacuation* – Self-Evacuation is the self-initiated movement of people from a threatened area to a place of safety.
3. *Refuge* – A refuge is any place that is considered safe from the effects of a particular hazard or hazards.
4. *Safe Refuge Area* – A safe refuge area in a specifically designated area, location or building that is available to the public and that is considered safe from the effects of a particular hazard or hazards.

Evacuation Principles

The general policy of the State Emergency Management Committee and its member agencies is that:

1. As far as possible members of the community should decide for themselves whether to stay or go when threatened by an emergency; and
2. The decision to evacuate will be made by the Control Agency when the members of the community at risk do not have the capability to make an informed decision or when it is evident that loss of life or injury is imminent or almost certain.
3. Hazard leaders shall develop and implement community education programs and information systems, for those hazards for which they are responsible. The key objectives of the community education programs and information systems will be to provide community members with the capability to make an informed decision as to whether to stay or go early when threatened by an emergency;
4. In an emergency, the Control Agency shall use the existing warning and public information systems so that community members can make an informed decision as to whether they will stay or go early, well before the hazard begins to impact their location;
5. It is the responsibility of the Control Agency to advise the community exposed to a threat that 'self-evacuation' (well ahead of the hazard beginning to impact on their location) is recommended to ensure the ongoing safety of the occupants:
6. A Control Agency may only cause a 'directed evacuation' to take place where it has the legislative power to do so;
7. Any decision to evacuate or recommend evacuation should be made as early as is practicable. Late evacuations may compound the risk by potentially exposing communities and individuals to greater levels of risk, and;
8. The decision to allow the safe return of evacuees to their properties should be made as early as is practicable. Any delay may cause unnecessary anxiety and may retard the rate at which the community recovers.

Evacuation During Specific Hazards

Hazard Leaders shall develop specific policies or guidance notes to guide supporting agencies concerning evacuations and the movement of the public during the impact phase of other specified hazards. These policies or guidance notes shall be included in the Hazard Plan by each of the Hazard Leaders.

Evacuation Planning

Emergency management planning should comply with the policy and principles outlined above and consider the following matters:

1. The need for evacuation for each identified risk should be carefully considered. Likely hazards should be identified and evacuation included as a response option, only if it is an effective way of managing the risk to the community; and

2. Hazard plans should incorporate an evacuation section that details the broad arrangements for evacuation, including authorisations as required (eg legislative).

The community should be involved in the planning processes at all possible opportunities. It is critical that communities are fully informed of the risks that they may face and the options, including evacuation that may apply during the emergency.

Planning should also recognise that other plans such as the State Emergency Management Plan and a number of other Zone and State level plans may be relevant. Zone emergency management plans should therefore recognise the relationship and links to neighbouring district and higher level planning.

Local emergency response plans should identify the most suitable arrangements for training exercises and testing of evacuation procedures.

Welfare and Support Agencies – Registration of Evacuees

The Control Agency shall liaise with the appropriate welfare and support agencies./ authorities, prior to and during the process of a directed evacuation to ensure that appropriate arrangements for the registration and support of the evacuees are in place.

Standard Emergency Warning Signal – SEWS

Depending on the magnitude of the emergency or emergencies, the warning and / or public information may need to be issued on a local, regional or statewide basis.

The Standard Emergency Warning Signal may be used to precede any warnings to the community as detailed in State Emergency Management Committee Policy on the authorised use of the Standard Emergency Warning Signal.

Returning After Evacuation – Access to Areas Under Threat

The responsibility for decisions relating to the return of evacuees or allowing access to an area threatened by a hazard rests with the control agency in close consultation with the coordinating agency. The orderly return of evacuees should be accomplished in consultation with the affected community and the Department for Families and Communities.

23. INCIDENT MANAGEMENT

All incidents will be managed in accordance with the Australasian Inter-service Incident Management System (AIIMS). The Incident Controller shall have overall management of the incident and overall responsibility for the management of resources allocated to that incident.

AIIMS

AIIMS provides a structure and process of delegation to ensure that all vital management and information functions are adequately performed. AIIMS is made up of four functional areas: control, planning, operations and logistics.

Control

An Incident Controller will be appointed to take responsibility for controlling the incident and ensuring that all incident management functions are undertaken.

Planning

The responsibilities of the planning function include:

- taking responsibility for preparation and delivery of plans and strategies
- maintaining a resource management system
- assembling, maintaining and providing incident information

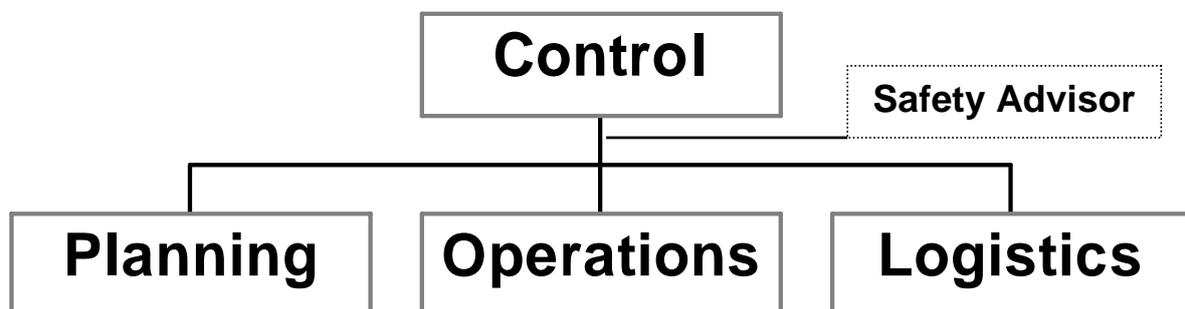
Logistics

The Logistics function is responsible for managing activities and resources necessary to provide logistical support during an incident.

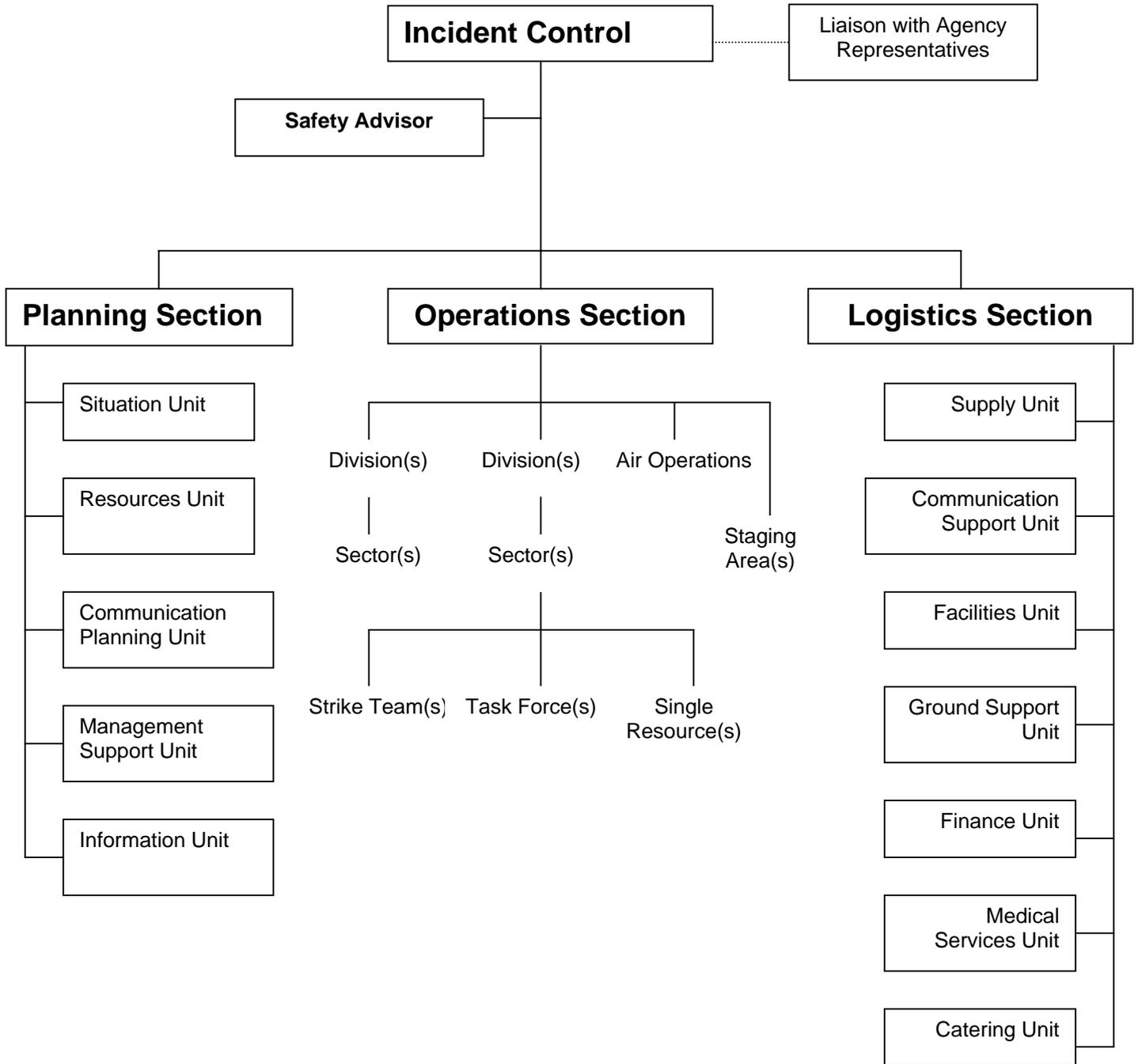
Operations

Operations are responsible for managing resources allocated to the Operations Section to resolve the incident.

