

# **Emergency Management Team Arrangements**

***-- for all emergencies --***

**(July 2013)**

**Fire Services Commissioner**

in conjunction with the government member agencies of the  
State Emergency Management Team



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## Document history

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# 1 Introduction to the document

## 1.1 Purpose

The purpose of the Emergency Management Team Arrangements (**EMT Arrangements**) is to detail the arrangements for the establishment and operation of Emergency Management Teams (**EMT**) in Victoria.

The EMT Arrangements update the Practice Note - Emergency Management Team (OESC May 2009) (**EMT Practice Note**). As the current custodian, the Fire Services Commissioner (**FSC**) has updated the EMT Practice Note in response to recommendation 58 of the Review of the 2010-11 Flood Warnings and Response and in consultation with the government member agencies of the State EMT.

The EMT Arrangements provide a scalable and flexible set of arrangements catering for the range of emergencies Victoria is likely to experience while allowing agencies to use their own operating systems, within a whole-of government framework, to meet their emergency management obligations.

## 1.2 Authority

The primary source of information on EMT is the State Emergency Response Plan (**SERP**), Part 3 of the Emergency Management Manual Victoria (**EMMV**), which is authorised by the Minister for Police and Emergency Services under the authority of the *Emergency Management Act 1986* (**EM Act**) and which enables the mandate for establishing EMT.

The State Emergency Response Coordinator, on the recommendation of the State Emergency Response Planning Committee, has endorsed the EMT Arrangements as a sub-plan of the SERP. It will be referenced in Part 8 Appendix 10 of the EMMV and posted on the FSC website for general access.

## 1.3 Scope

The EMT Arrangements apply to the management of all Victorian emergencies, as defined by the EM Act at the incident, regional and state tiers of emergency management.

## 1.4 Links to other documents

As a sub-plan of the SERP, the document links to: Municipal and Regional Emergency Management Plans; Municipal, Regional and State Fire Management Plans; and most other sub-plans of the SERP, such as the state plans for specific types of hazard.

Documents referring to the EMT Practice Note should now read as referring to the EMT Arrangements 2013.

## 1.5 Compliance

At the time of publication, the EMT Arrangements complied with the legislation and arrangements for emergency management in Victoria, including the EM Act, the EMMV and legislation relating to specific types of emergency.

## 1.6 Future policy and legislative change

In December 2012, the White Paper on Victorian Emergency Management Reform (**White Paper**) proposed changes to Victoria's emergency management arrangements. These include the establishment of Emergency Management Victoria (**EMV**) as the overarching body for Victoria's emergency management sector and the appointment of an Emergency Management Commissioner (**EMC**). Revisions to these EMT Arrangements may be necessary to ensure alignment and compliance with anticipated policy and legislative changes.

## 2 EMT context within Victorian emergency management arrangements

The SERP explains that the three key management tasks of command, control and coordination form the basis of Victorian emergency management arrangements. Victoria also uses a three-tiered approach for emergency management - with incident, regional (and/or area-of-operation) and state tiers operating as required. Further information on these terms and arrangements is included in the SERP.

For each type of emergency, the control agency appoints controllers to have overall responsibility for response activities at each tier: a single Incident Controller for each incident, a Regional Controller for each region and a State Controller to hold overall responsibility. The Incident Controller may engage an Incident Management Team (IMT) to directly assist them meet their control responsibilities.

Where required, support agencies provide support services, materials or personnel. Relief and recovery agencies are support agencies during emergency response.

Where support agencies are involved in the management of an emergency, the controller at each tier is responsible for forming an EMT. In some emergencies, the controller may appoint a support agency commander as their deputy and delegate responsibility for managing the EMT to this person. Once formed, the EMT continues to operate through the readiness, response and recovery phases of the emergency. The controllers do not command support agencies through the EMT, but work through agency commanders to achieve specified outcomes.

The diagram below shows the context of coordination, control, support agency command and EMT at each tier of emergency management.

Not all agencies have representatives at each tier. For example, where the potential for significant consequences or capacity issues exist, an agency may escalate management of their responsibilities directly to the state tier.

