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State Command and Control Arrangements for Bushfire in Victoria 2013

Our focus is the primacy of life, issuing of community information and warnings, and protection of properties, economies and the environment

September 2013

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FIRE SERVICES COMMISSIONER VICTORIA

CFA

MFB
Protecting Our Community

Victoria
State Government

Department of Environment and Primary Industries

Document History

Version	Date	Name of Document	Author
	September 2013	State Command and Control Arrangements for Bushfire in Victoria	FSC
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	Aug 2011	State Command and Control Arrangements for Bushfire in Victoria	FSC, CFA, DSE and MFB
	Nov 2010	State Command and Control Arrangements for Bushfire in Victoria	FSC, CFA, DSE and MFB

Related Documents

Version	Date	Name of Document	Author
	2013/14	SOP J 2.03 – Incident Management Teams – Readiness Arrangements	FSC
	2012/13	FSC Standard Operating Procedures: • 002/2012: Reporting of Significant Incidents to the Fire Services Commissioner	FSC
	2011/212	FSC Standard Operating Procedures: • 005/2011 : Control of major fires • 004/2011: Regional Strategic Plan • 003/2011: The conduct of State Emergency Management Team (SEMT) meetings • 002/2011: Reporting of Significant Incidents to the Fire Services Commissioner • 001/2011 - State Controller's Intent FSC Guidance Note: • 01/2011: Incident Management - Incident Controllers • 02/212: Incident Management - Transfer of Control	FSC
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1   Introduction

The State Command and Control Arrangements for Bushfire in Victoria 2013 **(the Bushfire Arrangements)** describe the command and control arrangements for bushfire readiness and response in Victoria. The Fire Services Commissioner **(FSC)** has issued the Bushfire Arrangements under section 21 of the *Fire Services Commissioner Act 2010* and in accordance with the approach outlined in section 16 of the *Emergency Management Act 1986*.

The FSC developed the Bushfire Arrangements in consultation with the Country Fire Authority **(CFA),** Department of Environment and Primary Industries **(DEPI),** and Metropolitan Fire Brigade **(MFB),** collectively referred to as the fire services agencies. The FSC also consulted the Victorian Police (response coordinator), Department of Human Services (recovery coordinator) and the member agencies of the State Emergency Management Team.

The Bushfire Arrangements contain information that is additional to the arrangements in the State Emergency Response Plan **(SERP)** (Part 3 of the Emergency Management Manual Victoria **[EMMV]**).

The FSC annually reviews the Bushfire Arrangements in consultation with the fire services agencies.

1.1   Purpose

The Bushfire Arrangements provide direction to agencies supporting the line-of-control during bushfires by:

- Clarifying accountability for the command and control of bushfire readiness and response
- Outlining the process for escalating the control of a bushfire
- Ensuring all agencies support the line-of-control and provide an integrated and seamless approach to bushfire management

1.2   Authority

The fire services agencies draw authority from the following legislation:

- Sections 16, 16A and 16B of the *Emergency Management Act 1986*
- Sections 6E, 20, 33, 50B and 93B of the *Country Fire Authority Act 1958*
- Sections 10, 11 and 21 to 26 of the *Fire Services Commissioner Act 2010*
- Sections 61F, 62 and 62AA of the *Forests Act 1958*
- Sections 7, 7B, 32A and 55E of the *Metropolitan Fire Brigades Act 1958*
- State Emergency Response Plan (Part 3 of the EMMV)

The Bushfire Arrangements supersede the previous version that the Fire Services Commissioner issued in September 2012.

1.3   Definitions

The Bushfire Arrangements use the following definitions:

- **agency commanders** are supervisors within the fire services agencies, responsible for managing the activities of the resources within their command.

- **Area-of-Operations** is a geographic area defined to contain a bushfire or group of bushfires. The State Controller may define an Area-of-Operations distinct from a Region and appoint an Area-of-Operations Controller. Once appointed, the Area-of-Operations Controller provides leadership and management across a series of incident sites within a defined area of operations.

- **bushfire** is an unplanned fire primarily in vegetation such as grass, forest and scrub.

- **bushfire season** refers to the period from 1 October until 31 May each year unless otherwise determined by the Fire Services Commissioner.

- **chain-of-command** refers to the organisational hierarchy of a fire services agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain-of-command identifies people or positions at the most senior level of the organisation with accountability.

- **Chief Officers** are the Chief Fire Officer of DEPI, the Chief Officer of the CFA and the Chief Fire Officer of the MFB as the case requires.

- **command** refers to the direction of personnel and resources of an agency in the performance of the agency's role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency. Where there are agreed, pre-existing arrangements, a functional commander can direct personnel and resources of more than one agency in accordance with those arrangements.

- **coordination** involves the bringing together of agencies and resources to ensure effective response to and recovery from emergencies. Victoria Police is the coordination agency for response and the Department of Human Services is the coordination agency for recovery.

- **control** involves the overall direction of response activities in an emergency. Authority for control is established in legislation or in an emergency response plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.