The basic functional structure of AIIMS is as follows:



AIIMS is an adaptable and scalable system, which expands to the extent that is required for the size and complexity of an incident. The expanded structure is outlined below.



AIIMS Team Resources Pool

As part of the CFS commitment to providing best practice in Incident Management across the State, the requirement to formalise Incident Management Team (IMT) arrangements is achieved through the process outlined in this section.

It is recognised the process, policy, procedures etc for achieving a coordinated incident management teams for level 2 and 3 incidents are evolving, and subject to review to ensure we continually improve our processes.

A pool of level 2 and 3 incident management personnel from CFS and other agencies is being established and will provide the incident management function using the Australasian Inter-service Incident Management System (AIIMS) for Level 2 and 3 incidents within and outside SA as required.

Key Principles

Incident Management Teams are established with the following principles:

- Local knowledge will be recognised and integrated into the team
- Incident Management personnel will initially be put in place by Brigades and Groups, as an incident increases in size and/or complexity the Region and State will assist in providing appropriate level 2 and 3 personnel to support and manage the incident
- Incident Management Teams, like AIIMS, will be adaptable and scalable
- Coaching and mentoring opportunities will be created where practical
- The teams will have a strong leadership and managerial focus

AIIMS team personnel Competency Requirements

Personnel interested in nominating for roles in AIIMS teams should:

- Have the relevant Knowledge and Skills for the position as outlined in the AIIMS Role Profiles (to the best of the knowledge of the Regional Commander/Manager and/or IMT Review Panel)
- Have completed the course in AIIMS
- Have experience in the relevant position at level 2 and/or 3 incident(s)
- Have completed a specific course for the relevant position (when courses are available)
- Be willing to participate in pre-fire season IMT exercise(s) and other training activities
- Be reasonably available to attend incidents as part of an AIIMS team
- Be willing to be involved in post-incident and post-fire season reviews addressing the Performance Measures as outlined in the AIIMS Role Profiles
- Be willing to help others develop their skills and develop their own skills through acting in assisting roles, shadowing etc

Appointment of an Incident Controller

Under the Fire and Emergency Services Act 2005, the CFS Chief Officer has the power to appoint an Incident Controller in respect of the control of SACFS operations and in particular the powers and duties relating to fires and emergencies. The CFS has developed a standard form setting out the appointment as established in the Act

Consideration will be given to the appointment of an incident controller in the following circumstances:

- Where an incident is of significant size, duration and complexity.
- Significant numbers of other agencies resources.
- Specific management issues exist.

24. MAPPING SUPPORT UNIT

The Mapping Support Unit (MSU) is a joint venture between the Country Fire Service (CFS) and the Department for Environment and Heritage (DEH). The MSU has primarily been established to provide the following services:

- An enhanced mapping support function to CFS and DEH operational personnel at the designated Incident Control Centre (ICC) established during a significant incident.
- Provide an enhanced mapping support function to CFS and DEH operational personnel at the CFS State Coordination Centre (SCC).
- Provide an enhanced mapping support function to the CFS and DEH after a significant incident to ensure that the extent, nature and impact of the incident is captured and stored appropriately.

In addition to providing these services to the CFS and DEH via the established CFS Incident Management Structure (ICC &/or SCC), the MSU may also provide specific services to the broader emergency management community via the provision of MSU personnel and services at the State Emergency Centre (SEC), Carrington Street Adelaide.

SCOPE

While this item deals specifically with the key roles and responsibilities of the MSU whilst supporting the CFS and/or DEH during the management of incidents under the control of the CFS, the SEC maintains a similar document specifying the key roles and responsibilities of the MSU whilst supporting other agencies at the SEC.

THE MAPPING SUPPORT UNIT

The MSU consists of a team of Geographic Information System (GIS) trained operators employed by DEH (*based in the City*). The team consists of approximately fifteen (15) members who are available via a network of CFS pagers - including two supervisors. Members have been provided with Level 1 Protective Clothing, GRN pagers and Basic Firefighter Training and standard CFS photographic identification cards.

The MSU will be deployed in support of a significant incident where the requirement for their services is expected to remain for an extended period. – (*ie: a Level 3 or campaign type incident expected to last longer than 2 shift rotations*) The MSU may take several hours to deploy plus the time taken to travel to the incident, therefore Incident Management teams (IMT's) should be prepared to make alternative arrangements for mapping the incident prior to the arrival of the MSU.

DEPLOYING THE MAPPING SUPPORT UNIT

The CFS Deputy State Coordinator and/or the DEH State Coordinator will deploy the MSU to an ICC at the request of an Incident Management Team (IMT) in consultation with the CFS Regional Coordinator. The MSU will be deployed to the CFS SCC at the request of the CFS Deputy State Coordinator and/or the DEH State Coordinator.

When deployed to a CFS ICC in the field and/or the CFS SCC, the MSU will be deployed in Teams of two persons (as a *minimum*). Once deployed the members of the DEH Mapping Support Unit will operate under the direction of the CFS Planning Section either at the CFS ICC or the CFS SCC.

The MSU will respond with GIS and IT equipment (laptops, data, printers & communications equipment) so as to be able to meet the operational mapping requirements of a CFS ICC in the field.

The MSU have their own land-based transport, however they will have to be fed and accommodated, as a component of the overall logistics needs of the incident. The MSU will also require a suitable place to work (*a table & chairs for 2 persons*) adjacent to where the IMT is established. Specific requirements include a reliable source of 240v power and a dedicated telephone line.

Following a deployment of the MSU, the unit will be asked to participate in the CFS and DEH operational debriefing processes to ensure all possible learning opportunities are captured in an environment of continual improvement.

KEY ROLES AND RESPONSIBILITIES

The Mapping Support Unit is a working team within the Situation Unit, of the Planning Section – Note AIMS Diagram showing the Situation Unit – Item 21, Page 44.

Therefore the MSU reports directly to the Situation Unit Leader (*if appointed*), or the Planning Officer and is responsible for the following outcomes:

1. The production of electronic and/or hardcopy maps showing the current location and extent of the incident.
2. The production of electronic and/or hardcopy maps showing location of key features relating to the management of the incident, these features may include:
 - 2.1 Controlled and uncontrolled boundaries
 - 2.2 Location of Incident Control Facilities (*ie: ICC, Staging Areas, Operations Points, Base Camps etc*)
 - 2.3 Sector / Division Boundaries
 - 2.4 Key known assets at risk
 - 2.5 Type and nature of the environment in which the incident is occurring (*ie: vegetation type, rural and/or urban environment and land use*)
 - 2.6 Weather parameters (*if known*) at key sites adjacent to the incident (*ie: wind speed & direction and humidity at the nearest AWS*)
 - 2.7 Planned incident management strategies (*ie: planned control lines, fallback lines and/or strategic protection zones*)
3. The production of broad sale electronic and/or hardcopy maps to be used at a State level for briefing the State Coordinator / Controller Bushfire and the Minister. These maps may also be used to provide information to the public.

LIMITATIONS OF THE MAPPING SUPPORT UNIT

Whether operating in the SCC or an ICC, the MSU is totally reliant upon timely and accurate information from the field. While the MSU has access to a series of data sets, they are simply not able to produce accurate maps without timely and accurate information about the location, size and extent of the incident. Often this information will be gathered via manual systems (*6-figure grid references from the field*) or GPS units in ground-based and/or aerial platforms (*ARMS Kits*).

While the MSU will work very closely with the Planning Section, it will not of its own accord place any features listed in Item 2.1, 2.2, 2.3 &/or 2.7 above, without being provided with the required information through the CFS Chain of Command. (*ie: The MSU will not work in isolation – it will provide support to the IMT through the Planning Section*)

In addition to being limited to the data available from the field, the MSU are not in a position to prepare predictive maps (*for bushfires*) as accurate and reliable predictive bushfire modelling systems are currently not available for the South Australian environment.

RELATIONSHIP WITH SEC - DURING INCIDENTS CONTROLLED BY CFS

Whether operating in the SCC or an ICC, the MSU is responsible to the CFS Chain of Command through the Situation Unit Leader (*if appointed*) or the Planning Officer. All information, data &/or maps are to be approved by the Planning Officer and/or Deputy Sate Coordinator prior to it being sent to the SEC.

MAPPING SUPPORT UNIT MINIMUM REQUIREMENTS AT INCIDENT CONTROL CENTRES

Travelling to the incident: The Mapping Support Unit has vehicle access to attend an Incident Control Centre but if a flight is required, the following equipment will accompany the unit.

- 2 People
- 1 Pelican Protector Case (59cm L x 53cm W x 23cm D)
- 1 Pelican Protector Case (83cm L x 52cm W x 29cm D)
- 1 Backpack
- 2 Echelon Carry Bags (70cm L x 30cm W)

Incident Control Centre: On arrival at the Incident Control Centre, the MSU requests the following minimum requirements.

- 1 Table (to accommodate 1 laptop and 1 A3 printer)
- 2 Chairs
- 1 Analogue phone line (for connection to email and CFS web site)
- Power point in near vicinity (extension lead in kit)

INCIDENT MAP

The MSU is able to provide support initially with “Incident Map”, this is an “A1” size map and or aerial photo, CFS need to provide a central point of where the incident is and then nominate a radius in kilometres around this point. These maps should be used for initial planning and tracking of an incident, as they are large enough to be placed on a wall with a clear overlay.

25. THE ROLE OF THE INCIDENT CONTROLLER

The Incident Controller has overall control and responsibility for management of all activities undertaken to control the incident. The responsibility for incident control is identified by legislation. Where necessary, the Incident Controller may delegate specific roles, functions and tasks.

The Incident Controller establishes the incident objectives and ensures that a strategy is developed for the safe, effective and efficient combating of the incident.

The Incident Controller approves all requests for additional resources and approves the demobilisation of resources.

