

# LOCAL EMERGENCY OPERATIONS CENTRE

## STANDING OPERATING PROCEDURES

### AUTHORITY

These Standing Operating Procedures, which detail the management systems applicable to the Bega Valley Local Emergency Operations Centre, and the roles and responsibilities of its staff, have been prepared by the Local Emergency Operations Controller under the provisions of Section 31 (4) of the State Emergency and Rescue Management Act, 1989.

### ISSUED

.....  
Local Emergency Operations Controller  
Bega Valley Local Emergency Management Area  
Dated:

### ENDORSED

.....  
Chairperson  
Bega Valley Local Emergency Management Committee  
Dated:

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# DEFINITIONS

## **Agency**

means a government agency or a non-government agency.

## **Combat Agency**

means the agency identified in DISPLAN as the agency primarily responsible for responding to a particular emergency.

## **Control**

means the overall direction of the activities, agencies or individuals concerned.

## **Coordination**

means the bringing together of agencies and individuals to ensure effective emergency or rescue management, but does not include the control of agencies and individuals by direction.

## **District Emergency Management Officer**

means the person, appointed under the Act, to act as the executive officer to the District Emergency Management Committee and the District Emergency Operations Controller.  
(Source: SERM Act)

## **District Emergency Operations Controller (DEOCON)**

In this plan means the Police District Commander appointed by the commissioner of Police as the District Emergency Operations Controller and is responsible for, in an emergency effecting more than one Local Area, controlling the allocation of resources in response to the emergency.

## **Emergency**

means an emergency due to the actual or imminent occurrence (such as a fire, flood, storm, earthquake, explosion, accident, epidemic or warlike action) which:

- (a) endangers, or threatens to endanger, the safety or health of persons in the State; or
  - (b) destroys or damages, or threatens to destroy or damage, any property in the State;
- being an emergency which requires a significant and coordinated response.**

This also include an emergency which damages or threatens to damage the environment.

## **Emergency Operations Centre (EOC)**

means a centre established at State, District or Local level as a centre of communications during an emergency.

## **Emergency Services Organisation**

means the Police Service, Fire Brigades, Bush Fire Brigades, Ambulance Service, State Emergency Service, Volunteer Rescue Association or any other agency which manages or controls an accredited rescue unit.

## **Functional Area**

means a category of services involved in preparations for an emergency, including the following:

- a) Agriculture and Animal Services;
- b) Emergency Finance;
- c) Emergency Supply;
- d) Engineering Services;
- e) Environmental Services;
- f) Health Services;
- g) Media Services;
- h) Transport Services;

- l) Welfare Services; and
- j) Australian Defence Force.

**Functional Area Coordinator**

means the appointed head of a functional area, who, by agreement of participating organisations within the functional area, has the authority to commit the resources of those participating agencies.

**Government Agency**

means:

- (a) a government department or administrative office as defined in the Public Sector Management Act 1988;
- (b) a public authority, being a body (whether incorporated or not) established by or under an Act for a public purpose, other than:
  - (i) the Legislative Council or Legislative Assembly or a committee of either or both of those bodies; or
  - (ii) a court or other judicial tribunal;
- (c) the Police Service;
- (d) a local government council or other local authority; or
- (e) a member or officer of an agency referred to in paragraphs (a) - (d) or any other person in the service of the Crown who has statutory functions, other than:
  - (i) the Governor, the Lieutenant-Governor or the Administrator of the State;
  - (ii) a Minister of the Crown;
  - (iii) a Member of the Legislative Council or Legislative Assembly or an officer of that Council or Assembly; or
  - (iv) a judicial officer.

**Incident**

means a localised event, either accidental or deliberate which may result in death, injury or damage to property which requires normal response from a combat agency or agencies. An incident becomes an emergency when the resources of the combat agency are insufficient to deal with the incident and outside resources are desirable or required. Those resources now require co-ordination.

**Intelligence**

means information which has been given meaning, or value to an operation, as a result of a process of collection, collation, evaluation, analysis, dissemination and feedback.

**Local Government Area**

means a city, municipality or shire within the meaning of the Local Government Act 1993 or combined local government areas as referred to in section 27 of the State Emergency and Rescue Management Act, 1989.

**Local Emergency Management Committee (LEMC)**

means the committee established by the State Emergency and Rescue Management Act 1989, which at local level is responsible for the preparation of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the local government area (Local DISPLAN) for which it is constituted. In the exercise of its functions, any such Committee is responsible to the relevant District Emergency Management Committee.



**Local Emergency Management Officer (LEMO)**

means the person, appointed by Council under the State Emergency and Rescue Management Act 1989, to act as the principal executive officer to the Local Emergency Management Committee and the Local Emergency operations Controller for emergencies affecting that particular local area.

**Local Emergency Operations Controller (LEOCON)**

In this plan means the Police Officer appointed by the commissioner of Police as the Local Emergency Operations Controller for the local government area and is responsible for controlling the allocation of resources in response to an emergency in the local area.

**Non Government Agency**

means a voluntary organisation or any other private individual or body, other than a government agency.

**Occurrence File**

A folder, or folders, of paperwork created during an operation, which is arranged in a chronological order for reference purposes.

**Recovery**

in relation to an emergency includes the process of returning an affected community to its normal level of functioning after an emergency.

**Response**

in relation to an emergency means the process of combatting an emergency and of providing immediate relief for persons affected by an emergency.

