



South Australian Country Fire Service

OPERATIONS MANAGEMENT GUIDELINES

Third Edition
November 2004



**Government
of South Australia**

APPROVED

This document has been approved for issue

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Date: 1st November 2004

**SA COUNTRY FIRE SERVICE
OPERATIONS MANAGEMENT GUIDELINES – THIRD 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 (SCC)

The intention is to provide a documented record of the operational policies, systems of work and operational management practices used by the South Australian Country Fire Service.

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.

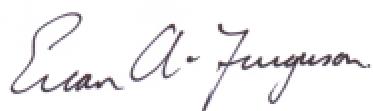
Who do the guidelines apply to?

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

The target group for this the third edition of the guidelines is CFS operational staff, senior volunteers (Level 3 Incident Controllers and Planning Officers) 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 wherever practicable.



EUAN FERGUSON

*Chief Officer
SA Country Fire service*

1st November 2004

3. FIREFIGHTER VALUES

The use of values 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 values, which are drawn from experience and from various references, are proposed to drive firefighter behaviour and operational decision making in firefighting. These values are each accompanied by a short statement to qualify and expand on the meaning of the value:

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.

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, although a complex subject, is a natural and common practice that has been occurring since time began. Human beings have followed leaders from the moment the first group of humans began working together to survive.

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 the 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.

6. CFS STRATEGIC PLAN FOR OPERATIONS

Vision:

Creating 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:

Preserving life
Protecting property and the environment
Our volunteer ethic
Community service and accountability
Continuous improvement
Mutual respect and dignity
Teamwork

These are supplemented by the eight firefighter values:

- | | |
|----------------|-----------------|
| - Mission | - Awareness |
| - Teamwork | - Communication |
| - Empathy | - Competence |
| - Decisiveness | - Ownership |

Key Result Areas for Operations

Goal:

Minimise the impact of fire and other emergencies by appropriate preparedness and response to incidents.

Key Directions:

1. Planning for safe, effective and efficient preparedness and response to incidents.
2. Implementing a safety culture throughout the organisation.
3. Maintaining operational capability to organising, equipping and training.
4. Coordinating logistical support to firefighters.
5. Maintaining an effective and efficient communications and information system.
6. Liaising with emergency services, other organisations and property owners.
7. Informing the community and government about important information.
8. Evaluating the effectiveness of CFS operations.

7. KEY CFS OPERATIONS STAKEHOLDERS

The Community

Internal

CFS Regional Commanders & Duty Officers
Brukunga State Training Centre staff
SOC & On-call staff
HQ Managers & Media Liaison staff
CEO & Executive staff
Telecommunications staff
CFS Board

Political

Minister for Emergency Services

Other Primary Agencies

SA Fire & Emergency Services Commission
Bureau of Meteorology
SA Metropolitan Fire Service
Dept of Environment & Heritage SA
ForestrySA
State Emergency Service
SA Police
Commissioner of Police
SA Fire & Emergency Services Commission (SAFECOM)

Secondary Agencies

Justice Portfolio
Local Government
SA Water
Environment Protection Authority
State Emergency Operations Centre
DAIS - Government Radio Network
GRN Network Operations Control Centre
SA Ambulance Service
St John Ambulance
Red Cross
Salvation Army

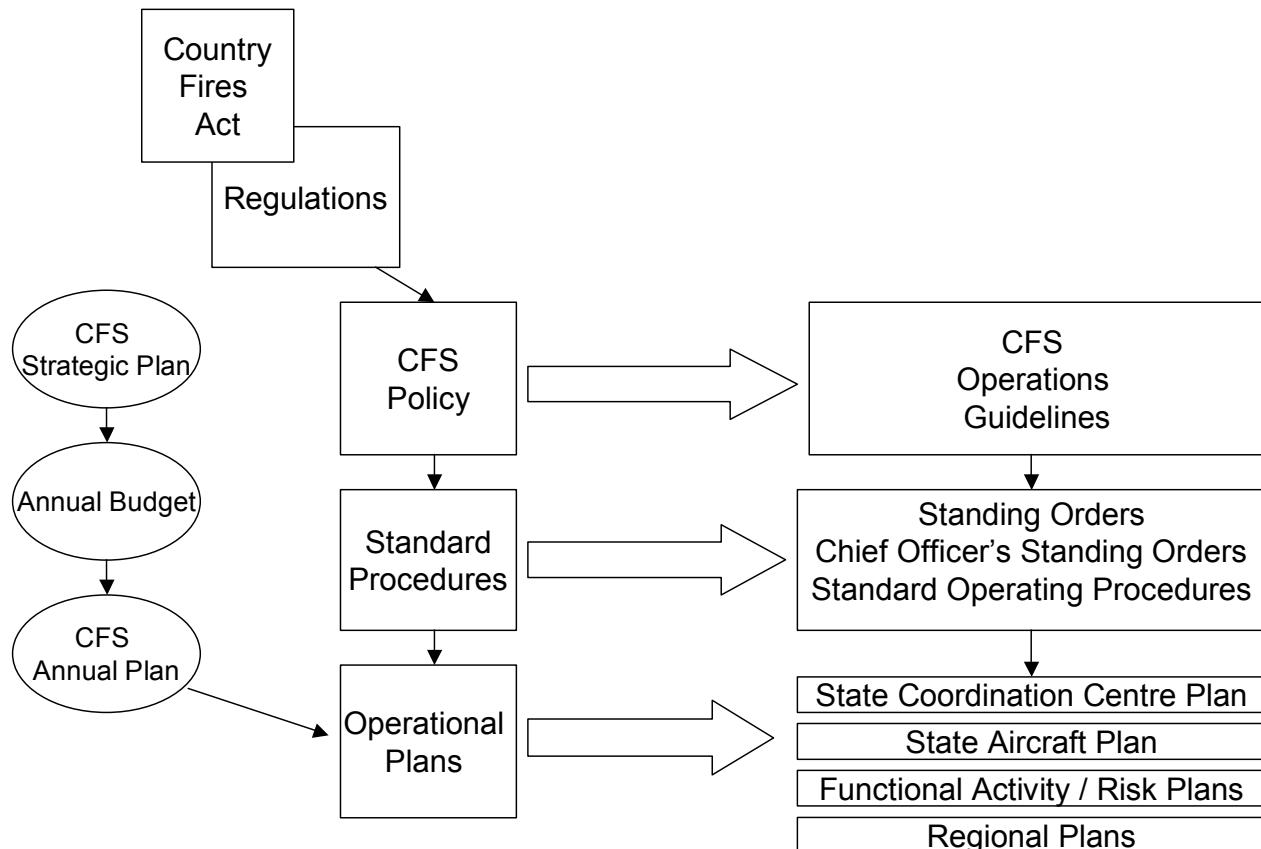
Other

VFBA
Media
Families of volunteers and staff
CFS fire bomber contractor & State Rescue Helicopter Service
Other State Disaster Committee Agencies
Telstra
AFAC
Interstate Fire Services

CFS is accountable to the Minister for Emergency Services.

8. THE OPERATIONS PLANNING FRAMEWORK

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



9. 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 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:

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.

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.

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.