The responsibilities of the Incident Controller are the same for large and for small incidents. However as the size and complexity of the incident expands and the number of resources increases, the role becomes more focused on managing and delegating rather than doing.

Overarching responsibilities

- Control the incident
- Approve plans and strategies to control the incident (Incident Action Plan)
- Establish effective liaison and cooperation with all relevant persons, including the affected community, external to the incident
- Manage the incident as effectively and efficiently as the circumstances allow
- Establish systems and procedures for the safety and welfare of all persons working at the incident.

The specific tasks related to these responsibilities include:

- Establish and take control
 - Assume control of activities in area of responsibility
 - Demonstrate leadership
 - Authority/accountability
 - Identity is communicated
 - Short term priorities/planning
 - Be available
- Obtain briefing from previous Incident Controller
- Establish and maintain a log of activities and hand over to oncoming IC at shift change. Ensure log is included into incident records.
- Establish a control facility
 - Location (pre-determined) and proximity to incident
 - Communicate location
 - Inter-agency liaison
 - Establish communications system
 - Resources
 - Consider total incident requirements

- Establish and maintain a management structure
 - Establish a team appropriate to the size and complexity of the incident (know their competence)
 - Organisational structure
 - Know yourself and your people
 - Conflict resolution
 - Clear communication flow
 - Identification of personnel (e.g. tabards)

- Appoint personnel
 - Appoint a deputy (if required)
 - Expand/contract support functions resources (eg. finance, OHS&W, base camp)

- Establish procedures to permit control to be exercised
 - Communication plan
 - Ensure information flow $\uparrow\downarrow\rightarrow$; community
 - Interim control structure is communicated
 - Liaison and coordination between and with agencies
 - Briefing/reporting timelines
 - Sitreps and reporting requirements 2 up, 1 down
 - Establish a planning meeting
 - Establish a recording, documentation and information system
 - Process/system for communicating critical information

- Assess the situation, identify risks and determine priorities
 - Situation assessment
 - Identify priorities
 - Seek intelligence/information
 - Current work effort
 - Ensure issues are addressed
 - Briefings
 - Consider normalisation; demobilisation; recovery

- Monitor and review safety and welfare
 - Appoint Safety Adviser if required

- Facilitate media management and authorise release of information
 - Appoint Media Officer within Information Unit if required

- Develop the Incident Action Plan
 - Establish incident objective
 - Conduct planning meeting
 - Review strategies and options
 - Establish shift timings
 - Develop sub-plans
 - Validate plan
 - Authorise plan

- Implement and monitor the Incident Action Plan
 - Briefings
 - Authorise issue of information/source of information to media and community
 - Disseminate plans
 - Public information and warnings
 - Review progress of plan
 - Plan modified to meet changes in situation

- Approve requests for additional resources and requests for release of resources, ensure adequate resources are available to meet contingency situations.

- Ensure liaison officers are established from all other agencies involved and information is communicated as required.

- Facilitate communication within the control structure including briefing, debriefing and planning meetings

- Communicate progress and key risks to delegating authority and affected parties.

- Conclude and review emergency activities
 - Normalisation and recovery
 - Debriefing
 - Reports (accidents/injuries etc)
 - Evaluate effectiveness
 - Report opportunities for lessons learned

26. THE ROLE OF THE PLANNING OFFICER

Planning is a key function of AAIMS. The Planning Officer is delegated the role and responsibility for planning at an incident by the Incident Controller. The planning function is almost exclusively involved with information management. It provides support for control of the incident through:

- Collection, evaluation and dissemination of information on the current and forecast situation
- Preparation and dissemination of the plans and strategies that are to be used in controlling the incident
- Collection and maintenance of information about the resources that are allocated to the incident
- Provision of management support services.

The Planning Officer's roles and responsibilities include:

- Collect information on the current and projected incident situation
- Provide weather and other necessary specialist information and incident behaviour predictions
- Identify key risk exposures relating to the incident
- Disseminate information relevant to controlling the incident and potential safety issues
- Establish a process for transmitting critical and safety information
- Develop alternative incident objectives and strategies and identify the risks and likely outcomes associated with each
- Identify the preferred incident objective and strategies, including justification, for discussion by the Incident Management Team and approval of the Incident Controller.
- Conduct planning meetings
- Document the Incident Action Plan for the subsequent operations period
- Consider rehabilitation in Incident Action Plans
- Develop, and review as necessary, an appropriate Communications Plan
- Develop incident demobilisation plan
- Prepare mapping information as appropriate
- Develop and maintain an effective register of all resources requested, en route, allocated to, and released from the incident
- Regularly communicate progress against the Incident Action Plan to the Incident Controller
- Develop information sharing and transitional arrangements with recovery organisation(s)
- Provide incident information services as appropriate to incident personnel, the media and the public
- Provide management support services (radio/telephone/computer operators and administrative support)
- Collect, collate and store incident records.
- Establish and maintain a log of activities and hand over to oncoming IC at shift change. Ensure log is included into incident records.

27. THE ROLE OF THE LOGISTICS OFFICER

The Logistics Officer is responsible for providing human and physical resources, facilities, services, and material in support of the incident. The Logistics Officer participates in development and implementation of the Incident Action Plan and activates and supervises the Units within the Logistics Section.

The Logistics Officer takes responsibility for:

- Managing those resources allocated to Logistics
- Managing those activities necessary to provide logistical support during the incident

The Logistics Officer's roles and responsibilities include:

- Support control of the incident through the procurement and maintenance of human and physical resources, facilities, services and materials
- Identify service and support requirements for planned and expected operations
- Confirm dispatch and estimated time of arrival of personnel and supplies
- Co-ordinate and process requests for additional resources and services
- Provide input to and review Communications Plan, Medical Plan, and Traffic Plan
- Participate in the preparation of the logistics part of the incident action plan including transport, catering, welfare, accommodation, fuel, ablutions, finance, stores and equipment supply
- Review Incident Action Plan and estimate Section needs for next operational period
- Provide resources and advice in accordance with the incident Communications Plan
- Advise on current service and support capabilities
- Prepare service and support elements of the Incident Action Plan
- Estimate future service, consumable, material and support requirements
- Facilitate effective liaison and cooperation with relevant persons
- Provide progress reports to Incident Controller on logistical support
- Establish and maintain Staging Areas if required
- Receive the incident Demobilisation Plan from Planning Section
- Recommend release of Unit resources in conformity with the incident Demobilisation Plan.
- Establish and maintain a log of activities and hand over to oncoming IC at shift change. Ensure log is included into incident records.

28. THE ROLE OF THE OPERATIONS OFFICER

The Operations Officer is responsible for the management of all operations that are undertaken directly to resolve the incident and for the management of all resources (people and equipment) assigned to the Operations Section. The Operations Officer is responsible for implementing strategies in accordance with the Incident Action Plan to resolve the incident.

The Operations Officer's roles and responsibilities include:

- Assume the role
 - Obtain a briefing from the Incident Controller
 - Identify yourself
 - Demonstrate leadership
 - Maintain a log
- Establish operations structure of a size and structure that is appropriate to the incident and allocate resources to enable safe work practices to be implemented by personnel on the incident ground
 - Sectorise / Divisionalise the incident
 - Establish Incident Control Point and Staging Area
 - Appoint Sector Commanders and Division Commanders
 - Establish and maintain a Staging Area
- Validate current operational activities
 - Understand the current and predicted situation
 - Review current resources and plan and identify the need for change
 - Undertake an operational risk assessment
 - Ensure the safety and welfare of personnel
- Implement Incident Action Plan
 - Conduct briefings
 - Authorise issue of information/source of information to media and community
 - Disseminate Incident Action Plans
 - Provide public information and warnings
 - Review progress of the plan
 - Modify the plan to meet changes in situation
- Brief and assign operations personnel in accordance with Incident Action Plan
 - Implement process for briefing personnel prior to deployment at incident
 - Establish reporting requirements
 - Keep personnel informed of the situation at the incident
 - Inform on any issues relating to safety or welfare
- Implement process for debriefing personnel before being released from incident or shift

- Effectively and efficiently implement Incident Action Plans at the incident
- Manage and supervise operations
- Ensure personnel are properly equipped for the tasks given to them
- Ensure personnel are only tasked to undertake the activities for which they are qualified
- Implement procedures for the welfare of operations personnel
- Establish effective liaison arrangement and cooperation with all relevant persons
- Determine the need for additional resources and logistical support and request as required
- Nominate a deputy when absent from the Incident Management Team
- Identify new and emerging risks at the incident (including political, economic, social, public safety or environmental) and ensure these are either managed effectively and/or communicated to the Incident Controller as appropriate
- Review suggested list of resources to be released and initiate recommendation for release of resources.

- Report progress
 - Establish times for situation reports
 - Report progress against Incident Action Plan
 - Report information about special activities, events and occurrences to the Incident Controller

- Contribute to development of Incident Action Plan
 - Consult with Sector and Division Commanders
 - Consult with Planning Officer
 - Develop Operations portion of Incident Action Plan (IAP)
 - Attend planning meetings
 - Analyse options and consequences
 - Develop operations statement and sub-plans

- Assemble and disassemble Strike Teams/Task Forces/Single Resources assigned to the operations section
- Coordinate operational activity across divisions/sectors in the implementation of incident objectives and strategies
- Relocate or release strike teams/task forces allocated to Operations Section
- Initiate recommendation for release of resources
- Report information about special activities, events, and occurrences to Incident Controller
- Handover
 - Brief incoming Operations Officer

- Conclude activities
 - Plan for demobilisation, normalisation and recovery
 - Debriefing
 - Reports on accidents and injuries

- Review and report on activities
- Establish and maintain a log of activities and hand over to oncoming IC at shift change. Ensure log is included into incident records.