- **days of high fire risk** are identified by the State and Regional Controllers on the basis of forecast Fire Danger Ratings and consideration of a range of other factors which may elevate the likelihood or the consequences of a fire, for example active arson or a large number of campers in a fire prone area.

- **Fire Services Commissioner** (FSC) is an independent statutory officer, appointed by the Governor in Council reporting to the Minister for Police and Emergency Services and the senior operational firefighter in Victoria. The responsibilities of the FSC include the overall control of response activities in relation to a major fire which is burning, or which may occur, or which has occurred in any area of the State. The FSC is the State Controller for bushfire. The FSC can appoint other people to help with the control of bushfire as per section 16 of the *Emergency Management Act 1986.*

- **first response** is the action of agency personnel who first combat a bushfire and provide rescue and immediate relief services.

- **Incident Controller** is the individual appointed to be accountable for the overall direction of response activities in a bushfire incident.

- **'in the field'** refers to bushfire operations conducted outside of an Incident Control Centre facility.

- **line-of-control** refers to the line of supervision for the control function. The line-of-control for bushfire is Incident Controller, Regional Controller and State Controller. The line-of-control for

bushfire is in place at all times during the bushfire season but is not activated until a fire has potential for or reaches a major fire status.

- **major fire** means a large or complex fire (however caused) which -
  (a) has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or
  (b) has the potential to have or is having significant adverse consequences for the Victorian community or a part of the Victorian community; or
  (c) requires the involvement of 2 or more fire services agencies to suppress the fire; or
  (d) will, if not suppressed, burn for more than one day.

- **preparedness** is the establishment of structures, development of systems and testing and evaluation by organisations and communities of their capacity to perform their allotted roles in an emergency.

- **readiness** refers to the arrangements the fire services agencies make, during the fire season, for the active involvement of resources to respond to bushfire. Readiness levels will vary throughout the fire season in accordance with the level of bushfire risk in accordance with joint standard operating procedures and any other agreements between the FSC and/or the fire services agencies.

- **recovery** is the assisting of people and communities affected by bushfires to achieve a proper and effective level of functioning.

- **Region** refers to one of the Victorian Government Regions:
  - Barwon South West
  - Grampians
  - Loddon Mallee
  - Hume
  - Gippsland
  - Southern Metropolitan
  - Eastern Metropolitan
  - Northern and Western Metropolitan

- **Regional Controller** is the person approved by the FSC and acting on behalf of the FSC in each Region for the extent of the bushfire season to exercise control at the regional tier over bushfire readiness and response in the Region, irrespective of the jurisdiction.

- **response** is the combating of bushfires and the provision of rescue and immediate relief services.

- **State Controller** is the senior operational person from the control agency who provides strategic leadership for the response to emergencies across Victoria. The FSC is the State Controller for bushfire in Victoria.

- **State and Regional Agency Commanders** are the agency commanders at the state and regional tiers of management respectively.

- **tiers** are the three tiers used in Victoria for emergency management – incident, regional and state.

1.4 Standard operating procedures

Under *section 21 of the Fire Services Commissioner Act 2010*, the FSC issues incident management operating procedures. These are located on the FSC website at http://www.firecommissioner.vic.gov.au

2 Bushfire command and control arrangements

2.1 Tiers of emergency management

The EMMV outlines that Victoria uses a three-tiered approach for emergency management – with incident, regional and state tiers of management.

The following diagram shows the primary roles for coordination, control and command at each tier.
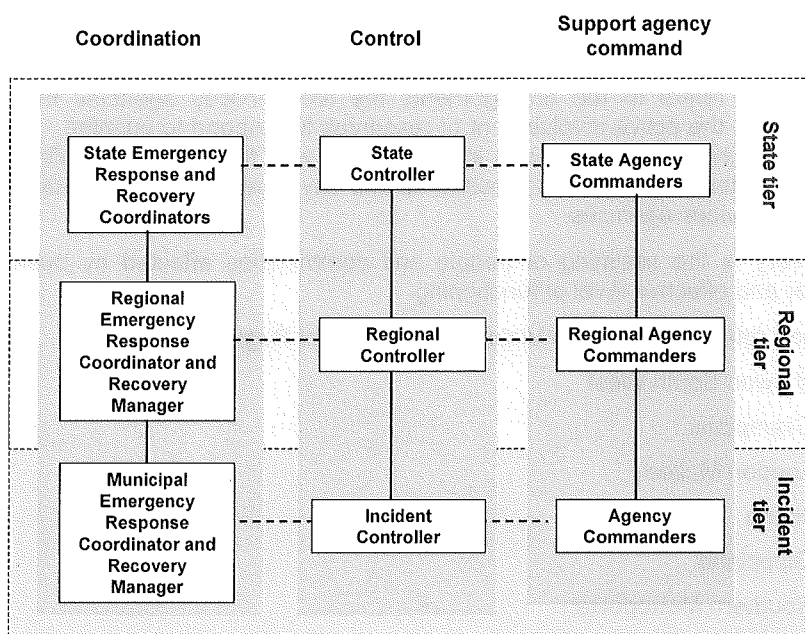
The accountabilities of the control and command function are illustrated below:

2.2   Control

2.2.1   Line-of-control

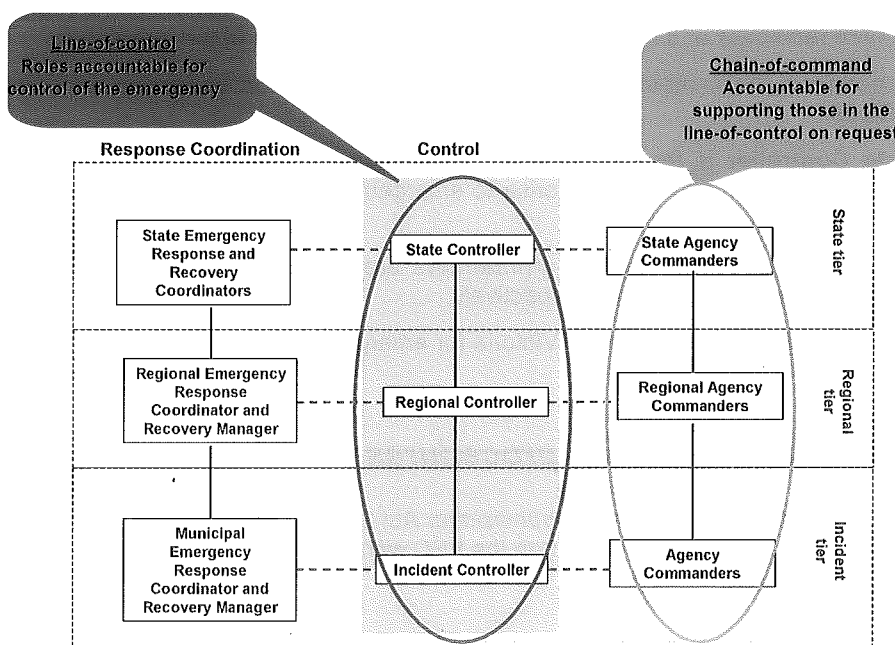Control relates to situations and operates horizontally across agencies. Those appointed to the control function for bushfire are accountable for the control of the bushfires managed within their span of control. They provide direction to all other agencies responding to the emergency, at their respective tier.

The 'line-of-control' refers to the line of supervision for those appointed to perform the control function. The line-of-control for bushfire in Victoria is State Controller, Regional Controller and Incident Controller. The line-of-control for bushfire is in place at all times but is not activated until a fire has potential for or reaches a major fire status.

The purpose of the line-of-control for bushfire in Victoria is to ensure an operational, informational and evaluative connection between the controllers at each tier so that the FSC, who has legislative accountability for the control of major fire and is the State Controller for bushfire, is assured that the needs of the community are being met.

2.2.2   State and Regional Controllers

The FSC is the State Controller for bushfire and performs the role continuously. **Section 5** includes an outline of the State Controller role.

For the extent of the bushfire season, the FSC approves the appointment of rostered Regional Controllers to take charge and provide strategic leadership for bushfire readiness and response in each Region. **Section 6** includes an outline of the Regional Controller role.

During the bushfire season, both the FSC and Regional Controllers monitor all fires and their potential consequences but only actively manage fires with the potential to become major fires. This could be all fires on days of high fire risk.

Outside the bushfire season, the FSC appoints Regional Controllers on a needs basis.

2.2.3   Incident Controllers

In first response, the fire services agencies normally appoint Incident Controllers to manage bushfires according to their jurisdictional responsibilities. **Section 7** contains an outline of the Incident Controller role.

In readiness for bushfire on days of high fire risk or for major bushfires, the State or Regional Controllers may appoint Incident Controllers, based their qualifications and experience and regardless of their agency.

Because the control function operates horizontally across agencies, Incident Controllers must communicate with the commanders all the other agencies responding to the bushfire, including the commanders of their own agency resources.

2.3   Chain-of-command

The fire services agencies retain command of their own resources and maintain their chain-of-command throughout the bushfire season.

For bushfire management, the command structure of each fire services agency aligns with the tiers of management as follows:

- Agency commanders are supervisors within the fire services agencies, responsible for managing the activities of the resources within their command. This includes ensuring these resources are supporting the direction of controllers when responding to a bushfire.

- The senior agency commander in the organisational hierarchy is the Chief Officer. The Chief Officer is therefore the State Agency Commander (refer to the diagram in section 2.1). The Chief Officer may appoint another officer to have responsibility for the function according to agency procedures.

- Operational personnel under the command of a Chief Officer include personnel who are employed by the agency, engaged as volunteer personnel or engaged through networked emergency organisation arrangements.
- Each Chief Officer appoints, according to agency procedures, Regional Agency Commanders at the regional tier, where the agency holds jurisdiction, for the extent of the bushfire season.

3 General principles of bushfire management

3.1 Strategic control priorities

The FSC has identified strategic control priorities to provide clear direction from the State Controller to Regional Controllers and Incident Controllers on the key strategic priorities that must be considered and actioned during the management of any significant or complex fire.