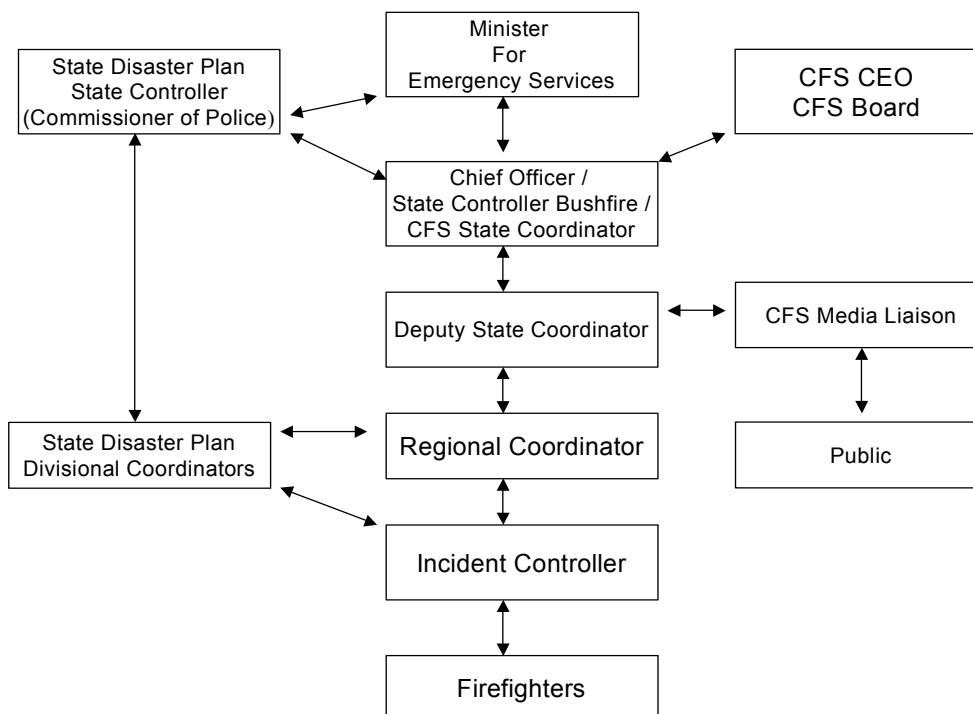
10. OPERATIONAL CHAIN OF COMMAND & INFORMATION FLOW

The CFS Command Structure is established by Section 16 of the Country Fires Act (1989). For the management of incidents, CFS has adopted the Australian Inter-agency Incident Management System (AIIMS) operating system. The CFS also operates within the framework of the State Disaster Act (1980) and the State Disaster Plan.

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

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

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 Operations Centre (SEOC), 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.

Information	Form	Name	Incident Type	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 SOC by RDO when incidents running, 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 SOC by RDO when jobs running
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 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.

**SA COUNTRY FIRE SERVICE
OPERATIONS MANAGEMENT GUIDELINES – THIRD EDITION**

EXAMPLE FORM ONLY



**SA Country Fire Service
REGIONAL REPORT**

OPERATIONS – FORM 2

Region:..... Date:...../...../..... Time:..... hours

Situation

Total Number of Incidents:..... across the Region to this time today.

Major Incidents

Name	Size	Type (Grass/Forest/MVA)	Status
1			
2			
3			
4			
5			
6			

Resources Committed

Firefighters committed..... This represents..... % of firefighters available in the Region.

Appliances committed..... This represents..... % of appliances available in the Region.

Other Agencies Involved (please tick):

- ForestrySA DEH SAPOL SAMFS ETSA Utilities
 SAAS St John SA Water SES Other (please specify)

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

Key Risks & Exposures: (Known & Potential Impacts)

Key Resourcing Issues & Requirements

Key Logistics Issues & Requirements

Command Control and Communications: (communications/structural chart attached)

Prepared by (name):..... Position:.....

Signature:..... Date:..... Time:.....

Authorised by Regional Coordinator (name):.....

Signature:..... Date:..... Time:.....

EXAMPLE FORM ONLY



**SA Country Fire Service
INCIDENT REPORT**

OPERATIONS – FORM 3

Region: Date: / / Time: hours SITREP No.

Incident Name:

Incident No:

Incident Control Centre Details

Control Centre Location:

Incident Controller:

Agency:

Phone:

Fax:

E-mail:

Incident Details			Other Incidents
Fuel Type	Complexity	Status	
<input type="checkbox"/> Forest	<input type="checkbox"/> Level 1	<input type="checkbox"/> Going	<input type="checkbox"/> Structure
<input type="checkbox"/> Scrub	<input type="checkbox"/> Level 2	<input type="checkbox"/> Controlled	<input type="checkbox"/> Aircraft
<input type="checkbox"/> Grass	<input type="checkbox"/> Level 3	<input type="checkbox"/> Contained	<input type="checkbox"/> Hazmat
<input type="checkbox"/> Plantation		<input type="checkbox"/> Complete	<input type="checkbox"/> SAR
<input type="checkbox"/> Crop		<input type="checkbox"/> Safe	<input type="checkbox"/> Fauna
<input type="checkbox"/> Stubble			<input type="checkbox"/> Other
			<input type="checkbox"/> Transport

Incident Location Details

Map Name: Scale:

Grid Reference:

Map Attached: Yes No

Direction of Travel:

Bushfire Warning Issued:

Damage & Saves				
Area Burnt (Ha)		Losses		Saves
Private		Houses		Houses
Forest		Structure		Structure
DEH		Vehicles		Vehicles
SAWater		Cattle		Cattle
Other		Sheep		Sheep
Total				

Origin/Start Date: Time:

Cause:

Notes: (weather & warnings)
.....

Resources Committed	CFS	DEH	F/SA	MFS	Other
Personnel					
Appliances					
Light Rural 14's					
Bulk Water					
Pumpers					
Heavy Plant					
Fixed Wing					
Rotary Wing					
Other					

Threat Analysis

Current.....

.....

Potential.....

Control Details

Objectives.....

.....

Strategies.....

Prepared by (name): Position:

Signature: Date: Time:

Authorised by Regional Coordinator (name):

Signature: Date: Time:

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OPERATIONS MANAGEMENT GUIDELINES – THIRD EDITION**

EXAMPLE FORM ONLY



**SA Country Fire Service
STATE REPORT**

OPERATIONS – FORM 4

Date:/...../..... Time: hours

Purpose & Distribution (for urgent advice to the Minister, SEOc, CFS RCC's other Agencies)

- CFS RCC's & STC, State Coordinator, Hotline Desk, ForestrySA, DEH,
 SAMFS, SES, SEOc, GRN NOC, DAIS ICS Manager & Customer Service,
 FESC, Ministers Office, EMC, CFS Board, VFBA, Other.....

Situation

Total Number of Incidents: across the State to this time today.

Major incidents

Name	Size	Type (Grass/Forest/MVA)	Status
1			
2			
3			
4			
5			
6			

Resources Committed

Incident Management Teams Committed.....

Strike Teams Committed.....

Aircraft Committed.....

Firefighters committed..... This represents..... % of firefighters available in the State.

Appliances committed..... This represents..... % of appliances available in the State.

Other Agencies Involved (please tick):

- ForestrySA DEH SAPOL SAMFS ETSA Utilities SAAS
 St John SA Water SES Other (please specify).....

Mission

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

Key Issues To Note

Safety / Injuries

Command, Control and Communications (communications chart attached)

Prepared by (name): Position:

Signature: Date: Time:

Authorised by Regional Coordinator (name):

Signature: Date: Time:

11. CFS STATE COMMUNICATIONS PLAN

The Country Fire Service 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 South Australian Government Radio Network (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 information such 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 could 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 Ops: 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 MFS 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 so 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 so 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 SOP’s.

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 loose 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 incident contact the CFS SOC immediately.

