# Tasmanian Emergency Management Arrangements

## Issue 1

Tasmanian Government

# ACKNOWLEDGEMENT

# AUTHORISATION

These Tasmanian Emergency Management Arrangements (TEMA) are issued under the authority of the Minister for Police, Fire and Emergency Management in accordance with the requirements of Section 32 of the *Emergency Management Act 2006*. This document is maintained by the State Emergency Service (SES) on behalf of the State Emergency Management Committee (SEMC).

The TEMA Issue 1 is hereby recommended for approval.

..................................................                    10 December 2019
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**DARREN HINE**                                                          Date

State Emergency Management Controller
Chairperson, State Emergency Management Committee


# APPROVED

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**THE HON. MARK SHELTON MP**                                             Date

Minister for Police, Fire and Emergency Management

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# Minister's Foreword

The consequences of a changing climate and increasing risks, together with lessons identified from previous events, have informed Tasmania's resilience based and all-hazards approach to emergency management.

A resilience based approach focuses on reducing risks so that we are all better able to withstand and recover from emergencies.  Disaster resilience is everybody's business and everyone has a part to play in reducing risks and being prepared, as outlined in the *Tasmanian Disaster Resilience Strategy 2020-2025*.

Tasmania's emergency management arrangements reflect our geography, demographics and values.  As an island state, our transport networks are critical and energy supply security is vitally important.  The State's natural and cultural heritage also needs to be protected.

In recent history, the State has experienced a number of events that have impacted on Tasmanian communities, environment, infrastructure and the economy.  This includes major bushfire events in 2013, 2016 and 2018-19, major flood events in 2016 and 2018 and the Queensland fruit fly incursion in 2018.

The Tasmanian Emergency Management Arrangements support Tasmanians to become more disaster resilient.  The Arrangements define activities that mitigate risks and outline whole-of-State, regional and municipal preparedness measures and describe how to effectively respond to, and recover from, the impacts of emergencies.  The Arrangements are dynamic and responsive to change.

The Tasmanian Emergency Management Arrangements are established by the *Emergency Management Act 2006* and in accordance with the Act, the arrangements are reviewed every two years to ensure continuous improvement.

I wish to acknowledge the ongoing and valuable partnerships between emergency managers, all levels of government and the Tasmanian community that work with these arrangements to keep Tasmanians safe and protect the Tasmanian way of life.


*Mark Shelton*

The Hon Mark Shelton MP
Minister for Police, Fire and Emergency Management

# Executive Summary

The TEMA provide essential information for people who have a direct involvement in emergency management:

- full time;
- an occasional part of their normal duties; or
- as an emergency service volunteer.

The TEMA outlines the 'who', 'what' and 'when' of emergency management arrangements for prevention (mitigation), preparedness, response and recovery.

# Providing guidance on emergency management

The TEMA:

- outlines the roles, authorities and responsibilities for emergency management. This includes governance, administrative and legal frameworks; and

- defines the planning and management arrangements that bring all the different elements together.

The terms 'emergency' and 'disaster' are used interchangeably throughout the United Nations *Sendai Framework for Disaster Risk Reduction* (the Sendai Framework). In keeping with that approach, the terms are also used throughout the TEMA where appropriate and are defined below:

- **Emergency**: an event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response.

- **Disaster**: a serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material , economic or environmental losses and impacts.

# Defining key roles and responsibilities

Tasmania has integrated 'man-made' hazards into the emergency management arrangements so these arrangements apply to emergency events in this State irrespective of cause.

TEMA now recognises that response and recovery agencies work in partnership with individuals and communities to ensure Tasmanians' safety during and after emergencies.

# Covering all phases of emergency management

After outlining the context in which Tasmania's emergency management arrangements operate, the TEMA describes roles, responsibilities and agreed arrangements for the four phases of emergency management, abbreviated to PPRR:

- Prevention (mitigation);
- Preparedness;
- Response; and
- Recovery.

# Overview of key points

## CHAPTER 1 – INTRODUCTION

- The *Australian Emergency Management Arrangements* outline a consistent approach to enable coordinated effort nationally and across States and Territories.

- In line with national and international standards, Tasmania adopts a resilience-based approach.

- Tasmania's geography, demographics and location influence our emergency management arrangements. As an island state, transport networks are critical. Our natural heritage attracts many visitors, and this has implications for emergency management.

- Bushfire is the most prominent natural hazard but other hazards impact Tasmanian communities.

- Tasmania's energy supply security is vitally important.

- Tasmania's comprehensive, all-hazards and resilience-based approach to emergency management is informed by events in Tasmania and elsewhere.

## CHAPTER 2 – STATE EMERGENCY MANAGEMENT FRAMEWORK

- Tasmania's approach to emergency management is guided by a set of nationally agreed upon principles.

- Tasmanian emergency management arrangements are scalable and flexible. They are underpinned by partnerships at every level.

- The *Tasmanian Resilience Strategy 2020-2025* underpins Tasmania's approach to emergency management (Tasmanian Government 2019).

- The State Emergency Management Committee (SEMC) is responsible for influencing and advocating for State policies and capabilities that:

  - reduce disaster risk;

  - minimise the potential for harm; and

  - uphold public trust and confidence in Tasmania's emergency management arrangements.

- Tasmania's governance structures for emergency management aim to enable effective coordination across key players.

- All parties use a risk-based approach to emergency management planning.

- The *Emergency Management Act 2006* (the Act) provides for a suite of policy functions and powers.

- Government Agencies, Statutory Authorities, Government business enterprises and other stakeholders are responsible for management the risks associated with specified hazards.

## CHAPTER 3 – ROLES AND RESPONSIBILITIES

- Disaster resilience is everybody's business.  Everyone has a part to play in reducing risks and being prepared.  Emergencies are not a matter for governments alone.

- There are shared and defined responsibilities across sectors and levels, including individuals and families, businesses and other organisations plus all levels of government.

- An effective State framework for emergency management requires a high level of collaboration and coordination within and across all levels of government, and with non-government stakeholders, including communities and the private sector.

- Tasmania's emergency management sector includes specialist individuals and organisations with responsibilities and accountabilities and/or formally defined roles relating to emergency response, relief and recovery or supporting everyone's risk reduction and preparedness. This chapter outlines these management authorities and support agencies.