The priorities articulate the focus on the primacy of life and issuing of community warnings and information to assist people to make informed decisions about their safety, and to communicate other priorities including the protection of property, economies and the environment.

The strategic control priorities underpin the planning and operational decisions made by Regional Controllers and Incident Controllers when managing fire. The priorities are:

- Protection and preservation of life is paramount – this includes:
    - o Safety of emergency services personnel and
    - o Safety of community members including vulnerable community members and visitors/tourists located within the incident area
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety
- Protection of critical infrastructure and community assets that support community resilience
- Protection of residential property as a place of primary residence
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability
- Protection of environmental and conservation assets that considers the cultural, biodiversity, and social values of the environment

3.2 Use of AIIMS principles

The FSC and the fire services agencies are committed to using the principles of the Australasian Inter-service Incident Management System **(AIIMS)** to manage bushfires at the incident tier. The principles are:

- Flexibility
- Management by objectives
- Functional management
- Unity of command
- Span of control

While AIIMS is not designed to manage emergencies at the regional and state tiers of control, the principles of AIIMS can still be used.

3.3 A seamless approach

The fire services agencies work together, using their combined resources efficiently and effectively to provide the community with a seamless approach to bushfire management.

The fire services agencies prepare their systems, structures and resources using a joint approach in anticipation of multi-agency bushfire response.

This includes appointing people from the fire services agencies to bushfire response roles based on their experience, qualifications and competence, regardless of their agency.

3.4   *Local knowledge*

The incorporation of local knowledge and experience is integral to the on-going improvement of bushfire management.

To the extent possible, local problems should be subject to local solutions.

4 Bushfire preparedness, readiness and response arrangements

4.1 Preparedness arrangements

Prior to the bushfire season, the FSC and the fire services agencies prepare an integrated suite of arrangements to help them fulfill their bushfire response responsibilities. Fire services agency preparedness arrangements include:

- Ensuring a sufficient human and physical resource capacity
- Maintaining a science and technology capability, for example through arrangements with the Bureau of Meteorology
- Resource readiness arrangements
- Resource dispatch arrangements

Local Mutual Aid Plans identify the preparedness arrangements undertaken by the fire services agencies in each region.

4.2 Readiness arrangements

During the bushfire season State and Regional Controllers, in consultation with State and Regional Agency Commanders, give direction regarding the level of resources required to be ready at particular times, to provide an effective response to bushfire.

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

- Preparing and staffing the State Control Centre, according to the direction of the State Controller
- Preparing and staffing the Regional Control Centres, according to the direction of Regional Controllers or the State Controller
- Positioning Incident Management Teams at designated Incident Control Centres (in accordance with SOP J2.03 – Incident Management Teams – Readiness Arrangements)
- Positioning incident resources to ensure an effective initial response

When providing direction, the State and Regional Controllers consider the Fire Danger Ratings for the period and the requirements of joint standard operating procedures and any other agreements between the FSC and/or the fire services agencies.

In general, the following situations relate to heightened levels of readiness:

- Regional Control Centre readiness arrangements will be elevated when:
  - The Fire Danger Rating in the Region is severe or higher; or
  - The Regional Controller, in consultation with the State Controller, issues a direction
- Both State Control Centre and Regional Control Centre readiness arrangements will be elevated when:
  - There is a Code Red Fire Danger Rating in one or more forecast districts
  - There is an Extreme Fire Danger Rating in three or more forecast districts or
  - The State Controller issues a direction

The fire services agencies will jointly ensure resources (personnel, equipment, and facilities) are ready in accordance with the directions given by the State and Regional Controllers.

4.3   Response arrangements

The fire services agencies respond to the notification of bushfires according to their agency arrangements. Each bushfire has only one Incident Controller, regardless of the number of agencies responding. The line-of-control is in place at all times during the bushfire season but is not activated until a fire has the potential for or reaches a major fire status.

Most fires are resolved in first response, with only a few fires escalated to higher levels of control.

The FSC Guidance Note 02/2012 – Transfer of Control explains the process for the first response Incident Controller to transfer control to an Incident Controller located in an Incident Control Centre and supported by an Incident Management Team.

State and Regional Controllers monitor the potential of all bushfires within the State, through regular contact with Incident Controllers and Agency Commanders. They become actively involved in the management of all bushfires that are or have the potential to become major fires.

4.4   Cross-regional bushfires

Most bushfires are managed within the existing Incident Control Centre footprints. Where a bushfire crosses the boundary of an Incident Control Centre footprint, the State and Regional Controllers will identify the Region and Incident Controller that will manage the bushfire.

4.5   Area-of-Operations

If required, the State Controller may define an Area-of-Operations distinct from a Region and appoint an Area-of-Operations Controller (notifying the State Emergency Response Coordinator about the change to regional arrangements).

