Illawarra South Coast
Emergency Management Region

Emergency Management Plan
(EMPLAN)

November 2012
AUTHORISATION

This plan is titled the “Illawarra South Coast Region Emergency Management Plan (EMPLAN)” has been prepared by the Illawarra South Coast Region Emergency Management Committee in compliance with Section 23 (1) of the State Emergency and Rescue Management Act, 1989 (as amended).

APPROVED

This draft document was “approved in principle” by the ISC REMC on 17th July 2012 and is an interim planning document for the purposes of emergency management until the completed plan is presented for endorsed

Chairperson
Illawarra South Coast Region
Emergency Management Committee.

Dated:

ENDORSED

Chairperson
State Emergency Management Committee

Dated:
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AMENDMENTS, APPROVALS AND ENDORSEMENTS

Suggested amendments or additions to the contents of this EMPLAN are to be forwarded in writing to:

Region Emergency Management Officer
Lake Illawarra Police Station, 6 Pioneer Road, OAK FLATS NSW2529

Amendments approved and issued by the Illawarra South Coast Region Emergency Management Committee are shown in Table 1 below.

<table>
<thead>
<tr>
<th>EDITION or AMENDMENT</th>
<th>AUTHORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUMBER</td>
<td>DATE</td>
</tr>
<tr>
<td>2(^{nd}) Edition</td>
<td>March, 2000</td>
</tr>
<tr>
<td>3(^{rd}) Edition</td>
<td>November 2004</td>
</tr>
<tr>
<td>4(^{th}) Edition</td>
<td>July 2007</td>
</tr>
<tr>
<td>5(^{th}) Edition</td>
<td>July 2012</td>
</tr>
</tbody>
</table>

SECURITY OF INFORMATION

Emergency Management Plans, Sub Plans and Supporting Plans are public documents.

They do not contain contact details or locations of operations centres, evacuation centres or recovery centres. This, and other similar information, is maintained separately and has restricted and controlled distribution.

DISTRIBUTION

The Ministry for Police and Emergency Services web page is the medium used to disseminate and provide access to this the plan for emergency management agencies and to the wider community.
1. INTRODUCTION

1.1 AUTHORITY
The Government of New South Wales enacted the State Emergency and Rescue Management Act, 1989 (as amended) in recognition of the need for appropriate and effective prevention, preparation, response and recovery measures for emergency situations.

Section 23 (1) of the State Emergency & Rescue Management Act is the legislative authority for the preparation of this Emergency Management Plan.

1.2 AIM
This Emergency Management Plan details the arrangements to prepare for, respond to and recover from the effects of hazards that have potential to impact the Illawarra South Coast Region Emergency Management area and that are constituted as an emergency. The arrangements within this plan are also able to be utilised to support any agency or organisation undertaking management of any incident that falls within their statutory area of responsibility.

This Region Emergency Management Plan is consistent with the State EMPLAN and compliments and supports arrangements detailed in Local Emergency Management Plans. The arrangements detailed provide consistency and ensures coordination of effort by all agencies having responsibilities and functions, (Section 12 (2) of the SERM Act). Where there is any conflict or inconsistency the higher level governance dictates the required arrangements.

It is not the intention of this plan to detail all aspects of effort required during an emergency or major incident. This plan forms the focus of arrangements within an “all hazards” approach.

1.3 FUNCTIONS
This Emergency Management Plan:

a. Identifies and outlines demarcation between the management and transition of an incident to an emergency.

b. Outlines and specifies the control, coordination and liaison arrangements at Region level for the purpose of emergency management.

c. Outlines the activities performed across the comprehensive spectrum of prevention, preparedness, response and recovery;

d. Outline public engagement facilitation through the development of plans as well as in their operational employment, exercising and review, and;

a. Specifies arrangements for communications before, during and after an emergency operation

1.4 SCOPE
This Emergency Management Plan details the arrangements for the control of emergency situations and/or the coordination of resource support, in and from, the Illawarra South Coast Region Emergency Management area.

It covers emergency situations where:

a. There is a Lead Agency, and no support is required

b. A Lead Agency is in control and support by the REOCON is required
c. Where there is no Lead Agency and the REOCON is in control for a multi-agency coordinated approach, or where

d. A Lead Agency has handed control over to the REOCON

Although the arrangements in this Emergency Management Plan can be used for any incident or emergency, this would normally NOT be done for commonly occurring incidents which are within the capacity of a relevant Lead Agency to deal with or that can be dealt with wholly at the Local level within the ability of local resources.

1.5 CONCEPTS

This plan provides for the mobilisation of all agencies and all resources available within the Illawarra South Coast emergency management Region for the conduct of emergency preparedness, response and recovery operations, no matter what the cause.

**Prevention** - in relation to an emergency includes the identification of hazards, the assessment of threats to life and property, and the taking of measures to reduce potential loss to life or property. Prevention (mitigation) measures are designed to avoid or reduce the consequences of emergencies on the community. Emergency Management Committees at all levels are responsible, using the Risk Management process, to identify prevention or mitigation options, to refer these options and recommendations to the appropriate agency, and to monitor the outcomes.

**Preparation** - in relation to an emergency includes arrangements or plans to deal with an emergency or the effects of an emergency. In addition to providing the framework for emergency planning at State level, EMPLAN also provides policy direction for Region and Local Emergency Management Plans, which are to be developed to provide for the mobilisation of the emergency management structure and resources at those levels.

**Response** - in relation to an emergency includes the process of combating an emergency and of providing immediate relief for persons affected by an emergency. The aim of response operations is to save lives, protect property, and render an affected area safe.

**Recovery** - in relation to an emergency includes the process of returning an affected community to its proper level of functioning. Initially recovery operations aim to satisfy personal and community needs, and to restore services to the level where the continuing process can be managed by local government and the normal responsible agencies. It includes both human services and physical restoration

**Long Term Recovery / Reconstruction** - Long term recovery, reconstruction or rehabilitation measures are the subject of separate arrangements. In the event that long term recovery and reconstruction are going to be needed the State Emergency Operations Controller (SEOCON), in consultation with the State Emergency Recovery Coordinator (SERCON), may recommend to the Minister or Premier the formation of a Special Recovery Coordinating Committee to coordinate long term recovery planning and coordination.

1.6 PRINCIPLES

The following principles are applied in this plan:

a. **Responsibility for preparedness, response and recovery rests initially at Local level.** If Local agencies and available resources cannot cope they are augmented by those at Region level. Finally, resources and support, coordinated from the State, and possibly resources provided from the Commonwealth and other States and Territories, are used.
b. Control / Coordination of emergency response and recovery operations are conducted at the lowest effective level.

c. Designated combat agencies may deploy additional resources from their own service from outside the affected Local Area or Region if they are needed to conduct single service operations.

d. During an operation, which is the legal responsibility of a designated Lead Agency, the Emergency Operations Controller is responsible, when so requested by that Lead Agency, to coordinate the provision of support resources through the Emergency Operations Centre. The Emergency Operations Controller is responsive to the requirements of the Controller of the Lead Agency. Emergency Operations Controllers would not normally assume control of an operation from a designated Lead Agency unless the situation can no longer be contained and a change of control is likely to improve matters. A change of control at Region or Local level is an operational decision that is undertaken by the relevant EOCON in consultation with the Lead Agency Incident Controller.

e. Lead Agency Controllers, at all levels, are required to keep Emergency Operations Controllers advised of the situation during emergency operations which are their responsibility.

f. A Lead Agency MUST advise the REOCON immediately either directly or through the Region Emergency Management Officer in regards to:
   - any situation that may/will require Region level emergency management support,
   - any actual or imminent significant and/or unusual emergency situation,
   - any emergency declaration or activation,
   - any situation that may attract political or media attention outside of the normal range of attention.

g. The REOCON must advise the SEOCON immediately in regards to:
   - any situation that may/will require State level emergency management support,
   - any actual or imminent significant and/or unusual emergency situation,
   - any emergency declaration or activation,
   - any situation that may attract political or media attention outside of the normal range of attention,
   - any situation that may/will require higher level emergency management support in any degree.

h. In the event that an Emergency Operations Controller has assumed control of an operation which would normally be the responsibility of a Lead Agency, control should be passed back to the Lead Agency as soon as the situation is stabilised and when the change of control will not adversely affect operations.

i. Emergency preparedness, response and recovery operations should be conducted with all agencies carrying out their normal functions wherever possible.

j. Prevention measures remain the responsibility of authorities / agencies charged by statute with the responsibility.
2. EMERGENCY MANAGEMENT AREA

2.1 GEOGRAPHY
The area covered by this Emergency Management Plan is referred to as the Illawarra South Coast Emergency Management Region and includes the 6 Local Government Areas as shown in Map 1.

The Region emergency management areas within NSW adjoining the Illawarra South Coast Region Emergency Management area are Sydney Metropolitan, South West Metropolitan and South Eastern.

Illawarra South Coast Region covers an area of approximately 15,486 square kilometres.

It is bordered by Victoria on the southern end of the Bega Valley LGA.

The Jervis Bay Territory is located within the Region, a Commonwealth Territory, and is not subject to the SERM Act or these arrangements. However, it has developed its own Emergency Management Plan, reflecting NSW arrangements for support to/from the Shoalhaven LGA.

2.2 POPULATION
Wollongong and Shellharbour LGAs are classified as Major Cities within the context of population Region EMOgraphic analysis and referred to as Greater Wollongong.

The majority of the population is based along coastal environments as well as major river systems.

The greater proportion of the population is based within the northern part of the Shoalhaven LGA and north along the coast to the northern extent of the Wollongong LGA.

<table>
<thead>
<tr>
<th>Local Government Area</th>
<th>Area (sq km)</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bega Valley</td>
<td>6,277.6</td>
<td>31,950</td>
</tr>
<tr>
<td>Eurobodalla</td>
<td>3,421.7</td>
<td>35,741</td>
</tr>
<tr>
<td>Kiama</td>
<td>257.8</td>
<td>19,986</td>
</tr>
<tr>
<td>Shellharbour</td>
<td>155.2</td>
<td>63,605</td>
</tr>
<tr>
<td>Shoalhaven</td>
<td>4,567.7</td>
<td>92,812</td>
</tr>
<tr>
<td>Wollongong</td>
<td>711.8</td>
<td>192,418</td>
</tr>
<tr>
<td><strong>Region Total</strong></td>
<td><strong>15,486</strong></td>
<td><strong>192,418</strong></td>
</tr>
</tbody>
</table>

*TABLE 1 – LGA population and land area (Census 2011)*

2.3 INDUSTRY & ECONOMY
The economic base of the Region relies upon:

- Agriculture
- Coal
- Steel Making Industry
- Forestry
- Tourism
- Fisheries
- Fisheries
2.4 CLIMATE & WEATHER

The *Impacts of Climate Change on Natural Hazards Profile-State Overview* 2010 report identifies that:

- Temperatures virtually certain to rise 1.5-3°C in autumn, winter and spring.
- Rainfall projected to increase in autumn and spring by 20% and increase in summer by 50%.
- Sea level projected to rise up to 40cm above 1990 mean sea level by 2050.
- Peak fire dangers are currently reached in spring to summer, and no major change is predicted.
- Thunder, wind hail and lightning storms usually occur between August to March. Change predictions unable to be determined.
- Flash flooding is predicted to increase primarily within the Illawarra Region due to escarpment influence.
- Riverine flooding

2.5 RIVER CATCHMENTS, WATER STORAGES & HARBOURS AND LAKES

The main River catchment areas are shown in the table below. Further information related to flood threat can be found in relevant Local Flood Plan.

Sydney Water has 31 storage reservoirs located between Helensburgh and Gerringong with total storage capacity of 285 Megalitres at 80%. The reservoirs in the west of Wollongong LGA release flows to the west. Lake Yurunga (Shoalhaven LGA) releases into the Shoalhaven River.

<table>
<thead>
<tr>
<th>Major River Catchment</th>
<th>River Name</th>
<th>Major Water Storages</th>
<th>Major Lakes and Harbours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bega Valley</td>
<td>Towamba, Bega</td>
<td>Brogo Reservoir, Cochrane Reservoir</td>
<td>Bermagui Lake, Merimbula Lake, Pambula Lake, Two Fold Bay, Wallaga Bay, Wallagoot Lake</td>
</tr>
<tr>
<td></td>
<td>Bermagui</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eurobodalla</td>
<td>Tuross, Moruya</td>
<td>Deep Creek Dam</td>
<td>Batemans Bay, Durras Lake, Kianga Lake, Mummuga Lake, Tuross Lake, Wagonga Inlet, Coila Lake, Nangudga Lake, Joes Creek</td>
</tr>
<tr>
<td></td>
<td>Clyde, Clyde</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kiama</td>
<td>Minnamurra, Kangaroo, Crooked</td>
<td>Jerrara Dam</td>
<td>Kiam Harbour</td>
</tr>
<tr>
<td>Shellharbour</td>
<td>Macquarie, Horsley Creek</td>
<td>Blackbutt Reservoir</td>
<td>Lake Illawarra, Shellharbour Harbour</td>
</tr>
<tr>
<td>Shoalhaven</td>
<td>Shoalhaven, Kangaroo</td>
<td>Danjera Dam, Tallowa Dam/Lake Yurunga</td>
<td>Jervis Bay, St Georges Basin, Swan Lake, Burriil Lake, Lake Conjola, Lake Tabourie</td>
</tr>
<tr>
<td>Wollongong</td>
<td>Wollongong Coast</td>
<td>Woronora Reservoir, Cataract Dam, Cordeaux Dam, Avon Dam</td>
<td>Port Kembla Harbour, Lake Illawarra, Wollongong Harbour</td>
</tr>
</tbody>
</table>

*TABLE 2 – Major River Systems and Water Storages*
2.6 PARKS, FORESTS AND RESERVES

National Parks, incl. nature reserves and State Forests located within the Illawarra South Coast emergency management area are listed in Table 3

<table>
<thead>
<tr>
<th>LGA</th>
<th>Number of -</th>
<th>National Parks</th>
<th>Total Hectares</th>
<th>Marine Parks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>State Forests</td>
<td>Incl. Nature Reserves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bega Valley</td>
<td>22</td>
<td>12</td>
<td>411,770</td>
<td></td>
</tr>
<tr>
<td>Eurobodalla</td>
<td>12</td>
<td>12</td>
<td>247,060</td>
<td>1</td>
</tr>
<tr>
<td>Kiama</td>
<td>0</td>
<td>2</td>
<td>5,360</td>
<td></td>
</tr>
<tr>
<td>Shellharbour</td>
<td>0</td>
<td>2</td>
<td>1,061</td>
<td></td>
</tr>
<tr>
<td>Shoalhaven</td>
<td>21</td>
<td>29</td>
<td>280,555</td>
<td>1</td>
</tr>
<tr>
<td>Wollongong</td>
<td>1</td>
<td>4</td>
<td>7,441</td>
<td></td>
</tr>
</tbody>
</table>

Table 3 – Parks, Forests and Reserves

2.7 CRITICAL INFRASTRUCTURE

ROADS

The major transport routes within the Region are shown on Map 1 and listed on Table 4

<table>
<thead>
<tr>
<th>NAME</th>
<th>DIRECTION</th>
<th>LINKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Princes Hwy</td>
<td>North/South</td>
<td>Entire EM Region</td>
</tr>
<tr>
<td>F6 Freeway</td>
<td>North/South</td>
<td>Illawarra with Greater metropolitan area</td>
</tr>
<tr>
<td>Appin-Bulli Road</td>
<td>East/West</td>
<td>Illawarra with Greater metropolitan area</td>
</tr>
<tr>
<td>Bulli Pass</td>
<td>East/West</td>
<td>Northern Suburbs of Wollongong LGA to F6</td>
</tr>
<tr>
<td>Mt Ousley Road</td>
<td>North/South</td>
<td>Central Suburbs of Wollongong LGA to F6</td>
</tr>
<tr>
<td>Picton Road</td>
<td>East/West</td>
<td>F6 to Hume Hwy</td>
</tr>
<tr>
<td>Illawarra Highway</td>
<td>East/West</td>
<td>Shellharbour to Wingecarribee LGA</td>
</tr>
<tr>
<td>Macquarie Pass</td>
<td>East/West</td>
<td>Shellharbour to Wingecarribee LGA</td>
</tr>
<tr>
<td>Jamberoo Mountain Rd</td>
<td>East/West</td>
<td>Kiama LGA to Wingecarribee LGA</td>
</tr>
<tr>
<td>Kangaroo Valley</td>
<td>East/West</td>
<td>Nowra to Moss Vale Road</td>
</tr>
<tr>
<td>Braidwood Road</td>
<td>East/West</td>
<td>Nowra to Braidwood (Goulburn LGA)</td>
</tr>
<tr>
<td>Kings Highway</td>
<td>East/West</td>
<td>Batemans Bay to Canberra</td>
</tr>
<tr>
<td>Snowy Mountains Hwy</td>
<td>East West</td>
<td>Bega to Cooma LGA</td>
</tr>
<tr>
<td>Imlay Road</td>
<td>East West</td>
<td>Eden to Bombala</td>
</tr>
</tbody>
</table>

Table 4 – Major Transport Routes

The NSW Roads and Traffic Authority have produced Incident Response Plans for the major transport routes under their responsibility located within the Illawarra South Coast Region. Reference to these plans is to be made when major traffic management strategies are to be implemented in response to an emergency.