- Transition of responsibility arrangements between key authorities are a crucial component of emergency management in Tasmania.

## CHAPTER 4 – PREVENTION AND MITIGATION

- Reducing disaster risks through prevention and mitigation measures is everybody's business.

- Prevention aims to decrease or remove the negative consequences of hazards.

- Mitigation seeks to minimise the impact and consequences of an emergency.

- Prevention and mitigation activities are a shared responsibility – everybody has a role in the community.

- Land owners' decisions and actions are often key to reducing risks.  They play key roles in prevention and mitigation actions for their own benefit, and for the broader safety of their communities.

- Hazard reduction activities and priorities should be informed by risk.  Risk is the product of likelihood and consequences of an event.

## CHAPTER 5 - PREPAREDNESS

- Preparedness is the ability to be ready for, or to anticipate action, in response to or recovery from the risk of an emergency occurring.

- Preparedness should increase as the risk from hazards increases.

- All levels of all entities should amend their preparedness as the future risk changes.

- Planning, exercising and lessons management are key to continually improving preparedness and development of capability systems.

- Regularly scheduled testing of procedures and systems is an indicator of a resilient community.

## CHAPTER 6 - RESPONSE

- Response is primarily about protecting life, critical infrastructure, property and the environment.

- First responders to an emergency are often the local community and local emergency responders.

- Arrangements include systems for incident management, unity of command and coordination, and effective communication.

- A key feature of response is the provision of timely warnings and information to enable the community to act to protect themselves.

- Response planning should adopt an 'all hazards' approach and be applied at incident (local), regional and state levels.

- Planning for relief and recovery commences in parallel with the response phase.

## CHAPTER 7 - RECOVERY

- Recovery starts during the emergency response and encompasses linked and overlapping phases of relief and short term recovery, early recovery planning and medium to long term recovery.

- Recovery activities extend across social, economic, infrastructure and environmental domains.

- Recovery is focused on and led by affected communities. Government recovery efforts aim to support communities through the recovery process and should recognise the key leadership role of landowners, local communities and their leaders.

- Effective coordination, planning and communication is essential. Recovery efforts generally involve all levels of government, including municipal, regional and state emergency management structures, as well as non-government and community organisations.

- The Department of Premier and Cabinet (DPAC) is the SEMC Advisory Agency for recovery and maintains the State Recovery Plan.

# 1. Introduction

## Key points

- The *Australian Emergency Management Arrangements* outline a consistent approach to enable coordinated effort nationally and across States and Territories.

- In line with national and international standards, Tasmania adopts a resilience-based approach.

- Tasmania's geography, demographics and location influence our emergency management arrangements.  As an island state, transport networks are critical.  Our natural heritage attracts many visitors, and this has implications for emergency management.

- Bushfire is the most prominent natural hazard but other hazards impact Tasmanian communities.

- Tasmania's energy supply security is vitally important.

- Tasmania's comprehensive, all-hazards and resilience-based approach to emergency management is informed by events in Tasmania and elsewhere.

# 1.1 Nationally consistent and coordinated efforts

There is a consistent approach to emergency management arrangements in Australia. Australians expect their governments at all levels to do their best to ensure that:

- their communities are as well protected from emergencies and disasters as is reasonably possible; and

- when emergency situations occur, communities will be well served by effective response, relief and recovery arrangements.

Under Australia's constitutional arrangements, State and Territory governments have primary responsibility for emergency management within their jurisdiction. However, all levels of government acknowledge that some emergencies could exceed the capability of a single State or Territory.

Australia's emergency management arrangements coordinate efforts across all hazards by bringing together:

- all governments;

- the private and the not-for-profit sectors; and

- volunteer agencies.

These arrangements are also based on a high level of trust and cooperation between the community and the emergency management sector.

# 1.2 A resilience–based approach

The Australian Government aims to enhance disaster resilience so that Australians:

- focus on proactively reducing risks; and

- are better able to withstand and recover from disasters.

Australia is increasingly forming strategic partnerships to mitigate or reduce the impact of emergencies globally, particularly in Australia's region of interest.

The *Australian Emergency Management Arrangements* provide high-level overview of how our nation addresses the risks and impacts of hazards through a collaborative approach to PPRR.

# 1.3 The influence of Tasmania's geography, demographics and location

Tasmania's population of approximately 530,000 is dispersed amongst 29 council areas. The State has one of the higher median ages in the nation. There are also about 1.2 million visitors to Tasmania annually.

# 1.4 An island state with significant natural heritage

As an island state, transport networks are critical.  Numerous seaports and airports enable access to other parts of Australia and overseas. Internal road and rail networks link populations around the State.

Agriculture is one of the key pillars of Tasmania's economy.  Our wilderness and other areas attract many visitors but there are risks associated with our diverse topography and weather conditions.  The State's natural and cultural heritage also needs to be protected.  Due to these local factors, the State maintains response and recovery arrangements for:

- road crash rescue;
- biosecurity;
- search and rescue; and
- managing environmental pollution on land and at sea.

# 1.5 Bushfires and other hazards

Tasmania's low humidity, temperate weather and forest mean that bushfire is the most prominent natural hazard.  Other hazards affecting the Tasmanian community include:

- flood;
- severe storms;
- coastal inundation;
- heatwave;
- landslide;
- pandemic influenza;
- earthquake; and
- tsunami.

Tasmania has low levels of animal, plant and marine disease.  Maintaining this pest and disease-free status is very important for rural communities and crucial for primary production industries.  As an island state, it is easier to control movements through the air and seaports.

# 1.6 Energy supply security

Tasmania's energy supply security is vitally important.  Tasmania is part of the National Electricity Market and the Australian Energy Market Operator (AEMO).  AEMO manages the market and power system from two mainland control centres.  Most electricity in Tasmania is from water (hydro generation) and wind.  A gas-fired thermal plant and Basslink (a sub-sea inter-connector) supplements hydro and wind power generation. TasNetworks own Tasmania's transmission and distribution assets.  A transmission pipeline

supplies natural gas from mainland Australia.  Sea tankers from mainland refineries and terminals supply petroleum products to Tasmania.

# 1.7 An approach informed by events

Tasmania has adopted a whole-of-nation, resilience-based approach to emergency management.