Once appointed, the Area-of-Operations Controller provides leadership and management across a series of incident sites within a defined area of operations. The command and control structure is similar to that at the regional tier

This option gives the State Controller flexibility to design the control structure to suit the circumstances and to address the state strategic control priorities.

4.6   Resource management

The Incident Controller is responsible for providing direction, across all agencies, to the resources responding to the bushfire and for requesting and releasing resources (refer to SOP J3.09 – Management of Resources). The Incident Controller should initially request local resources through local agency commanders.

Where agencies are unable to provide sufficient resources from the local area, the Incident Controller should seek additional resources through the Regional Controller. The Regional Controller, in consultation with Regional Agency Commanders, will prioritise resource deployment across the Region. This may include reallocating resources from all the fire services agencies within their Region.

Where the Region is unable to supply the resources required, the Regional Controller will seek resources from the State Controller. The State Controller, in consultation with State Agency Commanders, will prioritise resource deployment across the State and seek additional resources as required.

Support agency resources are sought through the process outlined in the EMMV. This includes the sourcing of resources from other states, the Commonwealth and from overseas but excludes resources obtained through cross-border arrangements.

5 Support for the line-of-control

5.1 Records management

Controllers at each tier of control must have a process for recording their decisions and those made within Control Teams and Emergency Management Teams, and a process for maintaining and storing these records.

5.2 Support for the State Controller

The following diagram illustrates the composition and relationship of teams that support the State Controller.
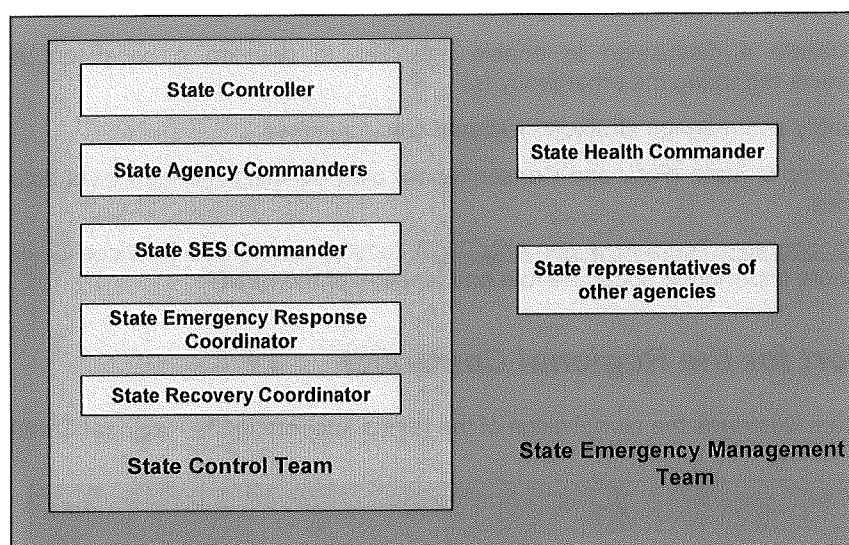
5.2.1 State Control Team

The State Controller may establish a State Control Team to provide advice on a strategic approach to bushfire readiness and response.

The State Control Team usually comprises:

- State Controller
- State Agency Commanders
- State Emergency Service (SES) Commander
- State Emergency Response Coordinator (or delegate)
- State Recovery Coordinator

An Executive Officer will provide support to the team. The State Controller may request other people to attend, for example the State Health Commander or the Emergency Services Telecommunications Authority (ESTA) representative

Role

The State Control Team provides advice to the State Controller in the following areas:

- Readiness levels
- Appointments to the line-of-control
- Communication of warnings and information to the community

- Operational and strategic risks and consequences, including those to life and property
- Resourcing priorities
- Provision of information and situation reports to other agencies and government
- The need for interstate, Commonwealth and international support
- Support for the functioning of the State Control Centre
- The functioning and operation of systems and technology to support incident management

5.2.2   *State Emergency Management Team (SEMT)*

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.

The SEMT provides the following function:

- To facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergency (s)
- To identify and manage strategic risks and consequences
- To develop a State (Risk and Consequence) plan outlining the high level actions of all agencies.

The Emergency Management Team Arrangements 2013, located on the Fire Services Commissioner website, contains more information about the role and function of the SEMT.