# ABBREVIATIONS

<i>DISPLAN</i>	<i>Disaster Plan</i>
<i>DEMO</i>	<i>District Emergency Management Officer</i>
<i>DEOC</i>	<i>District Emergency Operations Centre</i>
<i>DEOCON</i>	<i>District Emergency Operations Controller</i>
<i>INTSUMS</i>	<i>Intelligence Summaries</i>
<i>LEMC</i>	<i>Local Emergency Management Committee</i>
<i>LEMO</i>	<i>Local Emergency Management Officer</i>
<i>LEOC</i>	<i>Local Emergency Operations Centre</i>
<i>LEOCON</i>	<i>Local Emergency Operations Controller</i>
<i>SERM Act</i>	<i>State Emergency Management Act 1989 (as amended)</i>
<i>SITREPS</i>	<i>Situation Reports</i>

# SECTION 1

## ORGANISATION OF THE LOCAL EMERGENCY OPERATIONS CENTRE (LEOC)

### LOCATION OF THE LEOC

- 1.1 The Bega Valley LEOC is located at Maher St, Bega.
- 1.2 The alternate LEOC is located at the Bega Police Station, 167 Auckland St, Bega.
- 1.3 The Local Emergency Operations Controller (LEOCON) is responsible for deciding which Centre will be used for a particular operation.

### ROLES OF THE LEOC

- 1.4 Under the State Emergency and Rescue Management Act 1989 (as amended), (SERM Act) the LEOC is activated to monitor an operation, control an emergency and/or to coordinate resources for response and recovery operations in an emergency.
- 1.5 Roles of the LEOC include:
  - a. Assess the operational needs of the impact area;
  - b. Coordinate and deploy resources to assist response and immediate recovery; and
  - c. Exercise direct control of operations when required.
- 1.6 Tasks performed by the LEOC include:
  - a. Monitor events and emergencies being managed by Combat Agencies which may require support, coordination and/or control by the LEOC;
  - b. Coordinate the provision of additional material and logistic resources required to support operations;
  - c. Collect, collate, interpret and disseminate information and intelligence to appropriate levels of the emergency management network;
  - d. Provide communications facilities for independent control and coordination of response and immediate recovery during emergencies;
  - e. Process requests for assistance from Combat Agencies, Functional Areas

and other Agencies.

- f. Process requests for information and assistance from the District Emergency Operations Controller (DEOCON);
- g. Prepare and issue warnings and information to the public;
- h. Issue coordinating directions to Emergency Service and Functional Area resources for response and immediate recovery requirements during an emergency; and
- i. Maintain an event diary.

## **STAGES OF ACTIVATION**

- 1.7 Provided time permits the LEOC will be activated at the direction of the LEOCON in three stages or operational states:-
- 1.8 **READY STATE**  
The process of establishing, equipping and staffing the LEOC with minimal resource.
- 1.9 **STANDBY STATE**  
The process of gradually increasing LEOC personnel and equipment resource levels to deal with an increase in activity.
- 1.10 **CALL OUT**  
The process of staffing the LEOC with sufficient personnel, particularly Liaison Officers, to deal with an incident or emergency.

## **OPENING AND ACCESS**

- 1.11 The Local Emergency Management Officer (LEMO) is responsible for ensuring that the LEOCON is provided access to the LEOC at all times.
- 1.12 Because of limited resources it is not possible to maintain a LEOC in a complete **READY STATE** on a permanent basis. However, it is to be maintained in a partial **READY STATE** with some furniture, telephones, map boards and whiteboards in situ.
- 1.13 At the direction of the LEOCON, the LEOC is to be prepared to a complete **READY STATE** by the LEMO whenever the LEOCON considers such action may be necessary for the purpose of:

- a. Monitoring an incident which the Combat Agency has advised has the potential to escalate into an emergency;
  - b. Coordinate support to an operation being conducted by a Combat Agency; and/or
  - c. Controlling emergency operations.
- 1.14 The move to **STANDBY STATE** is to occur at the direction of the LEOCON, who will also determine the level of staffing and resources needed.
- 1.15 If the situation escalates further, the LEOCON may direct the **CALL OUT** of additional staff and/or Liaison Officers as required.
- 1.16 The LEOCON is responsible for notifying the DEOCON as soon as he becomes aware of an **EMERGENCY**, (or any incident with potential to become an **EMERGENCY**), within the Local Government Area.

## **SECURITY**

- 1.17 The LEOC is to be a secured area. Access is controlled and is restricted to working members of the EOC staff, including Liaison Officers.
- 1.18 The LEMO is to ensure that any visitors to the LEOC are escorted at all times.
- 1.19 No media personnel are to be allowed in the LEOC during operations, without the expressed direction of the LEOCON.

## **LEOC LAYOUT**

- 1.20 The most appropriate internal layout of the LEOC will depend on the type and level of operations being conducted at the time, therefore will remain as flexible as possible.
- 1.21 Possible layout configurations likely to be utilised within the LEOC are shown at **ANNEX A**.

## SECTION 2

### STAFFING

#### PRINCIPLES

- 2.1 The LEOC is controlled by the LEOCON. **ALL** personnel working within the LEOC will be subject to directions or instructions issued by the LEOCON.
- 2.2 LEOC staff, (except for Liaison Officers and their assistants), are to be drawn from the Bega Valley State Emergency Service, Bega Valley Bush Fire Service or VRA dependent upon the particular operation.
- 2.3 The minimum staffing level required for the LEOC in the initial opening stages or **READY STATE** is:-
- LEMO
  - Operations Officer
  - Liaison Officers from the relevant Emergency Services and Functional Areas
- 2.4 Attendance of Emergency Service and Functional Area Liaison Officers at the LEOC is to be called for, as required, by the LEOCON. The role of Emergency Service and Functional Area Liaison Officers within the LEOC is detailed at paragraphs 2.12 and 2.13. Duties relevant to their positions within their respective organisations will be assigned by their parent organisation.
- 2.5 Details of personnel trained in LEOC procedures are shown at ANNEX B.