Experience gained and lessons identified from prior events that have occurred within the State and elsewhere have shaped the State's capacity to prepare for, respond to and recover from emergencies (refer TEMA annexure 3).

International and national events over the past two decades highlight the devastation caused by natural, technological and (human) behavioural-related emergencies.  The consequences of climate change and increasing risks have contributed to Australia adopting a comprehensive and all-hazards approach to emergency management.

Tasmania has integrated security and emergency management arrangements.  These arrangements apply to any emergency event in this State, no matter what the cause.

Figure 1 Map of Tasmanian Municipal Council Areas and Regions
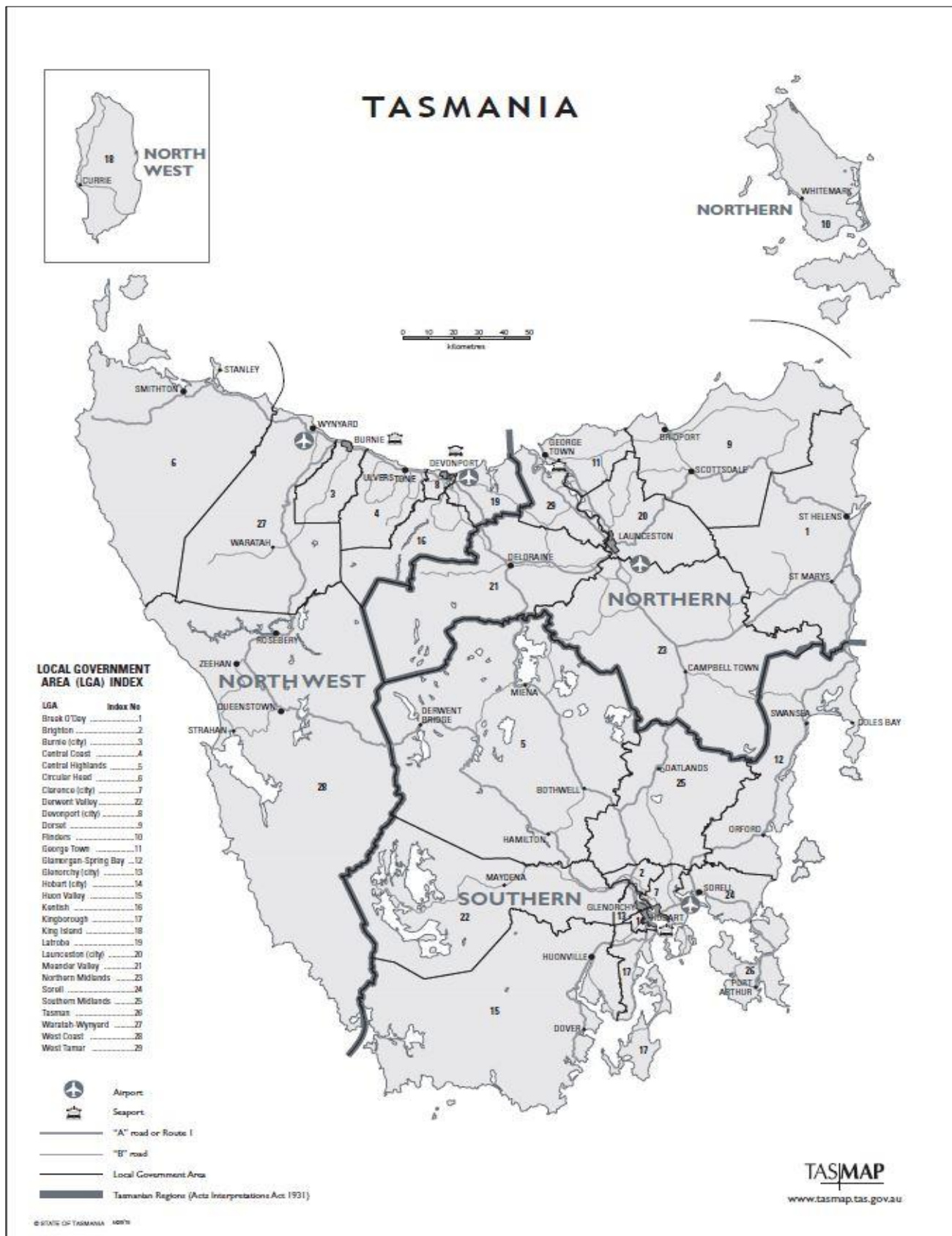
# 2. State Emergency Management Framework

## Key Points

- **Tasmania's approach to emergency management is guided by a set of nationally agreed upon principles.**

- **Tasmanian emergency management arrangements are scalable and flexible.  They are underpinned by partnerships at every level.**

- **The *Tasmanian Disaster Resilience Strategy 2020-2025* (the Strategy) underpins Tasmania's approach to emergency management (Tasmanian Government 2019).**

- **The SEMC is responsible for influencing and advocating for State policies and capabilities that:**

  - **reduce disaster risk;**

  - **minimise the potential for harm; and**

  - **up-hold public trust and confidence in Tasmania's emergency management arrangements.**

- **Tasmania's governance structures for emergency management aim to enable effective coordination across key players.**

- **All parties use a risk-based approach to emergency management planning.**

- **The *Emergency Management Act 2006* (the Act) provides for a suite of policy functions and powers.**

- **Government Agencies, Statutory Authorities, government business enterprises and other stakeholders are responsible for managing the risks associated with specified hazards.**

# 2.1 Overview

## 2.1.1 NATIONALLY AGREED, HIGH-LEVEL PRINCIPLES GUIDE TASMANIA'S APPROACH

These national principles improve and provide consistency in policy and decision-making and support a disaster-resilient Tasmania (and Australia).