5.3   *Support for the Regional Controller*

The following diagram illustrates the composition of the teams supporting the Regional Controller.
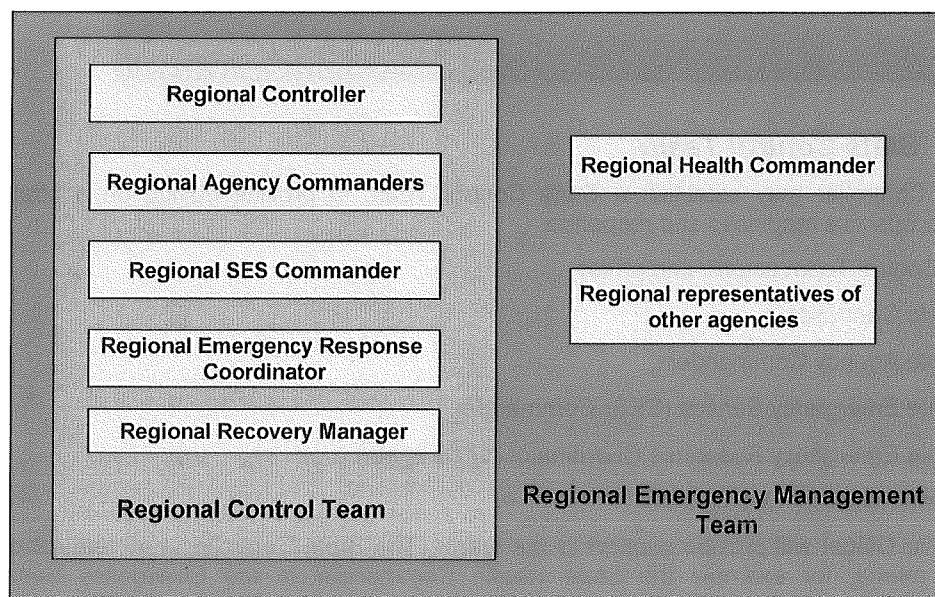
Note – where an Area-of-Operations has been defined, the Area-of-Operations Controller is responsible for establishing support teams in the way that Regional Controllers are responsible for establishing regional tier support teams, as defined in this section.

5.3.1   Regional Control Team

The Regional Controller may establish a Regional Control Team to provide advice on a strategic approach to bushfire readiness and response.

The Regional Control Team usually comprises:

- Regional Controller;
- Regional Agency Commanders;
- SES Regional Commander;
- Regional Emergency Response Coordinator (or delegate); and
- Regional Recovery Manager.

An Executive Officer will provide support to the team. The Regional Controller may request other people to attend, for example the Regional Health Commander.

<u>Role</u>

The role of the Regional Control Team is to provide advice to the Regional Controller in the following areas:

- Readiness levels
- Appointments to the line-of-control
- Communication of warnings and information to the community
- Operational and strategic risks and consequences, including those to life and property
- Resourcing priorities
- Provision of information and situation reports to other agencies and government
- The need for state support
- Support for the functioning of the Regional Control Centre
- The functioning and operation of systems and technology to support incident management

5.3.2   Regional Emergency Management Team (REMT)

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.

The role of the REMT is to:

- Facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergency (s) affecting the region
- Identify risks and consequences
- Facilitate the achievement of the State Controller's Intent
- Develop a Regional Plan outlining the regional actions of all agencies
- To maintain a log and keep an audit trail

The <u>Emergency Management Team Arrangements 2013</u>, located on the Fire Services Commissioner website, contains more information about the role and function of the REMT.

5.4   Support for the Incident Controller

5.4.1   Incident Management Team

In accordance with the incident management functions identified in the State Emergency Response Plan (Emergency Management Manual Victoria Part 3), all Incident Controllers must

adopt a functional management approach to bushfire management to ensure an IMT can easily take over management of a bushfire, if required. A functional management approach must achieve the following incident management outcomes:

- Establish and maintain control
- Ensure safety of personnel
- Predict the spread of the fire
- Issue warnings and advice to the community
- Develop a summary Incident Action Plan in accordance with SOP J3.03 -
- Coordinate resources
- Build a common operating picture

The Incident Controller may be supported by an Incident Management Team (IMT), which usually comprises individuals from the fire services agencies and other key support agencies.

The Incident Management Team works closely with the Incident Emergency Management Team, if one has been established.

5.4.2 Incident Emergency Management Team (IEMT)

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 Incident Control Centre, the IEMT meets more formally either face to face or via video or teleconference.

The IEMT will usually comprise:

- 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 (Victoria Police) or representative
- Other specialist people, such as representatives of affected local community and industry groups.

Where an emergency has the potential for impact on the community, the chair will notify and invite local government into the IEMT.

The Emergency Management Team Arrangements 2013, located on the Fire Services Commissioner website, contains more information about the role and function of the IEMT.

6 Roles at the state tier

6.1 State Controller

Role description	The State Controller for bushfire provides strategic leadership for the resolution of bushfire emergencies across Victoria.
Accountability	The FSC is the State Controller for bushfire. The FSC holds accountability as outlined in the *Fire Services Commissioner Act 2010*.