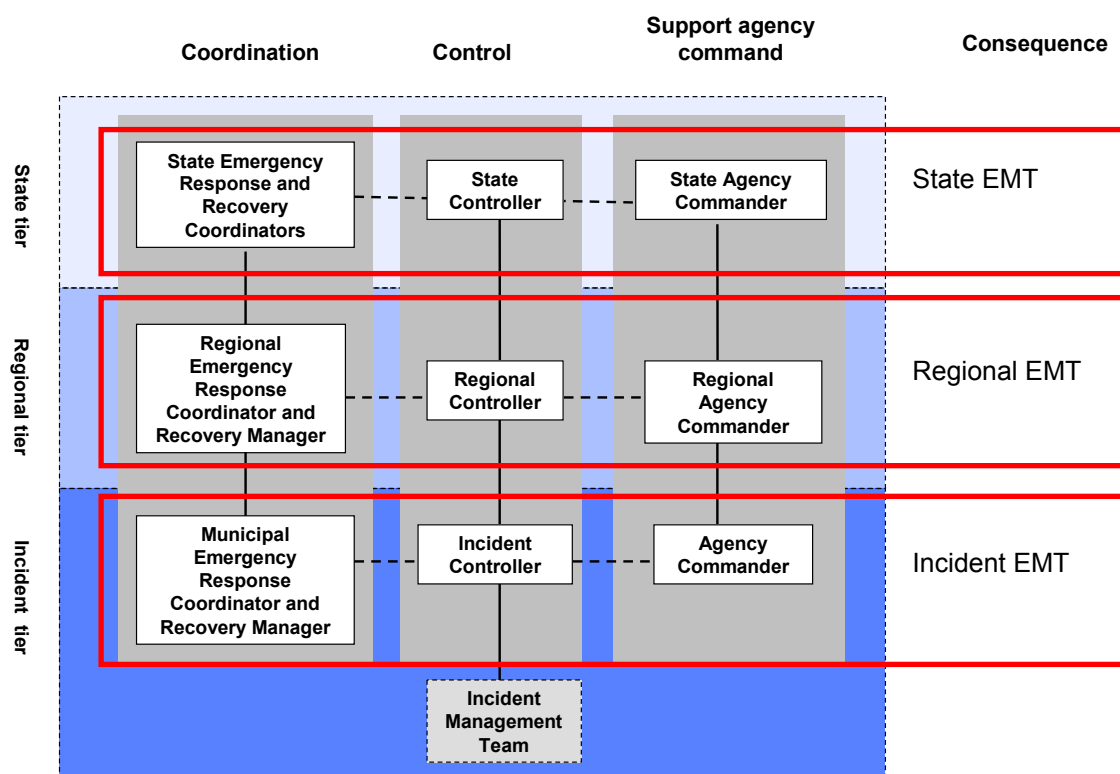


Table 1: Victorian emergency management arrangements and the context of EMT

The three tiers of EMT are:

- Incident EMT (**IEMT**) at the incident scene or in an Incident Control Centre
- Regional EMT (**REMT**) or Area of Operations EMT (where established)
- State EMT (**SEMT**)

This document uses the term EMT collectively for EMT at all three tiers of emergency management.

Appendices A, B, C and D contain further information to distinguish the role of EMT at each tier. A template is included for EMT at each tier.

### 3 EMT function

The EMT is a collaborative forum where agencies with a diverse range of responsibilities during emergencies identify and discuss the risks and likely consequences of an emergency and assist the controller to establish priorities and plan a 'whole-of-government' approach to its management.

Sections 16 to 16c of the EM Act detail the need for each Incident Controller to have effective control of the incident and the EMT provides the environment for the achievement of this at each tier of emergency management. Both the EM Act and the SERP place the responsibility on the emergency response coordinator (**ERC**) to ensure the lead agency has effective control of the emergency.

Although the EMT uses a collaborative decision-making process, with the primary intent of unity and purpose of effort, the controller at each tier leads the team and retains control of the emergency.