29. HEALTH AND SAFETY

The health and safety of CFS and emergency services personnel shall be given priority at all times.

Principle of health and safety is: '**Safety First Come Home Safe**'

Operations shall be conducted with the following objectives (in order of priority):

- Protection of the health and safety of firefighters and emergency services personnel
- Protection of life
- Protection of property
- Protection of the environment.

In support of these objectives, a process of dynamic risk assessment should be undertaken to ensure that sensible and safe decisions are made.

Safety advisor:

The Country Fire Service has adopted the following position on Safety Advisors:

- Safety is the ultimate responsibility of the Incident Controller and all operational personnel involved in an incident
- An Incident Controller may appoint a Safety Advisor to oversee the occupational health and safety function at an incident
- If appointed, a Safety Advisor will report directly to the Incident Controller or nominated functional delegate
- A safety advisor will not have the power of veto unless expressly delegated to do so by the Incident Controller
- Information available through the use of a Safety Advisor should be considered in incident planning
- The safe person approach shall be adopted at all incidents. That is, the safety of all personnel shall be paramount over all other activities.

30. PRINCIPLES OF OPERATIONS

Detailed and comprehensive planning can be difficult in operational circumstances where decisions and plans must be developed in compressed timeframes with limited information.

Operational planning must take account of a number of guiding principles for the plan to be successful. These are not rules, however experience has shown that plans that do not take account of these principles will invariably be bad plans, or they will fail.

Maintenance of the aim

The aim of the plan must be clearly and simply defined. The aim will draw together all subsequent courses of action. The aim must never be lost sight of and all efforts must support the main effort of the operation.

Safety

The safety of all personnel and the community is paramount to all actions at all times. Safety is also enhanced by securing control lines from escape and maintaining the security of equipment.

Foresight

Foresight is the ability to anticipate potential changes or problems with the plan. It is about using good risk assessment processes to identify risks and assess their likelihood and consequences.

Timeliness

In emergency operations time is limited. Many tasks have to be carried out with a sense of urgency, but with safety as the primary consideration. Good preparedness and planning will usually result in less time wasted and greater efficiency.

Flexibility

Flexibility is one of the greatest qualities of any plan. Firefighters work in dynamic environments. Things change. Plans need to be adaptable to new circumstances and new information.

Administration

An operation may fail through lack of basic record keeping. Good administration, keeping logs, recording of times, archiving paperwork and organised office management are all important considerations. Good administration leads to greater efficiency, which ultimately supports all firefighters.

Morale

The effectiveness of any operation will be directly linked to the morale of the personnel involved. This particularly applies to volunteers who give freely of their time, but expect that they will be used efficiently and receive recognition and appreciation for their efforts.

Concentration of effort

The ability to engage the right number and type of resources at the right place and at the right time. A good plan will allow for sufficient resources to fight the fire in depth and to have a reserve for contingencies.

Economy of effort

Time and space constraints mean that the number and type of resources and how they are applied needs to be balanced against the risks and the benefits of a particular course of action.

Cooperation

A willingness to get on well together must permeate all of the organisation and other agencies such as Police, land management agencies and other emergency service agencies. Compatibility of training, procedures and equipment as well as having common objectives and good communication are all ingredients of successful cooperation.

Communication

Communication is the lifeblood of operations. Good information is essential for sensible decision making. The safety of all firefighters and the community will hinge on the effective transmission of important information. Good communication should occur down, up and across the chain of command.

Mobility

Both the fire and the firefighting resources possess mobility. Firefighters must be able to respond and travel throughout the Area of Interest in a timely manner.

31. COMMON OPERATIONAL ERRORS

- Failure to sectorise early
- Failure to establish a Forward Control Point and Staging Area
- Failure to consciously appoint people to AIIMS roles
- Failure to develop an incident action plan and to advise everyone of it
- Failure to develop a communications plan
- Insufficient resources are requested for initial attack
- Indecision as to the method and point of attack
- Lack of appreciation of the potential of the incident
- Lack of situation reports
- Failure to take advantage of the lulls in fire behaviour and operations
- Delay in providing relief crews
- Breakaways due to inadequate control lines, mop up and patrol
- Lack of attention to welfare (food, water and accommodation) for firefighters.

32. DECISION MAKING PROCESS

Decision making in high action environments needs to follow established processes to ensure that decisions are safe, sensible, logical and consistent. In many operational situations decisions will be immediate, on-the-spot and intuitive. In other situations, decisions may be more deliberate.

The following key terms have been provided to assist with the decision making process, particularly in an operational environment:

Area of Operation (AO): The geographical area or specifically defined location in which the incident response activities are being conducted or in which it is envisaged that they will need to be conducted. Usually defined by use of natural or artificial features. The AO may encompass a number of contiguous incidents.

Area of Interest (AI): The geographic area surrounding the Area of Operations which may be influenced by incident management considerations such as resourcing and logistics as well as external factors such as environmental, social, economic and political impacts.

The Main Threat: Critical threats or exposures that have the potential to impact on organisational or incident management objectives.

Sphere of Influence: The Area of Interest, Area of Operations and planning horizon that is applicable generally, to a particular role or task in the chain of command or organisational structure.

Sphere of Responsibility Summary

Role	Typical area of operation	Typical area of interest	Typical planning horizon
Crew Leader	Section of incident that appliance is deployed to	Sector/ Strike team	Current shift
Strike Team Leader	Section of incident that strike team is deployed to	Sector	Current shift
Sector Commander	Sector	Division	Current shift and next shift
Division Commander	Division	Incident	Current shift and next shift
Operations Officer	Incident and predicted incident area	Incident and predicted incident area. Operations point. Staging area	Current shift and next shift
Incident Controller	Incident and predicted incident area. Operations point. Staging area	Local area including: Incident and predicted incident area. Operations point. Staging area. Assembly area. Incident control centre	8 hours + Includes projected end of incident

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Regional Coordinator	Predicted areas in region impacted by incident. Includes ICC's, RCC's & ZEC's	Region and cross border areas	24 hours + End of incident and recovery and return to normal
State Coordinator	State and regions	State and cross border	24 hours + End of incident and recovery and return to normal

The following process is recommended to assist in arriving at logical and sensible operational decisions:

Mission

- What are your objectives?
- What outcome is required?
- Establish the decision making context and assumptions.

Information

- Identify the problem.
- Gather information, factors and identify the issues.
- Where is the incident now?
- Where is it going?
- What and who is the incident going to impact on?
- How badly?
- Gather information on the most likely and the worst case scenarios.

Develop Options

- Develop your courses of action:
- Most likely
- Worst case.

Analyse Options

- Conduct an operational risk assessment.
- Analyse and evaluate your options against the values and principles of operations.
- Consult with other agencies and interested parties.

Select Preferred Options

- Decide on the best course of action.
- This becomes the plan.
- Brief people on the plan.
- Implement the plan.
- Monitor progress of the plan and if necessary, review the plan.

In summary, the decision making process consists of five key steps:

- M** Mission
- I** Information
- D** Develop Options
- A** Analyse Options
- S** Select Preferred Option

33. OPERATIONAL RISK ASSESSMENT

During operations there may be insufficient time or resources to undertake a formal risk assessment process. However use of the following dynamic risk assessment process should still occur:

- What are the risks? (Refer to the risk register checklist).
- Who or what is at risk?
- Are the risks acceptable?
- What can be done to reduce or remove the risks?

34. RISK ASSESSMENT PROCESS

In all CFS activities, including operations, the principles of risk management shall be applied to ensure that activities are safe and effective.

The following operational risk register outlines key risks all personnel must be aware of when involved in operational activities.

Operational Risk Register

Terrain

Terrain – steep – rough – slippery– loose rocks – boggy – sandy	
Slips, trips, falls	Poor mapping
Lost	Environment
Visibility – darkness – smoke – sun glare	Holes - burning stump holes

Weather

Change in wind strength / direction	Onset of cold / wet weather
High temperatures	Low humidity
Unusual or local wind effects	Exposure
Sun glare	Dust
Lightning	

Vegetation

Difficult access	Unburnt fuel
Pathogens and environmental diseases	Falling limbs

Ill health and injury

Chemical, Biological, Radiological	Contamination
Burns	Exhaustion
Food poisoning	Smoke inhalation
Dehydration	Hypothermia
Eyes – particles / smoke	Drugs and alcohol
Sunburn	Heart attack
Hit by object	Sprains/twists/strains
Broken limbs	Fatigue
Stings/bites	Asthma

Medical conditions
 Irrespirable atmosphere
 Critical incident stress

Transmittable diseases
 Work stress

People issues

Welfare
 Interference (agency, political)
 Different cultures, customs, language
 Insufficient resources (fire, medical, support, evacuation)
 Delayed

Catering
 Morale / mutiny / dissent
 Different terminology

Security

Attack, riot, civil disturbance
 Malicious acts intended
 Incident management team security
 Non-combatants on fireground

Harassment
 Fireground security

Equipment

Aircraft operations (accident, crash, falling limbs, refuelling)
 Equipment not performing to standard
 Equipment vandalism/theft/loss
 Entrapment
 Vehicle accident
 Radio communications failure
 Radio communications overload

Equipment failure
 Structural/mechanical failure
 Burnover
 Driver / operator accident
 Asset / infrastructure loss

Corporate

Financial risks
 Litigation
 Reputation
 Public/community

Spending money
 Training
 Media

35. HIERARCHY OF RISK CONTROLS

In selecting the appropriate controls for an identified risk, consideration should be given to the 'hierarchy of risk control'. The hierarchy of risk control can be summarised as follows:

- Eliminate the risk
- Substitute the risk (with something of lesser risk)
- Isolate the risk
- Use engineering controls
- Use administrative or procedural controls
- Wear protective clothing and protective equipment.