Highway 1 (Princes Hwy) traverses the entire length of the Region from Wollongong to the Victorian border and serves as the main freight route for goods and produce along the coastal fringe as well.

The 14 major serviced and maintained roads, listed above, that provide access to and egress from the Region traverse through Sydney Catchment managed lands, National Parks and/or State Forests. There are numerous forestry and low grade roads that are generally not suitable in conditions of heavy rainfall, strong winds or bushfires.
RAIL

The CityLink (RailCorp) network (Illawarra Line) extends North/South through Wollongong, Shellharbour, Kiama and Berry down to Bombaderry (Nowra LGA). There is no rail network south of Bomaderry. The rail line travels through National Parks and identified landslip areas between Wollongong and Sydney. The track is dual electrified to Dapto then single electrified to Kiama. From Kiama to Bomaderry is non-electrified.

CityRail network (Mossvale Line) travels East/West linking Wollongong to the Southern Highlands, via Robertson. This is a single, non-electrified track. Rail freight also utilises the RailCorp network within the Illawarra and northern Shoalhaven LGAs.

WATER STORAGE

Water storage facilities and flood retardant basins located within the Region are not listed as significant or medium risk dams by the Dam Safety Committee. Dams, retarding basins and water storage facilities are identified in local flood plans for the relevant area.

AIRPORTS & HELIPORTS

Airports located within the Illawarra South Coast Region emergency management area are detailed at Table 3. The airports cater for only light aircraft.

The Australian Defence Force also has Naval Air Stations at HMAS Albatross, Nowra and Jervis Bay which are capable of catering for larger aircraft.

<table>
<thead>
<tr>
<th>Airports</th>
<th>Coordinates</th>
<th>Locality</th>
<th>Address</th>
<th>Owner LGA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illawarra</td>
<td>-34.5613</td>
<td>Albion Park</td>
<td>Princes Hwy</td>
<td>Shellharbour City Council</td>
</tr>
<tr>
<td>Merimbula</td>
<td>-34.439</td>
<td>Merimbula</td>
<td>Arthur Kane Drive</td>
<td>Bega Valley Shire Council</td>
</tr>
<tr>
<td>Moruya</td>
<td>-35.898</td>
<td>Moruya</td>
<td>Moruya Heads</td>
<td>Eurobodalla</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Heliports</th>
<th>Coordinates</th>
<th>Locality</th>
<th>Address</th>
<th>Owner LGA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wollongong</td>
<td></td>
<td>Wollongong</td>
<td>Cnr Port Kembla Rd &amp; Springhill Rd</td>
<td>Wollongong City Council</td>
</tr>
</tbody>
</table>

TABLE 5 – Airports

MAJOR HAZARD FACILITIES

Workcover NSW is responsible for the identification of Major hazard Facilities within NSW and regulates facilities accordingly. Within the Illawarra South Coast Region there is one facility identified that is located in the Wollongong Local Government Area. Emergency plans are produced and maintained by the facility owner. The emergency risk management framework is used to manage the potential or actual risks to the community and associated emergency response requirements. These are outlined in the relevant Local Emergency Management Plan of the LGA in which the facility is located.
3. PLANNING AND PREPARATION

3.1 PLANNING ASSUMPTIONS
Arrangements detailed in this Emergency Management Plan are based on the assumption that the resources, upon which they rely, are available when required.

This plan recognises the difference and diversity in implementation of these arrangements in major urban centres versus regional and rural localities.

The effectiveness of arrangements detailed in this Emergency Management Plan are also dependant upon all involved agencies preparing, testing and maintaining appropriate Plans, internal instructions and/or Standing Operating Procedures.

3.2 EMERGENCY RISK MANAGEMENT PROCESS
The State Emergency Management Committee requires Local Emergency Management Committees to conduct emergency risk management studies and reviews that identify, analyse, evaluate and treat risks (where appropriate) that may impact on their respective communities and require a significant and coordinated response.

The outcomes of these processes form the basis of emergency management plans that are developed and revised by respective Emergency Management Committees. The risk ratings of hazards are overviewed in Annex C.

The sources of risk which could require REGION level support or control are detailed within this Plan.

3.3 CHANGES TO NATURAL HAZARDS
The Impacts of Climate Change on Natural Hazards Profile-State Overview 2010 report identifies that:

- Peak fire dangers are currently reached in spring to summer, and no major change is predicted
- Thunder, wind, hail and lightning storms usually occur between August to March. Change predictions unable to be determined.
- Flash flooding is predicted to increase primarily within the Illawarra Region due to escarpment influence.
- Riverine flooding occurrences are likely to increase in severity rather than frequency.

3.4 REGION LEVEL PLANNING
Region Emergency Management Committees (REMC)
The Illawarra South Coast Region Emergency Management Committee is chaired by the Region Emergency Operations Controller (REOCON), as per Section 22(2)(a) of the State Emergency and Rescue Management Act 1989 (as amended), who holds the position of Region Commander of the NSW Police Force.

The NSW Police Force provides executive support to the Committee and REOCON as per Section 26 of the State Emergency and Rescue Management Act 1989 (as amended).

The Region Committees are subject to the direction of the State Emergency Management Committee. The functions of Region Emergency Management Committees are to reflect, and not contravene, those of the SEMC and are stipulated in Section 23 of the State Emergency & Rescue Management Act.
Region Emergency Management Plans

REMC’s are responsible to develop and maintain a Region Emergency Management Plan and ensure that any Sub Plans and Supporting Plans, considered appropriate and relating to specific Region hazards and emergencies, are also developed and maintained by the relevant combat agencies and functional areas as outlined in this Emergency Management Plan.

REMC’s are to ensure that Region Emergency Management Plans recognise and reflect those elements as stipulated in the State EMPLAN

This Plan outlines the arrangements related to:

Local Emergency Management Plans required for Local Government Areas (LGA’s) within the Illawarra South Coast Region are:

- Bega Valley
- Eurobodalla
- Illawarra (A combined emergency management plan for Kiama, Shellharbour & Wollongong LGAs)
- Shoalhaven
Region Sub-Plans
Where an agency is nominated as a Lead Agency they are required to produce a Sub-Plan. Planning requirements at a Region and Local level are determined by the particular Lead Agency. Sub-Plans that exist within the Illawarra South Coast Emergency Management Region are:
- Illawarra Region Flood Plan

Region Supporting Plans
Where a Functional Area is required to produce a Supporting Plan at a State level, the particular Functional Area Coordinator will determine the requirement of a Region level Supporting Plan. Supporting Plans that exist within the Illawarra South Coast Emergency Management Region are:
- GSAHS Health Plan
- Engineering Supporting Plan

Jervis Bay Territory is also located within the Region, however, as a Commonwealth Territory, is not subject to the State Emergency & Rescue Management Act. Whilst not subject to the Act, the Territory has developed its own EMPLAN, reflecting NSW arrangements and including arrangements for support to/from the Shoalhaven Emergency Management Area.

Kiama and Shellharbour Local Government Areas have combined their emergency management arrangements in accordance with Section 27 of the SERM Act.

Review of Plans
Emergency Management Plans and Sub Plans must be formally reviewed no less frequently than every five (5) years and review of relevant aspects are to be carried out following emergencies or changes of legislation.

Supporting plans must also be reviewed at least every five (5) years, but may be reviewed more frequently at the direction of the Functional Area Coordinator.

3.5 EMERGENCY OPERATIONS CENTRES
As part of preparation functions, the Local Emergency Management Committee is responsible for assisting the LEOCON in identification of facilities that are suitable for use as an EOC within Local Government Areas. The location and contact details of Emergency Operations Centres can be found in Contact Directories held by the Region Emergency Management Officer and Local Emergency Management Officers.

3.6 EMERGENCY SERVICES AND FUNCTIONAL AREAS
Emergency Services and Functional Areas are the operational arms within the emergency management structure. All emergency services and functional areas make available resources for the conduct of emergency preparedness, response and recovery operations.

Region Functional Area Coordinators (DFAC)
Region Functional Area Coordinators operate only at a Region level to coordinate functional area services and support to an emergency operation. When supporting emergencies within local government areas the DFAC will ensure required liaison and communications links are established with the Emergency Operations Controller or Incident Controller.

Functional Area coordinators represent only on the Region Emergency management committee. The functions of the Region FACS are outlined in Annex E
The following Region Functional Area Coordinators are established within the Illawarra South Coast EM Region:

- Agriculture & Animal Services (AASFAC)
- Engineering Services (ESFAC)
- Environmental Services (EnvSFAC)
- Public Information Services (PIFAC)
- Transport Services (TSFAC)
- Welfare Services (WelFAC)

3.7 PUBLIC EDUCATION

Public Education is information given to the community prior to an emergency situation.

Responsibilities for the conduct and coordination of public education relating to the hazards/threats within the Illawarra South Coast Region area are shown in Annex C.

Each Lead Agency and functional area conducts public education programmes in respect of their area of responsibility.

The Region Emergency Management Committee is required to ensure that "all hazard" emergency management public education, training and exercises, utilising, wherever possible, senior/qualified representatives from all agencies and functional areas from within the Illawarra South Coast Region area, is undertaken.

3.8 COMMUNITY VULNERABILITY

The Emergency Risk Management Process is used as a tool to assist with identifying those groups within the communities likely to require special attention in relation to the impact of a source of risk. These groups may include Nursing Homes, Hospitals, Retired Persons Accommodation, Schools, Pre schools, Special Schools, Group Homes, Sheltered Workshops and those parts of the community located in areas affected by sources of risk.

Local Emergency Management Plans list the various community facilities on a location by location basis across the emergency management area and includes details for the purpose of emergency management. The vulnerable facility list is a restricted distribution section as part of Local Emergency Management Plans and is referenced during emergencies by emergency managers.

The following community groups and facilities have been identified as vulnerable:

- Aged and Frail
- Non-English speaking groups
- Children under the age of 15
- People with a disability
- People without private transport
- People living alone
- Tourists and travellers
- Residents residing on flood plains
- Remote communities and residences

Facilities

- Primary and High Schools
- Hospitals
- Group Homes

All contact and other relevant details required for the purpose of implementation emergency management procedures is retained by the relevant Local Emergency Management Committee as a restricted release document and does not form part of the public release Emergency Management Plan.
### 3.9 COMMUNITY RELATIONS

In the course of a response to an emergency, Emergency Service Organisations and / or Functional Areas may encounter community relations issues, which may arise from the emergency, or from other events. It is the responsibility of Controllers and Functional Area Coordinators to ensure that their organisations are aware of the requirement to notify the Chairperson of the Community Relations Commission for a Multicultural NSW of community relations issues in relation to responses to an emergency and are familiar with the contents of the Community Relations Crisis Management Plan.

### 3.10 WARNING ARRANGEMENTS

Responsibilities for providing warnings to the community, the REOCON, Agencies & Functional Areas and other agencies and stakeholders in relation to the Region areas hazards/threats are shown in Annex B.

Agencies & Functional Areas, wherever possible, are warned and placed on a relevant level of readiness or response. These organisations must be prepared to respond a Liaison Officer to the Emergency Operations Centre or an Agency operations Centre when requested to do so.

Public warnings may be communicated, by the responsible agency, to the wider community by whatever media, or combination of, is considered the most effective and appropriate at the time.

### 3.11 EMERGENCY WARNING SYSTEMS

The following emergency warning systems are available as a tool to assist emergency service agencies in dissemination of warning messages during an emergency.

The broadcast of practical information to the public in an emergency will enable the community to take appropriate actions to protect life and property. Emergency warning systems will alert the public to information about actions they can take to reduce potential loss of life and property.

These systems do not replace the need for emergency warnings to be disseminated on a multiplatform strategy and within a holistic framework.

**Standard Emergency Warning Signal (SEWS)**

SEWS is a distinctive audio signal that has been adopted to alert the community to the broadcast of an urgent safety message relating to a major emergency/disaster. It is intended for use as an alert signal to be played on public media (such as radio, television, public address systems, mobile sirens), to draw listeners’ attention to a following emergency warning. It is meant to attract listeners’ attention to the fact that they should take notice of the emergency message.

It is vital that the effectiveness of the SEWS is preserved by limiting its use to significant events only. The signal is only to be used in emerging situations of extreme danger, when there is a need to warn the public that they need to take some urgent and immediate action in order to reduce the potential for loss to life or property from emergency events. Such events are restricted to:

SEWS is only to be used when its use has been authorised by an initiating authority and:

- to alert listeners/viewers of radio/television, or a. where appropriate by other means, that an official announcement is about to be made concerning an actual or potential major emergency/disaster likely to affect them
- when the public need to be informed to take, or be prepared to take, specific action in order to protect life, property or the environment during an emergency

Instructions for issuing a request, to the Media, to use SEWS is found within the State Emergency
Management Plan.

Emergency Alert

Emergency Alert is a telephone based warning system that can only be used by prescribed emergency management person to alert people at locations in situations of emergency. The system utilises landline and mobile phones to disseminate the specified warning via a voice message for landlines and text message for mobile phones. The message distribution is currently based on the subscribers billing address.

Emergency Alert is available for use in significant and life-threatening emergencies and plays an important role in the comprehensive package of warning tools available to emergency services across NSW. Traditional warning methods such as door knocks and radio and television broadcast messages will continue to be vital sources of warnings and information.

Authority to Use Emergency Alert

The following emergency management persons have been prescribed under subsection 275B(1) of the Telecommunications Act (Cth) as ‘emergency management persons’ who are authorised to use or to delegate the use of the system:

- State Emergency Operations Controller
- Commissioner, NSW Fire Brigades
- Commissioner, NSW Police Force
- Commissioner, NSW Rural Fire Service
- Director-General, NSW Department of Health
- Commissioner, State Emergency Service of New South Wales

Procedure and format for use of Emergency Alert is held by each authority prescribed access to the system.

3.12 RESOURCE AND CONTACT DIRECTORIES

A Region Emergency Management Operations Contact Directory is developed and maintained for the purpose of notification to, activation of and information dissemination to personnel identified in the Emergency Management Plan. This contact directory may vary or be more comprehensive than the Region Emergency Management Committee membership directory.

The contact directories developed in support of this plan are to be retained as CONFIDENTIAL in nature and are not to be distributed or displayed on or in any public accessed information forum or website.

Each Agency & Functional Area is to develop and maintain up to date resource and contact directories, relevant to their operational responsibilities and requirements.

3.13 EMERGENCY EXERCISES

This Emergency Management Plan, and the ability of the emergency management arrangements to respond efficiently and effectively in emergency response and initial recovery operations within the Illawarra South Coast Region area, will be tested by exercises.

In addition, Functional Areas whose roles are not normally associated with emergencies are required to conduct specialist training for individuals, and to exercise the ability to support emergency operations within the Illawarra South Coast Emergency Management Region.
4. CONTROL, COORDINATION & COMMUNICATION ARRANGEMENTS

4.1 GENERAL
The arrangements detailed in this Part of Emergency Management Plan are aimed at ensuring that control and coordination of emergencies are effective, no matter what the nature of the emergency. Control and coordination are to be managed using the principles of ICS - Incident Control System adapted to suit individual agency requirements.