The EMT has many benefits compared with a single agency approach, for example:

- Where an emergency is reasonably expected, participation in the EMT can assist all agencies to coordinate their readiness arrangements and be better prepared
- When an emergency occurs, the EMT facilitates a coordinated unified response with a multi-agency delivery focus
- The EMT provides the forum for all agencies to provide controllers with information on the likely impacts and consequences of an emergency and contribute to the development of an overall incident strategy
- The EMT can provide controllers with access to a wide information base and can more quickly assist them to better identify risks, priorities, mitigating actions and the agencies responsible for action
- The single forum can clarify the command and control arrangements for all the agencies involved in an emergency and the capacity each agency can contribute
- Duplication and overlap in service provision can be reduced and gaps identified
- The transition from response to recovery can be better planned
- The total resources used to manage the emergency can be accounted and their activities prioritised

## 4 Triggers for the involvement of EMT

### 4.1 *Multi-agency involvement*

The EMMV explains if an emergency requires a response by more than one agency, the Incident, Region, Area of Operations or State Controller is responsible for forming an EMT at their respective tier.

In preparation for an anticipated emergency (e.g. Code Red days), the Control Agency or ERC establishes the EMT.

## 4.2 Potential impact or consequence

The level of potential impact or consequence of the emergency is a factor in the level of involvement of EMT in multi-agency emergencies as indicated in the diagram below.

	POTENTIAL FOR MAJOR IMPACT OR CONSEQUENCES			
	LOW	MODERATE	HIGH	EXTREME
SEMT	LESS ACTIVE  MORE ACTIVE			
REMT				
IEMT				

**Table 2: The level of risk or consequence triggering the level of EMT involvement**

Controllers could use a risk management process such as the Community Emergency Risk Management (CERM) process to identify potential significant impacts or consequences of an emergency. Information previously gathered through the Emergency Management Planning Committee risk assessment process would provide a good starting point.

Examples of 'significant impact or consequence' are:

- Potential or actual impact on a community, for example:
  - Injury or fatalities
  - Health issues
  - Displacement or damage
  - Impact on vulnerable communities
  - Impact on tourists
- Potential or actual need for an evacuation
- Potential or actual impact on community infrastructure or assets providing essential services, such as:
  - Telecommunication
  - Transport/roads
  - Water, electricity or gas
  - Food supplies
  - Finance services
  - Community facilities
- Potential or actual impact, which could incur economic cost, on activities such as:
  - Agriculture or industry
  - Tourism
  - Other sources of individual livelihood and economic production
- Impact on environmental and conservation assets



## 5 EMT structure

### 5.1 Chair

The EMT chair at each tier of emergency management is normally the controller (that is, the Incident, Regional or State Controller) or nominated deputy controller.

Where there are multiple hazard events (for example, fire, flood, heat, locust plague) and multiple controllers, or the control agency is in dispute or has not yet been identified, the ERC may chair the EMT or nominate a chair.

Once the emergency management phase transitions from response to recovery, the Recovery Coordinator or Manager at each tier may chair the EMT.

The EMT chair will:

- Notify all the EMT member agencies and identify those to be represented in the EMT
- Identify the need for EMT meetings and issue invitations
- Chair and lead EMT meetings
- Consider establishing sub-groups within the EMT to analyse specific areas of impact or consequence, such as evacuation, health support, provision of community support etc
- Keep EMT meeting minutes, including a record of attendances, decisions made and their justification, and a log of actions and responsibilities
- Incorporate EMT meeting outcomes into the respective incident, regional or state plan (that is, risk and consequence plan)
- Communicate with the ERC at the respective tier to resolve issues and escalate them, if required, to the next tier of emergency management
- Arrange for direction to be given to EMT chairs at lower level tiers of emergency management
- Follow-up on actions required from responsible agencies
- Decide when to transition the emergency from response to recovery
- Ensure debriefs and After Action Reviews are conducted, documented and communicated, when required
- Decide when to conclude the activities of the EMT for the emergency

### 5.2 Member agencies

The EMMV state the minimum EMT composition as:

- Incident Controller
- Support Agency commanders (or their representatives)
- Health Commander (functional commander of supporting health agencies)
- Recovery Commander (if appointed) or the recovery coordinator (or representative)
- Emergency Response Coordinator (or representative)
- Other specialist persons as required

Although this membership relates to the IEMT, the minimum membership of the REMT and SEMT should replicate these requirements, but with senior representatives from response, recovery and other agencies appropriate to the respective tier of emergency management.

All affected agencies, including local government, should be either included in the EMT or advised of its outcomes. Part 7 of the EMMV describes the role and responsibilities of agencies in specific types and phases of emergencies and provides the basis for controllers to identify agencies to be included.