*Table 1: Principles of Emergency Management (source: The Australian Emergency Management Arrangements Handbook – AIDR 2019)*

| Principle | Explanation |
|---|---|
| **Primacy of life** | The protection and preservation of human life (including both communities and emergency service personnel) will be paramount over all other objectives and considerations. |
| **Comprehensive** | The development of emergency and disaster arrangements to embrace the phases of prevention, preparedness, response, and recovery (PPRR) across all hazards. These phases of emergency management are not necessarily sequential. |
| **Collaborative** | Relationships between emergency management stakeholders and communities are based on integrity, trust and mutual respect, building a team atmosphere and consensus. Planning and systems of work reflect common goals and all stakeholders work with a unified effort. |
| **Coordinated** | The bringing together of organisations and other resources to support emergency management response, relief and recovery. It involves the systematic acquisition and application of resources (organisational, human and equipment) in an emergency situation. Activities of all stakeholders are synchronised and integrated. Information is shared to achieve a common purpose and impacts and needs are continuously assessed and responded to accordingly. |
| **Flexible** | Emergency situations are constantly changing. Emergency management decisions may require initiative, creativity and innovation to adapt to new and rapidly emerging challenges. Emergency plans need to be agile to change and adapt to these new circumstances. |
| **Risk based** | Emergency managers use sound risk management principles and processes in prioritising, allocating and monitoring resources to manage the risks from hazards. Risk based planning will anticipate the effect of efforts, the changing hazard landscape and the changing consequences of the emergency. |
| **Shared responsibility** | Everyone understands their own responsibility in an emergency, and the responsibility of others. Communities and individuals understand the risk. This encourages all stakeholders to prevent, prepare for, and |

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|---|---|
| | to plan for how they will safely respond to and recover from an emergency situation. |
| **Resilience** | The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management (UNISDR). |
| **Communication** | Information is crucial to decision making and to the preservation of life. Emergency managers need to support common information systems and are responsible for providing and sharing clear, targeted and tailored information to those who need it, and to those at risk, to enable better decision making by all stakeholders. |
| **Integrated** | Emergency Management efforts must be integrated across sectors, not progressed in silos, ensuring the engagement of the whole of governments, all relevant organisations and agencies, the private sector and the community. |
| **Continual improvement** | All sectors continuously learn and innovate to improve practices and share lessons, data and knowledge so that future emergency management is better and the overall cost of impact of emergencies and disasters is reduced. Continuous monitoring, review and evaluation should examine the processes, timelines and outcomes of plans. Review informs communities and displays transparency and accountability. Review also enables facilitation of the adaptive change process with communities. |

## 2.1.2 THE TASMANIAN GOVERNMENT WORKS IN PARTNERSHIP WITH OTHERS

The Tasmanian Government has primary responsibility for emergency management legislation, policies and frameworks within Tasmania.  Partnerships across all levels of government and sectors underpin these arrangements.

## 2.1.3 DEFINED RESPONSIBILITIES

The Act defines formal emergency management coordination responsibilities.  Chapter 3 of the TEMA describes these in more detail.

*Table 2: Emergency management roles defined by the Act*

| Emergency management activities, functions and powers | Defined in the Act by | Articulated through | Activities are coordinated / supported by |
|---|---|---|---|
| **State level** | Division 1 | TEMA<br><br>State Special Emergency Management Plans (SSEMP) | The **State Emergency Management (EM) Controller** oversees emergency management activities, supported by the three **Regional Emergency Management (EM) Controllers** who are the conduits between regional and state arrangements.<br><br>The **State EM Controller** chairs the State Emergency Management Committee (SEMC). |
| **Regional level** | Division 2 | Regional Emergency Management Plan (REMP) | **Regional EM Controller** supported by the Regional Emergency Management Committee (REMC).<br><br>The **Regional EM Controller's Executive Officer** is the conduit between municipal and regional arrangements. |
| **Municipal level** | Division 3 | Municipal Emergency Management Plans (MEMP) | Municipal Emergency Management Committees (MEMC).<br><br>**Municipal Emergency Management (EM) Coordinators.** |
|  | Division 3A | Tasmanian Relief and Recovery Arrangements | State Recovery Advisor. |

## 2.1.4 TASMANIA'S DISASTER RESILIENCE STRATEGY 2020-2025

The Strategy has a vision that:

Using available data and evidence, everyone works together to reduce their disaster risk, to prepare to withstand and adapt to disasters.

There are four goals that underpin this vision:

1. Understanding disaster risk - everyone understands the disaster risks affecting them.

2. Working together - everyone plays their part in reducing and preparing for disaster risks.

3. Reducing disaster risk - if possible, everyone reduces action risk in ways that have everyday benefits, even if a disaster does not happen.

4. Prepared for disasters - if a disaster does occur, everyone knows what to do and can do it.

Disaster resilience underpins the PPRR phases of emergency management. However, in line with national and international frameworks, the primary focus is on prevention/risk reduction and preparation.

The Strategy aims to address gaps, barriers or issues from a whole-of-system perspective. It identifies priorities to implement the Sendai Framework and the *National Strategy for Disaster Resilience* (NSDR) in Tasmania. The Strategy aligns with these international and national frameworks and reflects common principles of disaster resilience:

- Shared and defined responsibilities;
- Reducing risk is everybody's business;
- Integrated action;
- Inclusive engagement;
- Continual improvement;
- Data-driven decision-making; and
- Leadership commitment at all levels.

# 2.2 Governance / Administrative Framework

Tasmania's governance structures for emergency management aim to enable effective coordination across key players.