4.2 OPERATIONAL CONTROL / COORDINATION RELATIONSHIPS
Where an agency is nominated as a Lead Agency they are primarily responsible to control the response to an emergency. Controlling the response involves controlling the overall direction of activities being undertaken by participating agencies and individuals.

The REOCON would not normally assume control from the Lead Agency unless the situation can no longer be contained and a change of control is likely to improve matters. This can only occur after reasonable consultation between the Lead Agency IC and the REOCON.

If the REOCON has assumed control of an operation from the Lead Agency, control should revert to the Lead Agency as soon as it is expedient and reasonable to do so.

Operational control and coordination relationships are shown at Annex F.

4.3 LEAD AGENCY
The Lead Agency utilises the arrangements outlined within this plan or as determined appropriate to minimise the effects and consequences of the emergency on the community.

The Lead Agency Incident Controller has responsibility to ensure that the REOCON and LEOCONs, Functional Areas and all relevant stakeholders at Region and Local levels are kept situationally informed.

4.4 REGION EMERGENCY OPERATIONS CONTROLLER (REOCON)
The REOCON (Region Commander, Southern Police Region) is responsible for overall control and coordination of emergency response measures where there is no designated Lead Agency.

The functions of the REOCON may be exercised without the need for the declaration of a “State of Emergency”.

The REOCON is subject to the direction of the State Emergency Operations Controller (SEOCON).

The Region Commander, Southern Police Region, may appoint another Police Officer as a Deputy REOCON.

The authorities, roles and responsibilities of the REOCON are detailed in Annex C of this plan.

4.5 LOCAL EMERGENCY OPERATIONS CONTROLLER (LEOCON)
The LEOCON is responsible for the immediate control and coordination of emergency response measures where there is no designated Lead Agency within the Local Government Area.

The LEOCON is subject to the direction of the Region Emergency Operations Controller (REOCON).
The Region Commander, Southern Police Region, may appoint another Police Officer as a Deputy LEOCON.

The roles and responsibilities of the LEOCON are detailed in Annex C of this plan.

4.6 TYPES OF OPERATIONS

Lead Agency Controlled Operations

Without limiting the authority of Lead Agency Controllers, Lead Agency operations should be managed in the following ways to align with Incident Control System (ICS) concepts:-

Level 1 - The responsible Lead Agency Controller controls the operation requiring no support resources other than its agencies own resources; or

Level 2 - The responsible Lead Agency Controller:

• controls the operation;
• coordinates pre-planned support from other agencies; and
• ensures that the Emergency Operations Controller’s at local and Region levels are kept aware of these operations; or

Level 3 - The responsible Lead Agency Controller retains overall control of the operation and requests the relevant Emergency Operations Controller to:

• Coordinate the support services specified by the Lead Agency Controller; or
• Manage part of the operation to meet the requirements of the Lead Agency Controller, (eg. evacuation and welfare operations).

Emergency Operations Controllers Controlled Operations

The control of operations is normally vested in the Local Emergency Operations Controller in the first instance unless such control is designated to the Region Emergency Operations Controller under the State Emergency Management Plan or any other associated Sub Plan.

The LEOCON will establish communications with the REOCON at the earliest possible moment who will determine the most appropriate level of control required for the emergency where no Lead Agency is identified.

4.7 LIAISON ARRANGEMENTS

In this Emergency Management Plan a Liaison Officer means a person, nominated or appointed by an organisation or functional area, to represent that organisation or functional area at a control centre, an emergency operations centre or coordination centre. A liaison officer maintains communication with and conveys directions/requests to, their organisation or functional area, and provides advice on the status, capabilities, actions and requirements of their organisation or functional area.

At the request of the relevant Emergency Operations Controller, or Lead Agency Incident Controller, agencies are to provide a Liaison Officer at an EOC or the Lead Agency Control Centre, if necessary, on a continuous basis for the duration of the operation.

During Lead Agency managed operations the Lead Agency Incident Controller will determine, in consultation with the relevant Emergency Operations Controller, which location provides the most effective communication and coordination capabilities.
Where a Lead Agency requests liaison attendance at their Control Centre, but does not have sufficient facility resources to support the required activities, the relevant Emergency Operations Controller will determine the facility and location where Liaison Officers will attend.

As a strategy for effective liaison during Lead Agency managed operations the REOCON will direct where an EOC is activated when the Lead Agency has more than one control centre active, and/or multiple EOCs have been requested to be activated across the Region in support of more than one emergency situation. In this case the REOCON will direct the closure, relocation and/or opening of an EOC in an appropriate strategic location.

In the event a Liaison Officer cannot be deployed but an agency is directed to participate in EOC operations, the agency must ensure that reliable communications are available between the EOC and the commanders of the respective agency. The REOCON will form the final decision on any such arrangement.

**Liaison Officer Capability**

Liaison Officers are to be capable of providing immediate advice to the REOCON or the Lead Agency on the capabilities and status of their organisation, agency or functional area and should have the authority to commit the resources of their organisation, agency or functional area.

Liaison Officers are to:

- Maintain a communications link between the EOC and their organisation’s control or coordination centre and/or their counterparts at any operational Emergency Operations Centre.
- Provide advice to the Emergency Operations Controller and EOC staff on the capabilities and status of their organisation.
- Keep the Emergency Operations Controller and EOC staff informed of the actions taken by and requirements of their organisation.
- Brief their own organisation on the progress and likely requirements of operations.
- Convey the Emergency Operations Controller’s directions / requests to their commander, controller or coordinator as appropriate.

**4.8 EMERGENCY OPERATIONS CENTRE (EOC)**

**ESTABLISHMENT**

The NSW EOC Policy outlines the establishment, activation, authorities and operations of an EOC.

An Emergency Operations Centre is the established centre from which an Emergency Operations Controller either controls an emergency operation, or coordinates support to the Lead Agency or Functional Area.

Authority to activate an EOC is vested in the Emergency Operations Controller. The LEOCON, in consultation with the REOCON, will ascertain the appropriate location and staffing requirements of an EOC to suit the type and complexity of the emergency and to ensure the functions of the EOC are undertaken as specified in the NSW Emergency Operations Centre Policy.

The Emergency Operations Controller is responsible for:

- Establishing, maintaining and controlling the EOC.
- Establishing and maintaining appropriate liaison in consultation with the Lead Agency
- Ensuring that sufficient trained personnel staff the EOC
An EOC may be activated for an actual, imminent or potential emergency situation. The Emergency Operations Controller may activate the EOC to:

- Monitor an incident or emergency operation;
- Coordinate support to the Lead Agency at their request;
- Control an emergency operation where there is no Lead Agency or where the Lead Agency has requested or agreed to the Emergency Operations Controller assuming responsibility for control.
- Plan and prepare for the effects of an imminent or potential emergency situation.
- Provide a point of communication and reporting.
- When directed to do so by a higher Emergency Operations Controller.
- Conduct and prepare Impact Assessment following event.

Personnel to staff the EOC, except for Liaison Officers and their assistants, are drawn from Agencies & Functional Areas as required.

The most appropriate EOC facility is to be activated dependent upon the Lead Agency IMT location and with consideration to the geographical area over which operations need to be undertaken.

**EOC Functions**

The EOC is the focal point for:

- Processing requests for assistance from a higher level Emergency Operations Centre when, and as directed, to do so.
- Processing requests from Emergency Operations Controllers or Incident Controllers for assistance.
- Coordinating the provision of any external resources required to support operations and the response to an emergency.

When functioning in support of an Emergency Operations Controller controlled operation the EOC will, in addition to the above functions, also be the focal point for:

- Collection and interpretation of information in order to create intelligence related to the operation
- Dissemination of information and intelligence to stakeholders involved in the emergency
- Operational planning, including the determination and allocation of priorities for responding agencies including Emergency Service Organisation, Functional Areas and other supporting organisations.

In the event of the EOC becoming inoperable, an alternate EOC will be identified as part of the emergency operational plan.

**4.9 CONTROL/COORDINATION OPERATIONS CENTRES**

Combat Agencies and Functional Area Coordinators are to establish their own Control/Coordination Centres, in accordance with the structure of their organisation from which to EFFECTIVELY:

- Control/coordinate emergency operations for which they have been designated in this plan as the Lead Agency
- Coordinate the provision of support and resources, and
- Provide support and resources to an Emergency Operations Controller
The arrangements in this Plan may be used to support a Lead Agency or an Emergency Operations Controller in ANY situation regardless of a recognised emergency or an incident.

4.10 COMMUNICATIONS

Whilst the public switched telephone network is the primary means of communication for control and coordination of emergency management operations, there are other services available including electronic medium which may be effectively utilised.

Should the primary communications means not be available, or are unable to provide the flexibility required, radio communications and satellite phones are the alternative means, using established radio networks.

Emergency services, functional areas and other agencies are responsible to ensure they identify their own alternate communications systems and if necessary, to request the assistance of the State Communications Functional Area Coordinator through their head of service. Any alternate communications system must have the ability to communicate with other agencies involved in the emergency.

Agency Controllers and Functional Area Coordinators are responsible to provide:

- External communications facilities in their Control / Coordination Centres
- Communication links to the EOC from their Control / Coordination Centres; and
- Communication links to the various Participating and Supporting Organisations of their Agency or Functional Area.
5. FUNCTIONAL ROLES AND RESPONSIBILITIES

5.1 GENERAL

The primary operational roles of the Emergency Operations Controller’s, Combat Agencies, Functional Areas and other organisations described in this part of the plan do not preclude flexibility to adjust roles or responsibilities if required. Refer Annex C for detail on functional roles and responsibilities.

Unless otherwise stated, the roles of the emergency service organisations detailed in this part apply equally to the management of incidents and emergencies.

The agreed roles and responsibilities of functional area participating and supporting organisations are detailed in Supporting Plans.

5.2 RESPONSIBILITIES FOR CONTROLLING PARTICULAR EMERGENCIES

The organisations detailed in Annex C have been identified in the NSW State EMPLAN, or by agreement, as the agencies primarily responsible for controlling the response to the particular emergency.

5.3 LEAD AGENCY INCIDENT CONTROLLER (IC)

A Lead Agency IC is a single person / entity that controls the response and is responsible for the control and coordination of emergency response measures undertaken within the extent of the authority of the agency as defined in the relevant Act and State Emergency Management Plan. They are the final authority in decision-making in relation to the incident or emergency within their area of responsibility. Under such circumstances, the REOCON will monitor such emergencies and prepare to provide support and assistance to the relevant Lead Agency if requested.

The Lead Agency will regularly consult with the REOCON and relevant LEOCON’s to determine the required activity and support operations required to manage the emergency. This includes ensuring:

- Operational strategies and tactics are developed to meet the operational objectives
- Operational plans are developed and communicated to relevant stakeholders
- Arrangements for liaison between the Lead Agency and supporting agencies is established in consultation with the REOCON and LEOCON

The Lead Agency Incident Controller establishes an Incident Management Team (IMT) under the Incident Control Systems (ISC) concepts to assist them in determining the strategies, priorities and actions that need to occur in response to the incident or emergency.

5.4 REGION EMERGENCY OPERATIONS CONTROLLERS (REOCON)

The REOCON appointment is made by the Commissioner of the NSW Police Force vested in the Region Commander of NSW Police of the Region in which the Emergency Management Region is located in.

The REOCON is subject to the direction of the State Emergency Operations Controller.

The REOCON will control operations when there is no designated Lead Agency identified for the relevant emergency.

The REOCON is not responsible for controlling the response to an emergency if there is a single Lead Agency primarily responsible for controlling the response to the emergency. Under such
circumstances the REOCON will monitor such emergencies and prepare to provide support and assistance to the relevant Lead Agency if requested.

The REOCON will assume control of operations from the Lead Agency if the situation can no longer be contained and a change of control is likely to improve matters. This will not be undertaken in isolation and must be through a consultative process with the Lead Agency IC.

The functions of a REOCON 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 State Emergency and Rescue Management Act 1989 (As Amended).

5.5 LOCAL EMERGENCY OPERATIONS CONTROLLERS (LEOCON)

The Region Commander, Southern Police Region, appoints a LEOCON for each Local Government Area, or combination of.

The LEOCON is subject to the direction of the relevant REOCON.

The LEOCON, for an area, is responsible for controlling the response to an emergency that affects only that area.

A LEOCON is not responsible for controlling the response to an emergency for which the Region Emergency Operations Controller has responsibility.

The complete functions, accountabilities and authorities of LEOCON’s are specified in the NSW LEOCON Policy and outlined in Annex C of this Plan.

5.6 SITE CONTROLLER

The appointment of a Site Controller indicates to others that the Emergency Management Arrangements have been implemented. The Site Controller/s is part of the Emergency management structure acting as the in-field representative of the Emergency Operations Controller.

The Site Controller is a Police officer, appointed by and subject to the direction of the Emergency Operations Controller, responsible for controlling the on ground activities in response to the emergency which are not under the direct control of a Lead Agency. Until a Site Controller is appointed the Senior Police Officer at the scene, (acting as Police Commander), will ensure that the functions of a Site Controller are carried out.

In a widespread or multi-sited event the Emergency Operations Controller may appoint more than one Site Controller to each specific site.

The Site Controller does not Command Police or any other agency but uses the on-site agency Commanders to coordinate the required activity and taskings.

5.7 PARTICIPATING AND SUPPORTING AGENCIES

The agreed roles and responsibilities of participating and supporting organisations are detailed in Annex C.
6. RESPONSE ARRANGEMENTS

6.1 INCIDENT CONTROL SYSTEM
NSW State EMPLAN stipulates that emergency response operations will be managed using the Incident Control System (ICS) flexible, scalable response structures. This provides a common operating framework within which people can work together effectively to manage an incident. These people may be drawn from multiple agencies that do not routinely work together.

6.2 KEY CONCEPTS

Management by Objectives
Incidents are managed by aiming towards specific objectives. Objectives are ranked by priority, should be as specific as possible, must be attainable and if possible given a working time-frame. Objectives are accomplished by first outlining strategies (general plans of action), then determining appropriate tactics (how the strategy will be executed) for the chosen strategy.

Functional Management
Within an ICS environment there are 4 key components being Control, Planning, Operations and Logistics.

Many organizations have pre-planned structures, developed to suit their needs, allocating additional elements or sub-elements.

Span of Control
Effective management of people, their responsibilities and the emergency operations is achieved through a span of control that determines the number of resources, people or systems that can be effectively managed. This ensures that reporting streams and information exchange does not become overloaded or overwhelmed.

Effective Reporting
The reporting process will be established to enhance situational and tasking information, recognition of accountability, effective information flow, coordination of operational efforts, and enhanced operational safety.

6.3 NOTIFICATION ARRANGEMENTS/EARLY WARNING
Lead Agency Incident Controllers are to advise the REOCON and/or the LEOCON whenever an event occurs, or is likely to occur which does or may:

- require support from resources from outside their own agency; or
- is likely to effect adverse consequences on the social, built, environmental or economic functions of the community, or
- escalate to an emergency operation.

A LEOCON will advise the REOCON of the potential and developing situation.

A REOCON will advise the SEOCON directly or through the SEOC, and any relevant LEOCON, of the potential and developing situation. The REOCON may utilise the executive support to undertake such notifications.
### 6.4 STAGES OF MOBILISATION

The recognised stages and actions of mobilisation are listed in Table 6. Due to the nature of the event and time constraints, the ALERT and/or STANDBY stages may be by-passed.