Agencies represented in the EMT can include both government and non-government agencies, with membership flexible to allow for the range of service providers responding to different types of emergency. The services provided by some agencies are hazard specific, while others provide services during every type of emergency.

There are a number of non-government agencies with a key role in emergency management. For example, Red Cross coordinate emergency relief, and should be included in the EMT.

### **5.3 Representation**

EMT representatives can represent either a single agency or a functional area. For example, if agencies with similar responsibilities (i.e. agencies involved with roads) consolidate and nominate a single agency to represent their interests, the decision-making processes at EMT can be more efficient and effective.

This approach is encouraged at all tiers of EMT and is commonplace in some industry sectors, for example, a Health Commander represents all health related agencies in EMT at all tiers.

REMT and SEMT representatives usually represent the government departments or agencies with coordination or portfolio responsibility for a functional area, such as pre-hospital response, health, water, transport or roads.

Where an agency cannot send a representative to attend meetings in person (for example, due to distance), agencies can nominate another agency to represent their interests or the EMT chair can arrange for the agency representative to dial into a teleconference.

Agencies should ensure their EMT representatives:

- Are authorised to contribute on behalf of the agencies they represent
- Understand the potential risks and consequences of the emergency on the portfolio responsibility or service provision of the agencies they represent
- Are comfortable speaking in public and answering general questions on behalf of the agencies they represent

Agencies should attempt to provide consistent representation to EMT wherever possible and induct them in the role of the EMT within State emergency management arrangements. Agencies could also consider an arrangement where an experienced EMT representative mentors a new representative throughout their initial period of EMT representation.

EMT representatives are responsible for communicating the outcomes of EMT meetings to the agencies they represent, in order to give effect to the decisions made by the EMT.

### **5.4 A team approach**

The EMT is a team and familiarity and regular practice within a team improves performance. Consistent EMT representation will assist the EMT representatives to build relationships and work more efficiently and effectively with other EMT representatives during emergencies.

Regular training and practice will help the EMT learn:

- the role, responsibilities and capacity of each agency
- the likely risks and consequences of emergencies across their respective tier of emergency management (incident, region or state)
- preventative actions that agencies can take to reduce the consequences of an emergency

## **5.5 Community representation**

Controllers should consider the impact of the emergency on the local economy and identify the groups most affected by the emergency, for example local businesses or tourism operators, and include these groups in the IEMT as well as in the REMT and SEMT. Representatives of existing local groups would make effective representatives.

Note that this is different to the 'local knowledge' input into the IMT, which relates to the provision of operational and tactical advice.

## **5.6 Relationship between EMT and emergency planning committees**

Many member agencies of EMT are also members of Municipal, State, or Regional Emergency Management Planning Committees. A key function of these committees is to identify the risks and likely consequences of an emergency across the respective state, region or locality and to plan mitigation action, prior to an emergency.

During an emergency response, the EMT can use the information developed by these planning committees to assist identify the likely risks and consequences of the emergency.

There would be significant benefit in EMT at each tier linking throughout the year with their counterpart Emergency Management Planning Committee to plan, train and exercise in preparation for emergencies.

## **6 EMT communications**

The IEMT, REMT and SEMT communicate as teams through their respective chairs. This includes communication between the tiers of EMT and to government. Information communicated through the EMT chairs includes:

- State directions communicated through the REMT to the IEMT
- Issues escalated from the IEMT to the REMT and the SEMT, for example insufficient resources to control the emergency
- Emerging risks and consequences of regional or state significance
- The sharing of Incident Action Plans and Regional Plans in order to inform broader discussion of the risks and consequences managed at these tiers.

Individual agency and functional EMT representatives also communicate to the agencies they represent.

A representative of Emergency Management Joint Public Information Committee (EMJPIC) usually attends SEMT to facilitate the provision of coordinated state-level information about the emergency.

As a part of the police coordination function, the ERC at each respective tier is responsible for resolving issues between agencies, regardless of whether of not they are the EMT chair.