#### KEY LEOC STAFF

- 2.6 To function efficiently most, or all, of the following personnel are required:-
- LEOCON
  - LEMO
  - Operations/Intelligence Officer
  - Operations/Intelligence Clerks
  - Emergency Service Liaison Officers
  - Liaison Officers for the Functional Areas active in the operation

## **ROLES AND TASKS OF THE KEY LEOC STAFF**

### **2.7 LOCAL EMERGENCY OPERATIONS CONTROLLER**

- a. The LEOCON is responsible to the Monaro DEOCON.
- b. Responsible in the event of an emergency for controlling the allocation of resources in response to the emergency.
- c. The LEOCON may issue directions to Government or Non Government Agencies who have functions in connection with response to emergencies for the purpose of controlling the allocation of those resources.
- d. The functions of the LEOCON may be exercised without the need for a declaration of a State of Emergency, but during a State of Emergency the exercise of those functions is subject to Division 4 of the SERM Act.
- e. The LEOCON is to establish and control the LEOC.
- f. In accordance with these SOP, the LEOCON will arrange for the LEOC to be equipped with the necessary resources during operational periods.
- g. Depending on circumstances, the LEOCON may be required to carry out some or all of the duties of the Operations/Intelligence Officer.

### **2.8 ALTERNATE LOCAL EMERGENCY OPERATIONS CONTROLLER**

To act on behalf of the LEOCON during periods when the LEOCON is unavailable.

### **2.9 LOCAL EMERGENCY MANAGEMENT OFFICER**

- a. Act as executive officer to the LEOCON - advising, supporting and assisting him to:-
  - i. Establish and Maintain a LEOC.
  - ii. Coordinate and monitor Local emergency response operations.
- b. Screen the LEOCON from matters of a minor nature.
- c. Keep the LEOCON informed on any new developments or any matter which appear to be important.
- d. Provide information and advice on:-
  - i. Displans which detail participating organisations roles and

- responsibilities, and resource coordination arrangements.
- ii. The efficient coordination of available resources, both human and other.
  - iii. The acquisition and deployment of outside support resources.
  - iv. The efficient collection, collation, interpretation and dissemination of operational information and intelligence.
- e. Advise officials of all State and Local Government agencies within the Local Government area in relation to their roles and responsibilities in emergency management.
  - f. Facilitate the smooth and efficient running of the LEOC.
  - g. Ensuring personnel on relieving shifts are fully briefed on the emergency prior to commencing duties.
  - h. Arrange for the preparation of Personnel Rosters for the LEOC, including rostering meal breaks for all personnel working within the LEOC.
  - i. Arrange for Liaison Officers and other personnel to be stationed in appropriate positions within the LEOC as required.
  - j. Liaison with the Local Communications Functional Area Coordinator regarding the installation of communications resources within the LEOC.
  - k. Liaison with the Local Transport Functional Area Coordinator regarding the provision of appropriate courier services as required.
  - l. Responsible for the preparation of the post emergency report.
  - m. Depending on circumstances, the LEMO may be required to carry out some or all of the duties of the Operations/Intelligence Officer/Clerks.

## **2.10 OPERATIONS / INTELLIGENCE OFFICER**

- a. The Operations/Intelligence Officer is responsible to the LEOCON.
- b. Ensure the LEOCON has a clear, accurate and concise picture of the situation.
- c. Ensure the LEOCON's decisions are translated into action orders/instructions promptly and issued to the appropriate person or agency.
- d. Screening the LEOCON from matters of a minor nature.



- e. Keeping the LEOCON informed on any new developments or any matters which appear to be important.
- f. Collects, collates and interprets information and maintains intelligence records.
- g. Providing information and advice on the efficient collection, processing and dissemination of operational information and intelligence.
- h. Monitoring the situation to ensure that the LEOCONs orders/instructions are carried out efficiently and with a minimum of delay.
- i. Preparing the appreciation of the situation including briefing on alternatives and preferred solutions.
- j. Responsible for the maintenance of the Master Operations Log.
- k. Before stepping down from duty, the Operations Officer is to brief the incoming Operations Officer on any action still outstanding, problems that may occur during the shift, any unusual problems that have occurred, and actions taken.
- l. Prepares Situation Reports (SITREPS) and Intelligence Summaries (INTSUMS).
- m. Depending on circumstances, the Operations/Intelligence Officer may be required to carry out some or all of the duties of the Operations/Intelligence Clerks.

## 2.11 OPERATIONS / INTELLIGENCE CLERKS

- a. Operations/Intelligence Clerks are responsible to the Operations/ Intelligence Officer and are to provide assistance as required.
- b. Collect, photocopy and file all paperwork generated during the emergency.
- c. Route and transmit written and verbal messages by the most suitable method.
- d. Ensure all messages are handled in accordance with the information flow, set out in ANNEXES C and D.
- e. Assist with the preparation of SITREPS and INTSUMS.
- f. Display intelligence information, on the white boards and maps prior to filing relevant paperwork, ensuring that all displays are maintained in a current and correct state at all times.

- g. Sources and/or prepares maps, overlays, traces or enlargements for use in the LEOC.
- h. Before stepping down from duty, Operations Clerks are to brief the incoming Operations Clerks on any action still outstanding, problems that may occur during the shift, any unusual problems that have occurred, and actions taken.
- i. Other duties as directed.