<table>
<thead>
<tr>
<th>PHASE</th>
<th>ACTION</th>
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<tbody>
<tr>
<td><strong>ALERT</strong></td>
<td><strong>TRIGGER</strong>&lt;br&gt;REOCON receives advice on operations which could escalate to an emergency, or which could require coordination of support. <em>(This advice can be received at the same time or through the executive officer to the REOCON)</em>&lt;br&gt;<strong>REOCON will:</strong>&lt;br&gt;– Monitor the situation and the adequacy of Region and Local resources to cope.&lt;br&gt;– Ensure intelligence on the emergency is being collected, analysed and disseminated to and from Control and Operations Centres.&lt;br&gt;<strong>REOCON informs, as appropriate:</strong>&lt;br&gt;– Relevant Agency Controllers &amp; Functional Area Coordinators;&lt;br&gt;– Local Emergency Operations Controllers;&lt;br&gt;– Region Emergency Operations Controller(s) from adjoining Region(s);&lt;br&gt;– State Emergency Operations Controller; and&lt;br&gt;<strong>REOCON activates EOC to appropriate state of readiness and location (if necessary)</strong></td>
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<tr>
<td><strong>CALL OUT</strong></td>
<td><strong>TRIGGER</strong>&lt;br&gt;Lead Agency, SEOCON or LEOCON advises REOCON that support or control operations are required.&lt;br&gt;<strong>The REOCON:</strong>&lt;br&gt;– Supports EOC activation to required state of readiness;&lt;br&gt;– Activates relevant Agencies &amp; Functional Areas and requests Liaison Officers to report to EOC or Lead Agency control centre as appropriate;&lt;br&gt;– Liaises with the SEOCON, LEOCON’s and adjoining REOCON’s as required.&lt;br&gt;<strong>REOCON coordinates support and/or controls operation. Ensuring in particular that:</strong>&lt;br&gt;– All stakeholders are kept fully informed on progress, developments and strategies.&lt;br&gt;– Liaison Officer keep the REOCON fully informed on the deployment of resources, availability status and ability to sustain operations.&lt;br&gt;– Planning for recovery operations occurs concurrently.&lt;br&gt;– Coordination of support to Lead Agency, other Agencies or Functional Areas engaged in response operations occurs.&lt;br&gt;– Public information and media management occurs.&lt;br&gt;<strong>LIAISON OFFICERS maintain contact with their respective agencies and respond resources as directed by the REOCON, in accordance with the appropriate plan.</strong></td>
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<tr>
<td><strong>STAND DOWN</strong></td>
<td><strong>TRIGGER</strong>&lt;br&gt;Lead Agency, SEOCON or LEOCON advises REOCON that support is no longer required, or the REOCON determines that control operations are no longer required&lt;br&gt;<strong>REOCON:</strong>&lt;br&gt;– Hands control to LEOCON or coordination of support to Lead Agency;&lt;br&gt;– Advises all stakeholders as appropriate;&lt;br&gt;– Arranges time and location for debriefing.&lt;br&gt;<strong>Agency &amp; Functional Area personnel are debriefed and stood down.</strong>&lt;br&gt;<strong>Final reports are completed and distributed by Agencies in accordance with SOP’s.</strong></td>
</tr>
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Table 6 – Stages of Mobilisation
6.5 ACTIVATION ARRANGEMENTS

The REOCON utilises executive support to activate Liaison Officers when required. Where Functional Area liaison is required in an EOC controlled or managed by a LEOCON, the LEOCON can activate such support through the Region level executive support.

Where contact with the REOCON or the executive support to the REOCON is not able to be attained the LEOCON can make direct contact with the Region Functional Area Coordinator who will notify the REOCON of such request and any actions.

6.6 RESOURCE DEPLOYMENT

Priorities for deployment of resources being coordinated by the REOCON will be determined by the SEOCON. Subsequently, resource priorities being coordinated by the LEOCON will be determined by the REOCON.

Each Agency & Functional Area is to ensure that personnel are available to advise the REOCON in regards to the capacity and availability of resources it is responsible for at any time. It is preferable that these personnel be trained in emergency management and be appointed as the Agency or Functional Area representative (Liaison Officer) in the Emergency Operations Centre.

6.7 STATE OF EMERGENCY

The Premier may declare a state of emergency (Division 4, SERM Act 1989) for any specific area of the State when significant and widespread danger to life and/or property exists. The State of Emergency is only exercisable within the area that the state of emergency specifies.

As a result of a state of emergency being declared the Minister is responsible for controlling and co-ordinating the activities of government agencies. In this circumstance all agencies under this plan are required to comply with any direction given by the Minister.

The declaration of a State of Emergency affords additional and exceptional powers to emergency services officers (Division 4, SERM Act) and provides exculpation provisions.

6.8 IMPACT ASSESSMENTS

An Impact Assessment is a continuous and dynamic process of assessment of information. It involves the collection, interpretation, analysis and treatment of social, built, economic and natural impacts to a community or communities.

As soon as possible following the impact of a hazard the LEOCON is to formulate an Impact Assessment. The LEOCON is the responsible authority in completion of this document and utilises the members of the LEMC for its completion.

The Impact Assessment assists the Incident Controller in determining the extent and consequences of the hazard on the community and in the identification of possible recovery issues.

Combat agencies are required to contribute to the formulation of an Impact Assessment.

6.9 INFORMATION AND INTELLIGENCE

The LEOCON is responsible for the passage of operational information and intelligence to the REOCON and State Emergency Operations Centre (SEOC) during all types of operations and stages of response as required.

Combat Agencies and Functional Area Organisations are responsible for the passage of information and intelligence to the EOC.

During Lead Agency managed operations the relevant Lead Agency Incident Controller:
• Is responsible for the passage of public information to the community and the media, and for operational information and intelligence between the EOCON’s, EMO’s, EOC’s and all involved agencies.

• May request the REOCON to assume responsibility for the passage of all or certain classes of operational information and intelligence between active EOC’s and/or involved agencies, and/or public information to the community and the media.

During operations controlled by an Emergency Operations Controller, the relevant Emergency Operations Controller is responsible for:

• The passage of operational information and intelligence between neighbouring and higher Emergency Operations Controller’s and/or all involved agencies, using the EOC as the collection and distribution point.

• The passage of public information to the community.

• The release of regular media releases.

• Ensuring the SEOCON and SEOC is kept informed of developments and forecast support needs.

6.10 PUBLIC INFORMATION

During operations controlled by a Lead Agency, whether or not supported by an Emergency Operations Controller, public information management, including the coordination of media briefings and releases, will be the responsibility of the Lead Agency.

During emergencies where there is no Lead Agency, or the Lead Agency has passed control to the relevant level Emergency Operations Controller, public information management, including the coordination of media briefings and liaison, will be the responsibility of the controlling Emergency Operations Controller.

The REOCON will appoint a Public Information Liaison Officer who will make any arrangements necessary in accordance with the NSW Public Information Services Functional Area Supporting Plan.

Contact arrangements with Media servicing the Illawarra South Coast Region, are maintained by the Region Emergency Management Officer.

Where necessary, Joint Media Information Centre/s (JMIC) will be established to provide media with a facility which will provide the media with:

• a centralised point of contact

• media liaison arrangements and the names of Media Liaison Officers

• verification of information

• timely, accurate and consistent information

• Public Information contact arrangements

Public Information Coordination Centre

The Public Information Coordination Centre [PICC] will, if activated, coordinate the release of public information. The role and function of the PIIC is to:

• provide a single source of public information

• support and assist in the operational management of an emergency and subsequent investigations

• provide information in a timely manner which promotes public safety

• provide accurate, reliable and authorised information

• build and hold public confidence
• provide consistent and coordinated information messages
• assist longer-term recovery

6.11 RELEASE OF INFORMATION
NO information is to be released to the Media, outside organisations or individuals without the authorisation of the appropriate Incident Controller / Officer.

6.12 TWO-WAY COMMUNICATION
Good communication includes a commitment to operational accountability. There should be mechanisms in place for two-way communication involving the sharing of information and intelligence between relevant stakeholders such as:

- Emergency Services
- Functional Areas
- Region Emergency Management Committees, Controllers and Officers
- Local Emergency Management Committees, Controllers and Officers
- Local Government and Shires Associations
- Recovery agency
- The Community
- Federal and State Members
- Media Outlets

6.13 EVACUATION
Evacuation of persons or domestic animals from an area of danger or potential danger is a possible strategy to combat the impact of any hazard.

Assessment of the imminent danger to the community, and the need to evacuate, must be assessed prior to the decision to evacuate.

The process for evacuations is outlined at ANNEX G.

Agencies that manage or control evacuation arrangements under any sub-plan are to ensure that such arrangements do not conflict with the arrangements outlined within this Emergency Management Plan.

6.14 ADVICE OF ROAD CLOSURES
A Road Information Cell may be formed by the Emergency Operations Controller to collect, collate and disseminate road information during emergency situations.

Table 7 identifies the organisations that have the authority to close roads and the circumstances when that authority can be used.

When an authorised person closes or opens or regulates traffic flow on a major road the RMS Transport Management Centre (TMC) is to be notified, together with any other appropriate organisations, including Police. This includes classified roads (arterial and sub-arterial) and unclassified roads (council).

The RMS Transport Management Centre will:

• Deploy RMS Traffic Commanders to major unplanned incidents and emergencies;
• Accept responsibility for traffic management from the incident perimeter into the rest of the road network;
• Take the lead role in communicating traffic management arrangements / issues to the media;
• Provide close support to the Police Incident Commander for traffic control within an incident perimeter;
• Develop and deploy Maintenance and Traffic Emergency Services (MATES) teams for specific
routes; and

- Provide a comprehensive and timely response of specialized resources to support traffic management.

Unless otherwise advised, when any major road within Illawarra South Coast Region is closed for any reason the relevant Emergency Operations Controllers and/or Emergency Operations Centres are to be advised.

<table>
<thead>
<tr>
<th>INDIVIDUAL / ORGANISATION</th>
<th>CIRCUMSTANCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>Close any public street to traffic during any temporary obstruction or danger. (S. 23 Traffic Act)</td>
</tr>
<tr>
<td></td>
<td>Close off the whole or any part of a “park” (as defined) and its roads to the public. (S. 155 National Parks &amp; Wildlife Act)</td>
</tr>
<tr>
<td>The Minister, or an “Emergency Services Officer” (as defined) when authorised by the Minister.</td>
<td>During a declared State of Emergency, direct a person not to enter an emergency area or part thereof. (S.37 - SERM Act)</td>
</tr>
<tr>
<td>The Officer in Charge at a fire or hazardous materials incident.</td>
<td>Close any street or public place in the vicinity of a fire, incident or other emergency. (Fire Brigades Act 1989 Part 3, Division 1 – Powers at fires and hazardous material incidents)</td>
</tr>
<tr>
<td>The Commissioner, State Emergency Service, or an “Emergency Officer” (as defined) when authorised by the Commissioner</td>
<td>Direct a person not to enter an emergency area or part thereof. (S.22 - State Emergency Service Act)</td>
</tr>
<tr>
<td>The Ambulance Service</td>
<td>Close a road for the protection of persons from injury or death, whether or not those persons are sick or injured. (S. 12 - Ambulance Service Act)</td>
</tr>
<tr>
<td>The Minister for Agriculture</td>
<td>Restriction of entry to and exit from a quarantined area and closure of roads which pass through a restricted area to vehicles and stock. (S. 12 &amp;15 - Stock Diseases Act)</td>
</tr>
<tr>
<td>Department of Primary Industry Inspectors</td>
<td>Declaration of entry and exit points during an exotic disease outbreak. (S. 13 - Exotic Diseases of Animals Act)</td>
</tr>
</tbody>
</table>
| A Roads Authority (as defined) | Close roads to protect the public from hazards on the public road. (S. 115 - Roads Act)  
**Note:** This power is rarely used in emergencies as the powers of Emergency Services Officers generally suffice. It relates only to those roads for which Council is deemed to be the “Roads Authority”. Roads Authority applies to RMS for consent to regulate traffic. (S. 116 – Roads Act)  
Roads Authority may temporarily regulate traffic including prohibiting vehicles to pass. (S. 122 – Roads Act)  
**NOTE:** This does not apply to Emergency Vehicles. Roads Authority may temporarily close ferries. (Clause 56 – Roads [General] Regulation) |
| Minister for Roads and Ports | Minister may direct Roads Authority to exercise traffic regulation powers. (S. 120 – Roads Act)  
Minister may regulate traffic in certain circumstances. (S. 121 – Roads Act) |

*Table 7— Authority to Close Roads*
6.15 LOGISTIC SUPPORT (SUPPLY OF GOODS AND SERVICES)
Agencies are responsible for providing their own logistic support, including re-supply and relief of their own personnel.
Agencies are responsible for advising the relevant Emergency Operations Controller of any specific requirements which cannot be met from their own resources.
Any request for supply of goods and/or services is to be made through the appropriate Agency or Functional Area which has responsibility for provision of those goods and/or services and the capability to fund the request.

6.16 DEFENCE ASSISTANCE TO THE CIVIL COMMUNITY
Australian Defence Force assistance may be sought to perform emergency tasks which are primarily the responsibility of State authorities or organisations, and for which the State lacks the necessary equipment or resources. Details of the emergency categories of Defence Assistance to the Civil Community and arrangements for obtaining such assistance are detailed in the State EMPLAN.

6.17 EXPENDITURE AND RECOVERY OF FUNDS
Agencies which are Government Departments or Authorities & Functional Area Coordinators meet the cost of providing goods and/or services, including Liaison Officers, during emergency response or recovery operations in the first instance from their normal operating budgets.
Should the expenditure be of such a magnitude as to prevent the providing Agencies or Functional Areas from continuing their normal operations for the remainder of the financial year, Treasury may provide supplementation, but Departments cannot be guaranteed that funding will be provided.
For private sector organisations or personnel, the cost of providing goods and/or services during emergency response or recovery operations is to be met by the requesting Agency or Functional Area.
Certain expenditure incurred during emergency response or recovery operations following natural disasters may be included under the Commonwealth / State funding arrangements.
In view of the above, all Liaison Officers in the EOC must be aware of their Agency or Functional Area financial delegations and procedures and fully document any authorisation, commitment and expenditure relating to the emergency operation.
In the event the EOC is activated in support of a Lead Agency then the Lead Agency will meet any reasonable costs directly related with the operating costs of the EOC i.e. catering and expendable items.

6.18 WORKERS COMPENSATION
When participating in emergency response or recovery operations under the direction of Agency Controllers or Functional Area Coordinators:
- the provisions of the Workers Compensation Act, 1987 (as amended) apply to employees of the Crown; and
- the provisions of the Workers Compensation (Rural Fire, Emergency and Rescue Services) Act, 1987 (as amended) apply to registered emergency volunteers or casual volunteers.
6.19 STAND DOWN AND AFTER ACTION REVIEW (AAR)/DEBRIEF

During Lead Agency managed operations; the relevant Lead Agency Controller is responsible for issuing the Stand Down and conducting an operational debrief of all involved agencies within 14 days of the Stand Down order. The controller is also to provide the REOCON with a report on the operation and debrief, for presentation to the REMC.

If an EOC has been activated to provide support to a Lead Agency, the REOCON will:

- Ensure an AAR/Debrief of EOC staff before closing the EOC;
- Request each agency involved in an operation conducts an operational AAR/Debrief with its own personnel within seven days (7) of the issue of the Stand Down in preparation for the combat agencies multi-agency debrief;
- Ensure a report is provided to the Lead Agency Controller of the matters that arose from the EOC AAR/Debrief.
- Receive a copy of the EOC AAR/Debrief report.

Following emergency operations controlled by the REOCON, the REOCON will:

- Debrief EOC staff before closing the EOC;
- Advise each agency involved in an operation to conduct an operational After Action Review/Debrief with its own personnel and report to the REOCON within seven days (7) of the issue of the Stand Down;
- Conduct a combined agencies debrief within fourteen (14) days of the issue of the Stand Down; and
- Report to the REMC on lessons learned from the operation and matters highlighted during the debrief.
- A copy of the report is to be forwarded to the SEOCON.
7. RECOVERY OPERATIONS

7.1 SCOPE

Emergency Recovery Operations in NSW will be conducted in accordance with the NSW Recovery Plan.

Initial recovery operations aim to satisfy personal and community needs, and to restore services to the level where the continuing process can be managed by local government and the normal responsible agencies (it includes both human services and physical restoration). Combat Agencies are required to contribute to initial recovery whilst response activities are being undertaken.