## Appendix A - Summary of the focus of EMT at each tier

**TACTICAL**

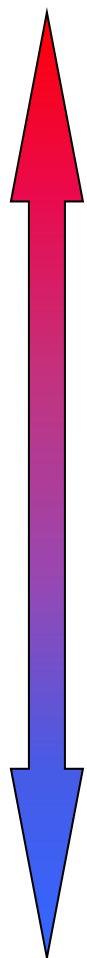
**responsive**

**short-term**

**the present**

**technical skills**

**small-scale**



	<b>Chair</b>	<b>Location</b>	<b>Trigger</b>	<b>Aim</b>	<b>Focus</b>	<b>Reports</b>
EMT	Incident Controller (or Deputy) or MERC	At either the incident or an ICC	Whenever there is multi-agency activation either in readiness for or in response to an emergency	To achieve incident objectives in line with the State Controller's intent	To support the Incident Controller in determining and implementing appropriate incident management strategies for the emergency	Minutes – attendances, a record of decisions made (including justification), actions and responsibilities. The chair or MERC will resolve issues and escalate as required.
REMT	Regional Controller (or Deputy) or RERC	Usually in a RCC in a government region	Readiness or response to an emergency with potential risks / consequences of regional significance	To support Incident Controllers to achieve the State Controller's intent	<ul style="list-style-type: none"> <li>To support the Regional Controller to develop to develop a consistent situational awareness regarding the emergency affecting the region</li> <li>To identify risks and consequences</li> <li>To facilitate the achievement of the State Controller's Intent</li> <li>To develop a Regional Plan (Risk and Consequence) outlining the regional actions of all agencies</li> <li>To maintain a log and keep an audit trail</li> </ul>	Minutes – attendances, a record of decisions made (including justification), actions and responsibilities. The chair or RERC will resolve issues or escalate as required.
SEMT	State Controller (or Deputy) or SERC	Usually in the SCC	Readiness or response to an emergency with potential risks / consequences of state significance	To achieve the State Controller's Intent	<ul style="list-style-type: none"> <li>To support the State Controller to develop a consistent situational awareness regarding the emergency.</li> <li>To identify and manage strategic risks and consequences</li> <li>To develop a (State Risk and Consequence) Plan outlining the high-level actions of all agencies.</li> </ul>	Minutes – attendances, a record of decisions made (including justification), actions and responsibilities. The chair or SERC will resolve issues or escalate as required.

**STRATEGIC**

**proactive**

**long-term**

**outcomes**

**judgement**

**large-scale**

## Appendix B – Incident EMT template

<b>Trigger</b>	Whenever there is multi-agency activation in readiness for or in response to an emergency, the Incident Controller or Emergency Response Coordinator (ERC) initiates the IEMT, issues invitations and chairs IEMT meetings.	
<b>Purpose</b>	The IEMT supports the Incident Controller in determining and implementing appropriate incident management strategies for the emergency. Although the IEMT facilitates a collaborative decision-making process, with the primary intent of unity and purpose of effort, the Incident Controller leads the team and retains control of the emergency.	
<b>Meetings</b>	When multiple agencies respond on-scene to an incident, the first contact between the Incident Controller and support agencies represents the formation of an IEMT. Where the control of the incident transfers to an ICC, the IEMT meets more formally either face to face or via video or teleconference.	
<b>Agencies represented</b>	<p>The IEMT will usually comprise:</p> <ul style="list-style-type: none"> <li>• Incident Controller</li> <li>• Support agency commanders (or their representatives)</li> <li>• Health Commander (functional commander of supporting health agencies)</li> <li>• Recovery Commander (if appointed) or the recovery coordinator or representative</li> <li>• Emergency Response Coordinator (Victoria Police) or representative</li> <li>• Other specialist people, such as representatives of affected local industry groups.</li> </ul> <p>Where an emergency has the potential for impact on the community, the chair will notify and invite local government into the IEMT. Part 7 of the EMMV details agency responsibilities during emergencies.</p>	
<b>Agenda</b>	Welcome / introduction/attendance/apologies	Chair
	Actions from the previous meeting and issues resolution	Chair
	Situation awareness: <ul style="list-style-type: none"> <li>• Situation overview</li> <li>• Situation prediction</li> <li>• Proposed objectives and strategies</li> <li>• Command, control and coordination arrangements</li> </ul>	Chair
	Risks and consequences to <ul style="list-style-type: none"> <li>• the community</li> <li>• public infrastructure</li> <li>• the economy</li> <li>• the environment</li> <li>• agency or government reputation</li> </ul> Other emerging issues, risks or consequences	All agencies
	Relief and recovery	DHS / Red Cross
	Community information	Information Officer
	Confirm objectives / alignment with State Controller’s Intent	Chair
	Reporting and next meeting	Chair
<b>Minutes</b>	Minutes will include attendances, a record of decisions made (including justification), actions and responsibilities. The chair or MERC will resolve issues and escalate as required.	
<b>Reference</b>	EMMV Parts 3 and 7. Police State ERC Division EMT checklist.	