Single Appliance Response

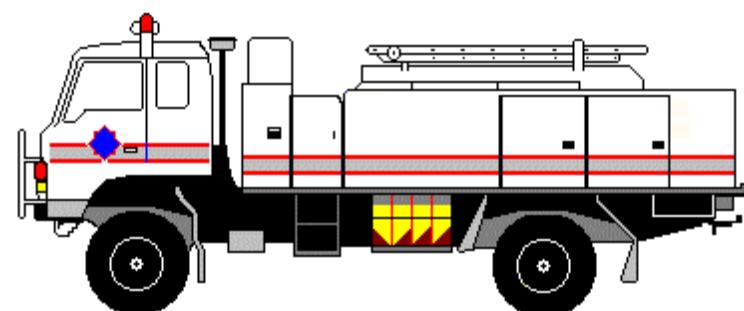
Brigade Station,
GCC, RCC or
SOC

Incident Controller uses
Command & Control
channel

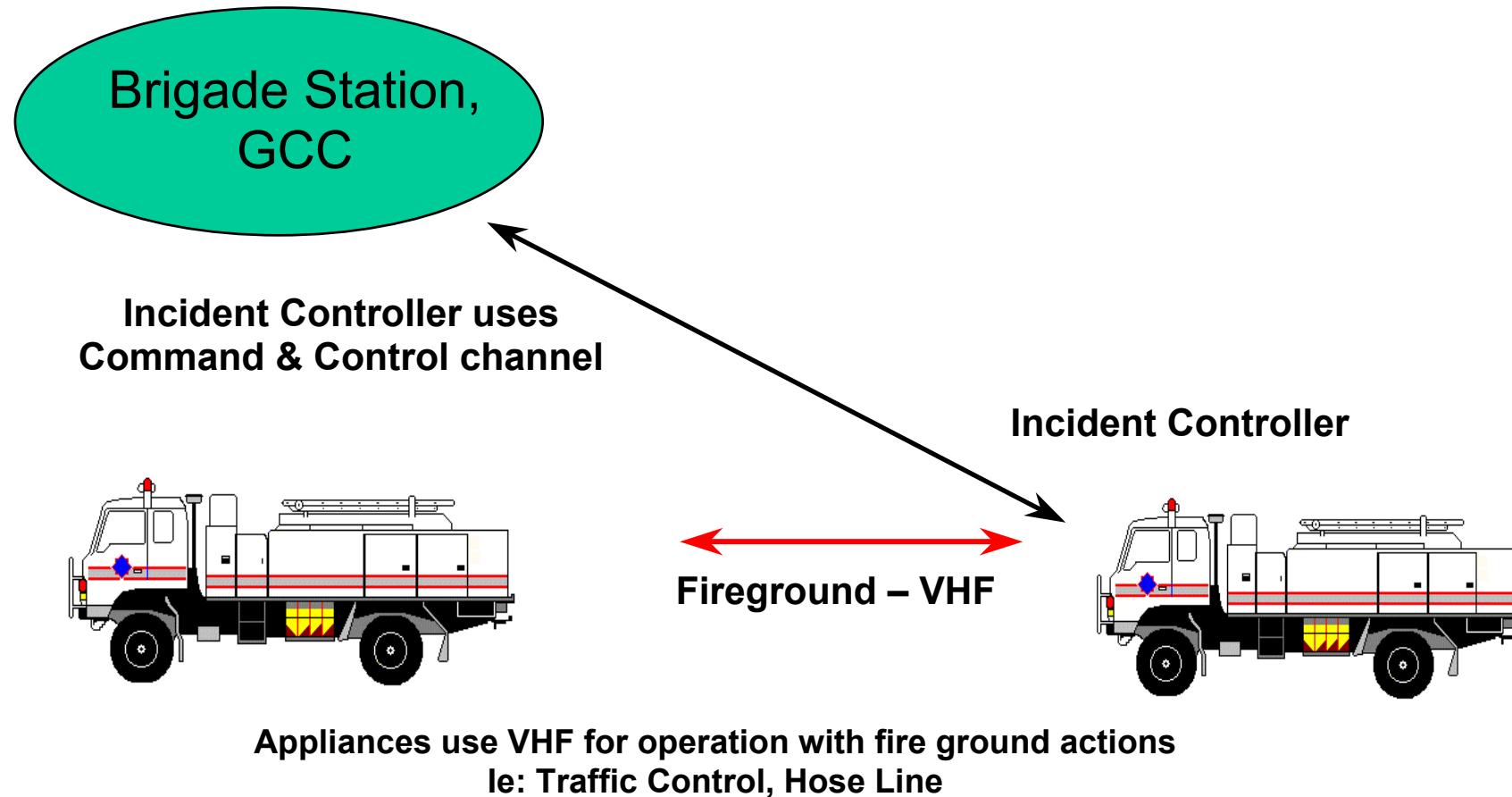
Appliance uses VHF for operation with
fireground actions ie: Traffic Control,
Hose Line etc.