## 2.12 EMERGENCY SERVICE LIAISON OFFICERS

- a. Emergency Service Controller/Liaison Officers are to represent the Emergency Service Organisations active in the emergency. In the event that normal communications facilities are out of action they are to be supported by appropriate staff and communications resources from their parent organisation.
- b. If Emergency Service Organisation Controllers are represented by Liaison Officers, the Liaison Officers **are to have the authority to commit the resources** of their respective Organisation/Agency.
- c. Maintain and operate communications links with their Organisation's Control/Coordination Centre(s).
- d. Provide advice to the LEOCON and the LEOC staff on the capabilities and characteristics of their organisation.
- e. Keep the LEOCON and the LEOC staff informed of the actions taken and the requirements of their organisation.
- f. Convey the LEOCON's directions/instructions to their organisation.

## 2.13 FUNCTIONAL AREA LIAISON OFFICER

- a. Functional Area Liaison Officers are to represent Functional Area Coordinators active in the emergency. In the event that normal communications facilities are out of action they are to be supported by appropriate staff and communications resources from their parent organisation.
- b. Functional Area Liaison Officers **are to have the authority to commit the resources** of their respective Organisation/Agency.
- c. Maintain and operate communications links with their Functional Area Emergency Coordination Centre(s).
- d. Provide advice to the LEOCON and the LEOC staff on the capabilities and

characteristics of their Functional Area.

- e. Keep the LEOCON and the LEOC staff informed of the actions taken and the requirements of their Functional Area.
- f. Convey the LEOCON's directions/instructions to their respective Functional Area Emergency Coordination Centre.

#### 2.14 **MEDIA OFFICER**

- a. In consultation with the LEOCON:-
  - determining the specific times that Media Releases are to be prepared and issued.
  - preparing media releases.
  - dealing with media inquiries.

## SECTION 3

# COMMUNICATIONS

### GENERAL

- 3.1 The LEOCON, LEMO and all Local Emergency Services and Functional Area Controllers/Coordinators/Liaison Officers are to ensure that the Local Communications Functional Area Liaison Officer is kept informed of their probable communications requirements. During non operational periods communications requests and requirements are to be coordinated through the Local Emergency Management Committee (LEMC) process.
- 3.2 Although dependent upon the particular emergency or operation, the following types of communications systems may be required:-

### TELEPHONES

- 3.3 Telephones, connected to the public switch telephone networks are to be the **PRIMARY** means of communications between the LEOC, Emergency Service and Functional Area Coordination Centres, other Local and the District Emergency Operations Centres (DEOC).
- 3.4 Fifteen (15) telephones provided by Telstra under it's Displan preplanned telephone service arrangements are installed in the LEOC. Whenever the LEOC is brought to the **READY STATE** the LEMO is to arrange with the Local Communications Functional Area Liaison Officer to have the required number of telephones activated. New unlisted numbers will be allocated by Telstra when each telephone is activated.
- 3.5 Additional telephone services are to be arranged by the LEMO through liaison with the Local Communications Functional Area Liaison Officer.
- 3.6 Telephone Directory "White Pages and Yellow Pages" are provided in the LEOC. Other specialised directory requirements are the responsibility of the Organisations active in the LEOC.

### FACSIMILE

- 3.7 Facsimile will provide an **ALTERNATE** means of communication particularly for lengthy or less urgent messages.
- 3.8 Whenever the LEOC is brought to the **READY STATE**, the facsimile machine normally located in the State Emergency Service Headquarters or Bush Fire Control Centre will be utilised.

- 3.9 If necessary, the LEMO is to arrange one facsimile machine for the receipt of incoming messages and one for the transmission of outgoing messages. At least one of the machines, (usually the outgoing message machine) is to be allocated a new unlisted number.

## **RADIO**

- 3.11 Radio links and networks operated by Emergency Service and Functional Area Organisations are to be used in accordance with their internal procedures and as a **BACK UP** system for communications between the LEOC and all other Emergency Operations and Coordination Centres.
- 3.12 Any radio transceivers used in the LEOC are to be installed in such a manner as to produce a minimum of noise when receiving.
- 3.13 Specialised radio links for Data transmission are to be arranged, as required, by the Local Communications Functional Area Liaison Officer.

## **COMPUTER SYSTEMS**

- 3.14 Installation of computer systems operated by the Emergency Services and the Functional Area Organisations is the responsibility of that Organisation.

## **COURIER SERVICES**

- 3.15 In the event of a total failure of all electronic communications systems, messages and information are to be passed in written form and despatched by "Courier" using the most appropriate means available.
- 3.16 Courier Services are to be arranged by the Local Transport Functional Area Liaison Officer at the request of the LEMO, in close liaison with the Local Communications Functional Area Liaison Officer.

## **MEDIA**

- 3.17 During emergency operations, Media releases are to be prepared and released as determined by the LEOCON. The frequency of release will be dependant upon the situation. These media releases will be coordinated by the Media Liaison Officer.
- 3.18 The LEOCON, having regard for Media deadlines and prevailing circumstances, is to endeavour to conduct at least one Media conference daily.
- 3.19 Media releases are to be transmitted by Facsimile or an independent system provided by the Media.
- 3.20 Media briefings are to be conducted in the Bega Valley Council building. If necessary, an alternate area determined by the Media Officer will be utilised.