*Figure 2: Tasmanian emergency management governance structures*
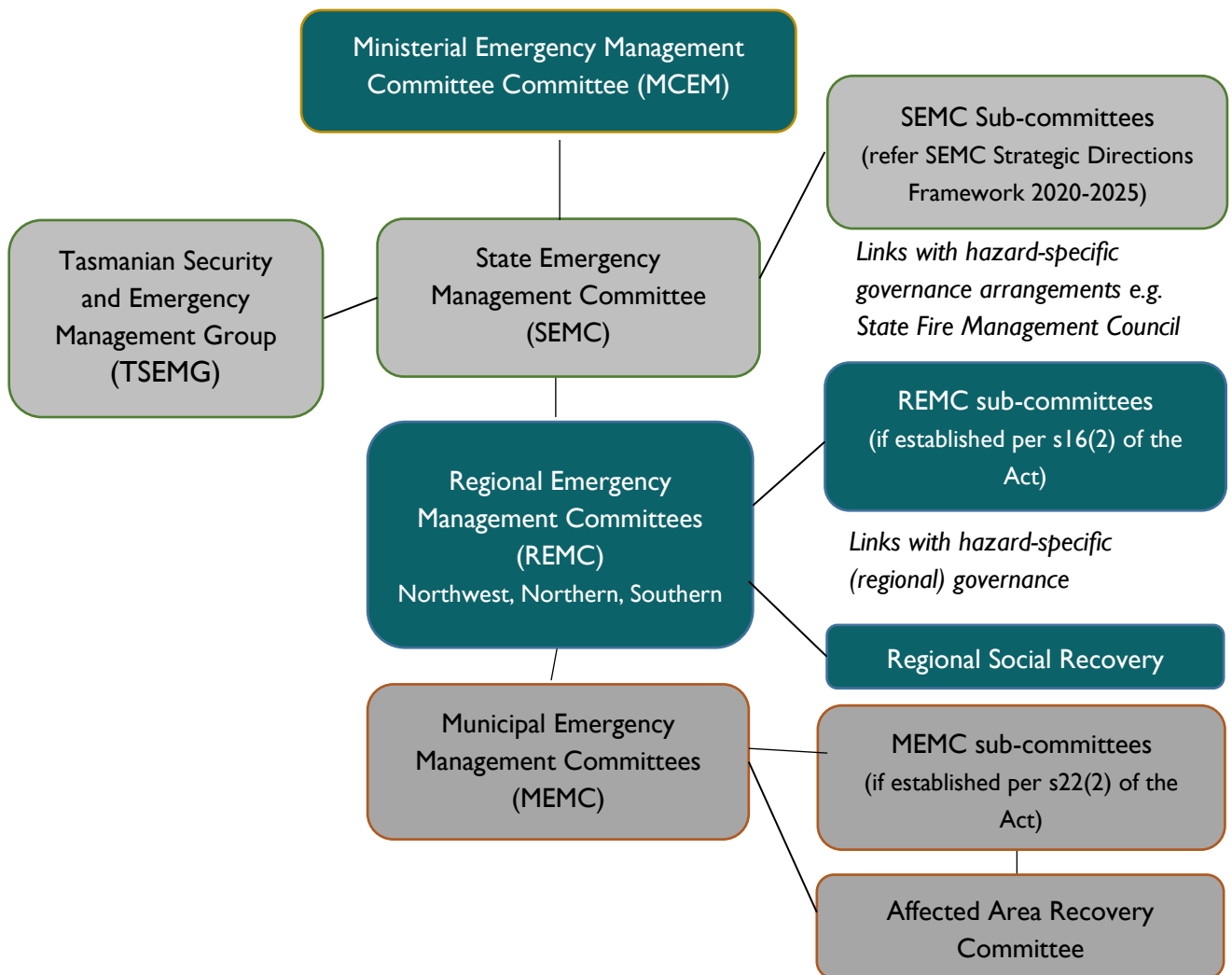


## 2.2.1 MINISTERIAL COMMITTEE FOR EMERGENCY MANAGEMENT (MCEM)

The MCEM provides ministerial-level strategic policy oversight of measures to prevent, prepare for, respond to and recover from emergencies. The Premier chairs the MCEM. The Office of Security and Emergency Management (OSEM) of DPAC provides the secretariat. The MCEM is supported by the State Emergency Management Committee (SEMC).

MCEM functions and powers are detailed in Section 6C of the Act.

*Table 3: MCEM functions and powers under the Act*

| Functions / Powers | Additional functions (determined by Premier) - MCEM Terms of Reference |
|---|---|
| • imposes functions relating to emergency management on:<br><br>   • **the SEMC;**<br>   • **a State Recovery Coordinator; or**<br>   • **the State Recovery Advisor.**<br><br>• requires the State EM Controller to provide any necessary information;<br><br>• establishes sub-committees to assist it in the performance and exercise of its functions and powers. These sub-committees include members or non-members of the MCEM as it sees fit;<br><br>• does any other things necessary or convenient related to its functions and powers; and<br><br>• delegate any of its powers and functions, other than the power of delegation. | • to assist the Premier in the performance and exercise of his/her functions and powers under the Act;<br><br>• to review policies and arrangements for emergency management, on the advice of the SEMC;<br><br>• to oversee the readiness of the State to prepare for, respond to and recover from emergencies;<br><br>• during and following an emergency, in the event that a Cabinet decision is not practicable, to:<br><br>• provide strategic policy direction to the State EM Controller; and<br><br>• make decisions as required on the response to and/or recovery from the emergency, including budget decisions.<br><br>• establish arrangements for reconstruction and recovery; and any other emergency management functions as may be determined by the Premier. |

## 2.2.2 SEMC

The SEMC is chaired by the State EM Controller.  SES EMU provides the secretariat.

SEMC functions are detailed in Section 9 of the Act.

*Table 4:  SEMC functions and powers under the Act*

| Functions / Powers | State EM Controller |
|---|---|
| • to institute and coordinate, and to support the institution and coordination of, emergency management, including the preparation and review of the Tasmanian Emergency Management Arrangements (TEMA) and Stat Special Emergency Management Plans; | • chairs the SEMC.<br>• appoints a member of the SEMC as the Executive Officer in accordance with section 8 of the Act.<br>• may convene SEMC meetings prior to or during emergency response or recovery operations, to share |

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| • to determine and review emergency management policy; <br><br> • to review the management of emergencies that involve more than one region, and other emergencies as the SEMC considers appropriate, and to identify and promote opportunities for improvement in emergency management; <br><br> • at the direction of the State EM Controller, to assist them in the performance and exercise of their functions and powers; and <br><br> • other emergency management functions imposed by the Minister for Police, Fire and Emergency Management or stipulated in the TEMA. | information and provide high level advice or support as required. |

The SEMC *Strategic Directions Framework 2020-2025* (the Framework) aims to enable an agile, inclusive and coordinated approach to emergency management. It outlines strategies for the SEMC to achieve its functions and mission in line with:

- the Act and other relevant legislation;

- the Strategy;

- the Sendai Framework; and

- relevant national frameworks, particularly the NSDR and the *National Disaster Risk Reduction Framework.*

The Framework describes the strategic priorities of the SEMC relating to disaster resilience and emergency management. It focuses on ensuring:

- inclusive networks and governance structures to ensure cohesive actions and best use of available resources;

- available resources are directed to where they have the greatest community benefit through prioritisation, appropriate plans and project oversight; and

- continual improvement informed by evidence, including evaluation and lessons learnt.