Responsibilities	The specific responsibilities of the State Controller are to:
	
	• Take charge and provide strategic leadership for bushfire readiness and response in Victoria
	• Give directions to Regional, Area-of-Operations and Incident Controllers
	• Ensure there is a control structure to suit the circumstances, including defining Areas-of-Operations if necessary
	• Establish the State Emergency Management Team
	• Ensure current and emerging risks or threats are identified and that proactive mitigation and resolution strategies are implemented
	• Ensure timely, relevant and tailored information flow to the:
	   ○ Community
	   ○ State Emergency Management Team
	   ○ State Emergency Response Coordinator
	   ○ State Recovery Coordinator
	   ○ Other support and stakeholder agencies
	• Ensure warnings are issued and information is communicated to the community in a timely, relevant and tailored manner
	• Ensure community relief arrangements have been considered and are implemented where required
	• Take strategic control of major bushfires

Powers	The FSC is the State Controller for bushfire and exercises powers and responsibilities under the following legislation: • Sections 16, 16A and 16B of the *Emergency Management Act 1986* • Sections 10 and 11 of the *Fire Services Commissioners Act 2010*
Reporting Relationships	The State Controller reports to the State Emergency Response Coordinator.
Teams and Committees	The State Controller convenes and chairs the following, as required: • State Control Team • State Emergency Management Team

6.2   *State Agency Commanders*

Role Description	State Agency Commanders hold overall command of their agency's bushfire resources.
Accountability	The Chief Officers of the fires services agencies are the State Agency Commanders for their agency and hold accountability as outlined in their agency legislation and delegations.

Responsibilities	State Agency Commanders are responsible for:
	
	• Agency-specific responsibilities as described in relevant legislation and agency operating procedures
	• Providing advice to the State Controller on agency readiness, capability and operational activity
	• Monitoring incidents that are controlled by the agency and reporting incidents that are, or have the potential to become major fires
	• Supporting the directions of the State Controller to Regional and Incident Controllers
	• Taking charge and providing leadership of agency resources, ensuring they are focused on supporting the control agency to resolve the incident
	• Establishing an agency command structure to suit the circumstances
	• Participating in the State Control Team and State Emergency Management Team as required
	• Ensuring the timely flow of information to the:
	    o State Controller
	    o State Emergency Response Coordinator
	    o State Recovery Coordinator
	• Ensuring subordinates have appropriate resources to achieve their task
	• Identifying risks and opportunities.

Powers	State Agency Commanders act under the powers conferred by the relevant agency legislation.
Appointment	The Chief Officers of the fire services agencies are the State Agency Commanders. The Chief Officer of a fire service agency may appoint another officer to the role of State Fire Agency Commander for a specified time, in accordance with agency procedures.
Reporting Relationships	The Chief Officers, as State Agency Commanders, have statutory duties and responsibilities. During bushfires they are responsible for supporting the State Controller.
Teams and Committees	State Agency Commanders participate in the following teams and committees: • State Control Team • State Emergency Management Team

6.3   State Control Centre Duty Manager

Role Description	The State Control Centre (SCC) Duty Manager supports the State Controller and manages the SCC.

Responsibilities	The responsibilities of the SCC Duty Manager are to:
	
	• Undertake actions as directed by the State Controller
	
	• Ensure the smooth operation of the SCC
	
	• Determine in consultation with the State Controller, the appropriate activation level of the SCC
	
	• Determine, in consultation with the State Controller, the appropriate timing of meetings, briefings and products
	
	• Ensure the timely flow of information and intelligence to and from the SCC functional sections to the:
	   o State Controller
	   o State Agency Commanders
	   o State Emergency Management Team and
	   o Regional Controllers
	
	• Liaise with the fire services agencies in relation to rostering and staffing arrangements for surge staff in the SCC
	
	• Facilitate issues needing the attention of the State Controller and the state tier support teams
	
	• Seek out and prepare necessary intelligence information to inform the decisions and actions of the State Controller and state tier support teams and
	
	• Ensure adequate subject matter expertise is available to inform the decisions and actions of the State Controller and state tier support teams

Powers	The SCC Duty Manager may (on behalf of the State Controller) ask agencies to provide functional surge staff members.
Appointment	The SCC Duty Manager is a rostered role, in place at all times, undertaken on behalf of the SCC Manager.
Reporting Relationships	When the SCC is activated, the SCC Duty Manager reports to the State Controller. When the SCC is not activated, the SCC Duty Management reports to the SCC Manager.

7 Roles at the regional tier

7.1 Regional Controller

Role Description	The Regional Controller provides leadership for bushfire readiness and response within a specific Victorian Government Region.

Responsibilities	The specific responsibilities of the Regional Controller are to:
	• Act on the directions of the State Controller
	• Take charge and provide strategic leadership for bushfire readiness and response across the Region
	• Give directions to Incident Controllers as necessary
	• Ensure there is a control structure to suit the circumstances
	• Establish the Regional Emergency Management Team
	• Ensure timely, relevant and tailored information flow to the:
	   ○ Community
	   ○ Regional Emergency Management Team
	   ○ Regional Emergency Response Coordinator
	   ○ Regional Recovery Coordinator and
	   ○ Other support and stakeholder agencies
	• Ensure warnings and information to the community are issued in a timely, relevant and tailored manner
	• Ensure community relief arrangements have been considered and are implemented where required
	• Monitor and continually assess the control agency Regional or Area of Operations structure throughout the emergency
	• Continually assess the performance and structure of the emergency response and resolve identified issues
	• Ensure Incident Controllers have appropriate resources to achieve their task
	• Identify current and emerging risks, threats and opportunities
	• Intervene in when appropriate

Appointment	Regional Controllers are appointed by the State Controller. There may be several Regional Controllers appointed for each Region and these are rostered to ensure a Regional Controller is always on duty during the bushfire season.
Notifications	The Regional Emergency Response Coordinator will be notified of the appointment, transfer or termination of a Regional Controller for preparedness and operational purposes.
Reporting Relationships	The Regional Controller reports to the State Controller.
Teams and Committees	The Regional Controller will convene and chair the following teams and committees: • Regional Control Team • Regional Emergency Management Team

7.2 Regional Agency Commander

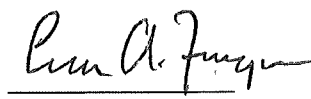| Role Description	The Regional Agency Commander provides overall command of their agency's bushfire resources within the Region.