3.21 Access to the Media briefing area will be provided by the LEMO.

### **PUBLIC INFORMATION**

3.22 Warnings and public information messages are to be prepared by the Combat Agency, or the LEOC Operations Officer when there is no designated Combat Agency.

3.23 Warnings and public information messages are to be authorised by the respective Combat Agency head, or LEOCON where there is no designated Combat Agency.

3.24 Warnings and public information messages are to be disseminated to organisations by their Liaison Officer and to the public via the Media Liaison Officer.

### **STANDARD EMERGENCY WARNING SIGNAL (SEWS)**

3.25 Details to be issued when available.

### **PROCEDURES FOR THE USE OF SEWS**

3.26 Details to be issued when available.

# SECTION 4

## OPERATIONS

### PRINCIPLES

- 4.1 The main working principles for the LEOC staff are:-
- a. Development and assessment of priorities to ensure the primary aim of preservation and protection of life and property;
  - b. Knowledge of these SOP and the various emergency plans that exist;
  - c. Continuous liaison between all organisations, both Government and non Government;
  - d. The efficient and effective coordination and utilisation of available human and other resources;
  - e. The collection, collation and interpretation of operational information and the dissemination of intelligence;
  - f. Continuous reassessment of both the affects of the incident/emergency and the options available for response and/or recovery; and
  - g. When appropriate, the timely and effective control of response operations to minimise the affects of the incident/emergency.

### PLANS

- 4.2 The following Plans are to be available at the LEOC. During non operational periods they are stored (*insert location*).
- Bega Valley Local Displan
  - Bega Valley Local Flood Plan
  - Bega Valley Bush Fire Management Plan
  - Bega Valley Welfare Plan
  - Merimbula Aerodrome Emergency Plan
  - Local Displans for surrounding areas
  - Monaro District Displan, relevant Supporting Plans and Sub Plans

- NSW State Displan, relevant Supporting Plans and Sub Plans
- Major Industrial/Private Enterprise/Specialised Area Emergency Plans relevant to the Local Area
- Reference material relating to Local Hazards and emergency management arrangements

## FORMS

### MESSAGE FLOW

- 4.3 It is vital that the message flow system outlined below, and at annexure C and D, is followed by all LEOC staff. The system is designed to ensure that messages are handled by the appropriate staff, no message is overlooked or lost, no duplication of functions takes place, and messages are handled expeditiously. Each piece of incoming or outgoing information is to be recorded on the appropriate form detailed below.

### MASTER OPERATIONS LOG

- 4.4 An **OPERATIONS LOG** sheet is to be maintained by each person on duty in the LEOC. As each sheet is completed, it is to be signed by the action officer and passed to the Operations/Intelligence Officer who is to check that information/action on each log sheet is completed, initial the sheet and file it on the **OCCURRENCE FILE** (as outlined in 4.14 to 4.17).
- 4.5 Maintenance of the **MASTER OPERATIONS LOG** is the responsibility of the Operations/Intelligence Officer. It is also the responsibility of the Operations/Intelligence Officer to ensure that details recorded on the **MASTER OPERATIONS LOG** are brought to the attention of the LEOCON to enable an up to date picture of the situation to be maintained.
- 4.6 The Master Operations Log is to record the following details:-
- Reference to individual Operations Log sheets, noting all significant matters
  - Telephone conversation contacts
  - Radio conversation contacts
  - Summary/precis of written messages and reports received and despatched
  - Reports from Liaison Officers and official visitors
  - Time of issue of operational and administrative orders
  - Time of conferences, meetings etc.



- Movement of key personnel
- Dispatch of SITREPS
- Any key information which enables briefings or SITREPS to be prepared

4.7 A copy of an Operations Log sheet is shown at ANNEX E.

#### **RECORD OF CONVERSATION FORM**

4.8 A **RECORD OF CONVERSATION FORM** is to be used to record telephone conversations, interviews and debriefing of personnel. It is also to be completed when the information received is:-

- Of an urgent/important nature and needs to be brought to the attention of the LEOCON, or actioned immediately by some other person on duty in the LEOC.
- Too long to be included in the Operations Log, but the full details have to be recorded.

4.9 Completed Record of Conversation Forms are to be passed to the Operations/Intelligence Officer for entry onto the Master Operations Log.

4.10 A copy of a Record of Conversation Form is shown at ANNEX F.

#### **ACTION MEMORANDUM**

4.11 An **ACTION MEMORANDUM** is to be used when giving instructions/directions, seeking comments, or providing information. It can be used alone or as a cover sheet to a Record of Conversation Form.

4.12 Completed Action Memorandums are to be passed to the Operations/Intelligence Officer for entry onto the Master Operations Log.

4.13 A copy of an Action Memorandum is shown at ANNEX G.

#### **FILING SYSTEM**

4.14 An **OCCURRENCE FILE** is to be created for each occurrence whenever the LEOC is activated.

4.15 Each Occurrence File is to be given an **OCCURRENCE NUMBER** which will consist of:-

- The number of the occurrence issued in chronological order: and
- The last two digits of the year.

Eg. The ninth occurrence in 1997 is indicated "9/97".

4.16 All paperwork generated for each occurrence is to be placed on the Occurrence File. This file may consist of several parts if sufficient folios are generated.

4.17 An example of an Occurrence File is shown at ANNEX H.

#### **FACSIMILE MESSAGE**

4.18 The Operations/Intelligence Officer is to attach an Action Memorandum to each Facsimile sheet on which distribution details and/or required action is to be written.

#### **INFORMATION DISPLAYS**

4.19 The purpose of all data, reports and displays is to provide the LEOC staff with the information and intelligence necessary to successfully manage operations. All displays are only tools to summarise information and permit rapid analysis and response.