## Appendix C – Regional (or Area-of-Operations) EMT template

<b>Trigger</b>	Whenever there is a multi-agency activation in readiness for or in response to an emergency that has the potential for regional significance, the Regional Controller (or delegate) or Regional Emergency Response Coordinator (or delegate) will initiate the REMT, issue invitations and chair the REMT.	
<b>Purpose</b>	The role of the REMT is to: <ul style="list-style-type: none"> <li>• Facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergency (s) affecting the region</li> <li>• Identify risks and consequences</li> <li>• Facilitate the achievement of the State Controller’s Intent</li> <li>• Develop a Regional Plan outlining the regional actions of all agencies</li> <li>• To maintain a log and keep an audit trail</li> </ul>	
<b>Meetings</b>	Meetings are usually held at the RCC.	
<b>Agencies represented</b>	The REMT usually comprises the government departments or agencies with coordination or portfolio responsibility for a functional area such as pre-hospital response, health (Regional Health Commander), water transport or roads to represent those agencies within the function from a whole-of-region perspective. A senior representative of all affected municipal councils should attend. The REMT chair may also invite other organisations, government agencies or individuals with specialist knowledge, including representatives of affected industry groups.  Prior to the meeting, the chair should distribute situation summaries. All representatives should plan a summary of their activities and related risks and issues, for the agency or portfolio area, to present at the meeting.	
<b>Agenda</b>	Welcome / introduction/attendance/apologies	Chair
	Actions from the previous meeting and issues resolution	Chair
	Situation awareness: <ul style="list-style-type: none"> <li>• Situation overview</li> <li>• Situation prediction</li> <li>• Intended strategic intent (short &amp; long term priorities)</li> <li>• Readiness (region, municipal, incident)</li> </ul> Command, control, coordination arrangements	Chair
	Risks and consequences to <ul style="list-style-type: none"> <li>• the community</li> <li>• public infrastructure</li> <li>• the economy</li> <li>• the environment</li> <li>• agency or government reputation</li> </ul> Other emerging issues, risks or consequences	All agencies
	Relief and recovery	DHS / Red Cross
	Community information	Information Officer
	Confirm alignment of regional strategic intent with State Controller’s Intent	All agencies
	Reporting and next meeting	Chair
	<b>Minutes</b>	Minutes are to include attendances, a record of decisions made (including justification), actions and responsibilities. The chair or RERC will resolve issues and escalate as required.
<b>Reference</b>	Emergency Management Manual Victoria Parts 3 and 7	