Typical Communications

Situation Report
Logistic Requirements
Advice to Group Officer

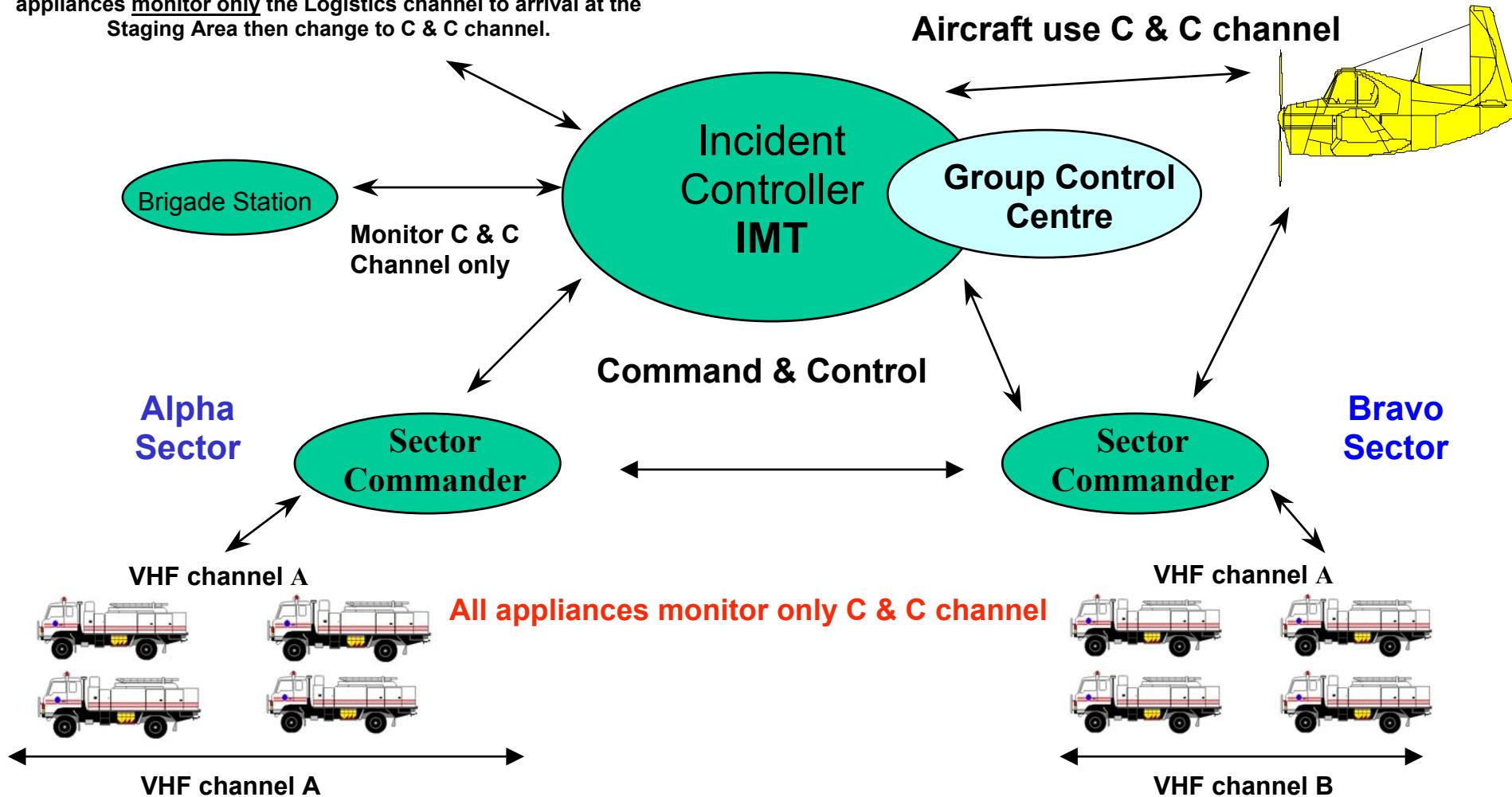


2 Appliance Responses

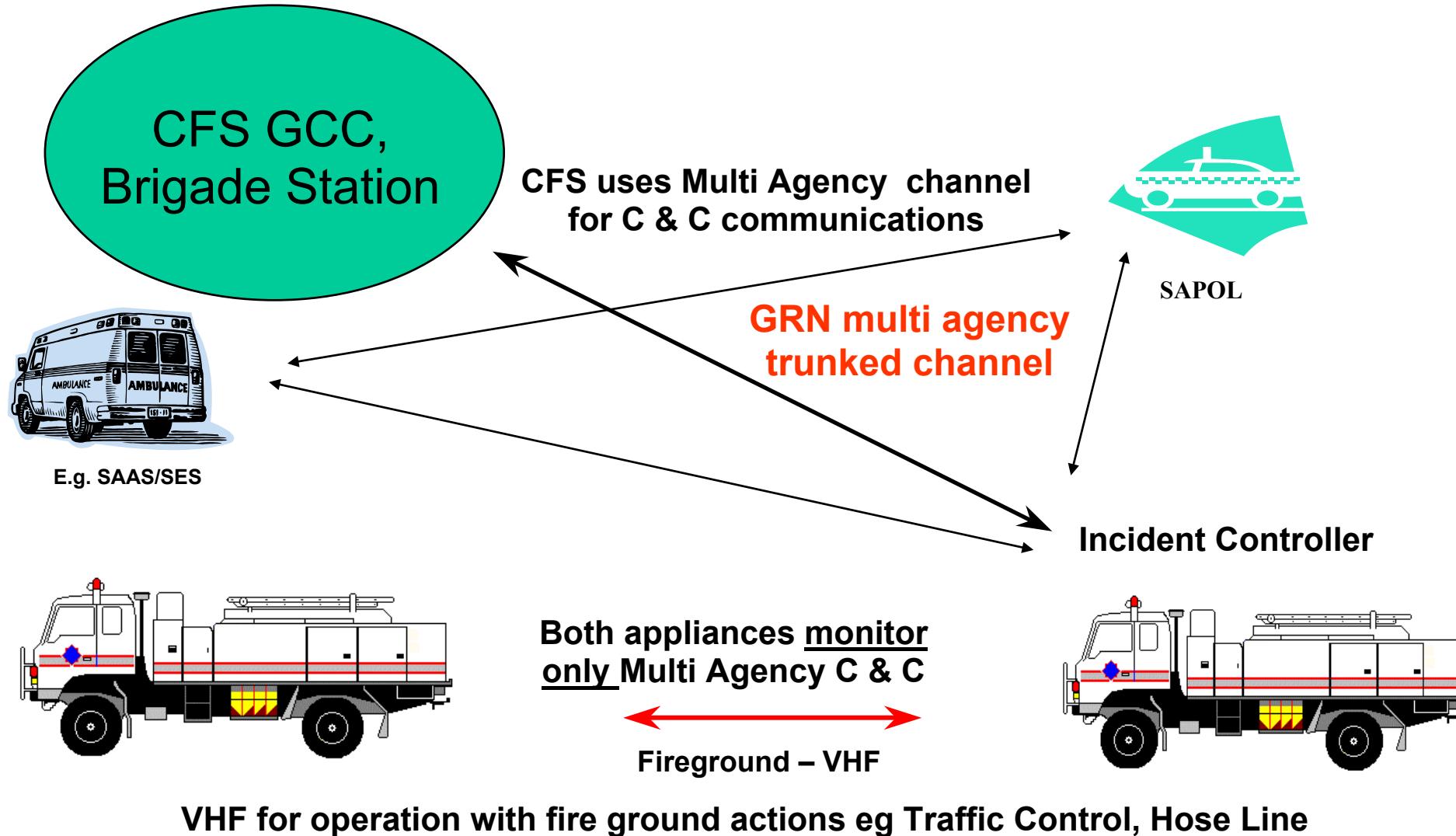


8 Appliance Responses

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.

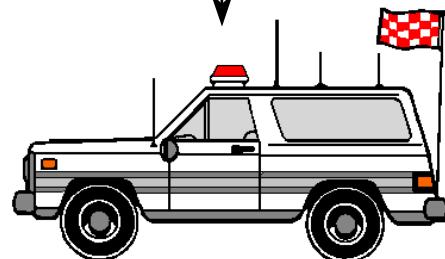


Multi Agency Responses



RCC /GCC
Incident Control Centre
Logistics Officer

Strike team leader uses
Region/Group logistics
trunked channel

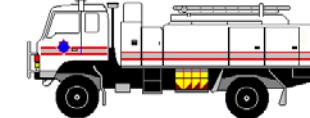
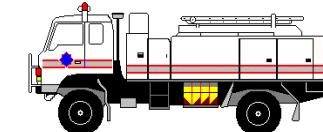
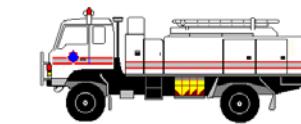


The Strike Team Leader.

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.**

Strike Team Responses

All appliances **monitor only**
Region / Group logistics
trunked channel



VHF Channel

VHF
Channel

12. STATE DISASTER ARRANGEMENTS RELATED TO CFS

Powers under State Disaster Act (1989) over-ride CFS and other Acts when there is a Declaration under the provision of the Act. The Commissioner of Police is the State Coordinator. The State Coordinator may appoint Authorised Officers.

Major Incident:

Where there has been no specific declaration, the State Coordinator may use State Disaster Plan and activate State Emergency Operations Centre (SEOC).

Major Emergency:

A declaration of a “*State of Emergency*” can be declared by State Coordinator. The declaration shall specify a geographic area, will be in writing and published. A declaration under these circumstances is in force for 48 hours. It can be reviewed and/or extended by Governor.

Disaster: Interim Declaration of State of Disaster

Made by Minister (Attorney General).

Must be in writing and published. In force for 12 hours.

Cannot be reviewed or extended.

Ongoing Disaster: Declaration of State of Disaster

Made by Governor.

Must be in writing and published. In force for 96 hours.

Governor may revoke at any time.

Disaster Powers:

- Powers limited to Area of Disaster
- Powers of State Coordinator and Authorised Officers will be activated upon declaration.
- Carry out State Disaster Plan.
- Coercive powers.
- Place property at disposal of State Coordinator / Authorised Officer.
- Power to direct evacuation (*unresolved about application to persons protecting own property – use common sense*).
- Enter land.
- Take possession of any thing.
- Remove / demolish structures, vegetation etc.
- Shut off utilities.
- Direct / restrict movement of people / vehicles.
- It is an offence not to comply with a direction.
- Excludes Commonwealth land.
- Powers not limited by geographic area
- Remove any person who obstructs / threatens etc.
- Give directions to any person involved in response / recovery operations.
- No power of arrest. Able to request name & address & produce I.D.

13. LIAISON PROCEDURES - CFS STATE COORDINATION CENTRE

The procedures outlined in this document provide for the timely provision and dissemination of bushfire intelligence to meet the operational requirements of the SA Country Fire Service, and to ensure that the CFS State Coordinator (State Controller - Bushfire) is in a position to accurately assess any escalation of events, which would require the CFS State Coordinator (State Controller - Bushfire) to brief the State Coordinator of the State Disaster Plan.

Objectives:

To provide a focal point at the CFS State Coordination Centre (SCC) for the collection and collation of fire-related information and dissemination of intelligence to the SEOC, Police Operations Centre, combatant authorities and support agencies.

To provide accurate and timely advice to the public, via the media, in accordance with established procedures.

To ensure that the CFS State Coordinator (State Controller - Bushfire) is aware of any bushfire situation which may lead to the declaration of either a Major Emergency or a State of Disaster under the provisions of the State Disaster Plan.

Activation of the CFS SCC

On days when the CFS State Level of Preparedness is Red – Severe, the CFS SCC will be activated. CFS personnel within the Planning Unit will assess all aspects of bushfire intelligence, and provide timely advice to the CFS State Coordinator (State Controller - Bushfire) to assist that person in the performance of their duties, and responsibilities in accordance with the State Disaster Plan, and enable the incumbent to brief the State Coordinator.

Upon activation of the CFS SCC, the CFS State Coordinator (State Controller - Bushfire) shall notify the SAMFS and SAPOL that the CFS SCC has been activated and that Liaison Officers may be required.