4.20 As well as recording information, etc., on the appropriate form, personnel receiving information are to ensure that it is plotted on the appropriate **WHITE BOARD DISPLAYS** or **MAPS**.

4.21 The approval of the Operations/Intelligence Officer is to be obtained prior to erasing any information recorded on the White Boards or Maps.

4.22 Displays are to be continually updated as current information/intelligence is received by LEOC staff and /or Liaison Officers. All displays are to be marked "CORRECT AS AT ..(Date/Time).." with the appropriate date/time group entered when the information is updated, changed or adjusted.

4.23 The following information is to be displayed in the LEOC. Suggested format for information displays is shown at ANNEXURES I to N inclusive:-

#### **SITUATION AND LOCALITY MAP**

4.24 Is to be a map of the appropriate type and scale (ie topographic 1:25,000 or street map). The following information will usually be marked on the map during operation:-

- The impact area
- Routes for response traffic
- Evacuation routes
- Potential threats/hazards
- Assembly areas and evacuation centres
- Road closures
- All other information necessary for effective coordination

## **SUPPLEMENTARY MAPS**

- 4.25 Appropriate maps for the recording of other information and to facilitate forward planning, are to be stored in a map cabinet located (*insert location*) and any map/s removed from the cabinet are to be listed on a register detailing map name, location and the person using the map.

## **REPORT DISPLAYS**

- 4.26 Copies of current SITREPS, Operational and Administrative Orders, INTSUMS, and current weather information and forecasts are to be displayed on notice boards in the LEOC.

## **WHITE BOARDS**

- 4.27 White Boards are provided in the LEOC, they are to be used to display information pertinent to the particular emergency using the following criteria:-

- The location of the main resources, Local Emergency Operations Centres, Key Personnel and Forward Control Points
- Resources committed
- Resources available but not committed
- Resource contact information
- Details of deceased, hospitalised, injured, evacuated persons, etc.
- Details of road, airfield and rail link access
- Summary of the current situation and brief prognosis of the likely events
- Contact telephone numbers for Emergency Service and Functional Area Coordination Centres

- 4.28 Possible formats for White Board displays are shown at ANNEXURES I to N inclusive.

## **WEATHER MAPS AND INFORMATION**

- 4.29 In addition to the SITUATION MAP, present and forecast weather patterns and weather alerts and warnings are to be plotted on a separate map.

# SECTION 5

## ADMINISTRATION

### ROSTER ARRANGEMENTS

- 5.1 Rostering of all personnel for duty in the LEOC is to be carried out by the LEMO in consultation with the LEOCON and the appropriate Senior Officers of the various Emergency Services and Functional Area Organisations active in the Centre.
- 5.2 Because of the nature of incidents/emergencies, it is essential that rostering arrangements be applied in the most flexible way.
- 5.3 Periods of duty will usually be twelve (12) hours. Each twelve hour shift will include an overlap period of one (1) hour at the commencement, and one (1) hour at the end of each shift. Application of this principle will result in actual duty periods of ten (10) hours.
- 5.4 A copy of the Duty Roster is to be displayed within the LEOC during operational periods.

### FEEDING OF STAFF

- 5.5 The Local Disaster Welfare Coordinator is responsible for arranging meals for all personnel within the LEOC, in close liaison with the LEMO.

### POWER SUPPLY

- 5.6 The LEOC is supplied by normal mains electricity. Any additional necessary power points, extension cords and multi outlets distribution points will be provided by the LEMO. These items are normally stored at the Council Works Depot.
- 5.7 Bega Valley Council will provide generators as a source of back up power supply.

### STATIONERY

- 5.8 All forms and stationery used within the LEOC will be provided by Bega Valley Council. The LEMO is responsible for ensuring sufficient stocks are made available when required.
- 5.9 Agencies represented at the LEOC will be responsible for providing their personnel with sufficient writing material, pens, pencils, etc.

## **PHOTOCOPYING FACILITIES**

5.10 Photocopiers are located within the LEOC.

## **BUILDING EVACUATION**

5.11 The Safety Warden for ensuring fire safety and necessary building evacuation is the LEMO, or officer acting in that capacity.

## **TRAINING OF LEOC STAFF**

5.12 The LEOCON in conjunction with the LEMO, is to arrange appropriate training for individuals selected as Operations/Intelligence Officers/Clerks.

5.13 The LEOCON, in conjunction with the Emergency Service and Functional Area Agencies is also to arrange appropriate training for individuals identified as Agency Liaison Officers.

5.14 Assistance with training LEOC staff will be provided by the Monaro DEMO at the request of the LEOCON.

## **SOP REVIEW PROCESS AND DEBRIEFS**

5.15 The LEOCON is to ensure that a debrief is conducted and these SOP reviewed:-

- a. Following any operational activation of the LEOC;
- b. Following any exercise to test these SOP; or
- c. At least once every twelve months.

5.16 The LEMO is responsible for the preparation and distribution of amendments resulting from the review process.

## **TESTING THE SOP**

5.17 Exercises to test these SOP are to be conducted at least once every twelve months by the LEOCON.

# SECTION 6

## STAND DOWN

### PROCEDURE

- 6.01 When the LEOCON is satisfied that the emergency has been controlled, he/she will:-
- a. Inform the DEOCON immediately;
  - b. Advise all relevant LEOCONS;
  - c. Advise all relevant Combat Agencies and Functional Areas;
  - d. Advise all concerned of the arrangements that will now apply in regard to emergency recovery operations;
  - e. Direct Controllers/Coordinators to cease emergency operations and/or maintain resources in readiness to respond to recovery operations;
  - f. Arrange for the public and media to be informed;
  - g. Advise the procedures for a DEBRIEF; and
  - h. Arrange for the LEOC to be tidied and closed.