Where possible, consideration should be given to elimination over substitution, substitution over isolation etc.

36. RISK ASSESSMENT QUICK REFERENCE GUIDE

The purpose of this guide is to provide a quick reference for the steps required to complete a risk assessment. The Risk *Likelihood, Consequence, Rating Matrix and Evaluation Tables* in this guide have been reproduced from the SAFECOM Risk Management Framework. A more comprehensive explanation of the steps in and the rationale for the assessment process are contained in the SAFECOM Risk Management Framework.

1. Steps for Completing a Risk Assessment

Step 1	Describe the risk (i.e. how was it identified?)
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Note: Senior or key personnel should be advised of the risk. They may also be able to provide some valuable assistance with the assessment process.

Step 2	Identify and list the known or probable cause/s of the risk (i.e. what has or could cause the risk to occur?).
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Step 3	Identify and list the known or probable consequences of the risk (i.e. what has or could happen if the risk was to occur?). How would the risk impact on the organisation?
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Note: It is useful to list multiple consequences of a risk in descending order of severity. Use the severest of those consequences (the first one or two of the list) to calculate the consequence level of the risk at Step 6 of the process. This will assist others to understand how the final risk rating was calculated from the multiple consequences listed. Multiple causes of a risk should also be listed in descending order or severity, so that treatments can primarily target the most likely causes of the risk at Step 8 of the process.

Note: Try and limit the number of causes and consequences to no more than 5 or 6. An excessive number of causes and consequences only serves to confuse the assessment and in reality, too many causes and consequences of a risk usually means that either there is more than one risk being addressed within the same assessment or that some causes and consequences are more fanciful than realistic.

Step 4	Identify any organisational controls that are already in place to reduce the likelihood or manage the consequences of the risk (i.e. instruction manuals, training course, supervisory requirements, a policy for the process, procedural guidelines etc).
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Note: Any reference to internal controls should provide as complete information as possible. For example, the full title of a policy, or, the full title and any appropriate references to the relative section/s of an instruction or procedure manual should be included.

Step 5	Taking into consideration any existing controls identified at Step 4 of the process, use the <i>Risk Likelihood Rating Table</i> to estimate the likelihood of the risk occurring
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Step 6	Referring to the consequences of the risk identified at Step 3 of the process, use the <i>Risk Consequence Rating Table</i> to determine the consequences of the risk to the organisation (i.e. what the consequences of the risk would mean to the organisation).
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Step 7	Combining the estimates of likelihood and consequence identified in Steps 5 & 6, use the <i>Risk Rating Matrix</i> to determine the level of the risk (likelihood rating x consequence rating = risk rating)
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Step 8	The <i>Risk Evaluation Table</i> will indicate which level of management within the organisation should be assigned responsibility for the risk. Appropriate risk treatments now need to be developed and implemented to effectively reduce the level of the risk. Remember, proposed treatments need to be economically viable.
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Step 9	After identifying any appropriate risk treatments, the risk rating process (Steps 5, 6 & 7) is now repeated to provide a revised risk rating. This revised rating is used to estimate how effectively (or otherwise) the treatments may be in reducing the level of the risk. The level of risk should be reduced as low as possible before being accepted.
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Step 10	Where the level of the residual risk (i.e. the level of risk that is accepted by the person assigned responsibility for the risk) still remains high and cannot be reduced further, plans should be put into place to manage the consequences of the risk should it occur (i.e. Business Continuity Plans).
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Step 11	Risks are to be monitored and reviewed regularly. Where the level of accepted risk is still quite high (and it is not possible to reduce that level of the risk further), then the risk should be reviewed/monitored frequently to ensure the risk is being properly managed.
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2. Risk Likelihood, Consequence, Rating Matrix and Evaluation Tables

Risk Likelihood Rating Table	
Likelihood Rating	Probability Descriptor
Almost certain (A)	It can be expected that the risk will occur as a result of routine business operations
Likely (B)	There is a reasonable probability that the risk may occur as a result of routine business operations
Possible (C)	A risk that may but is not reasonably expected to occur as a result of routine business operations
Unlikely (D)	A risk that may occur but only in exceptional or non-routine circumstances
Rare (E)	There is no reasonable expectation that the risk will occur either under routine or non-routine circumstances

Risk Consequence Rating Table	
Consequence Level	Impact Descriptor
Insignificant (1)	Low-level consequences that can be managed by routine procedures. Negligible implications for the organisation, its business or quality objectives, service outputs or other initiatives. Inconsequential damage to assets. Injury requiring on-site first aid treatment only. Little or no disruption to community. No measurable impact on environment.
Minor (2)	Consequences that would require local management intervention, but which can be managed without additional resources or assistance. Some minor local budget implications or minor impact on the organisation's business or quality objectives, services or other initiatives. Minor asset damage. Minor injuries requiring 3 days or less off work. Off-site medical attention may be required. Negligible impact on clients or stakeholders. Short term but manageable disruption to community. Minor environmental impact.
Moderate (3)	Consequences that would threaten some key aspects of the organisation's business or quality objectives, services or other initiatives. Cost and resource implications beyond local workgroup capabilities. One or more assets damaged but still functioning. Injuries requiring more than 3 days off work and/or extended hospitalisation or medical attention. Some impact on clients or stakeholders. Community support satisfied by routine arrangements. Some environmental impact with no long-term effect.
Major (4)	Significant consequences that threaten a number of the organisations key business or quality objectives, service outputs, projects or other strategic initiatives. Cost or resource implications are beyond command, regional or branch capabilities. Some key assets damaged and not operating. One or more serious injuries resulting in some permanent/partial disabilities. Clients or stakeholders significantly impacted. Adverse political and media reporting. Community impacted and only partially functioning with some services unavailable with external support required. Impact on environment with long-term effects.
Severe (5)	Serious consequences that threaten a number of the organisation's critical business or quality objectives, service outputs, projects or other strategic initiatives. Cost or resource implications that severely impact on or are beyond the organisations capabilities. One or more major assets destroyed. Death of one or more employees and/or multiple and serious injuries and/or permanent disabilities. Clients or stakeholders seriously impacted. Government inquiry certain. General and widespread community displacement for extended period with extensive external support required. Significant and long-term impact on environment.

Risk Rating Matrix					
Likelihood (How likely is it that the risk will occur?)	Consequence (Severity of Impact) (What will happen if the risk does occur – Refer to Consequence Rating Table)				
	5 (Severe)	4 (Major)	3 (Moderate)	2 (Minor)	1 (Insignificant)
A (Almost Certain)	Very High	Very High	Significant	Medium	Low
B (Likely)	Very High	High	Significant	Medium	Low
C (Possible)	High	High	Medium	Low	Low
D (Unlikely)	High	Significant	Medium	Low	Very Low
E (Rare)	Significant	Medium	Low	Very Low	Very Low

Risk Evaluation Table	
Risk Rating	Required Action
Very High	Urgent action required. CO/CEO to be responsible for the risk. Risk treatment plan to be assigned to senior management position for immediate action. Very high level risks should be monitored regularly and reviewed at least monthly.
High	Agency CO/CEO to be informed. Immediate action required after very high level risks have been dealt with. Senior management position to be assigned responsibility for the risk and required treatment plan. Senior management should review high level risks at least monthly.
Significant	Responsibility for risk assigned to senior management position. Responsibility for risk treatment plan may be assigned to appropriate middle management position or above. Senior management should review significant level risks at least quarterly.
Medium	Senior management of area/function to be advised of risk. Risk and associated treatment plan to be managed and developed by appropriate line or middle management position. Managers assigned responsibility for medium rated risks should review the risks every 6 months.
Low	Line manager may deal with risk. Risk may be accepted without further action but must be reviewed every 6 months.
Very Low	Line manager may deal with risk. Risk may be accepted without further action and reviewed every 12 months.

3. Common Risk Management Definitions

Term	Meaning
Likelihood:	The <i>probability</i> or chance of an event occurring.
Consequence:	Outcome or impact of an event
Control:	An existing process, policy, practice, procedure or other action that acts to minimise negative risk or enhance positive opportunities.
Residual Risk:	The level of risk remaining after implementing risk treatments.
Risk Assessment:	The collective term for the processes of <i>risk identification</i> , <i>risk analysis</i> and <i>risk evaluation</i> .
Risk Identification:	The process of determining what, where, when why and how something can happen.

37. SITUATION REPORTS (SITREPS)

Information is the lifeblood of operations. A vital link in the communication of important information is the situation report (SITREP). The importance of regular, informative but succinct SITREPS at all levels in the chain of command can never be understated.

SITREPS are the tool to pass that information on through the chain of command. The following process is to be adopted when making incident situation reports:

Situation: **Where is it now?**

- Confirm location of the incident
- Condition of the incident
- Approximate size
- Prognosis/prediction for outcome (Incident Objective)
- Contact details for further information

Impacts: **Where is it going?**
What are the consequences?
What is it going to impact on?

- Direction of travel
- Exposures/assets at risk

Tactics: **What are you doing?**

- Current and planned

Resources: **What is on scene and required?**

- Resources committed
- Additional resources required
- Access for additional appliances to approach the incident
- Location of assembly/staging areas

External Agencies: SAMFS, SAAS, SAPOL, St John

- Other agencies involved

Problems: **What problems exist or may arise?**

Safety: **How are you maintaining individual safety?**

38 OPERATIONAL BRIEFINGS (SMEACS)

The importance of providing regular, accurate and understandable instructions to subordinates, and most importantly, the fire fighters on the fireground, also cannot be understated.

Planning is done not only to satisfy the information needs of the chain of command. Many planners and incident managers lose sight of the fact that the primary purpose of the plan is, in fact, to provide a common document from which many people can work with a common goal and in an orderly and coordinated manner.