The Framework is aligned with the TEMA and the Strategy. Together, these documents guide disaster resilience and emergency management actions for Tasmania through pursuing four disaster resilience goals:

1. Understanding risk.

2. Working together.

3. Reducing risk.

4. Being prepared for disasters.

There are three dimensions to governance structures and networks for emergency management in Tasmania:

- The SEMC and its sub-committees focus on strategic emergency management themes across all regions, all-hazards and agencies.

- Hazard-specific governance arrangements exist for some of the highest priority hazards (for example, the State Fire Management Council).

- REMCs and MEMCs focus on all hazards within defined geographical areas.

Together, these governance structures often include external to government stakeholders either through direct membership or via working groups or reference groups.

## 2.2.3 SEMC SUB-COMMITTEES

The four (proposed) SEMC sub-committees are:

1. Informed risk management.

2. Community resilience.

3. EM sector capability.

4. Recovery.

Each sub-committee is responsible for identifying priorities in its area and for overseeing continual improvements.  Annual action plans help ensure strategic priorities translate to actions that directly improve Tasmania's disaster resilience.

The structures, agreed objectives and roles in the Framework help to ensure:

- specific risk reduction and preparedness actions taken link with standards of best practice;

- the involvement of key stakeholders to ensure actions taken meet diverse needs;

- coordinated efforts make the best use of available resources, building on current capabilities; and

- ongoing sustainable improvements to Tasmania's emergency management capability and capacity for Tasmanian's safety and wellbeing in the face of increasing disaster risks.

## 2.2.4 TASMANIAN SECURITY AND EMERGENCY MANAGEMENT GROUP (TSEMG)

The TSEMG is established under section 9(2) of the Act.  TSEMG provides policy advice to the Premier, the Minister for Police and Emergency Management, and State EM Controller (Commissioner of Police). The group oversees and coordinates actions associated with identified security and emergency management priorities (with an approved Charter).  Membership of TSEMG includes:

- Deputy Commissioner of Police;

- Deputy Secretary, DPAC;

- Director, SES;

- Chief Fire Officer, TFS (invitee);

## 2.2.5 REGIONAL EMERGENCY MANAGEMENT COMMITTEE (REMC)

The REMCs coordinate emergency management activities in the South, North and Northwest regions of the State. Regional EM Controllers (TASPOL Western, Northern, and Southern District Commanders) chair the REMCs.

Regional emergency planning activities and priorities are to be aligned with the SEMC's strategic priorities, as outlined in the Strategy and the Framework.

The functions and powers of a REMC are detailed in Section 16 of the Act.

*Table 5: REMC functions and powers under the Act*

| Functions / Powers | REMC Membership |
|---|---|
| • institute and coordinate policy, arrangements and strategies for regional emergency management: includes maintaining the Regional Emergency Management Plan (REMP) and any related regional sub-plans;<br><br>• coordinate/oversee the management of emergencies that affect the region, and support neighbouring regions where able;<br><br>• review the management of emergencies that have occurred in the region to identify and promote opportunities for improved emergency management. This can include imposing functions on MEMCs, assisting neighbouring REMCs, reporting to the SEMC, and proactively engaging with stakeholders to enhance regional emergency management arrangements; and<br><br>• report to the State EM Controller on any regional matters that relate to the functions of the State EM Controller or SEMC. | Membership should include those that have legislative responsibilities, investment in emergency management programs or capabilities and that are exposed to the consequences of emergencies within the region.<br><br>• representatives of government agencies (including emergency services);<br><br>• Municipal EM Coordinators;<br><br>• business enterprises;<br><br>• utilities / critical infrastructure representatives;<br><br>• volunteer / not-for-profit organisations; and<br><br>• others, determined by the Regional EM Controller as or if required.<br><br>The Regional EM Controller may convene REMC meetings prior to or during emergency response or recovery operations to share information and provide advice or support as required. |

## 2.2.6 MUNICIPAL EMERGENCY MANAGEMENT COMMITTEE (MEMC)

Municipal emergency management activities are coordinated by a MEMC. MEMCs report directly to the REMCs. The Chairperson of each MEMC is responsible for managing its operation and administration. The Regional EM Controller has overall responsibility for activities undertaken across the PPRR phases.

The Council for the municipal area decides on and provides the MEMC Chairperson. The Act provides for a 'combined area' being determined by the Minister, enabling two or more Municipal Councils to establish a MEMC for the combined area (section 19). MEMCs are established under section 20 of the Act.

The functions and powers of a MEMC are detailed in section 22 of the Act.

*Table 6: MEMC functions and powers under the Act*

| Functions / Powers | MEMC Membership |
|---|---|
| • to institute and coordinate, and to support the institution and coordination of, emergency management in the municipal area or, in a combined area, including the preparation and review of the Municipal Emergency Management Plan and Special Emergency Management Plans that relate to emergency management in that municipal area or any one or more of those municipal areas;<br><br>• to determine and review emergency management policy for the municipal area, or combined area;<br><br>• to review the management of emergencies that have occurred in the municipal area, and identify and promote opportunities for improvement in emergency management;<br><br>• to report to the Regional EM Controller on any municipal matters that relate to the functions and powers of the Regional EM Controller or REMC;<br><br>• at the direction of the Municipal Chairperson or a Municipal EM Coordinator, to assist them or a Municipal Council in the performance and exercise of their or its functions and powers under the Act;<br><br>• other functions imposed from time to time by the REMC or Regional EM Controller;<br><br>• other functions imposed on the MEMC by a Municipal Emergency Management | Membership should include those that have legislative responsibilities, investment in emergency management programs or capabilities and that are exposed to the consequences of emergencies within the municipal area (or combined area).<br><br>• MEMC Chairperson;<br><br>• Municipal EM Coordinator;<br><br>• Municipal Recovery Coordinator;<br><br>• Executive Officer (appointed by the MEMC Chairperson); and<br><br>• Others, determined appropriate by the MEMC Chairperson or Municipal EM Coordinator if or as required.<br><br>The MEMC chairperson may convene MEMC meetings prior to or during emergency response or recovery operations to share information and provide advice or support as required. |

| | |
|---|---|
| Plan or a State Special Emergency Plan that relates to emergency management in the municipal area; and<br><br>• establish sub-committees for the purposes of assisting the MEMC in the performance and exercise of its functions and powers. | |

## 2.2.7 RECOVERY COMMITTEES

The MCEM, the State EM Controller, the State Recovery Advisor or a State Recovery Coordinator may establish a committee, or more than one committee, for one or more of the following purposes in accordance with Division 3A of the Act:

- coordinating recovery processes;

- engaging affected communities in recovery processes; and/or

- any other purpose related to recovery.