### DEBRIEF

- 6.02 The DEOCON will arrange for debriefing to occur within 7 days of Stand Down.
- 6.03 A check list for a debrief is shown at ANNEX R

## **ANNEX A**

### **LOCATION AND LAYOUT OF THE LEOC**

## **ANNEX B**

### **PERSONNEL TRAINED IN LEOC PROCEDURES**



## ANNEX C

### INCOMING INFORMATION FLOW CHART

## ANNEX D

# OUTGOING INFORMATION FLOW CHART



# ANNEX F

## RECORD OF CONVERSATION FORM

Interviewing Officer		Designation	Date of interview / /	Time
Interview Telephone	Subject			Persons Present
Conversation with		Dept, Firm, Private Address		Telephone No.
	Details			
	Action Taken (if applicable)			
Distribution		Signature of Interviewing Officer		

# ANNEX G

## ACTION MEMORANDUM FORM

To (Name/Appointment)	Attention/Location	Reference(s)			
Subject					
For Action Information Comments	For Approval Signature Circulation	Please Telephone/Discuss Note and Return/Retain Prepare Draft Reply Signature of	File on  / /	Comment/Action is Required by / / Nil Returns Required are Not Required	
Additional Comments					
Originator					
..... (Signature)	..... (Print Name)	..... (Appointment)	..... (Phone)	..... (Date)	

# ANNEX H

## LOCAL EMERGENCY OPERATIONS CENTRE

OCCURRENCE FILE NUMBER /

INCIDENT: \_\_\_\_\_  
LOCATION: \_\_\_\_\_  
TIME/DATE: \_\_\_\_\_

FOLIO	BRIEF DESCRIPTION
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	

# ANNEX I

## RESOURCES BOARD

**CORRECT AS AT:** date/time

RESOURCE TYPE	QTY	AVAIL	LOCATION	ALLOCATION/REVIEW/ REMARKS

## ANNEX J

### SITUATION BOARD

**CORRECT AS AT:** date/time

- INCIDENT/EMERGENCY - what happened and when
- LOCATION - where exactly - give boundaries if over an area  
- should be related to a map/scale and grid reference
- CONTROL/COORDINATION - who is in charge  
- where located  
- what means of communications  
- what liaison officers are in attendance  
- what other liaison officers are required
- SUMMARY - Summary of the incident  
- overview  
- mention of special threats/hazards  
- what has been done  
- what is intended to be done



**ANNEX K**

**ACCESS/EGRESS BOARD**

**CORRECT AS AT:** date/time

<b>ROAD/RAIL/AIRFIELD/ WATERWAY ETC</b>	<b>REMARKS</b>

# ANNEX L

## EVENT BOARD

CORRECT AS AT: Date/time

SER	TIME	EVENT	RESPONSIBILITY	COMPLETED	REMARKS

# ANNEX M

## VICTIM STATUS BOARD

**CORRECT AS AT:** date/time

NUMBER AND LOCATION	TYPE	REMARKS
	<ul style="list-style-type: none"><li>- DECEASED</li> <li>- INJURED (using Triage System)<ul style="list-style-type: none"><li>- RED LABEL</li> <li>- ORANGE LABEL</li> <li>- GREEN LABEL</li></ul></li> <li>- TRAPPED</li> <li>- EVACUEES</li> <li>- HOMELESS</li> <li>- UNACCOUNTED FOR</li></ul>	

# ANNEX N

## CONTACT BOARD

CORRECT AS AT: Date/time

ORGANISATION/ AGENCY	WHO/LOCATION (APPOINTMENT AND NAME)	TELEPHONE/ FACSIMILE	REMARKS
eg.  POLICE  FIRE CONTROL  AMBULANCE  etc.			

## ANNEX O

### GUIDELINES FOR PREPARING SITREPS

1. **Incident/Emergency:** (What happened/Where/When)
  - a. Overview of immediate effects from impact of event.
  - b. Estimate of problem - size/scope/area/number involved (including victims)
2. **Own Resources:** (What has been done to date)
  - a. Who and what is involved, spare capacity (reserves available but uncommitted) location of own control and units.
  - b. Activities undertaken by resources. Changes in location. Activities proposed.
  - c. Results from operations undertaken during the period.
3. **Evaluation:** (What is proposed to be done)
  - a. Overview of incident/emergency and effects of operation undertaken to date.
  - b. Future intentions.
  - c. Resources required.

**Note: FACT ONLY REPORTED ON IN THIS REPORT - IT DOES NOT INCLUDE ANY ASSUMPTIONS OR PREDICTIONS**

## ANNEX P

### GUIDELINES FOR PREPARING INTSUMS

1. The INTSUM assesses the operational situation, and provides intelligence deductions of future consequences. It is distributed to lower, next higher, and flanking EOCs, and to key supporting agencies as determined by the Controller.
2. This is the standard form of intelligence report originated at regular pre-determined intervals. It is a summary of all important items of intelligence obtained within a given period of time, and is produced by operational staff at each level.
3. The following headings are given only as a guide to what might be included in the INTSUM:
  - a. **Reference**

Refer to:     - incident/emergency title: and  
                  - most recent SITREPS and/or INTREPS
  - b. **Situation** (What happened/where/when)

Brief summary of current operational situation, including special hazards/threats and their consequences, ie. impact on people/structures and utilities.