If the person combating the fire and incident on the ground has not been properly briefed, how do you know that they are doing the right job in the way you want it done? How do you know that they are working safely, effectively and efficiently?

The SMEACS briefing process should be adopted for operational briefings. The following is a summary of the process that has been developed for CFS use:

Situation

- Precise overview of the current situation. Where is it now? Where is it going? What is happening? What resources are committed and available? What is it going to impact on?
- The factors that should be considered to provide a general guide to the current situation include:
 - Incident: status, location, size, perimeter, behaviour, direction and speed of travel, intensity and areas of concern
 - Topography: general area, access, water points, and density of vegetation, terrain
 - Weather: current, forecast and significant features
 - Exposures: assets at risk
 - Damage: area burnt, losses, stock, fencing
 - Current resources: appliances and personnel (percentage of total available) plant, water tankers, specialist equipment, aircraft, and external resources.

Mission

- A concise single purpose statement of the overall Incident Objective ie who, what, where, when and why.

Execution

- What strategies, tactics and tasks will be implemented?
 - Commander's intent, concept of operations and supporting effort.

Administration and Logistics

- Sufficient details to enable the provision of administration, logistics and welfare to be clearly identified. For example:
 - Location of control points, assembly/staging areas
 - Appliances and equipment
 - Food and drinking water: preparation and delivery
 - Clothing and personal protective equipment
 - Resupply: fuel, food, water, foam etc
 - Method of personnel and resource movement
 - Timings: dispatch, arrival, assigned, return
 - Shift changeover: time, place and method
 - Strike Teams: movement and requirements
 - Specialist resources: method of dispatch
 - Mechanical maintenance.

Command and Communication

- What is the command structure and communications procedure?
- Incident Management Team Structure, Chain of Command, Divisions, Sectors, Staging Areas, Air Base, current appointments, location of key personnel, nomination of deputy in event of absence
- Reporting requirements
- Radio channels/talkgroups: allocation, command, and “go-to” channels
- Call signs
- Telephone/facsimile: location, numbers and access
- Aircraft communications
- Inter-Agency communications
- Communications plan
- Media strategy.

Safety

- Safety and welfare for all personnel must be considered at all times. The safety messages conveyed to personnel must include:
 - Predicted weather changes
 - Known and anticipated hazards
 - Anchor points/safe zones and escape routes
 - Location of first aid/medical facilities
 - Public safety issues, deaths, injuries.

Questions

- Ask for questions in an open forum
- Ask questions of personnel to ensure that key points are known and understood.

39. COMMANDERS INTENT – DEFINED

A Commander's Intent should be a brief summary of the key objectives of the Commander and provide broad guidance to all personnel involved in the endeavour. It should capture in one (*or at the most two*) sentences the desired end state of the endeavour.

A Commander's Intent should have three components:

1. Purpose – *Why does this task / job need to be done?*
2. Method – *How the Commander expects it to be done (maximum of 1 sentence).*
3. End State – *How it will look when you have successfully completed the Commanders Intent.*

Commander's Intent creates a common vision for the unit/team and binds it with a unity of purpose. It defines the essence of the commander's will and provides scope and direction to those bound by its provisions.

Commander's Intent is the fastest, most secure, and most immediate means of communication, for it does not rely solely on electronic transfer or some other mechanism of transmission.

Commander's Intent, properly and completely expressed, provides subordinate commanders the general guidance necessary for the exercise of their leadership and discretion, but does not stifle initiative.

For a Commander's Intent to be successful, it must be derived from and be faithful to the intent of senior commanders (the organisation's) objectives and values.

Commander's Intent is the commander's personal verbal and graphic summary of the teams mission and concept of operation that establishes a description of the mission objective and method, thus enabling commanders two levels below to exercise effective combat initiatives.

For example:

- *"We will contain this fire within the {add designated area here} through the application of direct and indirect fire fighting tactics and the active construction of firelines where necessary to minimise the area burnt"*
- *"We will actively observe the progress of this fire to ensure it stays within the (add designated area here) and will actively combat it through the construction of firelines based on safe anchor points should it threaten to break out from the (add designated area here).*

Over a planning or operational period, the situation may change, thereby requiring a change in the Commanders Intent. Therefore in dynamic situations, there may be a need to check back with your Commander periodically to ensure his/her intent has not changed.

40. GUIDELINES FOR STRIKE TEAM DEPLOYMENT

Aim

To provide guidelines for the planning and deployment of strike teams.

- Where possible Strike Teams shall consist of: 4 tankers; 1 Bulk Water Carrier (optional); 1 Strike Team leader (in Command Car with support crew).
- Strike Teams will be pre-planned by Groups and Regions in their Operational Management Plans.
- To activate a Strike Team, the Incident Controller will request additional resources through the Regional Coordinator in accordance with the Strike Team request Form.
- The RC shall request the assembly of a Strike Team from relevant Group Officer(s) or Regional Coordination Centre through the provision of a completed Strike Team Request Form.
- The Strike Team is to proceed from an assembly area to the designated Reporting Location as a unified group, where possible, under the coordination of the Strike Team Leader. It is recognised in some cases, tankers may respond direct to the incident and form up into strike team once all other resources arrive.

Deployment priority

Priority 1

- Strike Teams shall only be responded Priority 1 where an incident requires immediate response due to threats to life and/or property.

Priority 2

- Strike Teams will be responded Priority 2 when travelling to an incident to provide personnel and equipment.

Standby

- Where a Region is considering responding a Strike Team or has been requested to prepare a Strike Team by another Region, they may put a Group on 'standby'.
- The Regional Coordinator shall clearly advise the Group Duty Officer that a Strike Team may be required and planning should commence, however personnel and appliances are not yet required to assemble or depart.

Strike Team Mobilisation

- The Strike Team Leader will assemble the Strike Teams on the Group talk group.
- The Strike Team Leader will notify the Regional Coordinator on the Regional Operations talk group or by telephone when the Strike Team is assembled.
- The Strike Team Leader and appliances in the Strike Team will communicate on VHF.

Inter Regional

When the Strike Team departs it's home Region, the Strike Team Leader will advise the sending Region on the Region's Operations Talk group then change to the receiving Region's Operations Talk group and advise of their location and status. Inter-regional Strike Teams will be mobilised primarily for campaign incidents.

- Requirements for food in transit shall be pre-planned by the Brigade
- Incident Management Teams shall ensure that other needs (catering & welfare) are provided for once crews arrive
- Personnel shall be transported in comfort eg buses and food/rest pre-planned so that crews are rested and ready for operations on arrival

Intra Regional

- Intra-region Strike Teams (appliances and crew) shall be prepared for deployment of 12-hour duration, this includes being self sufficient with food.
- The requirements for comfort and food shall be pre-planned by the Brigade, and Incident Controllers shall ensure that other needs are provided for within the incident management
- Where Strike Teams are required to travel long distances for deployment, consideration must be given to alternative methods for transporting crews eg buses, aircraft.

Criteria for Selecting Crews

This criterion should apply as a guideline to any inter regional strike team deployment and for planning purposes. Flexibility on crew selection should only apply to individual groups that adjoin different regions and would be included in an immediate response to support adjoining regions.

Selection process

Selection of personnel should be done at brigade and group level. To effect this consultation between Brigade Captains and Group Officers is required. The group will be responsible for the approval of all members selected for a strike team. The Regional Coordinator will be responsible for the endorsement of all personnel selected for inter-regional deployments.

Membership category

Brigade firefighter (not auxilliary).

Personnel competence

Strike teams are assembled for campaign fires and prolonged specialist incidents, in these cases special consideration is required for specific training for the roles required to be performed. The minimum general competence (for bushfires) shall be CFS Level 1 or BFF1, but the preferred competence is CFS Level 2.

Crew competence

Crews may be deployed into locations and situations where they may have had little experience. In these cases crews may be mixed to ensure experienced personnel in this particular type of fire, are in every crew. This means that crews may be separated and individual crew members roles changed to suit operational requirements.

Health

No pre-existing illness or injury. (clearance from Doctor may be required). Crews are also responsible for their own health and have a responsibility to prevent illness on the fireground. It may be the case that a recent bout of the influenza has been

travelling around a fire fighters family and this may also need to be considered to prevent illness developing upon the fireground.

Physical fitness

Crews may be required to work at strenuous levels for long periods of time. Personnel should generally be fit and prepared to operate in difficult terrain in potentially inhospitable conditions (hot, dry, dusty).

Specific fitness criteria may be stipulated for particular roles and for specific assignments.

Duration of deployment

Selected crews for campaign type incidents must realise that deployment may be for up to 5 days duration. This is generally 1 day travel to+ 3 shifts on at incident + 1 day travel home.

Protective equipment

No personnel are to be deployed without full CFS approved (clean) PPE that is suitable for the risk environment that they will be working in. Generally this shall include:

- Helmet, Structural or Bushfire
- Firefighter Boots (already worn in). (Slip on or elastic sided boots not acceptable).
- Goggles or close fitting safety glasses
- Current coveralls or 2 piece Bushfire or Structural, clean condition, complete with reflective striping. CABA operators should take their structural liner.
- Gloves.
- Soft hat, (cricket hat, giggle hat or bucket hat).

Crews should be made aware of the following

- Crews may experience long standby times or periods of low activity. (depending on operational requirements)
- All PPE is to worn in a correct and appropriate manner
- All injuries should be reported up the chain of command immediately
- All personnel are responsible for their own health and safety and should report all experiences of heat stress, fatigue or illness immediately. This should also include any requests for welfare
- While “off shift” crews remain under the care and direction of the Strike Team Leader. “Off shift” crews are expected to be resting and remain together unless authorised by Incident controller
- Any member behaving in a manner not consistent with the “CFS Code of Conduct” may be sent home by the first available means possible and face disciplinary action under Reg 22 of the *Fire and Emergency Services Act 2005*.