An 'Affected Area Recovery Committee' (AARC), or more than one AARC, is established in partnership with affected communities and focus on the recovery from a specific event. The chairperson, membership and terms of reference of an AARC is determined by the MCEM, the State EM Controller, the State Recovery Advisor or a State Recovery Coordinator in consultation with the relevant Municipal Recovery Coordinator and/or Municipal EM Coordinator/s and affected communities.

## 2.2.8 EMERGENCY MANAGEMENT SUB-COMMITTEES (STATE, REGIONAL AND MUNICIPAL)

Sub-committees are groups that deal with either broad functional areas or non-hazard-specific arrangements that require ongoing strategic direction and input from the emergency management committees outlined above.

The Act provides authority for emergency management committees to establish and recognise groups as sub-committees. Their membership usually includes subject matter experts and/or policy and planning Advisers. Sub-committees usually focus their attention on identified hazards or emergency management functions.

The functions of sub-committees include:

- coordinate or oversee emergency management work that may be routine or ongoing, or project based (this can include providing advice for plans);

- support the respective committee to set emergency management priorities; and

- promote opportunities for improved emergency management, including checking that plans and arrangements are interoperable.

There are also collaborative relationships maintained between sub-committees at different levels.

## 2.2.9 OTHER STAKEHOLDER AND ADVISORY GROUPS

Other groups are often established by other legislation or administrative arrangements. These can support emergency management activities at national, state, regional and municipal levels. These groups provide advice to governments, forums, committees or other groups as required. They can be recognised as sub-committees under the Act.

**Working Groups** are groups that deal with a specific task relating to function or hazard-specific issues with a definite time limit for completing their work.

Sub-committees may establish discrete Working Groups to complete a specific task. In that instance, the proposal to establish a Working Group would be considered by the sub-committee along with a draft Terms of Reference.

**Reference Groups** are groups that promote best practice through information sharing and networking. They do not generally provide strategic direction and decision-making. Reference groups operate within existing policy contexts and can submit proposals to be considered by the 'parent' committee or its sub-committees.

Where appropriate, sub-committees may also establish Reference Groups to provide expert advice and analyse a specific task. In that case, the proposal to establish a Reference Group will be considered by the parent committee or sub-committee, along with a draft Terms of Reference.

**Advisory Groups** can be established to provide advice or evaluation. Members of an Advisory Group may be subject matter experts and/or evaluation experts, and may be stakeholders that work within or are external to the emergency management sector for example.

An Advisory Group does not have any formal authority in a governance context and can be standing (ongoing) or established for a specific period of time.

## 2.2.10 INTER-JURISDICTIONAL COORDINATION AND ASSISTANCE ARRANGEMENTS

**Australia-New Zealand Emergency Management Committee (ANZEMC)** is the peak consultative emergency management forum. Membership includes representatives of each State and Territory emergency management committee and a representative of the Australian Local Government Association. ANZEMC provides advice and direction on the coordination and progress of nationwide emergency management issues.

**Australia-New Zealand Counter-terrorism Committee (ANZCTC)** was established by the variation to the Intergovernmental Agreement on Australia's National Counter-terrorism Arrangements. The mission of the ANZCTC is to contribute to the security of both Australian and New Zealand by:

- coordinating a cooperative arrangement to counter-terrorism and its consequences;
- promoting nationally consistent approaches to countering terrorism, with an emphasis on interoperability across PPRR; and
- enhancing the existing relationship between Australia and New Zealand specifically in relation to counter-terrorism.

**Australian Government Crisis Coordination Centre (CCC)** is a division of the Australian Government Department of Home Affairs and provides 24/7 monitoring of all security and emergency

management events.  The CCC is the facility through which the Australian Government's emergency management assistance to States and Territories is coordinated.

**Emergency Management Australia (EMA)** is responsible for the day-to-day management of Australian Government assistance to States and Territories to develop their emergency management capabilities. EMA's operational function is to coordinate Australian Government (physical) assistance to States and Territories during major emergencies if requested.  Assistance must be formally requested by a designated State Officer.  In Tasmania, the State EM Controller is the Officer designated to request assistance from the Australian Government.

**Australian Defence Force (ADF)** involvement during emergencies is generally by way of Defence Assistance to the Civil Community (DACC) which is the provision of ADF resources for emergency and non-emergency support within Australia.  The ADF also maintains capabilities to assist civil authorities under the Defence Force Aid to Civil Authority (DFACA) arrangements in circumstances where force is required in threat and/or terrorism situations.

# 2.3 Legal Framework

There is a range of emergency powers available to Tasmanian authorities for the protection of life, property and the environment.  These powers are provided for in different Acts of Parliament administered by a number of ministerial portfolios and implemented by several State Government agencies.  This legal framework is designed to provide for scalable and flexible emergency management and a safer Tasmania.

The provisions of the Act prevail where there are any inconsistencies with provisions of any other Tasmanian Acts that relate to emergency management.  The Act provides for:

- the protection of life, property and the environment in the event of an emergency; and
- establishes Tasmania's overarching emergency management arrangements, including the four categories of powers:
    - General risk identification, assessment and management (sections 36 to 39).
    - Emergency powers (section 40-41 and Schedule 1).
    - State of alert (sections 41A-41D).
    - State of emergency (sections 42-45).

The Minister for Police, Fire and Emergency Management is responsible for the administration of the Act. The department responsible to that Minister - the Department of Police, Fire and Emergency Management (DPFEM) - administers the Act (section 65).

Recent experiences during both real events and exercises have highlighted the importance of being able to authorise, delegate and execute emergency powers in a timely manner.  At a strategic level, these experiences have demonstrated the critical need to provide succinct and accurate advice on the use of emergency powers to relevant senior officers.

A 'ready-reckoner' on emergency powers is available for relevant officers such as the State EM Controller and Regional EM Controllers at TEMA appendix 2.