Responsibilities	A Regional Agency Commander is responsible for:
	
	• Agency-specific responsibilities as described in relevant legislation and agency operating procedures
	
	• Establishing a regional command structure to suit the circumstances
	
	• Providing advice to the State Agency Commander and Regional Controller on agency readiness, capability and operational activity in the Region
	
	• Monitoring incidents in the Region that are managed by the agency and reporting incidents that are, or have the potential to become major fires
	
	• Supporting the directions of the Regional Controller
	
	• Taking charge and providing leadership of agency regional resources ensuring they are focused on supporting the control agency to resolve the incident
	
	• Participating in the Regional Control Team and Regional Emergency Management Team as required
	
	• Ensuring the timely flow of information to the:
	
	   o Regional Controller
	   o Regional Emergency Response Coordinator and
	   o Recovery Coordinator/Manager
	
	• Providing advice to the Regional Controller on an agency's ability to meet statutory responsibilities for managing bushfires
	
	• Advising the Regional Controller of important changes of events that come to their attention
	
	• Ensuring subordinates have appropriate resources to achieve their task and
	
	• Identifying risks and opportunities

Powers	Regional Agency Commanders act under the powers conferred by the relevant legislation.
Appointment	Regional Agency Commanders are appointed by agency Chief Officers, in accordance with agency procedures.
Reporting Relationships	Regional Agency Commanders have statutory duties and responsibilities to the State Agency Commander. During bushfires, they are also responsible for supporting the Regional Controller.
Teams and Committees	Regional Agency Commanders will participate in the following teams and committees: • Regional Control Team • Regional Emergency Management Team

8 Roles at the incident tier

8.1 Incident Controller

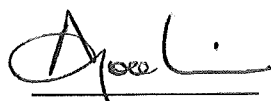|	
Role Description	The Incident Controller leads and manages incident resources from all agencies to resolve the incident.
Responsibilities	The specific responsibilities of the Incident Controller are to: • Act on the directions of the Regional or Area-of-Operations Controller within the line-of-control (if operating) • Take charge of and provide leadership for the resolution of the emergency at the incident site, including directing support agency commanders • Establish a control structure to suit the circumstances • Establish the Incident Management Team and Incident Emergency Management Team • Provide warnings and communicate information to the community in a timely, relevant and tailored manner • Consider evacuation requirements as appropriate • Ensure the timely flow of information to the: o Community o Fire ground o Regional or Area-of-Operations Controller o Municipal Emergency Response Coordinator o Municipal Recovery Manager/Regional Recovery Coordinator o Other stakeholder agencies • Initiate relief arrangements (if required) • Ensure subordinates have appropriate resources to achieve their task • Identify risks, opportunities and priorities • Ensure the safety and welfare of personnel and • Develop plans including the identification of priorities and objectives
Powers	Incident Controllers act under the powers conferred by the agency legislation.
Appointment	Incident Controllers are appointed by the control agency or Regional or Area-of-Operations Controller to be responsible for bushfires within a particular geographic area in accordance with joint standard operating procedures and the Bushfire Arrangements. A Regional or State Agency Commander, Regional or Area-of-Operations Controller or State Controller may transfer the appointment of an Incident Controller to another officer.
Notifications	The Emergency Response Coordinators will be notified of the appointment, transfer or termination of an Incident Controller for operational purposes.

| Reporting Relationships | The 'line-of-control' refers to the line of supervision for those appointed to perform the control function. The line-of-control for bushfire in Victoria is State Controller, Regional Controller and Incident Controller. The line-of-control for bushfire is in place at all times but is not activated until a fire has potential for or reaches a major fire status.

During first response, the Incident Controller will communicate progress through the agency's chain-of-command. |
|---|---|
| Teams and Committees | The Incident Controller will convene and chair the following teams and committees:

● Incident Management Team
● Incident Emergency Management Team |

9 Endorsement by the Chief Officers

Country Fire Authority

Euan Ferguson — 16/9/2013

Euan Ferguson

Department of Environment and Primary Industries
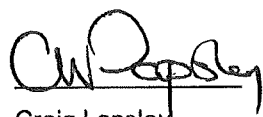
16/9/2013 .

Alan Goodwin

Metropolitan Fire Brigade

16/9/2013

Shane Wright

10 Fire Services Commissioner approval

Fire Services Commissioner

16/9/13 .

Craig Lapsley