As soon as possible following the commencement of an emergency, the Local Emergency Management Committee (LEMC) will meet to discuss recovery implications including the need for a Recovery Committee. The LEMC will consider any impact assessment in determining the need for recovery arrangements. This is conveyed in the first instance to the SEOCON for confirmation with the SERCon.

Those involved in contributing to recovery operations should keep in mind that the whole purpose of such operations is to assist the affected community to manage its own recovery, while recognising that there will invariably be a requirement for external technical, physical and financial assistance.

7.2 PRINCIPLES

Disaster recovery is most effective when the following nationally recognised principles are applied:

- Disaster recovery is part of emergency management, which includes the broader components of prevention, preparedness and response. Planning for recovery is integral to emergency preparation and mitigation actions may often be initiated as part of recovery.
- Disaster recovery includes physical, environmental and economic elements, as well as psychosocial wellbeing. Recovery can provide an opportunity to improve these aspects beyond previous conditions, by enhancing social and natural environments, infrastructure and economies – contributing to a more resilient community.

Successful recovery relies on:

- understanding the context;
- recognising complexity;
- using community-led approaches;
- ensuring coordination of all activities;
- employing effective communication; and
- acknowledging and building capacity.

The relationship between the six principles is provided in Figure 1. Whilst all are equally part of ensuring effective recovery, the understanding of complexity and context are seen as foundation factors. The following paragraphs describe all six principles in more detail.
7.3 UNDERSTANDING THE CONTEXT
Successful recovery is based on an understanding of the community context. Recovery should:

- appreciate the risks faced by communities;
- acknowledge existing strengths and capacity, including past experiences;
- be culturally sensitive and free from discrimination;
- recognise and respect differences; and
- support those who may be more vulnerable; such as people with disabilities, the elderly, children and those directly affected.

7.4 RECOGNISING COMPLEXITY
Successful recovery acknowledges the complex and dynamic nature of emergencies and communities. Recovery should recognise that:

- information on impacts is limited at first and changes over time;
- affected individuals and communities have diverse needs, wants and expectations, which are immediate and evolve rapidly;
- quick action to address immediate needs is both crucial and expected;
- disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;
- conflicting knowledge, values and priorities among individuals, communities and organisations may create tensions;
- emergencies create stressful environments where grief or blame may also affect those involved;
- the achievement of recovery is often long and challenging and
- existing community knowledge and values may challenge the assumptions of those outside the community.

7.5 USING COMMUNITY-LED APPROACHES
Successful recovery is responsive and flexible, engaging communities and empowering them to move forward. Recovery should:

- centre on the community, to enable those affected by a disaster to actively participate in their own recovery;
- seek to address the needs of all affected communities;
- allow individuals, families and communities to manage their own recovery;
- consider the values, culture and priorities of all affected communities;
- use and develop community knowledge, leadership and resilience;
- recognise that communities may choose different paths to recovery;
- ensure that the specific and changing needs of affected communities are met with flexible and adaptable policies, plans, and services; and
- build strong partnerships between communities and those involved in the recovery process.

7.6 ENSURING COORDINATION OF ALL ACTIVITIES
Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs. Recovery should:

- be guided by those with experience and expertise, using skilled and trusted leadership;
• reflect well-developed planning and information gathering;
• Region EMOnstrate an understanding of the roles, responsibilities and authority of other organisations and coordinate across agencies to ensure minimal service disruption;
• be part of an emergency management approach that integrates with response and contributes to future prevention and preparedness;
• be inclusive, using relationships created before and after the emergency;
• have clearly articulated and shared goals based on desired outcomes;
• have clear decision-making and reporting structures;
• be flexible, take into account changes in community needs or stakeholder expectations;
• incorporate the planned introduction to and transition from recovery-specific actions and services; and
• focus on all dimensions; seeking to collaborate and reconcile different interests and time frames.

7.7 EMPLOYING EFFECTIVE COMMUNICATION
• Successful recovery is built on effective communication with affected communities and other stakeholders. Recovery should:
  • ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent;
  • recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time;
  • ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels;
  • establish mechanisms for coordinated and consistent communication with all organisations and individuals; and
  • repeat key recovery messages because information is more likely to reach community members when they are receptive.

7.8 ACKNOWLEDGING AND BUILDING CAPACITY
Successful recovery recognises, supports and builds on community, individual and organisational capacity. Recovery should:
• assess gaps between existing and required capability and capacity;
• support the development of self-reliance;
• quickly identify and mobilise community skills and resources;
• acknowledge that existing resources will be stretched, and that additional resources may be required;
• recognise that resources can be provided by a range of stakeholders;
• understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed;
• provide opportunities to share, transfer and develop knowledge, skills and training; understand when and how to disengage; and develop networks and partnerships
8. ANNEXES

A - OPERATIONAL CONTROL & COORDINATION ARRANGEMENTS
B - SOURCES OF RISK, CONTROL AND PUBLIC INFORMATION ARRANGEMENTS
C - ROLES AND RESPONSIBILITIES
D - EVACUATION ARRANGEMENTS
E - COMMONWEALTH SUPPORT
F - RECOVERY ISSUES AND RESPONSE AGENCIES
G - RECOVERY PROCESS FLOW CHART
H - DEFINITIONS
I - ACRONYMS & ABBREVIATIONS
### A - OPERATIONAL CONTROL AND COORDINATION RELATIONSHIPS

<table>
<thead>
<tr>
<th>TYPE OF OPERATION</th>
<th>CONTROL</th>
<th>SUPPORT</th>
<th>INFORMATION / LIAISON</th>
</tr>
</thead>
</table>
| Combat Agency Managed                          | i  Combat Agency controls operation and may request other agencies or EOCON to coordinate support.  
   ii  Supporting agencies command own elements and carry out support tasks as directed by Combat Agency, other agency or EOCON. | Support tasks which can be foreseen are agreed and reflected in sub plans or supporting plans where applicable.  
Unforeseen support can be coordinated by the EOCON or the Combat Agency can deal direct with supporting agencies. In the latter case the EOCON must be kept informed. | It is the responsibility of the Combat Agency to ensure that the EOCON, supporting Emergency Service organisations and Functional Area Coordinators are kept informed of the situation.  
Incident Controller determines, in consultation with the relevant EOCON, the appropriate liaison arrangements.  
Supporting agencies carrying out tasks under the coordination of an EOCON provide liaison to the EOC as required. |
| Operations Controlled by Emergency Operations Controller | Emergency Operations Controller controls operations and coordinates resources.  
*Also point ii) above* | Arrangements are reflected in EMPLAN. |
| Intelligence gathering and monitoring          | EOCON controls operations and coordinates the gathering of intelligence for determination of Control level or agency.  
*Also point ii) under Combat Agency Managed* | All agencies identified in EMPLAN contribute to the gathering of intelligence to assist determination of planning requirements based on either:  
i  support of one or more combat agencies, or;  
ii  to establish the relevant EOCON as the control level. | Agencies provide liaison to the EOC and transparent transfer of all available information in relation to the hazard and its impact. |
| Multiple Combat agencies and/or functional/supporting areas | EOCON monitors to assist in determining if most effective level of control is established.  
The relevant EOCON provides coordination of support to all Combat Agencies.  
*Also point ii) under Combat Agency Managed* | Support tasks which can be foreseen are agreed and reflected in sub plans or supporting plans where applicable.  
Unforeseen support can be coordinated by the EOCON or the Combat Agency can deal direct with supporting agencies. In the latter case the EOCON must be kept informed. | It is the responsibility of the combat agencies to ensure that the relevant EOCON’s, supporting ESOs and Functional Area Coordinators are kept informed of the situation.  
The relevant EOCON, in consultation with the Lead Agency Incident Controllers, determines the appropriate liaison arrangements.  
An EOC may be utilised to ensure a coordinated liaison and support approach |
## B - SOURCES OF RISK, CONTROL AND PUBLIC INFORMATION ARRANGEMENTS

<table>
<thead>
<tr>
<th>SOURCE OF RISK</th>
<th>RISK RATING</th>
<th>LEAD AGENCY</th>
<th>PUBLIC EDUCATION</th>
<th>WARNING RESPONSIBILITIES &amp; ARRANGEMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal and Plant Pests and Disease</td>
<td>High</td>
<td>Dept of Primary Industries</td>
<td>NSW Dept of Primary Industry - concerning the implications of animal and plant disease and appropriate strategies for its prevention and detection.</td>
<td>Warnings to the community and relevant agencies specific to exotic disease outbreaks &amp; controlled / restricted areas.</td>
</tr>
<tr>
<td>Aviation Emergency</td>
<td>High</td>
<td>Emergency Operations Controller</td>
<td></td>
<td>General &amp; Specific Warnings to communities, relevant agencies &amp; Functional Areas.</td>
</tr>
<tr>
<td>Bush/Grass Fire - within a Fire Region</td>
<td>High</td>
<td>Fire &amp; Rescue NSW</td>
<td>NSW Rural Fire Service coordinates public education programs relating to the bush and grass fire threat throughout the Region.</td>
<td>Bureau of Meteorology - General fire weather advice to the community.</td>
</tr>
<tr>
<td>Bush/Grass Fire - within a Rural Fire Region</td>
<td>Extreme</td>
<td>Rural Fire Service</td>
<td>NSW Rural Fire Service coordinates public education programs relating to the bush and grass fire threat throughout the Region.</td>
<td>Bureau of Meteorology - General fire weather advice to the community. RFS - Specific Warnings &amp; Total Fire Ban advices to the Community and relevant agencies.</td>
</tr>
<tr>
<td>Coastal Erosion/Storm Surge</td>
<td>Extreme</td>
<td>State Emergency Service</td>
<td></td>
<td>Bureau of Meteorology - General weather advice to the community and specific warnings and predictions to SES. SES - Evacuation Warnings and Evacuation Orders to flood affected communities and relevant agencies.</td>
</tr>
<tr>
<td>Dam Emergency</td>
<td>High</td>
<td>State Emergency Service</td>
<td></td>
<td>Evacuation Warnings and Evacuation Orders to affected communities downstream of dam and relevant agencies.</td>
</tr>
<tr>
<td>Earthquake</td>
<td>Moderate</td>
<td>Emergency Operations Controller</td>
<td></td>
<td>General &amp; Evacuation Warnings to communities, relevant agencies &amp; Functional Areas.</td>
</tr>
<tr>
<td>Flooding - Riverine</td>
<td>Extreme</td>
<td>State Emergency Service</td>
<td>NSW State Emergency Service is responsible for ensuring, as detailed in SES Region and Local Flood Plans, that the residents of the Illawarra South Coast Region are aware of the flood threat and how to protect themselves against it.</td>
<td>Bureau of Meteorology - General weather advice to the community and specific flood warnings and predictions to SES. SES - Flood Bulletins, Evacuation Warnings and Evacuation Orders to flood affected communities and relevant agencies.</td>
</tr>
<tr>
<td>Flood - Flash</td>
<td>Extreme</td>
<td>State Emergency Service</td>
<td>NSW State Emergency Service is responsible for ensuring, as detailed in SES Region and Local Flood Plans, that the residents of the Illawarra South Coast Region are aware of the flood threat and how to protect themselves against it.</td>
<td>Bureau of Meteorology - General weather advice to the community and specific flood warnings and predictions to SES. SES - Flood Bulletins, Evacuation Warnings and Evacuation Orders to flood affected communities and relevant agencies.</td>
</tr>
<tr>
<td>Hazardous Materials and/or Chemical Biological Radiological (CBR) Emergency</td>
<td>Moderate</td>
<td>Fire &amp; Rescue NSW – land and/or inland waterways NSW Police Force – CBR/IED</td>
<td>WorkCover issues information in relation to handling and safety. Dept of Environment and Conservation (EPA) conducts Hazmat Incident and Emergency training seminars Environment Protection Authority and Fire &amp; Rescue NSW maintain a Memorandum of Understanding in respect to Hazardous Material Incidents. Fire &amp; Rescue NSW issues information relating to hazardous materials identification, handling, spillage, containment and render safe strategies. Greater Southern Area Health Service Public Health Unit provides advice and warnings in the event of persons being affected by hazardous materials.</td>
<td>Emergency Operations Controller, Police and/or Site Controller acting on the advice of Fire &amp; Rescue NSW Hazmat Controller - Evacuation warnings, public safety directions and warnings relating to spillages. Public Health Unit - Provide health warnings in the event of persons being affected by hazardous materials.</td>
</tr>
<tr>
<td>Heatwave</td>
<td>Extreme</td>
<td>SEOCON</td>
<td></td>
<td>Bureau of Meteorology - Heatwave warnings to the community and specific predictions and forecasts to SEOC and relevant agencies. SEOCON - General Warnings to communities, relevant agencies, education services &amp; Functional Areas.</td>
</tr>
<tr>
<td>Landslip</td>
<td>High</td>
<td>Emergency Operations Controller</td>
<td></td>
<td>General &amp; Evacuation Warnings to communities, relevant agencies &amp; Functional Areas.</td>
</tr>
<tr>
<td>Major Structure Collapse</td>
<td>High</td>
<td>Fire &amp; Rescue NSW</td>
<td></td>
<td>General &amp; Evacuation Warnings to communities, relevant agencies &amp; Functional Areas.</td>
</tr>
<tr>
<td>SOURCE OF RISK</td>
<td>RISK RATING</td>
<td>LEAD AGENCY</td>
<td>PUBLIC EDUCATION</td>
<td>WARNING RESPONSIBILITIES &amp; ARRANGEMENTS</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-------------</td>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Major Transportation Incident (Marine)</td>
<td>Moderate</td>
<td>NSW Maritime</td>
<td></td>
<td>Roads &amp; Maritime Services - General advisories to the public regarding affected transport routes and alternate routes.</td>
</tr>
<tr>
<td>Major Transportation Incident (Road)</td>
<td>High</td>
<td>NSW Police Force</td>
<td></td>
<td>Roads &amp; Maritime Services - General advisories to the public regarding affected transport routes and alternate routes.</td>
</tr>
<tr>
<td>Major Transportation Incident (Rail)</td>
<td>Moderate</td>
<td>Emergency Operations Controller</td>
<td></td>
<td>Rail infrastructure owner - General advisories to the public regarding affected transport routes and alternate arrangements.</td>
</tr>
<tr>
<td>Major Urban Fire (industrial or commercial)</td>
<td>Moderate</td>
<td>Fire &amp; Rescue NSW</td>
<td></td>
<td>General &amp; Evacuation Warnings to the public and relevant agencies.</td>
</tr>
<tr>
<td>Marine Chemical/Oil Spill</td>
<td>Extreme</td>
<td>NSW Maritime</td>
<td></td>
<td>Public Health Unit - Provide health warnings in the event of persons being affected by hazardous materials exposure and/or plumes.</td>
</tr>
<tr>
<td>Public Health emergency including pandemic</td>
<td>Extreme</td>
<td>NSW Health</td>
<td></td>
<td>NSW Health - General advisories to the public.</td>
</tr>
<tr>
<td>Severe Storm and/or Strong Winds and/or Snow Storm</td>
<td>High</td>
<td>State Emergency Service of NSW</td>
<td><strong>NSW State Emergency Service</strong> - for ensuring that residents are aware of the likely effects of storm impact and how to protect themselves against it.</td>
<td>Bureau of Meteorology - Severe storm advices and warnings to the wider community, which include SES public safety messages. SES - General advice and warnings to relevant EOCON’s, relevant agencies &amp; Functional Areas as well as to the public. General advice to relevant EOCON’s, relevant agencies &amp; Functional Areas as well as to the public.</td>
</tr>
<tr>
<td>Significant Infrastructure Failure / Damage</td>
<td>Extreme</td>
<td>Network Service Provider (NSP)</td>
<td>Asset owner or relevant service provider - for ensuring that residents are aware of the likely effects of infrastructure failure and safety measures required.</td>
<td>Bureau of Meteorology – Tsunami advices and warnings to the wider community, which include SES public safety messages SES - General and Evacuation Warnings to communities, relevant Emergency Operations Controller’s, relevant agencies &amp; Functional Areas.</td>
</tr>
<tr>
<td>Tsunami</td>
<td>Moderate</td>
<td>State Emergency Service of NSW</td>
<td><strong>NSW State Emergency Service</strong> - for ensuring that residents are aware of the likely effects of tsunami impact and actions required in the event of a warning being issued.</td>
<td>Bureau of Meteorology – Tsunami advices and warnings to the wider community, which include SES public safety messages SES - General and Evacuation Warnings to communities, relevant Emergency Operations Controller’s, relevant agencies &amp; Functional Areas.</td>
</tr>
</tbody>
</table>
C - ROLES AND RESPONSIBILITIES

REGION EMERGENCY OPERATIONS CONTROLLER (REOCON)

Control Level                        Region
Substantive Position                  Region Commander, NSW Police Force

PRIMARY ROLES

1. Undertake the responsibilities of the Chairperson of the Illawarra South Coast Region Emergency Management and Region Rescue Committees.
2. Control operations when:
   a. There is no designated Lead Agency identified for the relevant emergency;
   b. Requested or directed to do so, or;
   c. The REOCON assumes responsibility from the Lead Agency because the situation can no longer be contained and a change of control is likely to improve matters. (*This will not be undertaken in isolation and must be through a consultative process with the Lead Agency IC*)
   d. The emergency occurs across more than one local government area and the transfer of control from Local Emergency Operations Controllers is likely to improve matters.
3. Monitor incidents and emergencies and prepare to provide support, assistance or carry out specified functions for the purposes of the relevant Lead Agency to control the response.
4. Issue directions to agencies that have functions in connection with responses to an emergency.
5. Ensure that effective, timely and consistent liaison is maintained through the requirement for support or control.
6. Ensure operational information and situational awareness is provided to the SEOCON and all involved agencies through the dissemination of Situation Reports.
7. Determine activation of an Emergency Operations Centre at a suitable location and level of operation to manage support to or control an emergency.
8. Assist and support agencies undertaking their responsibilities as specified in relevant legislation, plans, and other governance in relation to their areas of responsibility and authority.