On any day where the CFS State Level of Preparedness is predicted to be Red - Severe, the CFS State Coordinator (State Controller - Bushfire) will make contact with the SAMFS On-Call Fire Commander and SAPOL Assistant Commissioner Operations by no later than 0900 hours to brief these agencies on the situation leading to the CFS selected a heightened Level of Preparedness.

At any time when the CFS SCC is activated, the CFS Deputy State Coordinator may request that a Liaison Officer be provided from other relevant support agencies or combatant authorities. Other relevant support agencies may include SAPol, SES, SA Ambulance Service, DEH, ForestrySA, SA Water, ETSA Utilities, and Bureau of Meteorology. The CFS will ensure that adequate administrative and other required support is available.

The CFS will activate the SCC as part of the State Fire Planning and Logistics Support function related to operational requirements. Available intelligence will include, but not necessarily be limited to, the following:

- Extent of fires being attended.
- Weather prediction and potential effects.
- Potential and possible development.
- Broad tactics and plans of control.
- General resources committed in each Region.
- Resources available in each Region.
- Phase of bushfire warnings issued.
- Major structural damage.
- State resources involved, eg forests.
- Structural and other significant properties at risk.
- Loss of life or injury.
- Excessive stock losses.
- Operations Point and evacuation assembly point locations.

SAMFS attendance at the CFS SCC

Upon request from the CFS State Coordinator (State Controller - Bushfire), or their representative, SAMFS will provide an Officer(s) to fulfil the Liaison Officer role at the CFS SCC. The Officer attending at CFS SCC should be of sufficient seniority and experience to ensure continuity of intelligence to and from the SAMFS Communications Centre and the SAMFS Chain of Command.

The following criteria will be used as a guide for requesting the attendance of a SAMFS Liaison Officer in the CFS SCC:

- Whenever a SAMFS Task Force is formed and dispatched to operate in the CFS area of jurisdiction,
- Whenever one or more SAMFS appliances are dispatched to protect towns within the CFS area of jurisdiction during a bushfire,
- Whenever SAMFS personnel are deployed as part of an Interstate Support Deployment,
- Whenever three or more SAMFS appliances are involved at a fire or other emergency incident within the CFS area of jurisdiction, and
- At any other time when requested by CFS.

The SAMFS Officer will liaise between the two Services and will be responsible for the following:

- Upon request from the CFS State Coordinator (State Controller - Bushfire) or their representative, the Officer will arrange the deployment of further SAMFS appliances, staff or equipment.

- The Officer will pass on any information regarding the location and deployment of SAMFS appliances operating within the CFS area of jurisdiction.
- The Officer will liaise between the two Services on any matter relating to the welfare and serviceability of SAMFS crews and appliances.

SA Police attendance at CFS SCC

Upon request from the CFS State Coordinator (State Controller - Bushfire), or their representative, SA Police will provide an Officer(s) to fulfil the Liaison Officer role at the CFS SCC. The Officer attending at CFS SCC should be of sufficient seniority and experience to ensure continuity of intelligence to and from the Police Operations Centre and the SAPol Chain of Command.

Notifications

On any day when the CFS State Level of Preparedness is predicted to be Red - Severe, the SA Country Fire Service State Operations Centre will ensure that the following organisations are advised:

- SA Police Department
- SA Metropolitan Fire Service
- Education Department
- Independent Schools Board
- Catholic Education Office
- Department of Family and Youth Service (FAYS)
- State Emergency Service
- SA Ambulance Service
- ETSA Utilities
- SA Water Corporation

State of Disaster (Bushfire)

Upon the declaration of a Major Emergency or a State of Disaster for bushfire related incidents, the CFS SCC will provide a review of relevant intelligence for the CFS State Coordinator (State Controller - Bushfire) and other functional services as considered necessary.

Upon the declaration of a Major Emergency or a State of Disaster, or earlier if the CFS State Coordinator (State Controller - Bushfire) so instructs, the CFS will provide an Officer to act as the Functional Service Liaison Officer at the SEOC.

Stand down CFS SCC

The CFS State Coordinator (State Controller - Bushfire) may authorise the deactivation of the CFS SCC when the criteria for activation of the function no longer exists. The Chief Officers of the CFS, SAMFS and SAPOL shall be notified of the stand down.

14. 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 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 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 firefighters, incident management teams and Regions.
- Transmit information to the community to empower them to make decisions about their own safety.
- 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 effort of the SCC

The main effort of the SCC will be 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 SCC

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

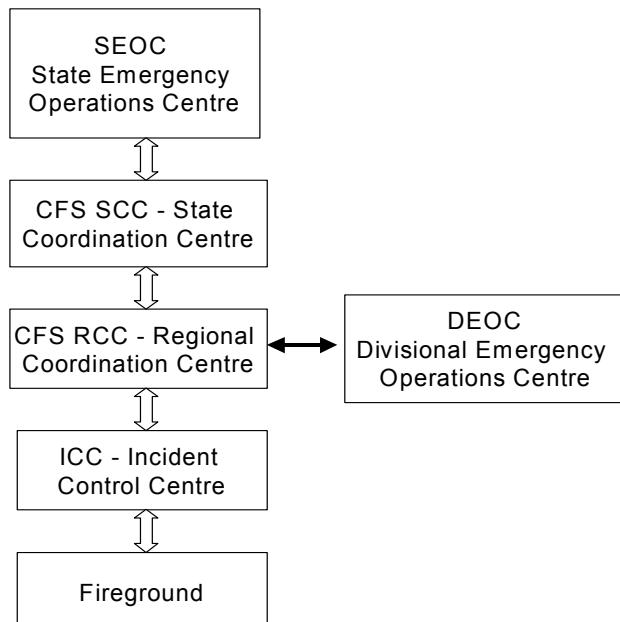
The key appointments in the SCC will be:

State Coordinator (State Controller Bushfire)
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 State Disaster Act, may either separately or concurrently fulfil the role of State Bushfire Controller.

During a declared State of Emergency, Interim State of Disaster or State of Disaster, Officers specifically authorised by the State Coordinator (the Commissioner of Police) under the State Disaster Act may exercise specific powers under that Act.

Reporting relationship of CFS State Coordination Centre with other centres



15. 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. Thus, these **Level 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 Regional Duty Officer (RDO). Likewise at a State level, the State Level of Preparedness will be determined in the first instance by the Deputy State Coordinator (DSC) and will take into account the relative preparedness levels of the Regions. Duty 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 Duty Officers 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 RDO 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 RDO will notify the SOC (by fax, phone or radio) of the level of preparedness for their RCC and nominate the operational period, for which this level of preparedness will apply. There is no requirement to notify the SOC 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 Duty Officer.

The SOC will maintain and display a list of Regions and their respective Levels of Preparedness together with the Level of Preparedness of the SCC as nominated by the DSC. The State Level of Preparedness will also be clearly displayed at the entrance to the SOC, in the Reception area (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) &/or the State Coordination Centre (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 **Low** - no information to suggest a terrorist attack in Australia.

Staffing & Security Arrangements: Normal staffing arrangements apply; 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 &/or Flood Warnings issued, actual &/or planned infrastructure failure / interruptions imminent. The National Counter Terrorism Alert Level is **Moderate** - medium risk of a terrorist attack in Australia.

Staffing & Security Arrangements: Duty Officers available to attend respective Coordination Centres as required, second on-call Officer notified; standard security arrangements apply (*sign-in and photo ID's*).

Preparedness Level is High - Orange

High – A substantial level of Preparedness &/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 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 &/or Flooding is causing widespread damage. Actual infrastructure failure / interruption is impacting on ESO's ability to respond effectively. The National Counter Terrorism Alert Level is **High** - high risk of a terrorist attack in Australia.

Staffing & Security Arrangements: Duty Officers able to be in attendance at their respective Coordination Centres within 45 minutes, additional support staff on active standby as required by Duty Officer, Operations Support Brigades on active standby. 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 &/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 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 &/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.

Staffing & Security Arrangements: Duty Officers and State Coordinator in attendance at respective Coordination Centres, additional support staff in attendance, Operations Support Brigades in attendance. Heightened security arrangements apply – Coordination Centers are locked down, only personnel specifically authorised may enter Coordination Centers. 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.