Travelling Time

Crews returning to home locations may be expected to remain at the staging area until rested to ensure safe travel.

Alternatively arrangements may be made for relief drivers to attend the staging area to drive appliances and crews to home locations.

Rest Period on Return

Upon return crews will be expected to remain 'off duty, for a period of two days. During this time they are not expected to attend any incidents.

Expenses covered by CFS

In strike teams the CFS will cover all food, accommodation, and operational costs. CFS will not cover any costs such as mini bar tabs and alcohol bills, video hire or any expenses not authorised by the Support Force Commander.

Personal items required for strike team deployment

Personal Protective Equipment (PPE)

- | | |
|--|--------------------------|
| Helmet (appropriate colour for role) | <input type="checkbox"/> |
| Gloves | <input type="checkbox"/> |
| Protective clothing (2 sets if possible) | <input type="checkbox"/> |
| Goggles or safety glasses | <input type="checkbox"/> |
| Mask | <input type="checkbox"/> |
| Boots | <input type="checkbox"/> |
| Soft hat | <input type="checkbox"/> |

Optional

- | | |
|-----------------------|--------------------------|
| Personal water bottle | <input type="checkbox"/> |
| Torch | <input type="checkbox"/> |

Clothing (1 weeks supply)

- | | |
|-----------------------|--------------------------|
| Underwear | <input type="checkbox"/> |
| Socks (thick woollen) | <input type="checkbox"/> |
| Shirts | <input type="checkbox"/> |
| Shorts/pants | <input type="checkbox"/> |
| Casual shoes | <input type="checkbox"/> |
| Soft hat | <input type="checkbox"/> |
| Jacket | <input type="checkbox"/> |

Personal items

- | | |
|--------------------------------|--------------------------|
| Toiletries | <input type="checkbox"/> |
| Shaver | <input type="checkbox"/> |
| Face washer /Towel | <input type="checkbox"/> |
| Personal Medication | <input type="checkbox"/> |
| Personal sanitary requirements | <input type="checkbox"/> |
| Sunglasses | <input type="checkbox"/> |
| Money (for incidentals) | <input type="checkbox"/> |
| Sleeping bag | <input type="checkbox"/> |

Valuable items such as expensive sunglasses, cameras etc. should not be taken on Strike teams as loss or damage will not be covered. Other items of value must be sighted and recorded by the Strike Team Leader before deployment.

Ensure that personal luggage is kept to a minimum especially when travelling by aircraft (luggage restrictions).

Additional appliance stowage

All appliances deployed will have the standard stowage kit for the type of appliance.

When appliances are requested for a strike team, they are to be released by the brigade and group with all items of stowage present. If the appliance does not have these items then an alternative appliance will be sought.

This list is in addition to the standard stowage kit

- Additional T cards
- Drinking water containers (large)
- Toilet paper
- Ration pack
- Emergency contact list (family)
- Masks
- Camera
- Sunscreen
- Pack of cards (morale boosters)

Ensure the appliance has

- 2 x VHF Portables
- with spare batteries
- Charger and power board

Command vehicle

- Additional ICS pads
- Additional stationary (pens etc)
- Mobile phone and spare battery
- GPS

Brigade / Group considerations

Establish a single contact person for families to contact for information on what the deployed crews activities. Keep daily contact with deployed crews to relay information to families, through this person.

Family support is available for families of the deployed crews through the Family Support Unit (FSU) – contact is via the Coordinator, Trudy Whelan.

41. CODE OF CONDUCT FOR STRIKE TEAM MEMBERS

Aim

To provide Code of Conduct for all personnel deployed as part of a Strike Team.

Introduction

Personnel deploying are representing their agency and their state.

Personnel are deploying as part of a large team, with personnel from other brigades, agencies and States that they have may never met or worked with before.

Conditions are often arduous – walking and working in remote fires over steep terrain in high temperatures, low humidity's and working long shifts.

Assignment lengths may be up to five consecutive day periods.

These sustained arduous conditions, in addition to working with unfamiliar people can test patience and tolerance. Tolerance, patience and flexibility, and the maintenance of a professional conduct and self-discipline will be keys to successful operations and deployment.

Crews may experience long standby times or periods of low activity

Fireground

All PPE is to be worn in a correct and appropriate manner.

All accidents and injuries should be reported up the chain of command immediately.

All personnel are responsible for their own health and safety, and should report all experiences of heat stress, fatigue or illness immediately.

General Deployment

Personnel are expected to present themselves for commencement of an operational shift in a fit and proper state to carry out their assigned duties.

While 'off shift' personnel are expected to be resting and should remain together unless authorised by their commander to do otherwise.

Personnel are to behave in an appropriate and mature manner that at all times reflects well on themselves and their Service. Personnel who contravene the provisions of CFS Operational Policy 14.5 (Alcohol & Drugs) will be sent home by the first available means and may face disciplinary action under Reg 22 of the *Fire and Emergency Services Act 2005* (or the legislation/HR Management Policies as appropriate for the non CFS members/staff).

General Briefing to Strike Team Members

- Upon return crews will be expected to remain 'off duty' for a period of two days. During this time they are not expected to attend incidents

- Accommodation will vary from swags through to hotel and motel beds. The minimum standard will be swags established and set up into a designated area for sleeping. For example this could be a school or town hall but each area will have suitable amenities and remain quiet at all times
- Where hotel accommodation is provided crews should expect that hot bedding might be utilised
- CFS will endeavour to give crews access to telephones for contacting family at either the staging area or the place of accommodation. This may not always be possible
- CFS will cover all food, accommodation, and operational costs
- CFS will not cover any costs that are not approved through the Incident Controller or the relevant CFS Commander
- Deploying personnel should note that costs reimbursable by fire agencies do not include:
 - Personal items (including clothing, comfort and camping items)
 - Alcohol
 - Personal phone/fax calls
 - Hotel mini bar expenses
 - Hotel video/movie rental
- Deploying personnel should not bring items of value, or items that may be attractive and susceptible to loss or theft (eg: expensive sunglasses)
- Experience has shown that local communities offer significant appreciation to firefighters from outside the local area. Deploying personnel should refrain from accepting valuable gifts or monetary contributions on behalf of the agency. Such gifts should be directed to the agency direct or to a recognised unit of the agency
- Gifts of alcohol may be given to personnel by grateful homeowners. Alcohol will not be consumed on the fireground by any personnel.

42. HINTS FOR CREW LEADERS

- Get the job done
- Get the crew to work as a team
- Look after the welfare of the crew at all times
- Keep the crew members informed
- Keep the chain of command informed
- Look out for the safety of the crew
- Use safe work practices
- Maintain discipline
- Use quiet work periods to train less experienced crew members
- Keep the crew busy with productive activity
- Maintain crew morale
- Look after the individual needs of crew members
- Encourage every person to give their best
- Provide strong leadership
- Find solutions to problems
- Make the best use of your crew member's abilities
- Ask for suggestions from the crew
- Ensure crew members are competent for the task that they have been given
- Ensure correct protective equipment is available and is used.

43. AFTER ACTION REVIEWS (AAR's)

The After Action Review (AAR) allows for leaders at every level of the incident to share their knowledge, experiences, frustrations and achievements and greatly enhances post-operational analysis through the drawing out of lessons learned and aligning them to the principles of operation.

The AAR is a valuable assessment tool which should be used after every major incident but should also be utilised after each identifiable event in an effort to maintain operational focus and maximise the opportunity to develop commanders through a live learning process.

An AAR when properly conducted allows leaders to discover what happened and why and should therefore be a focused and thoroughly professional discussion of the incident. Remember it is not a 'Witch hunt' and the tendency to judge an agency or specific individuals must be strictly avoided.

The AAR focuses directly on causes, principles, tasks, goals and lessons learnt.

- It attempts to discover what happened, why it happened, what actions were or were not taken and what major positive and negative lessons were learnt for future operations
- Focuses on tasks and goals that were and were not accomplished
- Encourages team members to raise important issues not seen by the leaders
- Must be manageable, all leaders and sub leaders should attend in an effort to record activities and events recalled from every perspective
- Assists in the development of a learning/sharing organisation
- Encourages respect and mutual trust so that participants can speak freely.

Leaders at every level are ultimately responsible for training their teams and should utilise the AAR to assist them in succession planning and leadership development training. A well planned and conducted AAR provides feedback, lessons learned, the generation of fresh ideas and suggestions all of which can only further develop and improve the existing CFS operational practices and procedures.

Conduct of the AAR:

1. Gather together only those involved in the incident.
2. Open the AAR - Introductions if necessary.
3. Point out that minutes are being taken to capture the lessons learned.
4. Review the events leading up to the incident or event.
5. Deliver a current SITREP.
6. Summarise key issues.
7. Encourage participation from junior leaders.
8. **Remember** - Respect is the magic word. Maintain control but allow for pragmatic problem solving.

The following guide may help:

- Establish and discuss why certain actions were or were not taken
- Ask how people reacted in certain situations
- Ask when actions were initiated
- Ask leading and thought provoking questions
- Relate each identifiable event to subsequent results
- Explore alternative courses of actions to those used
- Handle complaints in a positive manner
- If the review turns to blame laying, emphasise the positive aspects of the operation and remind the participants that it is not a critique
- Summarise
- Follow up on needed actions.

A professionally conducted AAR is part of the communication process that educates and motivates people, and can have a powerful influence on the CFS culture. It can clarify CFS values, priorities, principles and philosophies and reinforce the fact that we see ourselves as professionals who work in a dynamic learning environment and are unafraid to admit and learn from our mistakes.

OPERATIONAL DEBRIEFING

The most valuable lessons learned are those that are gained from experience. Reviews conducted after an incident are a good opportunity to document and analyse what happened at an incident, to assess performance against objectives; and to learn from things that went well and from things that could be improved.