If operation is effected by weather/terrain then special mention should be included.

    1. **Weather**
      - a. Current weather and forecast.
      - b. Limitations on operations.
    2. **Terrain**
      - a. Current area of operations.
      - b. Limitations on operations.
  - c. **Composition and Activity**
    1. List of units and agencies involved in operations, and their responsibilities.
    2. Location of major problems and summary of actions taken.
  - d. **Effectiveness**
    1. Effective resource strengths.

2. Additional resources available.
3. Resources unavailable and currently required.
4. Estimates of future requirements.

e. **Summary**

1. Likely consequences of situation.
2. Anticipated operational developments/problems.
3. Anticipated additional resource requirements.
4. Recommended response/initial recovery actions.

Note: THE WORD "COMMENT" IS TO PRECEDE ANY DEDUCTIONS, OPINIONS, OR ASSESSMENTS EXPRESSED IN THE INTSUM.

## ANNEX Q

### GUIDELINES FOR PREPARING/CONDUCTING BRIEFINGS

#### INTRODUCTION

1. Objective - what is the purpose of the briefing?
2. Scope - define the coverage of the briefing in terms of time, geographic limits, or specific topics.

#### BODY

1. **Intelligence**
  - a. Weather report, forecasts, warnings
  - b. Area/s of operation - topography
  - c. The threat (fire, flood, chemical plume etc) developments
  - d. Other items
2. **Operations**
  - a. What has been done
  - b. What is being done
  - c. What is to be done
3. **Personnel**
  - a. Staffing and rosters
  - b. Additional staff
4. **Logistics**
  - a. Equipment status
  - b. Supply status
  - c. Additional resources
5. **Supporting Organisations**
  - a. Which, where, what they are doing
  - b. Liaison officer availability/requirements

#### CONCLUSION

1. Questions
2. Summation of main points
3. Concluding statements


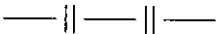
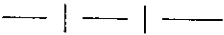
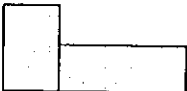
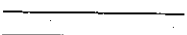
Note: THIS SUGGESTED FORMAT IS A CHECKLIST AND ANY IRRELEVANT ITEMS SHOULD BE EXCLUDED FROM THE BRIEFING.



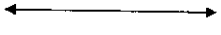



## ANNEX R


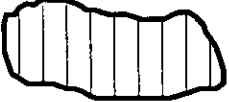








## DEBRIEF CHECK LIST

1. To ensure an effective intelligence debrief is conducted, the debriefing officer needs to do the following:
  - a. Control the debrief and not allow it to degenerate into a "which hunt" or a "back slapping" exercise.
  - b. Stress the aim of the debrief is to examine intelligence procedures and output to determine what went right, what went wrong, and why?
  - c. Address specific questions, such as:
    - reliability of various sources of intelligence and information;
    - accuracy of important information obtained;
    - accuracy of maps in use;
    - accuracy of operational forecasts made;
    - limitations of terrain on the conduct of operations;
    - additional hazards, particularly high-risk;
    - extent of community effected;
    - effectiveness of communications systems;
    - effectiveness of equipment;
    - evacuation/evacuation centre requirements; and
    - any other related questions.
  - d. Identify good points and make special mention of them. People prefer to be praised rather than criticised. No matter how often it is stressed that the debrief is not a which hunt, somebody always believes that they are being criticised, either personally or on behalf of the agency they represent. Be aware that this occurs.
  - e. Seek comments from those being debriefed. Once the major points have been identified, ask for any comments. Stress that the information being sought is constructive criticism that is to be used to improve the future conduct of operations.
  - f. Take written notes. Not only does this ensure that all points are recorded for future use, it also allows those being debriefed to observe that a genuine effort has been made. Further comments may not be forthcoming unless it is noted that relevant points are recorded.
  - g. Read out a summary of the points discussed to confirm that they have all been addressed.
  - h. Issue confirmatory notes to all agencies detailing all points discussed and what actions need to be taken.

<b>MAP SYMBOLS (1)</b>	
	Headquarters at any level, including: LEOC            DEOC            POLICE FIRE            SES            AMB
	District boundary
	Local boundary
	Listed premises. If fire risk RED outline
	Essential service (access) route

<b>MAP SYMBOLS (2)</b>	
	Main withdrawal (egress) routes
	Road clear to single lane traffic
	Road clear to double lane traffic
	Reported position of road blockage or mains break
	Building unusable
	Hospital

<b>MAP SYMBOLS (3)</b>					
	Area of heavy damage				
	Area of moderate damage				
	Area of light damage				
<table border="1" style="margin: auto;"> <tr><td>T12</td></tr> <tr><td>S15</td></tr> <tr><td>SL26</td></tr> <tr><td>D7</td></tr> </table>	T12	S15	SL26	D7	<b>Casualties:</b> Trapped. Seriously injured. Slightly injured. Deceased.
T12					
S15					
SL26					
D7					
<table border="1" style="margin: auto;"> <tr><td>W</td></tr> <tr><td>S</td></tr> <tr><td>G</td></tr> <tr><td>E</td></tr> </table>	W	S	G	E	Public Utilities not operating
W					
S					
G					
E					

<b>MAP SYMBOLS (4)</b>	
	Area containing scattered fires
	Area completely on fire
	Flooded area
	Area contaminated by hazardous material
	<b>WAC</b> Welfare Assembly Centre <b>MA</b> Marshalling Area <b>IC</b> Information Centre