## Appendix D – State EMT template

<b>Trigger</b>	Whenever there is a multi-agency activation in readiness for or in response to an emergency with the potential for regional significance, the State Controller (or delegate) or State Emergency Response Coordinator (or delegate) will initiate the SEMT, issue invitations and chair the SEMT meetings.	
<b>Purpose</b>	<p>The SEMT provides the following function:</p> <ul style="list-style-type: none"> <li>• To facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergency (s)</li> <li>• To identify and manage strategic risks and consequences</li> <li>• To develop a State (Risk and Consequence) plan outlining the high level actions of all agencies.</li> </ul>	
<b>Meetings</b>	Meetings are usually held at the SCC.	
<b>Agencies represented</b>	<p>The SEMT has a similar agency composition to the REMT except that the most senior person (or their delegate) in the agency at the state tier of emergency management represents the agency.</p> <p>The SEMT usually comprises the government department or agency with coordination or portfolio responsibility for a functional area such as pre-hospital response, health (Regional Health Commander), water, transport or roads to represent those agencies within the function from a whole-of-region perspective. A representative of the Municipal Association of Victoria may represent affected municipal councils (but not all e.g. Melbourne City Council). A representative of EMJPIC usually attends. The chair may also invite other organisations, government agencies or individuals with specialist knowledge, including representatives of affected industry groups.</p> <p>Prior to the meeting, the chair should distribute situation summaries. All agencies should plan a summary of their activities and related risks and issues, for the agency representative to present.</p>	
<b>Agenda</b>	Welcome / introduction/attendance/apologies	Chair
	Actions from the previous meeting and issues resolution	Chair
	<p>Situation awareness:</p> <ul style="list-style-type: none"> <li>• Incident overview</li> <li>• Incident prediction</li> <li>• Intended strategic intent (short &amp; long term priorities)</li> <li>• Readiness (state, region, municipal, incident)</li> <li>• Command, control, coordination arrangements</li> </ul>	Chair
	<p>Risks and consequences to</p> <ul style="list-style-type: none"> <li>• the community</li> <li>• public infrastructure</li> <li>• the economy</li> <li>• the environment</li> <li>• agency or government reputation</li> </ul> <p>Any other emerging risks or issues</p>	All agencies
	Relief and recovery	DHS / Red Cross
	Community information	Information Officer
	Confirm strategic intent	Chair
	Reporting and next meeting	Chair
<b>Minutes</b>	Minutes are to include attendances, a record of decisions made (including justification), actions and responsibilities. The chair or SERC will resolve issues.	
<b>Reference</b>	Emergency Management Manual Victoria Parts 3 and 7	

## **Appendix E - Case studies of EMT operating at different tiers**

### ***Case study of an IEMT (at incident scene)***

Following a rural car accident, respondents from the Victoria Police, the Country Fire Authority, State Emergency Service and Ambulance Victoria meet at the incident scene.

The Victoria Police Agency Commander assumes the role of Incident Controller and forms an IEMT with the other agency commanders at the scene.

The Incident Controller consults with the IEMT about the key risks of the incident e.g.

1. Fuel hazard
2. Trapped and injured person
3. Potential for a traffic accident in the vicinity

The IEMT assists the Incident Controller to identify priorities. The Incident Controller then allocates roles and each agency commander implements the plan through their agency command structure.

### ***Case study of an IEMT (in Incident Control Centre)***

During a bushfire, the first response Incident Controller has assessed the situation as potentially affecting communities and public infrastructure (water treatment plant) and has transferred control to an Incident Controller working in an ICC. The Department of Environment and Primary Industries, Country Fire Authority, Metropolitan Fire Brigade and Victoria Police are providing support.

The Incident Controller calls a meeting of the IEMT in the ICC, comprising:

- Incident Controller
- Support agency commanders
- Health Commander (functional commander of health agencies)
- Emergency Response Coordinator
- Municipal Recovery Manager
- A representative of the regional water authority

The Incident Controller meets with the IEMT, who provides information on the potential risks and consequences of the incident e.g.

1. The need for the community to get timely and accurate warnings and information
2. The need to protect the community through the evacuation of houses in the path of the fire
3. The need to prepare for the possibility of fatalities and injuries
4. The need for the welfare of displaced persons to be managed, including an assessment of expected emergency relief needs
5. The potential impact on the town's water supply (during the fire and in the future)

The Incident Controller identifies priorities for the management of the incident, in line with the State Controller's Intent and responsibilities are allocated to agencies.

The Incident Controller includes the information provided by the IEMT in the incident action plan and provides a report to the Regional Controller.

Agency commanders implement the plan through their agency command structures.



## ***Case study of a Regional EMT***

A flood is affecting a considerable part of a Victorian government region (Hume) and the VICSES has established several Incident Control Centres in the affected area (Euroa, Wangaratta and Shepparton) to manage the emergency.

The Regional Controller, operating from the Regional Control Centre at Benalla, provides active oversight of the emergency. There are many support agencies from all parts of government assisting with the management of the emergency.