An operational debrief is also an important forum for personnel to raise and discuss issues from an incident that affected them and to seek some feedback from others on these issues.

A debrief is not intended to lay blame or to criticise the performance of individuals, teams or agencies. It should always be remembered that people make operational decisions in high action environments, which are often hostile, dynamic and difficult to predict. Information may be incomplete, uncertain and sometimes conflicting.

After the incident, with the benefit of hindsight and more complete information, other alternative courses of action may be identified.

The purpose of a debrief is to:

- Learn from our experience
- Identify things that went well (successes)
- Identify things that can be improved or done differently (challenges).

Debriefs may identify the need to change our systems of work and identify changes to policies, procedures, equipment and training for incidents.

Particular consideration to the following points will help in the conduct of a good debrief:

Timing of debrief:

Debriefs may be held at various times. Debriefs should be held as soon as possible after the conclusion of operations. Examples of debriefs with different timings include:

- A 'hot' (ie: at the station) debrief, held before crews return home
- A post-shift debriefing, held at the end of a shift at a multi-shift incident
- Post-incident debriefing, held some time after the incident.

Agencies involved:

Will the debrief involve a single agency or multiple agencies? All agencies that were involved should be invited to provide a representative or to send their comments. In some cases, it may be best for agencies involved to convene their own debriefs, followed by a multi-agency debrief.

Level of target group:

Is there a need to conduct debriefs at various levels in the incident organisation? Examples are a state, regional, group or local level debrief. As a general rule, local level debriefs should be held first, State level debriefs last, with issues cascading up the chain of command.

Functional groupings:

Are separate debriefs required for specialist functions? Examples include incident management teams, aircraft personnel.

Record taking:

The time, date and location of the debrief should be recorded with the list of attendees. It is important to appoint a person to take notes during the debrief.

Resolutions:

Resolutions, issues and recommendations that are identified by the debrief should be forwarded on through the chain of command.

Chairperson:

The chairperson of the debrief should be selected after consultation with your supervisor. Where possible the chair should be someone not directly involved in the incident. The chair should have some experience in the conduct of emergency operations and an understanding of the agencies and roles involved.

Conduct of debrief:

To provide an opportunity for all personnel to put forward the successes and challenges, prior to the debrief commencing, arrange white board, paper etc around the room with the headings from the agenda. Allow people 10 minutes to write up the successes and challenges under the headings, then work through these discussing each point during the debrief, focus should be on proposing solutions to the challenges.

Agenda:

The following agenda is suggested for use in operational debriefs:

Introduction (chair)

Welcome
Attendance & Apologies
Objectives of the debrief

History of the fire (Incident Controller)

Map indicating development of incident and final control lines
Initial detection & reporting
Dispatch of crews & other resource responses
Initial strategy
Major events
Incident Action Plan strategies
Resources committed
Organisations involved

Review of operations - Initial attack - (chair)

Preparedness
Call receipt and despatch
Access

Escalation

Initial command structure

Incident Control

Adequacy of final command structure
Location of Incident Control Centre

Planning

Adequacy of strategies
Reliability of fireground reports
Adequacy of weather information
Coordinated arrangements
Out of area support
Shift changes
Administrative support

Logistics

Communications
Transport
Equipment
Catering
Accommodation

Operations

Location and timeliness of Sectorisation, Forward Command Point,
Adequacy of incident tactics, compliance with established procedures
Staging Area
Aircraft effectiveness

Health and Safety

Accidents and injuries
Sanitary facilities
First aid/ medical support

Community Safety

Public warnings
Public and media relations
Community feedback

Conclusion (chair)

Summary of key resolutions
Process for dealing with resolutions
Expressions of appreciation for attendance at debrief and for efforts at the incident.

44. KEY OPERATIONS TERMS

Operations Point (OP)

Location from which the overall field operations are commanded by the Operations Officer or Division Commander.

Area of Operations

The geographical area or specifically defines location in which incident response activities are being conducted or in which it is envisaged they will need to be conducted. Usually defines by the use of natural or artificial features.

Area of Interest

The geographic area surrounding the area of operations that may be influenced by incident management considerations such as resourcing and logistics as well as external factors such as environmental, social, economic and political impacts.

Division

That organisational level having responsibility for operations within a defined geographic area or with a functional responsibility. It may comprise two or more sectors. The number of sectors grouped in a division should be such as to ensure effective direction and control of operations. Divisions are generally identified by a local geographic name.

Strike Team

A set number of resources of the same type that have an established minimum number of personnel. Strike Teams always have a leader (usually in a separate vehicle) and a common communications system. They are made up of five resources of the same type eg earth moving machinery, crews and vehicles.

Task Force

A combination of resources assembled for a specific purpose. They always have a leader (usually in a separate vehicle) and a common communications system. Task Forces are established to meet tactical needs and may incorporate a mixture of different resource types.

45. ETSA UTILITIES – FIRE DANGER LEVELS & POWER DISCONNECTIONS

The following is a précis of the ETSA Utilities – Fire Danger Levels procedure. A more complete understanding of this system can be gained by reading the ETSA Utilities Bushfire Risk Management Manual – Distribution Manual (*Yellow Folder – Section 5*) available in the Controlled Documents cabinet adjacent to the SOC on Level 7. Each CFS RCC has also been supplied with a copy of this manual.

ETSA Utilities manage a system known as **FIRE DANGER LEVELS (FDL 1, FDL 2 & FDL 3)**. The system is based on forecast and actual weather conditions across the State. The key objective of the system is to ensure the safety of all South Australians through the disconnection of power distribution systems during weather conditions that may contribute an ignition of a fire by distribution assets.

ETSA Utilities monitor the forecast and actual weather conditions around the State and will declare an ETSA Utilities Fire Danger Level appropriate for the prevailing conditions.

FIRE DANGER LEVELS:

- **Fire Danger Level 1 (FDL 1)** – Fire Danger Season as declared by the CFS
- **Fire Danger Level 2 (FDL 2)** – Fire Danger Level 2 conditions within a CFS Fire Ban District exist when all of the following conditions are satisfied:
 - The Fire Danger Index (FDI) greater than 50, as calculated by the Bureau of Meteorology; and
 - A Total Fire Ban or Special Fire Ban has been declared by the Bureau of Meteorology; and
 - The mean wind speed is equal to or greater than 45 kph but less than 63 kph (strong winds).
- **Fire Danger Level 3 (FDL 3)** - Fire Danger Level 3 conditions within a CFS Fire Ban District exist when all of the following conditions are satisfied:
 - The Fire Danger Index (FDI) greater than 50, as calculated by the Bureau of Meteorology; and
 - A Total Fire Ban or Special Fire Ban has been declared by the Bureau of Meteorology; and
 - Mean wind speeds greater than or equal to 63 kph (gale force winds).

POWER DISCONNECTIONS

Disconnections of power distribution systems are possible at any Fire Danger Level, however are more likely at FDL 2 & FDL 3. ETSA Utilities have a procedure whereby an ETSA Utilities Liaison Officer will be sent to the CFS SCC to maintain communications between the CFS and ETSA, however it may not be possible to ensure that the SCC or RCC's will have prior warning of any disconnections of power distribution systems.

46. RECEIVING AND RESPONDING TO INCIDENT CALLS

When an Incident Call is received via ALERTS:

- Caller name and contact details must be obtained.
- The first person to answer the call shall obtain enough information from the caller to determine whether the call is genuine, where it is, what type of incident it is, callers details and whether the appropriate brigade has been contacted (other personnel shall listen)
- If the call is in the response area of another Brigade, record the details, and telephone the appropriate Brigade or call the SOCC. If the call is in the area of an adjacent brigade, record the details, advise the appropriate brigade and continue to respond your brigade.
- ALERTS cannot activate this system

Personnel Responding to the Fire Station following dispatch

- Responding to the station by foot or vehicle, obeying all road traffic laws:
- Speed limits
- Traffic signs and signals
- Traffic controllers who may be working on the roadway
- Pass other traffic only when safe to do so and where indicated by lines
- Watch out for pedestrians.
- Be aware of other personnel travelling by car or by foot to the station
- Give way to emergency vehicles
- On arrival, park in a safe place and clear of emergency vehicle access doors
- Enter the station in a controlled and orderly manner.

On Arrival at the Station

- Switch the siren off at the earliest practical time (it should have 1 minute automatic reset), or reset the 4 minutes restart time
- Obtain the details and location of the incident from SOCC if not available via pager.

When Responding Appliances – First Alarm immediate

- The officer-in-charge of the first responding appliance shall ensure there is sufficient information to achieve the appropriate Level of Response. If there is any doubt, a first alarm response shall be activated immediately
- Select appropriate crew (minimum 4 personnel for type 24 appliances and greater) to attend the incident and ensure adequate experienced crew are available for communications functions in the station
- Ensure all responding firefighters wear appropriate level of PPE and equipment when boarding appliances
- While mobile to the scene, the OIC of the first responding appliance shall confirm that the Group Officer / Group Duty Officer has been notified (SOP 3.1 Officer Notification) and that all other resources required to achieve the selected Level of Response have been responded
- At the earliest possible time the OIC must assess the need for additional resources and request their response

- The responding appliance shall maintain radio communication with the Brigade Station, Group Control Centre, Regional Coordination Centre or SOCC as appropriate.

As soon as the Brigade Station or Group Control Centre is staffed, the officer-in-charge of the Centre shall (where appropriate):-

- Check that SA Ambulance have been notified if required,
- Check that other resources have been responded if required,
- Check that police have been notified,
- Check that the Group Officer / Group Duty Officer(s) have been notified,
- **Check that the Regional Coordinator has been notified.**