**NOTE:** The REOCON is not responsible for controlling the response to an emergency if there is a single Lead Agency primarily responsible for controlling the response to the emergency or the State Emergency Operations Controller has assumed responsibility.

OTHER ROLES

9. Ensure recovery operations are initiated during the earliest stages of response operations by formulation of an Impact Assessment.
10. Oversight the identification and maintenance of EOCs through operational capability audits. (*The REMC and LEMC may be requested to assist the REOCON in undertaking this function.*)
11. Appoint Local Emergency Operations Controllers and Deputies in accordance with the SERM Act and NSW EOCN Policy
LOCAL EMERGENCY OPERATIONS CONTROLLER (LEOCON)

Control Level  Local
Substantive Position  Senior Police Officer, NSW Police Force

PRIMARY ROLES
1. Chair the Local Rescue Committee.
2. Control operations ONLY within the emergency management area of their responsibility when:
   a. There is no designated Lead Agency identified for the relevant emergency;
   b. Requested or directed to do so, or;
   c. The LEOCON assumes responsibility from the Lead Agency because the situation can no longer be contained and a change of control is likely to improve matters. *(This will not be undertaken in isolation and must be through a consultative process with the REOCON and Lead Agency IC)*
3. Monitor incidents and emergencies and prepare to provide support, assistance or carry out specified functions for the purposes of the relevant Lead Agency to control the response.
4. Issue directions to agencies that have functions in connection with responses to an emergency.
5. Ensure that effective, timely and consistent liaison is maintained through the requirement for support or control.
6. Ensure operational information and situational awareness is provided to the REOCON and all involved agencies through the dissemination of Situation Reports.
7. Determine activation of an Emergency Operations Centre at a suitable location and level of operation to manage support to or control an emergency.
8. Assist and support agencies undertaking their responsibilities as specified in relevant legislation, plans, and other governance in relation to their areas of responsibility and authority.

**NOTE:** The LEOCON is *not responsible* for controlling the response to an emergency if there is a single Lead Agency primarily responsible for controlling the response to the emergency or the Region or State Emergency Operations Controller has assumed responsibility.

OTHER ROLES
9. Undertake the initiation of recovery operations during the earliest stages of response operations by formulation of an Impact Assessment or as directed by the REOCON.
10. Identification and maintain an EOC in accordance with the NSW EOC Policy.
12. Facilitate appropriate training for staff that would be utilised in the operation of an EOC.
AGRICULTURE AND ANIMAL SERVICES

Coordinating Level: Region / State
Region Coordinator: Regional Director, NSW Dept of Primary Industries
Title: Agriculture & Animal Functional Area Coordinator

PRIMARY ROLES
1. The **Lead Agency** for animal, pest and plant disease emergency operations. This includes implementing procedures in conjunction with National and State authorities for the eradication or control of biosecurity incursions, such as animal and plant diseases, including:
   - detection, diagnosis, risk assessment and surveillance of the disease;
   - destruction and disposal of infected animals, plants and products;
   - disinfection of contaminated areas, buildings and vehicles;
   - programs for vector control, e.g. insect, feral and domestic animal control;
   - quarantine controls for the movement of persons, animals, and plants, and
   - provision of adequate trained staff to ensure quarantine requirements are observed.

OTHER ROLES
2. Provide immediate animal care services and continuing rehabilitation assistance to primary producers, including:
   - assessment of injured stock
   - disposal of carcasses
   - assessment of rural property losses and damage to buildings, fences, crops, equipment and fodder
   - Coordination of the supply and distribution of emergency fodder supplies and other materials;
   - administration of financial assistance to victims as required
   - assistance to primary producers suffering emergency induced traumas, in conjunction with the Dept of Community Services and
   - with the support of Participating and Supporting Organisations, manage the care of companion animals.
3. Provide animal care services for wildlife, domestic animals and companion pets of victims evacuated from an area affected by an emergency.
4. Planning for response and recovery operations for agricultural emergencies, and advising on animal care, veterinary public health, and plant disease control measures.
5. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

AMBULANCE SERVICE

Command Level: Zone/Division
Commander: Zone Manager

PRIMARY ROLES
1. Provide pre hospital care and transport for the sick and injured.
2. Coordinate transport for designated health teams and their equipment to the sites of incidents or emergency receiving hospitals or emergency medical facilities when so requested.
3. Provide coordinated communications for all health systems involved in emergency responses.
4. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.
COMMUNICATION SERVICES FUNCTIONAL AREA

Cooperation Level: State
Title: State Communications Services Functional Area Coordinator

PRIMARY ROLES
1. Plan, establish and maintain reliable communications for the control and coordination of emergency response and initial recovery operations.
2. Maintain resource registers detailing available communications resources, available to the Region and Region level.
3. Maintain communications between Region and Region Emergency Operations Centres and Region and State Emergency Operations Centre, during emergency operations.
4. Arrange for alternate communications links in case of an overload or need for greater capacity.
5. Arrange for alternate means of communication in case of failure of established systems.
7. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

ENGINEERING SERVICES

Coordination Level: Region / State
Region Coordinator: Senior Project Engineer, NSW Public Works
Title: Engineering Services Functional Area Coordinator (ESFAC)

PRIMARY ROLES
1. Coordinate all engineering resources associated with emergency response and initial recovery operations. This may include resources to deal with clearance and re-establishment of roads and bridges, structural assessment, Region EMOlition and shoring up of buildings, removal of debris, construction of levees to control flooding, maintenance of essential services to facilities, re-establishment of water and sewerage services, resources for containment of hazardous materials and other related matters.
2. Provide support to Agencies and Functional Areas within the scope of its capability.
3. Provide technical engineering and advisory services.
4. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

ENVIRONMENTAL SERVICES

Command Level: Region / State
Region Coordinator: Regional Manager/Unit Head, Environment Protection Authority
Title: Region Environmental Services Functional Area Coordinator

PRIMARY ROLES
1. Protect the environment during emergency response and initial recovery operations.
2. Coordinate scientific support for the on scene Controller during operations to combat the pollution of the sea and inland waters within New South Wales.
3. Advise and coordinate scientific support to the Fire & Rescue NSW during land based hazardous materials incidents and emergency response operations.
4. Advise the Lead Agency, and other Functional Areas or Organisations involved in the emergency, on environmentally sound and legal practices for the disposal of wastes or contaminated materials resulting from an emergency.
5. Once the material has been rendered safe, direct and coordinate cleanup of hazardous materials
which pose a threat to the environment.
6. Conduct post response operations investigations following major incidents or emergencies involving hazardous materials.
7. Maintain the Environmental Services Functional Area Supporting Plan
8. Maintain the Memorandum of Understanding with Fire and Rescue NSW.
9. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

FIRE & RESCUE NSW
Command Levels: Station / Region / Area
Commander: Station Officer / Duty Commander / Zone Commander / Area Commander

PRIMARY ROLES
1. In relation to Fire Regions, prescribed in the NSW Fire Brigades Act, 1989 (as amended), Fire & Rescue NSW is the designated LEAD AGENCY for taking all practicable measures for preventing and extinguishing fires and protecting and saving life and property in case of fire in any fire Region
2. The LEAD AGENCY for land based hazardous materials incidents and emergencies within New South Wales, specifically for taking all practicable measures for:
   • protecting and saving life and property endangered by hazardous material incidents; and
   • for confining or ending such an incident; and
   • for rendering the site of such an incident safe.

OTHER ROLES
1. Provide fire control services by:
   • dealing with outbreaks of fire and the rescue of persons in fire endangered areas
   • taking such measures as may be practicable to prevent the outbreak of fires; and
   • on land, dealing with the escape of hazardous materials or a situation which involves the imminent danger of such an escape
2. As determined by the State Rescue Board, provide accredited "rescue units"
3. Assist in any other response or initial recovery operations for which Fire & Rescue NSW' training and equipment is suitable, for example, the provision of emergency water supplies and pumping equipment.
4. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

FORESTS NSW
PRIMARY ROLES
1. Fire fighting in and adjacent to State Forests
2. Aerial reconnaissance/detection
3. Assist Rural Fire Service

OTHER ROLES
4. Assist Police in land search operations
5. Assist in any other response or initial recovery operations for which Forests NSW' training and equipment is suitable, for example, assistance with emergency communications.
6. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.
HEALTH SERVICES

Coordination Level Region / State
Region Coordinator Medical Controller, Greater Southern Area Health
Title Region Health Services Functional Area Coordinator

PRIMARY ROLES

1. Coordinate and control the mobilisation of all health responses to emergencies. This includes medical, public and mental health services including:
   • the mobilisation of health resources to the emergency site or sites and the initiation of prioritised patient management;
   • the provision of coordinated hospital and medical response to emergencies;
   • the provision of mental health services to victims, emergency workers, and the communities affected by emergencies;
   • the provision of public health services to prevent, prepare for, respond to and recover from, emergencies.

2. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

LOCAL COUNCILS

Councils: Wollongong, Shellharbour, Kiama, Shoalhaven, Eurobodalla, Bega Valley

PRIMARY ROLES

1. Provide a LEMO to support the LEOCON and EOC operational environment;
2. At the request of the relevant Lead Agency, Emergency Service Controller or Emergency Operations Controller:
   • provide personnel, plant, equipment, services and material resources as available and required during emergency response and recovery operations;
   • provide expertise and support, as requested, to the emergency services, combat agencies and functional areas identified in this plan; and
   • assume a lead role in Local recovery operations.

3. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller who is not performing the function of LEMO.

MINES RESCUE SERVICE

Coordinator Manager Southern Mines Rescue Service

PRIMARY ROLES

1. As prescribed in the Mines Rescue Act, 1994:
   • Provide a rescue service capable of responding to, and dealing with, emergencies arising at underground coal mines in New South Wales; and
   • Enable that rescue service to be used in connection with emergencies at other mines.

2. At the discretion of the Mines Rescue Board, provide to other employees in New South Wales:
   • Rescue services, facilities, equipment and training in connection with mine safety and emergency procedures; and
   • Occupational health and safety services and technical and advisory services.

3. Assist in any other response or recovery operations for which the Mines Rescue Service’s training and equipment is suitable.

4. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.
NATIONAL PARKS & WILDLIFE SERVICE

PRIMARY ROLES
1. As prescribed in the National Parks and Wildlife Act 1974 provide
2. Provide assistance to Agriculture and Animal Services Functional Area Coordinator in respect to assessing and investigating unusual fauna disease events and for facilitating coordination and contact between relevant agencies in the event that a disease outbreak does occur.
3. Fire fighting in and adjacent to National Parks
4. Aerial reconnaissance/detection
5. Assist Rural Fire Service

OTHER ROLES
6. Assist Police in land search operations in National Parks
7. Assist in any other response or initial recovery operations for which NPWS training and equipment is suitable, for example, assistance with emergency communications.
8. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

POLICE FORCE
Command Level Local Area Command / Region
Commander Local Area Commanders
(Wollongong, Lake Illawarra, Shoalhaven, Far South Coast)

PRIMARY ROLES
1. The LEAD AGENCY for:
   • law enforcement, including counter terrorist measures
   • searches and rescue incidents and emergencies.

OTHER ROLES
2. As necessary and under the guidance of the relevant Lead Agency, manage the evacuation of victims from the area affected by an emergency.
3. Maintain law and order, protect life and property, and provide assistance and support to a Lead Agency, Functional Areas, and other organisations as required. This may include:
   • reconnaissance of the area affected by an emergency;
   • crowd control and traffic control;
   • access and egress route security and control;
   • identifying the dead and injured and notifying next of kin;
   • establishing temporary mortuaries;
   • maintaining the security of property;
   • statutory investigative requirements; and
   • operation of a public enquiry centre capable of providing general information on incidents and emergencies to members of the public.
4. Manage Disaster Victim Registration, and a disaster victim enquiry system capable of:
   • Providing a Disaster Victim Registration system for victims of emergencies;
   • Managing a disaster victim enquiry centre capable of providing relatives and close friends with basic details on the location and safety of victims of emergencies occurring within New South Wales; and
   • Managing a similar disaster victim enquiry service when the National Registration and Inquiry System (NRIS) is activated in relation to emergencies in other States and Territories.
5. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

NOTES
The senior member of the NSW Police present at the scene of a rescue operation is responsible for coordinating and determining the priorities of action of the persons engaged in the rescue operation. This applies whether those persons are members of a permanent or volunteer agency except when control is vested by law in another agency (such as when the person or property is endangered by an actual fire at which a member of the Fire Brigade is in charge of the fire ground, or when the operation results from an emergency which is subject to the control of another person or Lead Agency). This applies despite anything to the contrary in any other Act.

Some members of the NSW Police are appointed under the provisions of the State Emergency and Rescue Management Act, 1989 (as amended), as Emergency Operations Controllers. Roles and responsibilities of Emergency Operations Controllers are detailed earlier in this plan.

PUBLIC INFORMATION SERVICES

<table>
<thead>
<tr>
<th>Coordination Level</th>
<th>Region / State</th>
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</thead>
<tbody>
<tr>
<td>Region Coordinator</td>
<td>Media Liaison Officer</td>
</tr>
<tr>
<td></td>
<td>NSW Police Service</td>
</tr>
<tr>
<td>Title</td>
<td>Region Public Information Services Functional Area Coordinator</td>
</tr>
</tbody>
</table>

PRIMARY ROLES
1. Assist the effective conduct of emergency response and initial recovery operations by coordinating the release of official and current information to the media and the public about the emergency, including measures being undertaken or planned. This may require:
2. Establishing a Joint Media Information Centre, arranging media conferences on behalf of the REOCON and when appropriate, arranging access by journalists to the area affected by the emergency;
3. Preparing media releases on behalf of the REOCON.
4. Preparing, for approval and issuing by the REOCON, official warnings and messages for broadcast to the public by the regional electronic media.
5. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

RURAL FIRE SERVICE

<table>
<thead>
<tr>
<th>Command Levels</th>
<th>Zone / Region / State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commander</td>
<td>Zone Managers / Region Manager</td>
</tr>
</tbody>
</table>

PRIMARY ROLES
1. The LEAD AGENCY for fire incidents and emergencies in relation to Rural Fire Regions, as prescribed in the Rural Fires Act.
2. Dealing with the rescue of persons in bush fire endangered areas.