16. THE REGIONAL COORDINATION CENTRE (RCC)

The role of the Regional Coordination Centre is primarily concerned with Coordination at a Regional level. Specific roles 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 firefighters, Incident Management Teams (IMT's), Brigades and Groups within the Region.
- Transmit information to the community to empower them to make decisions about their own safety.
- 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.

17. 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.

18. INCIDENT LEVELS

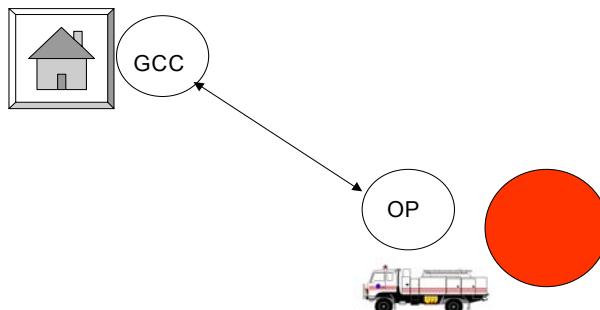
It is difficult to precisely define incident characteristics. Common sense and flexibility need to be taken into account when determining an incident level. The following classification of levels of incident shall be used as a guide when managing incidents and when implementing the Australasian Inter-service 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

Level 2 Incident

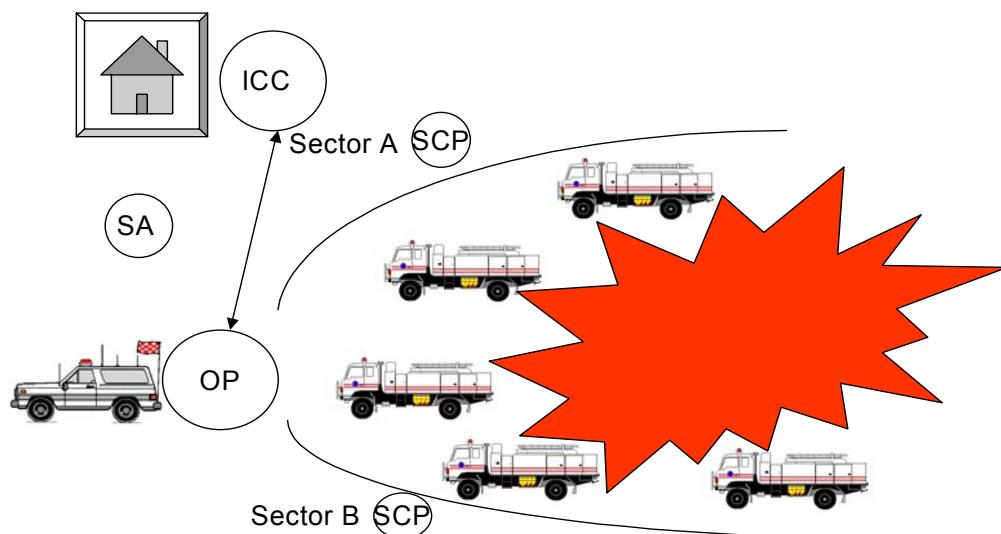
Level 2 incidents are more complex either in size, resources or risk than Level 1 incidents. They are characterised by the need for:

- 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



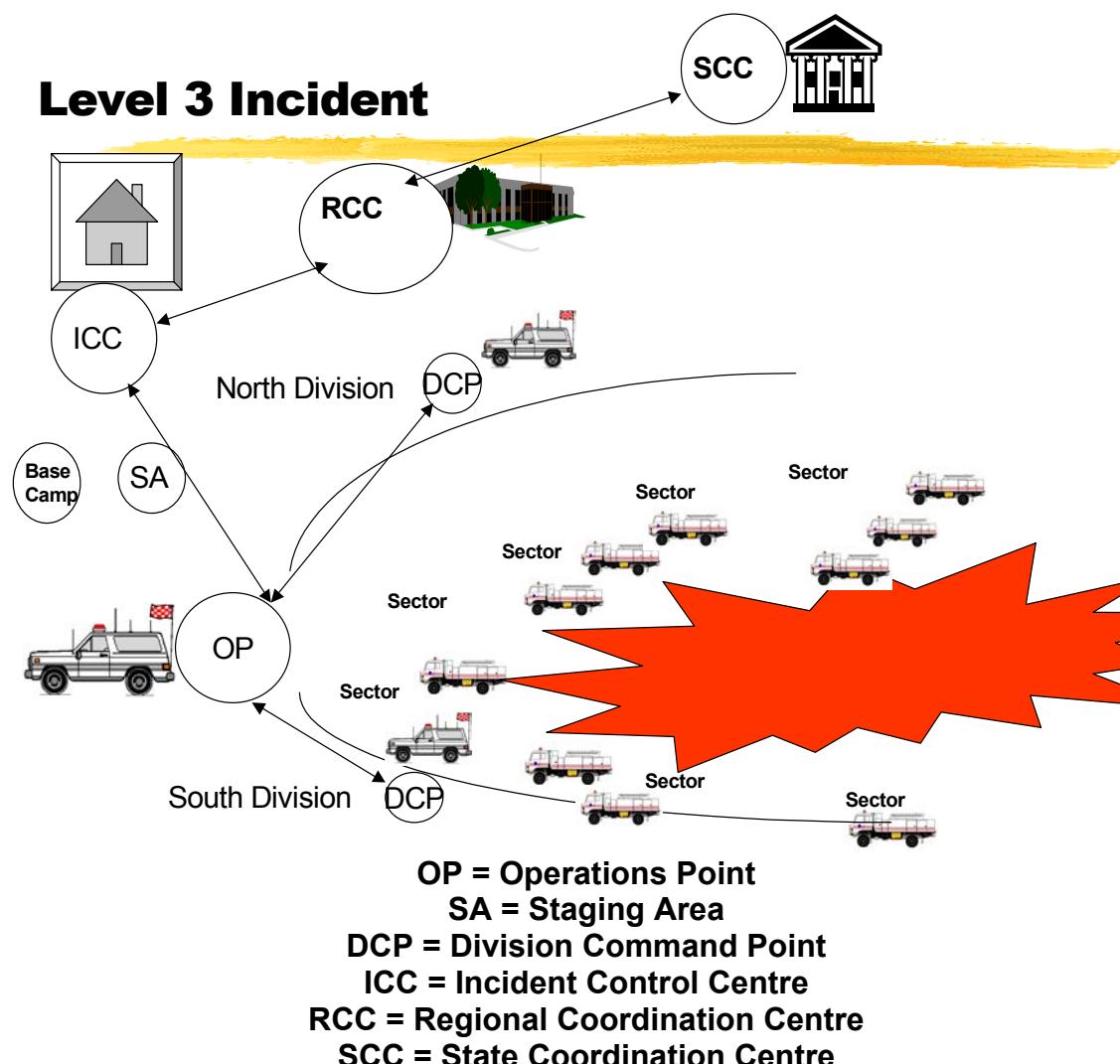
SA = Staging Area
OP = Operations Point
SCP = Sector commander Point
ICC = Incident Control Centre

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.

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, but 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.	Short 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.	Long 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

19. BUSHFIRE PHASE WARNINGS

The SA Country Fire Service has a policy that states evacuation shall be the decision of individual residents as to whether they stay and defend their homes in the event of a bushfire or leave the area well ahead of the fire.

The Country Fires Act 1989, does not allow for forceful evacuation of homes during emergencies however, forced evacuation could occur if a declaration is made under the State Disaster Act.

During bushfire incidents the CFS has developed a series of Bushfire Phase Warnings to provide information to the community. Phase Warnings are issued in the form of “**Official CFS Bushfire Warnings**” for major fires to inform the public about where a bushfire is located, in which direction it is travelling and what actions they should be taking.