The Regional Controller calls a meeting of the REMT, comprising:

- Regional Controller
- Regional Emergency Response Coordinator
- Regional Recovery Manager
- Regional Health Commander
- Regional agency commanders for:
  - Country Fire Authority
  - Department of Environment and Primary Industries
  - State Emergency Service
  - Victoria Police
- The following agencies
  - Public Transport Victoria
  - Department of Education
  - Regional Tourism Board
  - North East Water and Goulburn Valley Water
  - SP Ausnet (energy)
  - Red Cross
  - Representatives from Wangaratta, Benalla, Euroa and Shepparton local councils

The Regional Controller consults with the REMT (not duplicating the discussions of the IEMT, which will be more tactical) and identifies significant regional risks and consequences, for example:

1. The risk of the community receiving uncoordinated and conflicting information and the need for regional coordination of community and media information for things such as relief services and support, school closure, road closures, power outages etc
2. The risk of high priority areas not having the necessary resources and the need to prioritise and allocate scarce resources (e.g. police water rescue specialists)
3. A potential shortage of replacement resources to relieve local resources, who have been working for several days without a break, and the need to source state resources
4. Impact on local economy long term and the need to apply for disaster relief funding

The Regional Controller identifies priorities, in line with the State Controller's Intent, and the REMT agencies determine responsibilities and desired outcomes. This is documented in a Regional Plan.

The Regional Controller documents the information in a regional (risk and consequence) plan and provides a report on the unresolved issues to the State Controller.

Agency representatives communicate with their agencies and coordinate the achievement of the priorities and actions their function has been allocated.

## ***Case study of an State EMT***

During January, the Bureau of Meteorology has indicated Victoria will face, over the next fortnight, a period of extreme heat, followed by widespread storms and unstable conditions posing a widespread extreme bushfire risk.

The Chief Health Officer has issued a heat health alert for the forthcoming weather.

The Fire Services Commissioner is acting as State Controller for potential storm and bushfire events and is making arrangements in advance of the forthcoming high risk storm and bushfire conditions, which are at least a week away, so that the whole of government is ready for these events.

As there are multiple disparate events, the State Emergency Response Coordinator calls an SEMT meeting, advising agencies it is a meeting for 'readiness' purposes. The following positions and agencies are invited:

- State Emergency Response Coordinator
- State Controller
- Chief Health Officer
- State Health Commander
- State Recovery Coordinator
- Red Cross (state relief coordinator)
- Bureau of Meteorology severe weather forecaster
- State commanders for the following agencies:
  - Country Fire Authority
  - Department of Environment and Primary Industry
  - Metropolitan Fire Brigade
  - State Emergency Service
  - Victoria Police
- Representatives of the following agencies
  - Emergency Services Telecommunication Authority (ESTA)
  - Department of Transport, Planning and Local Infrastructure
  - Public Transport Victoria
  - VicRoads
  - Department of State Development, Business and Innovation
  - Department of Justice
  - Department of Premier and Cabinet
  - Department of Education
  - Parks Victoria
  - Department of the Environment and Primary Industries (biosecurity, water, agriculture etc)
  - Tourism Victoria
  - Municipal Association of Victoria
  - Emergency Management Joint Public Information Committee (EMJPIC) representative

The State Emergency Response Coordinator chairs the meeting, clarifying that the purpose of the meeting is to make arrangements in readiness for the forthcoming events.

The SEMT identifies potential risks and consequences, including:

- It is a school holiday period, meaning:
  - there will be a lot of tourists in rural and coastal areas
  - children who reside in rural areas will be home, some unsupervised
- People in the vulnerable communities category will be at risk from heat issues
- There will be pressure on hospitals and health services
- Bushfire fuels across the state will dry in the heat, prior to the period of high-risk bushfire weather
- Victoria's energy demand will potentially exceed supply
- There will be pressure on Melbourne's transport system
- There is potential for a Code Red fire danger day and this will impact on a range of agency arrangements
- Response resources arrangements need to be in place

The State Controller identifies the priorities for this period, based on the State Controller's Intent document produced earlier. The priorities for this period are:

1. The need to issue consolidated state messages and warnings about the forthcoming risks with sufficient timelines and information so that the community can undertake advance preparations to mitigate the risk.
2. Protection of the community, particularly:
  - Protection of tourists and vulnerable communities located in high bushfire and other hazard risk areas
  - Protection of vulnerable communities in urban areas facing health risks from the heat
3. The security of supply of essential services such as energy, water, transport and telecommunications
4. Ensuring emergency response arrangements and resources are ready for immediate activation in the areas of greatest risk during the high-risk period.

Each agency reports on the arrangements they will be making to mitigate the risks that are within their sphere of control.

The arrangements are documented in a State Risk and Consequence Plan.

The State Controller sets expectations regarding the timing of the SEMT Situation Report.