OTHER ROLES
3. Assist in any other response or recovery operations for which the Rural Fire Services' training and equipment is suitable.
4. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.
SITE CONTROLLER

Until a Site Controller is appointed the Senior Police Officer at the scene, (acting as Police Commander), will ensure that the functions of a Site Controller are carried out.

PRIMARY ROLES
1. Establish a Site Control Point and establish a site control structure
2. Control the overall situation and coordinate activities and resources of all agencies at the site on behalf of the REOCON or LEOCON.
3. Notify all relevant agencies of its location, request Liaison Officers from agencies at the site as necessary.
4. Determine the overall operational strategies and priority of actions of the individuals/agencies at the site.
5. Arrange through the REOCON additional support resources as required.
6. Provide Situation Reports (SITREPS) and ensure appropriate information flow occurs.
7. Determine and plan resource needs

STATE EMERGENCY SERVICE

Command Levels Local / Region / State
Commander Local Controller / Region Controller

PRIMARY ROLES
1. The LEAD AGENCY for dealing with floods (including the establishment of flood warning systems) and to coordinate the rescue, evacuation and welfare of affected communities as prescribed in the State Emergency Service Act and NSW State Flood Sub Plan.
2. Flood Rescue capabilities for Levels 1, 2 (Boats and crews) and Level 3 (Technicians) exist within Illawarra South Coast Region.
3. The LEAD AGENCY for damage control for storms and to coordinate the evacuation and welfare of affected communities, as prescribed in the State Emergency Service Act 1989 NSW State Storm Sub Plan.
4. The LEAD AGENCY for dealing with tsunamis and to coordinate the evacuation and welfare of affected communities, as prescribed in the State Emergency Service Act 1989 and NSW Tsunami Emergency Sub Plan.

OTHER ROLES
5. On request, assist in any other response or recovery operations for which the SES training, equipment and personnel are suitable.
6. Provide accredited "rescue units" as determined by the State Rescue Board.
7. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.
TRANSPORT SERVICES
Coordination Level: Region / State
Region Coordinator
Title: Region Transport Functional Area Coordinator

PRIMARY ROLES
1. Coordinate the provision of transport support as required by other Agencies and Functional Areas, whilst maintaining as far as practicable, the normal operations and activities of public and commercial transport services. Tasks for providing transport to other Services or areas might include:
   - movement of emergency equipment, personnel, supplies and goods;
   - evacuation of people; and
2. Maintain and operate a road condition/closure advisory service to Agencies, other Functional Areas and members of the public.
3. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

VOLUNTEER RESCUE ASSOCIATION
Command Levels: Squad / Region / State
Commander: Region Coordinator

PRIMARY ROLES
1. Assist with any response or recovery operation for which the VRA training, equipment and personnel are suitable.

OTHER ROLES
2. Provide accredited "rescue units" as determined by the State Rescue Board.
3. Provide a liaison officer to an EOC when requested by an EOCON or an Operations Centre when requested by an Incident Controller.

WELFARE SERVICES FUNCTIONAL AREA
Coordination Levels: State (Ministry for Police & Emergency Services)
Region Coordinator: Area Regional Business Manager, Department of Family and Community Services
Title: Region Welfare Services Functional Area Coordinator (WelFAC)

PRIMARY ROLES
1. Establishing and resourcing Evacuation Centres to manage the provision of immediate needs of disaster affected people
2. Provide welfare services in accordance with the arrangements set out in the State Welfare Services Functional Area Supporting Plan. Key welfare services include:
   a. Immediate financial assistance – The provision of immediate financial assistance to disaster affected people who are without or who cannot access the financial resources to assist themselves to meet their immediate needs of food, clothing and shelter. Immediate financial assistance is provided when in kind services are not available or appropriate. (Department of Family and Community Services)
   b. Emergency accommodation - The provision of emergency accommodation (through commercial accommodation providers) services to disaster affected people and to disaster welfare services agency workers. (Adventist Development and Relief Agency (ADRA))
c. **Catering** - The provision of emergency refreshments, meals and food hampers to disaster affected people. (The Salvation Army)
d. **Clothing and personal requisites** - The provision of clothing, blankets and personal items to disaster affected people. (St. Vincent de Paul Society)
e. **Personal support** - The provision of personal support to disaster affected people. (The Australian Red Cross (NSW))
f. **Disaster relief grants** – The provision of financial assistance to eligible disaster affected people as a contribution towards essential household items and structural repairs. Eligibility criteria include low income and assets, no insurance, and the affected property being the applicant’s primary place of residence. (Ministry for Police and Emergency Services)

3. Provide a liaison officer to an EOC when requested by an Emergency Operations Controller or an Operations Centre when requested by an Incident Controller.

**WESTPAC LIFE SAVER RESCUE HELICOPTERS**

<table>
<thead>
<tr>
<th>Coordination Levels</th>
<th>Region/State</th>
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</thead>
<tbody>
<tr>
<td>Region Coordinator</td>
<td>Strategic Development Manager</td>
</tr>
</tbody>
</table>

**PRIMARY ROLES**

1. Provide aviation support to Search and Rescue Services in support of the Lead Agency
2. Provide aviation support in the evacuation of victims from an area affected by an emergency
3. Provide aviation support for the immediate transport of isolated and trapped patients to an ambulance service (where applicable)

**OTHER ROLES**

4. Provide liaison officer to the Lead Agency OC or the Emergency OC as requested by the Incident Controller or Emergency Operations Controller
5. Assist in the coordination of Rescues with aviation support
6. Provide aviation support in the movement of emergency equipment, personnel, supplies and goods in critical situations
D - EVACUATION ARRANGEMENTS

The evacuation of people and/or domestic animals, from an area of danger or potential danger, is a possible response strategy to combat the impact of any hazard.

The requirement to evacuate or stay should ideally be identified during the planning process and key triggers within the decision making process should be included in agencies’ sub plans or standing operating procedures as necessary.

AUTHORITY TO EVACUATE

The following table indicates those individuals and organisations that have authority to order an evacuation of people and/or domestic animals, and under what circumstances.

<table>
<thead>
<tr>
<th>INDIVIDUAL / ORGANISATION</th>
<th>CIRCUMSTANCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Minister, or an “emergency services officer” (as defined) when authorised by the Minister.</td>
<td>During a declared State of Emergency, direct a person to leave premises and move out of an emergency area or part thereof, taking any persons in their care with them, and/or not to enter an emergency area or part thereof. (S.37 - SERM Act)</td>
</tr>
<tr>
<td>A senior Police officer (of or above the rank of Sergeant)</td>
<td>If satisfied that there are reasonable grounds for doing so for the purpose of protecting persons from injury or death threatened by an actual or imminent emergency. (S.60L - SERM Act)</td>
</tr>
<tr>
<td>A Police officer</td>
<td>The Police Service Act empowers police officers to evacuate persons considered at risk. This authority to evacuate is more widely used on a day-to-day basis than that granted under the State Emergency and Rescue Management Act.</td>
</tr>
<tr>
<td>A Police officer</td>
<td>In support of the authority of a member of the Fire Brigade acting under the Commissioner’s orders and to assist him or her where the persons are or property is endangered by fire or a hazardous materials incident. (S.25 - Fire Brigades Act)</td>
</tr>
<tr>
<td></td>
<td>In support of the authority of and in compliance with directions given by the RFS Commissioner, other RFS Officers or Incident Controller in connection with the prevention, control and suppression of any rural fire. (S.44 and 41 - Rural Fires Act)</td>
</tr>
<tr>
<td>The Fire Brigade officer in charge at a fire or hazardous materials incident</td>
<td>As an authorised officer, power to control persons and vehicles in the forest estate and direct persons and vehicles to leave an area if the activities being undertaken or conditions constitute a danger or potential danger to the safety of persons or property. (S. 15 - Forestry Act)</td>
</tr>
<tr>
<td>The Commissioner, State Emergency Service, or an “Emergency Officer” (as defined) when authorised by the Commissioner.</td>
<td>Take such measures as the officer thinks fit to protect life and property and to remove any person, vehicle, vessel or thing which might interfere with the work of the Fire Brigades. (S. 13; 19 - Fire Brigades Act)</td>
</tr>
<tr>
<td>Rural Fire Service</td>
<td>Direct a person to leave premises and move out of an emergency area or part thereof, taking any persons in their care with them, and/or not to enter an emergency area or part thereof. (S.22 - State Emergency Service Act)</td>
</tr>
<tr>
<td></td>
<td>The officer in charge of a Rural Fire Brigade or group of Rural Fire Brigades may cause any street or public place in the vicinity of a fire, incident or other emergency to be closed to traffic.</td>
</tr>
</tbody>
</table>
Those agencies with the authority to order an evacuation are to ensure that the affected community is informed, through a public education program, of the proposed evacuation strategies outside of an emergency situation.

**DECISION TO EVACUATE**

Evacuation of persons and/or domestic animals from an area of danger or potential danger is a possible strategy to combat the impact of any hazard. Assessment of the imminent danger to the community, and the need to evacuate, must be assessed utilising a risk management approach prior to making the decision.

The decision to evacuate persons and/or domestic animals will not be taken lightly. During evacuations, there are multiple tasks that need to be done by many agencies and is considered a significant occurrence and therefore is defined as an emergency situation. This necessitates a controlled and coordinated approach to ensure that all of the evacuee’s needs are met when removing them from potential or actual danger. In some circumstances, it may be more appropriate for people to remain in their homes and take other measures to ensure their safety.

The Incident Controller of the Lead Agency will determine the need for evacuation. If evacuation is the preferred option, the Incident Controller is to consult with the EOCON and all relevant Agencies and Functional Area Coordinators at the earliest possible time so as to ensure the evacuation is planned and coordinated. Short time-frame evacuations are only to be considered where the danger to human life is imminent.

In some circumstances a ‘senior police officer’ may evacuate persons or animals in imminent danger, as per their authorities under the SERM Act, without the prior approval of the Lead Agency incident Controller.

The Lead Agency is to control a coordinated approach to evacuation management and when the decision to evacuate is made ensures that:

- The LEOCON and REOCON are informed, and;
- Safe and suitable Evacuation Assembly Area/s and/or Evacuation Centre/s are identified

**EVACUATION WARNINGS**

Evacuation warnings to the public, or any advice not to evacuate, will be authorised and released by the person or agency in control of the event as nominated in Part 5 of this plan.

The normal means of disseminating warnings and advice to the public is via the electronic media. In some circumstances, particularly if there is a need for urgent evacuations or other actions, evacuation warnings will be reinforced by:

- Use of public address systems fitted to emergency services vehicles, and;
- Evacuation teams, made up of emergency services personnel and others as necessary, to carry out door knocks of the affected area.

Warnings to evacuate should contain:

- A clear instruction to evacuate;
- The location of assembly areas for transport to Evacuation Centres;
- The location of Evacuation Centres (for self evacuees);
- Authorised safe route/s to Evacuation Centres;
- Arrangements for children in schools;
• Arrangements for elderly or infirm persons;
• Arrangements for animals;
• What people should bring with them;
• Likely duration of the evacuation, and;
• Phone number or contact point for further details.

The Standard Emergency Warning Signal (SEWS) may be used to precede an emergency warning message over the electronic media.

Emergency Alert may be used to target specific evacuation messages to residences and businesses within the evacuation area.

WITHDRAWAL

Any Lead Agency conducting evacuations must liaise with:
• Police to ensure security of the evacuated area and for the purpose of Disaster Victim Registration
• Welfare Services Coordinator for the purpose of resourcing evacuation centres
• Transport Services Coordinator for the purpose of transport requirements
• Health Services Coordinator for the purpose of special needs groups

Police, if requested by the Agency Controller or EOCON, will:
• Conduct the evacuation of persons to the selected Evacuation Centre;
• Secure the affected area, and;
• Coordinate Disaster Victim Registration.

Transport will be arranged utilising Region transport resources and services in the first instance or by the Transport Services Functional Area Coordinator if Region resourcing is unavailable.

Buildings that have been evacuated will be identified as directed.

Any Lead Agency Controller or EOCON is to arrange for a check of the area to ensure that the evacuation has been effective.

SHELTER

The Welfare Services Functional Area Coordinator is to:
• Arrange for staffing of the identified Welfare Centre(s) in time to receive the evacuees, and;
• Provide welfare support services to evacuees in accordance with the Welfare Services Supporting Plan
• Ensure identification of appropriate Recovery Centre/s is undertaken, and;
• Address longer term accommodation requirements.

RETURN

The Agency / Authority who initiated the evacuation will determine, in consultation with the Recovery Coordinating Committee (if established), and the appropriate Functional Area Coordinators, when it is safe for evacuees to return to their homes, and will arrange for evacuees to be advised accordingly.

Transport will be arranged utilising Region transport resources and services in the first instance or by the Transport Services Functional Area Coordinator if Region resourcing is unavailable.
EVACUATION CENTRES

LOCAL EVACUATION CENTRES

An evacuation centre has a range of agencies (both government and non-government) present to provide support to affected people (including stranded travellers) and their companion animals after evacuation from an area.

Local Emergency Management Committees (LEMC) are responsible for the identification of potential evacuation centres, during planning, for inclusion in local plans. The identified centres usually are located within the environs of the community utilising established commercial, non-commercial or Government facilities available close to the effected locality.

Evacuation Centres are set up at the request of a Lead Agency or an Emergency Operations Controller (EOCON). Evacuation centres are managed by the Welfare Services Functional Area.

During an emergency which is under the management of a Lead Agency, the location of Evacuation Centres is determined by the Lead Agency in consultation with the Emergency Operations Controller and Welfare Services Functional Area Coordinator. Where an evacuation is being directed by the Emergency Operations Controller the identification of the evacuation centre will be facilitated directly between the EOOCN and the Welfare Services Functional Area Coordinator.

MAJOR EVACUATION CENTRES (MEC)

The impact of some emergencies may be of a scale and complexity that exceeds the capability of existing evacuation centre arrangements, placing additional demands on Government and local services. Emergencies that require increased services may require the establishment of a Major Evacuation Centre (MEC) as detailed in the NSW Major Evacuation Centre Policy.

Major Evacuation Centres are defined as large scale evacuation centres that require multi-agency coordination and response to deliver basic services to individuals and their companion animals affected by an emergency. The need for such centres will be determined according to the expected number of people and companion animals presenting at the centre, size of the facility and the length of time it will need to operate.

Major Evacuation Centres are established to provide emergency accommodation when the scale and duration of the emergency are beyond the capability and capacity of the established local or Region emergency management arrangements for evacuation centres.

Major Evacuation Centres will require a multi agency response and as such, be under the control of the SEOCON.
## E - COMMONWEALTH SUPPORT

### GENERAL

Commonwealth support is only available when the State’s resources are exhausted and may or may not take the form of ADF resources. If the SEOC/SEOCON is satisfied of the need for the request, the SEOCON will contact the Director General, Emergency Management Australia (DGEMA). If the request is considered necessary and achievable, DGEMA will make the necessary arrangements and requests.

### ADF POLICY

State agencies are responsible for combating emergencies in the first instance. The ADF is available to support in areas which State authorities are unable to resource. ADF resources are made available for specific tasks, and their tasking is not to be changed except as arranged between the State Emergency Operations Controller and Emergency Management Australia (EMA).

Requests for ADF support are to be made to perform a specific task(s), NOT for specific resources. ADF resources made available for operations remain under the command of Defence Force Commanders who are responsive to the Operations Controller to whom they are providing support. The ADF provides deployed elements with administrative support.