The CFS issues Bushfire Phase Warnings where:

- A major fire is burning out of control
- The CFS predicts that they will not contain the fire in the foreseeable future (3 hours)
- Where there are inadequate resources and/or the CFS is primarily undertaking defensive strategies to protect assets and is making minimal impact with offensive strategies
- There is a township or community which is going to be directly impacted on by the fire
- The fire is burning under extreme bushfire weather conditions and is highly likely to threaten any unprepared life or property.

In the event that the SA Country Fire Service issues a bushfire phase warning, the following procedures will apply:

1. Bushfire Phase Warnings shall be prepared and authorised by the SA Country Fire Service.
2. All CFS Regions shall send Bushfire Phase Warnings direct to the Deputy State Coordinator where they will be disseminated via fax to - **ABC Radio on 08 8343 4732** as a priority and other relevant media. The Deputy State Coordinator will then confirm (or appoint a nominee to confirm) the fax receipt by telephone and support faxed advice with landline messages.
3. ABC Radio is the official Bushfire Phase Warning station and CFS will promote the ABC as such where appropriate.

4. Regardless of programming commitments, the ABC will immediately broadcast Bushfire Phase Warnings every 15 minutes until notice is provided by CFS to discontinue broadcasting. Notice will be given via fax and backed up by a phone call to confirm receipt.
5. The ABC will broadcast the wording of the warning exactly as provided by the CFS.
6. The CFS will clarify when warnings are to be continued beyond the designated broadcast times or ceased.

Note: ABC Radio is the official Bushfire Phase Warning station.

Phase 1 – General Notification:

Will notify the public that there is a bushfire burning in a specified area and moving in a particular direction. It will advise residents to take precautions to protect life and property.

Phase 2 – Reasonable Warning:

This warning will be preceded by a loud warning signal. It will provide further advice on the movements of the bushfire and areas that are threatened. Residents in those areas will be warned to consider evacuation to a designated area if they consider their house is not safe to stay in.

Phase 3 – Fire Imminent:

Phase 3 will also be preceded by a loud warning signal. It will indicate the locality threatened and advise all persons in that area to seek shelter in their houses and to keep off roads. Example of wording: *“This is an official warning. We have been advised by the CFS that a bushfire is approaching this area. You are advised that it may be dangerous to leave your home now. You should be prepared to shelter in your home until the danger has passed.”*

Phase 4 – Stand Down:

This phase will broadcast the “all clear” for residents to return to their properties as the bushfire is now under control.

20. SUMMARY OF CFS EVACUATION POLICY

- Evacuation is the decision of individual residents.
- CFS Act does not allow for forced evacuation unless there is a declaration under the State Disaster 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 Phased Warnings 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.

21. 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

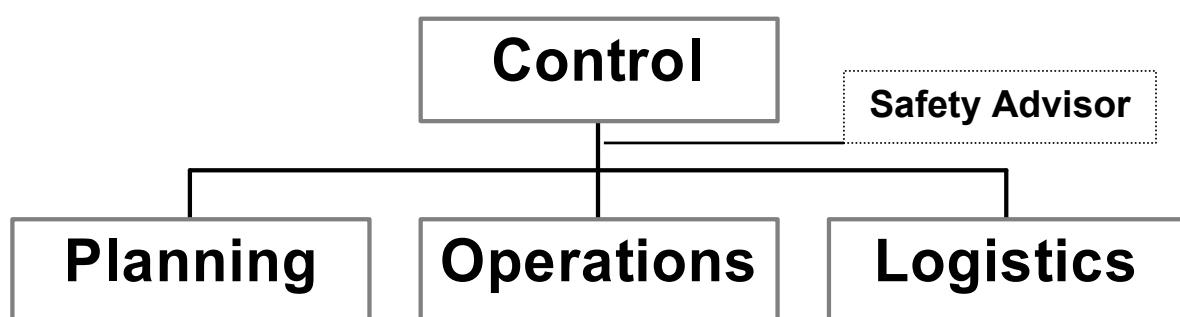
Logistics

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

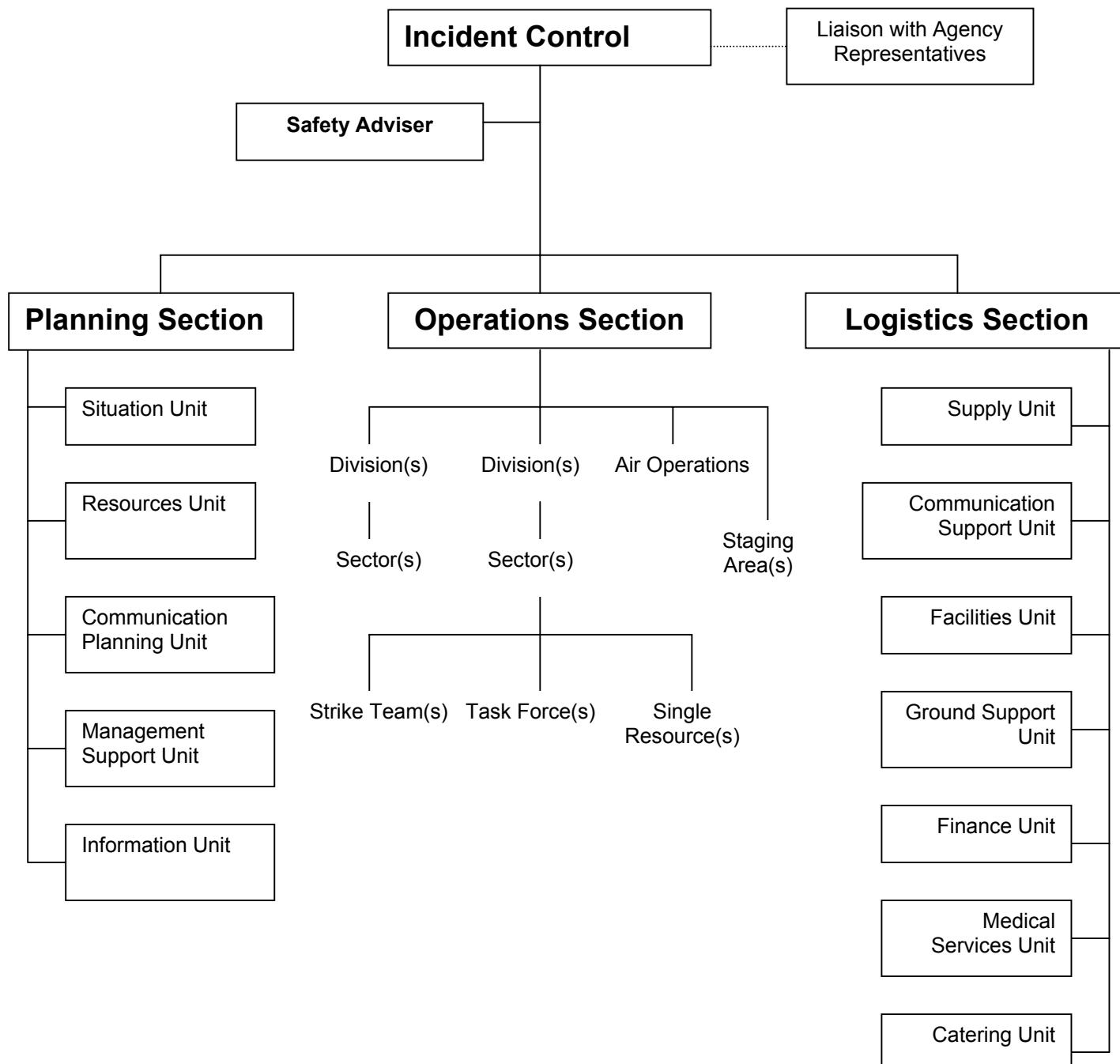
Operations

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.



22. INCIDENT MANAGEMENT - 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 & DEH operational personnel at the designated Incident Control Centre (ICC) established during a significant incident.
- Provide an enhanced mapping support function to CFS & DEH operational personnel at the CFS State Coordination Centre (SCC).
- Provide an enhanced mapping support function to the CFS & 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 & 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 personal and services at the State Emergency Operations Centre (SEOC), Carrington Street Adelaide.