**Defence Aid to the Civil Community (DACC) should be considered as a last resort resource option.**

Details of the emergency categories of DACC are as follows:

<table>
<thead>
<tr>
<th>DACC</th>
<th>DESCRIPTION</th>
<th>REQUEST LEVEL</th>
<th>APPROVAL LEVEL</th>
<th>TIME PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>This is immediate emergency assistance for specific response task(s) provided by a Region area ADF Unit and/or Defence area from within their own resources, where: a) Immediate action is necessary to save human life, alleviate suffering, prevent extensive loss of animal life or prevent widespread loss/damage to property; b) Region civilian resources are inadequate, unavailable or cannot be mobilised in time; and This assistance normally should not exceed 48 hours.</td>
<td>LEOCON, REOCON or Incident Controller</td>
<td>Senior ADF Officer in the particular Region Area (Minimum Colonel level)</td>
<td>≤48 hours</td>
</tr>
<tr>
<td>2</td>
<td>Beyond capacity of Region ADF Units or Defence areas. (e.g. requires specialist resources to be brought in from elsewhere) Civil emergency/ disaster with direct threat to life and/or property Beyond the capacity of all available civilian resources (regional, state/territory and interstate)</td>
<td>MINISTER SEOC EOC</td>
<td>JOSS-SC</td>
<td>≥48 hours</td>
</tr>
<tr>
<td>3</td>
<td>Community recovery tasks: eg. building temporary bridges, restoring roads, clean up of oil pollution Not directly related to saving lives or property</td>
<td>MINISTER SERCon Recovery Committee</td>
<td>Defence (JOC)</td>
<td>≥48 hours</td>
</tr>
</tbody>
</table>

**NOTE:** The REOCON MUST be informed if the LEOCON is considering or has activated DACC 1 support
## F - RECOVERY ISSUES AND RESPONSE AGENCIES

<table>
<thead>
<tr>
<th>AFFECTED GROUPS</th>
<th>TYPE OF ISSUE</th>
<th>RESPONSE AGENCY</th>
</tr>
</thead>
</table>
| Families and Households  | Personal hardship and Distress | Community Services Disaster Welfare Services  
- Homes and essential household items destroyed or damaged by a natural disaster.  
- People with limited financial resources and no insurance may be eligible for assistance. |
|                          | Housing                | Department of Housing                                                           |
| All Groups               | Electricity            | Insurer or Insurance Council Australia                                           |
|                          | Insurance              |                                                                                  |
| Primary Producers        | Livestock              | Industry and Investment NSW - Primary Industries  
- To report flood damage to their properties  
- For information on available assistance measures  
- Emergency livestock fodder relief  
- Subsidies for transport of stock  
- Subsidies for transport of donated fodder  
- Removal and disposal of animal carcasses  
- Aerial support to livestock, as a last resort  
- Animal welfare |
|                          | Financial Assistance   | Rural Assistance Authority                                                       |
|                          | Transport Subsidies    | Industry and Investment NSW - Primary Industries  
- Assistance related to carriage of livestock and fodder. |
| Small Business           | Financial Assistance   |                                                                                  |
| Sporting Clubs           | Financial Assistance   | NSW Treasury                                                                     |
| Church and Voluntary Non-profit Organisations | Financial Assistance | NSW Treasury                                                                     |
| Motor Vehicle Owners     | Stamp Duty Relief      | Office of State Revenue                                                           |
G - RECOVERY PROCESS FLOW CHART

Event

RESPONSE

RECOVERY

Impact Assessment

EMC Meet

Yes

Recovery Required

No

Multi-agency coordination required

Yes

Recovery Committee Formed

No

Individual Agency activities

Needs Assessment

Recovery Activities

Handover / Recovery Close

Community operating within own resources
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>H - DEFINITIONS</td>
<td></td>
</tr>
<tr>
<td><strong>Agency</strong></td>
<td>A government agency or a non-government agency.</td>
</tr>
<tr>
<td><strong>Lead Agency</strong></td>
<td>The agency identified in State EMPLAN as the agency primarily responsible for controlling the response to a particular emergency.</td>
</tr>
<tr>
<td><strong>Control</strong></td>
<td>The overall direction of the activities, agencies or individuals concerned.</td>
</tr>
<tr>
<td><strong>Coordination</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Emergency</strong></td>
<td>An actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or warlike action) which: (a) endangers, or threatens to endanger, the safety or health of persons or animals in the State, or (b) destroys or damages, or threatens to destroy or damage, property in the State, being an emergency which requires a significant and co-ordinated response. <em>For the purposes of the definition, property also includes the environment.</em></td>
</tr>
<tr>
<td><strong>Emergency Area</strong></td>
<td>The area in which a state of emergency is declared to exist.</td>
</tr>
<tr>
<td><strong>Emergency Services</strong></td>
<td>(a) a police officer,</td>
</tr>
<tr>
<td><strong>Officer</strong></td>
<td>(b) an officer of New South Wales Fire Brigades of or above the position of station commander,</td>
</tr>
<tr>
<td><strong>Emergency Services</strong></td>
<td>(c) an officer of the State Emergency Service of or above the position of unit controller,</td>
</tr>
<tr>
<td><strong>Organisation</strong></td>
<td>(d) a member of a rural fire brigade of or above the position of deputy captain,</td>
</tr>
<tr>
<td><strong>Local Government</strong></td>
<td>The NSW Police Force, Fire &amp; Rescue NSW, NSW Rural Fire Service, Ambulance Service of NSW, State Emergency Service of NSW, NSW Volunteer Rescue Association or any other agency which manages or controls an accredited rescue unit.</td>
</tr>
<tr>
<td><strong>Area</strong></td>
<td>An area within the meaning of the Local Government Act 1993 and includes a combined local government area as referred to in section 27.</td>
</tr>
<tr>
<td><strong>Non-government agency</strong></td>
<td>A voluntary organisation or any other private individual or body, other than a government agency.</td>
</tr>
<tr>
<td><strong>State Of Emergency</strong></td>
<td>A declaration made by the Premier when they are satisfied that an emergency exists that constitutes significant and widespread danger to life and property. The emergency services officer powers are then applicable.</td>
</tr>
<tr>
<td><strong>Animals</strong></td>
<td><strong>ALL</strong> animals (terrestrial &amp; aquatic):</td>
</tr>
<tr>
<td></td>
<td>• Livestock (i.e. sheep, cattle, goats, horses, bees)</td>
</tr>
<tr>
<td></td>
<td>• Companion animals (pets of all types)</td>
</tr>
<tr>
<td></td>
<td>• Wildlife, including pest animals (i.e. feral pigs)</td>
</tr>
<tr>
<td></td>
<td>• Fish</td>
</tr>
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</table>
## I - ACRONYMS & ABBREVIATIONS

<table>
<thead>
<tr>
<th>AASFAC</th>
<th>EOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural &amp; Animal Services Functional Area Coordinator</td>
<td>Emergency Operations Centre</td>
</tr>
<tr>
<td>AEP</td>
<td>ERM</td>
</tr>
<tr>
<td>Airport Emergency Plan</td>
<td>Emergency Risk Management</td>
</tr>
<tr>
<td>AEP</td>
<td>EnvSFAC</td>
</tr>
<tr>
<td>Annual Exceedance Probability (Flooding)</td>
<td>Environmental Services Functional Area Coordinator</td>
</tr>
<tr>
<td>AHD</td>
<td>ESCC</td>
</tr>
<tr>
<td>Australian Height Datum</td>
<td>Engineering Services Coordination Centre</td>
</tr>
<tr>
<td>AIIMS</td>
<td>ESFAC</td>
</tr>
<tr>
<td>Australasian Inter-Agency Incident Management System</td>
<td>Engineering Services Functional Area Coordinator</td>
</tr>
<tr>
<td>AMRU</td>
<td>ESO</td>
</tr>
<tr>
<td>Aero Medical Retrieval Unit</td>
<td>Emergency Services Organisation</td>
</tr>
<tr>
<td>AMSA</td>
<td>ESSC</td>
</tr>
<tr>
<td>Australian Maritime Safety Authority</td>
<td>Engineering Services Site Coordinator</td>
</tr>
<tr>
<td>ASNSW</td>
<td>EUSFAC</td>
</tr>
<tr>
<td>Ambulance Service of NSW</td>
<td>Energy &amp; Utility Services Functional Area Coordinator</td>
</tr>
<tr>
<td>AusSAR</td>
<td>FAC</td>
</tr>
<tr>
<td>Australian Search &amp; Rescue</td>
<td>Functional Area Coordinator</td>
</tr>
<tr>
<td>BCP</td>
<td>FCC</td>
</tr>
<tr>
<td>Business Continuity Plan</td>
<td>Fire Control Centre</td>
</tr>
<tr>
<td>BFCC</td>
<td>FCP</td>
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<tr>
<td>Bush Fire Coordinating Committee</td>
<td>Forward Command Post</td>
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<tr>
<td>BFMC</td>
<td>FR</td>
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<tr>
<td>Bush Fire Management Committee</td>
<td>Flood Rescue</td>
</tr>
<tr>
<td>CASA</td>
<td>FRNSW</td>
</tr>
<tr>
<td>Civil Aviation Safety Authority</td>
<td>Fire &amp; Rescue NSW</td>
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<tr>
<td>CBR</td>
<td>GIS</td>
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<tr>
<td>Chemical, Biological and Radiological</td>
<td>Geographic Information System</td>
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<tr>
<td>CDU</td>
<td>GLR</td>
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<tr>
<td>Counter Disaster Unit</td>
<td>General Land Rescue</td>
</tr>
<tr>
<td>CRC</td>
<td>GRN</td>
</tr>
<tr>
<td>Control Room Committee</td>
<td>Government Radio Network</td>
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<tr>
<td>DCF</td>
<td>Hazmat</td>
</tr>
<tr>
<td>Dam Crest Flood</td>
<td>Hazardous Material</td>
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<tr>
<td>REMC</td>
<td>HSFAC</td>
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<tr>
<td>Region Emergency Management Committee</td>
<td>Health Services Functional Area Coordinator</td>
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<td>REOCON</td>
<td>IAP</td>
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<td>Region Emergency Operations Controller</td>
<td>Incident Action Plan</td>
</tr>
<tr>
<td>EMPLAN</td>
<td>ICC</td>
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<tr>
<td>Emergency Management Plan</td>
<td>Incident Control Centre</td>
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<tr>
<td>DOI</td>
<td>ICS</td>
</tr>
<tr>
<td>Duty Operations Inspector (NSWPF)</td>
<td>Incident Control System</td>
</tr>
<tr>
<td>DPI</td>
<td>ICCS</td>
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<tr>
<td>Department of Primary Industries</td>
<td>Incident Command &amp; Control System</td>
</tr>
<tr>
<td>DRC</td>
<td>IED</td>
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<td>Region Rescue Committee</td>
<td>Improvised Explosive Device</td>
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<tr>
<td>DRO</td>
<td>IMT</td>
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<tr>
<td>Disaster Recovery Officer</td>
<td>Incident Management Team</td>
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<tr>
<td>DSC</td>
<td>JATWC</td>
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<td>Dam Safety Committee</td>
<td>Joint Australian Tsunami Warning Centre</td>
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<td>DSEP</td>
<td>JMIC</td>
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<td>Dam Safety Emergency Plan</td>
<td>Joint Media Information Centre</td>
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<td>DSERCon</td>
<td>LDCC</td>
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<td>Deputy State Recovery Controller</td>
<td>Local Disease Control Centre</td>
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<tr>
<td>DVI</td>
<td>LEMC</td>
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<td>Local Emergency Management Committee</td>
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<td>DVR</td>
<td>LEMO</td>
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<td>Disaster Victim Registration</td>
<td>Local Emergency Management Officer</td>
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<td>Emergency Alert</td>
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<td>LGA</td>
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<td>Emergency Action Plan</td>
<td>Local Government Area</td>
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<td>EMA</td>
<td>LO</td>
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<td>Emergency Management Australia</td>
<td>Liaison Officer</td>
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<td>EPA</td>
<td>LRC</td>
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<td>Environment Protection Authority</td>
<td>Local Rescue Committee</td>
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<tr>
<td>Acronym</td>
<td>Acronym Description</td>
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<tr>
<td>MAA</td>
<td>Mutual Aid Agreement</td>
</tr>
<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MRB</td>
<td>Marine Radio Base</td>
</tr>
<tr>
<td>MRNSW</td>
<td>Marine Rescue NSW</td>
</tr>
<tr>
<td>MRU</td>
<td>Marine Rescue Unit</td>
</tr>
<tr>
<td>NDRRA</td>
<td>National Disaster Relief &amp; Recovery Arrangements</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-government Organisation</td>
</tr>
<tr>
<td>NSP</td>
<td>Network Service Provider (Electricity)</td>
</tr>
<tr>
<td>NSWPF</td>
<td>NSW Police Force</td>
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<tr>
<td>OC</td>
<td>Operations Centre</td>
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<tr>
<td>PHU</td>
<td>Public Health Unit</td>
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<td>PIFAC</td>
<td>Public Information Functional Area Coordinator</td>
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<tr>
<td>PIIC</td>
<td>Public Information &amp; Inquiry Centre</td>
</tr>
<tr>
<td>PMF</td>
<td>Probable Maximum Flood</td>
</tr>
<tr>
<td>PMR</td>
<td>Private Mobile Radio</td>
</tr>
<tr>
<td>POC</td>
<td>Police Operations Centre</td>
</tr>
<tr>
<td>PTWC</td>
<td>Pacific Tsunami Warning Centre</td>
</tr>
<tr>
<td>RAFT</td>
<td>Remote Area Fire Teams</td>
</tr>
<tr>
<td>RCO</td>
<td>Rescue Coordination Officer (Police Force)</td>
</tr>
<tr>
<td>RFA</td>
<td>Request for Assistance</td>
</tr>
<tr>
<td>RFS</td>
<td>Rural Fire Service</td>
</tr>
<tr>
<td>SAR</td>
<td>Search &amp; Rescue</td>
</tr>
<tr>
<td>SCAT</td>
<td>Special Casualty Access Teams</td>
</tr>
<tr>
<td>SCC</td>
<td>State Coordination Centre</td>
</tr>
<tr>
<td>SDRAG</td>
<td>State Disaster Recovery Advisory Group</td>
</tr>
<tr>
<td>SEMC</td>
<td>State Emergency Management Committee</td>
</tr>
<tr>
<td>SEOC</td>
<td>State Emergency Operations Centre</td>
</tr>
<tr>
<td>SEOCON</td>
<td>State Emergency Operations Controller</td>
</tr>
<tr>
<td>SERCon</td>
<td>State Emergency Recovery Controller</td>
</tr>
<tr>
<td>SERM Act</td>
<td>State Emergency &amp; Rescue Management Act</td>
</tr>
<tr>
<td>SES</td>
<td>State Emergency Service</td>
</tr>
<tr>
<td>SEWS</td>
<td>Standard Emergency Warning Signal</td>
</tr>
<tr>
<td>SITREP</td>
<td>Situation Report</td>
</tr>
<tr>
<td>SOG</td>
<td>Standing Operational Guidelines</td>
</tr>
<tr>
<td>SOP</td>
<td>Standing (or Standard) Operating Procedure</td>
</tr>
<tr>
<td>SRB</td>
<td>State Rescue Board</td>
</tr>
<tr>
<td>TSFAC</td>
<td>Transport Services Functional Area Coordinator</td>
</tr>
<tr>
<td>USAR</td>
<td>Urban Search &amp; Rescue</td>
</tr>
<tr>
<td>VR</td>
<td>Vertical Rescue</td>
</tr>
<tr>
<td>VRA</td>
<td>Volunteer Rescue Association</td>
</tr>
<tr>
<td>WeLFAC</td>
<td>Welfare Services Functional Area Coordinator</td>
</tr>
<tr>
<td>WSCC</td>
<td>Welfare Services Coordination Centre</td>
</tr>
</tbody>
</table>
J - REFERENCES

- ASGC Remoteness Classification
- Bureau of Meteorology – Weather and Climate data
- Bush Fire Management Plans
- Local Flood Plans
- National Emergency Risk Assessment Guidelines
- NSW Climate Impact Profile, Department *Environment, Climate Change & Water NSW, June 2010*
- NSW Emergency Operations Centre Policy
- NSW LEOCON Policy
- NSW Major Evacuation Centre Policy
- NSW Recovery Plan
- NSW Risk Assessment
- Wollongong, Shellharbour-Kiama, Shoalhaven, Eurobodalla and Bega Valley Emergency Management Plans
- Wollongong, Shellharbour-Kiama, Shoalhaven and Eurobodalla Emergency Risk Management Studies & Plans
- State EMPLAN
- State Emergency & Rescue Management Act 1989 as amended
- State Sub Plans
- State Supporting Plans