SCOPE

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

THE MAPPING SUPPORT UNIT

The MSU consists of a team of GIS trained operators employed by DEH (*based at Netley*). 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, thus 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 &/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 Duty Officer. The MSU will be deployed to the CFS SCC at the request of the CFS Deputy State Coordinator &/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 2 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 & 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 & 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 AIIMS 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 &/or hardcopy maps showing the current location and extent of the incident.
2. The production of electronic &/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 &/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 &/or strategic protection zones*)
3. The production of broad sale electronic &/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 have 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 &/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 modeling systems are currently not available for the South Australian environment.

RELATIONSHIP WITH SEOC - 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 &/or Deputy State Coordinator prior to it being sent to the SEOC.

23. 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 focuses 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 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 (e.g. finance, OHS&W, base camp)
- Establish procedures to permit control to be exercised
 - Communication plan
 - Ensure information flow ↑↓→; 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

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- 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
- 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

24. THE ROLE OF THE PLANNING OFFICER

Planning is a key function of AIIMS. 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

25. 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

26. 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 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

27. HEALTH AND SAFETY

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

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.

28. 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 posses mobility. Firefighters must be able to respond and travel throughout the Area of Interest in a timely manner.

29. COMMON OPERATIONAL ERRORS

- Failure to Sectorise early.
- Failure to establish a Forward Control Point and Staging Area.
- Failure to consciously appoint people to ICS 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 mop up and patrol.
- Lack of attention to welfare (food, water and accommodation) for firefighters.

30. 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 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

31. 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?

32. 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 steps, based on processes described in the Australian and New Zealand Standard for Risk Assessment (AS/NZ 4360:1999) shall be adopted wherever practical.

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

III 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

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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 failure
Equipment not perform to standard	Structural/mechanical failure
Equipment vandalism/theft/loss	Burnover
Entrapment	Driver / operator accident
Vehicle accident	Asset / infrastructure loss
Radio communications failure	
Radio communications overload	

Corporate

Financial risks	Spending money
Litigation	Training
Reputation	Media
Public/community	

Determine the Likelihood of a Risk

Estimate the likelihood of an event or risk actually occurring.

Descriptor	Description
Almost Certain	Is expected to occur in most circumstances; and/or high level of recorded incidents and/or strong anecdotal evidence; and/or strong likelihood the event will recur; and/or great opportunity, reason or means to occur; may occur once every year or more
Likely	Will probably occur in most circumstances; and/or regular recorded incidents and strong anecdotal evidence; and/or considerable opportunity, reason or means to occur; may occur once every five years
Possible	Might occur at some stage; and/or few, infrequent, random recorded incidents or little anecdotal evidence; and/or very few incidents in associated or comparable organizations, facilities or communities; and/or some opportunity, reason or means to occur; may occur once every twenty years
Unlikely	Is not expected to occur; and/or no recorded incidents or anecdotal evidence; and/or no recent incidents in associated organisations, facilities or communities; and/or little opportunity, reason or means to occur; may occur once every one hundred years
Rare	May occur only in exceptional circumstances; may occur once every five hundred or more years

Assess the Consequences of a Risk

Estimate of the potential consequence of an event or risk.

Descriptor	Description
Insignificant	No fatalities or injuries. Small number or no people are displaced and only for short duration. Little or no personal support required (support not monetary or material). Inconsequential or no damage. Little or no disruption to community. No measurable impact on environment. Little or no financial loss.
Minor	Small number of injuries but no fatalities. First aid treatment required. Some displacement of people (less than 24 hours). Some personal support required. Some damage. Some disruption (less than 24 hours). Small impact on environment with no lasting effects. Some financial loss.
Moderate	Medial treatment required but no fatalities. Some hospitalisation. Localised displacement of people who return within 24 hours. Personal support satisfied through local arrangements. Localised damage that is rectified by routine arrangements. Normal community functioning with some inconvenience. Some impact on environment with no long-term effect or small impact on environment with long-term-effect. Significant financial loss.
Major	Extensive injuries, significant hospitalisation, large number displaced (more than 24 hours duration). Fatalities. External resources required for personal support. Significant damage that requires external resources. Community only partially functioning, some services unavailable. Some impact on environment with long-term effects, Significant financial loss – some financial assistance required.
Catastrophic	Large number of severe injuries. Extended and large numbers requiring hospitalisation. General and widespread displacement for extended duration. Significant fatalities. Extensive personal support. Extensive damage. Community unable to function without significant support. Significant impact on environment and/or permanent damage.

Risk Analysis Matrix

The final step in analysing the risk is to determine the level of risk of an incident occurring at the site. To do this, use the risk analysis matrix below and cross-reference the consequence (using your results from page 6) with the likelihood (using your results from the above table), this will give you a risk level of low, moderate, high or extreme.

	Consequences				
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	High	High	Extreme	Extreme	Extreme
Likely	Moderate	High	High	Extreme	Extreme
Possible	Low	Moderate	High	Extreme	Extreme
Unlikely	Low	Low	Moderate	High	Extreme
Rare	Low	Low	Moderate	High	High

33. 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.

34. 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 under stated.

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? <ul style="list-style-type: none">• 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? <ul style="list-style-type: none">• Direction of travel• Exposures/assets at risk |
| Tactics: | What are you doing? <ul style="list-style-type: none">• Current and planned |
| Resources: | What is on scene and required? <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Other agencies involved |
| Problems: | What problems exist or may arise? |
| Safety: | How are you maintaining individual safety? |

35. 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.

36. GUIDELINES FOR STRIKE TEAM DEPLOYMENT

Aim

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

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 Duty Officer 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, 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 crewmembers 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.

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 Wildfire
- Firefighter Boots (already worn in). (Slip on or elastic sided boots not acceptable).
- Goggles or close fitting safety glasses
- Current Coveralls or 2 piece Wildfire or Structural, clean condition, complete with reflective striping. BA 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 eg food.
- 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 21 of the CF Act 1989.

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 | <input type="checkbox"/> |
| Drinking water containers (Large) | <input type="checkbox"/> |
| Toilet Paper | <input type="checkbox"/> |
| Ration Pack | <input type="checkbox"/> |
| Emergency contact list (family) | <input type="checkbox"/> |
| Masks | <input type="checkbox"/> |
| Camera | <input type="checkbox"/> |
| Sunscreen | <input type="checkbox"/> |
| Pack of Cards (morale boosters) | <input type="checkbox"/> |

Ensure the appliance has

- | | |
|-------------------------|--------------------------|
| 2 x VHF Portables | <input type="checkbox"/> |
| with spare batteries | <input type="checkbox"/> |
| Charger and Power Board | <input type="checkbox"/> |

Command vehicle

- | | |
|----------------------------------|--------------------------|
| Additional ICS Pads | <input type="checkbox"/> |
| Additional Stationary (pens etc) | <input type="checkbox"/> |
| Mobile Phone and Spare Battery | <input type="checkbox"/> |
| GPS | <input type="checkbox"/> |

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 info 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.

37. 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 5 consecutive day periods.

These sustained arduous conditions, in addition to working with unfamiliar people can your 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 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 21 of the Country Fires Act 1989 (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 (2) 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.

38. 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

39. 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.

Identify things that can be improved or done differently.

Debriefs may identify the need to change to 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.

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;
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.

40. KEY OPERATIONS TERMS

Operations Point (OP)

Location from which the overall field operations are commander 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.

41. 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 a 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.

42. 18 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

43. 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 10 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.

The next three Orders 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 18 Watchouts, LCES etc, are merely tools to reinforce the thought processes initiated by the original 10 Standard Orders.

The 10 Standard Fire Orders are firm

We Don't Break Them

We Don't Bend Them

All firefighters have a Right to a Safe Assignment

44. SAFETY ON THE FIREGROUND - LCES

Lookouts - Communications - Escape Routes - Safety Zones

Intrinsically linked to both the 18 Watchouts and the 10 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 5 to 6 elements at one time. However in life critical situations, this may be reduced to a few as 3 or 4 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 18 Watchouts and the 10 Standard Fire Orders. Thus reinforcing the thought processes initiated by the 10 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.