Specific arrangements relating to counter-terrorism are provided by a combination of State and Commonwealth legislation. Legislation relevant to the Tasmanian context includes:

- the *Police Powers (Public Safety) Act 2005;*

- the *Terrorism (Preventative Detention) Act 2005;* and

- the *Terrorism (Commonwealth Powers) Act 2002.*

The latter refers certain matters relating to terrorist acts to the Parliament of the Commonwealth for the purposes of section 51(xxxvii) of the Constitution of the Commonwealth.

# 2.4 Planning Framework

All parties use a risk-based approach to emergency management planning to:

- reduce the number of emergency events;

- contain the scale and extent of emergency event impacts; and

- minimise the consequence of emergency events.

| Principles | Framework | Process |
|---|---|---|
| Provide the foundation and describe the qualities of effective risk management | Manages the overall process and its integration | For managing risk focuses on individual or groups of risks, their identification, analysis, evaluation and treatment |

The SEMC adopted the *Tasmanian Emergency Risk Assessment Guidelines* (TERAG) that was developed in accordance with the AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines Standard and the aligned *National Emergency Risk Assessment Guidelines* (NERAG).

These guidelines outline:

- the principles for an emergency risk management process;

- the elements of a risk management framework; and

- a risk management process.

The ISO 31000:2018 Risk Management principles are consistent for all hazards, including acts of terrorism (intentional violence).

# 2.5 Policy

The Act provides for a suite of policy functions and powers.

*Table 7: Policy functions and powers under the Act*

| Level | The Act (Part 2) | Functions / Powers | Through |
|---|---|---|---|
| **State level** | Section 9 | Determining and reviewing emergency management policy.<br><br>To impose functions on a REMC.<br><br>Identify and promote opportunities for improvement in emergency management. | SEMC |
| **Regional level** | Section 16 | Determining and reviewing emergency management policy.<br><br>To impose functions on a MEMC.<br><br>Identify and promote opportunities for improvement in emergency management. | REMC |
| **Municipal level** | Section 22 | Determine and reviewing emergency management policy for the municipal area (or combined area).<br><br>Identify and promote opportunities for improvement in emergency management | MEMC |

# 2.6 Planning

Government Agencies, Statutory Authorities, government business enterprises and other stakeholders are responsible for managing the risks associated with specified hazards.  These entities are termed 'Management Authorities'.   Management Authorities' responsibilities may be defined in legislation and/or the TEMA.

State Special Emergency Management Plans (SSEMPs) outline the specific arrangements to manage the risks posed by a specific hazard.  The Management Authority responsible for a specified hazard or event is responsible for planning for that hazard and exercising the plan.  The plan should cover all PPRR elements. In some cases, there may be sub-plans for extra levels of detail or associated plans to support arrangement delivery.

Management Authorities manage these plans collaboratively in a 'Plan, Implement, Review and Report' cycle.

| Plan | Identify the control arrangements for the hazard | | | |
|---|---|---|---|---|
| Implement arrangements and risk treatments for each hazard | Prevention and Mitigation | Preparedness | Response | Recovery |
| Review | For effectiveness of controls | | | |
| Report | To SEMC on adequacy of arrangements | | | |

Emergency Management committees at the state, regional and municipal (limited to emergency planning activities Municipal Councils have direct responsibility for) levels have two planning objectives:

- the collation of the emergency management arrangements, including governance and coordination within their jurisdiction; and

- to institute and coordinate policy, arrangements and strategies for emergency management within their jurisdiction.

*Table 8: Planning objectives of state / regional / municipal committees*

| | State | Regional | Municipal |
|---|---|---|---|
| **Arrangements (Plans)** | Emergency Management Arrangements<br><br>State Special Emergency Management Plans and Associate Plans | Emergency Management Plan | Emergency Management Plan |
| **Policy and Strategy** | SEMC policies<br><br>SEMC Strategic Directions Framework 2020-2025<br><br>Tasmanian Disaster Resilience Strategy 2020-2025 | Identify strategic risk management treatment priorities | Identify risk priority treatments |
| **Management Authority programs** | | Resource and coordinate arrangements, programs and risk priorities for identified hazards across the PPRR phases | |
| **Coordination** | Policy and strategic directions<br><br>Statewide risk assessment and priorities | Coordinate development of regional risk treatment plan | Inform works program (municipal risk treatment plan) |

Emergency management arrangements/plans are maintained by:

- the SEMC (comprising the TEMA and the range of SSEMPs),

- the three REMCs; and

- the MEMCs (or combined area MEMCs).

While the outputs of the Regional and Municipal EM Committees described above are not prescribed within the Act, the Act does provide for:

- the SEMC to develop policy and impose functions on Regional EM Committees; and

- Regional EM Committees to develop policy and impose functions on Municipal EM Committees.

Those provisions are outlined in sections 9 and 16 of the Act.

# 3. Roles and responsibilities

## Key points

- **Disaster resilience is everybody's business.  Everyone has a part to play in reducing risks and being prepared.  Emergencies are not a matter for governments alone.**

- **There are shared and defined responsibilities across sectors and levels, including individuals and families, businesses and other organisations plus all levels of government.**

- **An effective state framework for emergency management requires a high level of collaboration and coordination within and across all levels of government, and with non-government stakeholders, including communities and the private sector.**

- **Tasmania's emergency management sector includes specialist individuals and organisations with accountabilities and/or formally defined roles relating to emergency response, relief and recovery or supporting everyone's risk reduction and preparedness.  This chapter outlines these management authorities and support agencies.**

- **Transition of responsibility arrangements between key authorities are a crucial component of emergency management in Tasmania.**

# 3.1 Overview

A shared responsibilities approach to emergency management and disaster resilience relies on all parties working collaboratively.  This includes the following:

- **All levels of government**
  - Local
  - State
  - National
- **Tasmanian communities**
  - Individuals and families
  - Business, industry and primary producers
  - Owners and operators
  - Schools and school communities, childcare and elderly service providers
  - Community organisations
- **Key non-government stakeholders** – such as:
  - critical infrastructure and service providers
  - broadcasters and other information disseminators
  - the not-for-profit sector and emergency management volunteers
  - the insurance industry
  - design, building and construction industries, land-use planners and natural resource management bodies
  - scientists and research organisations
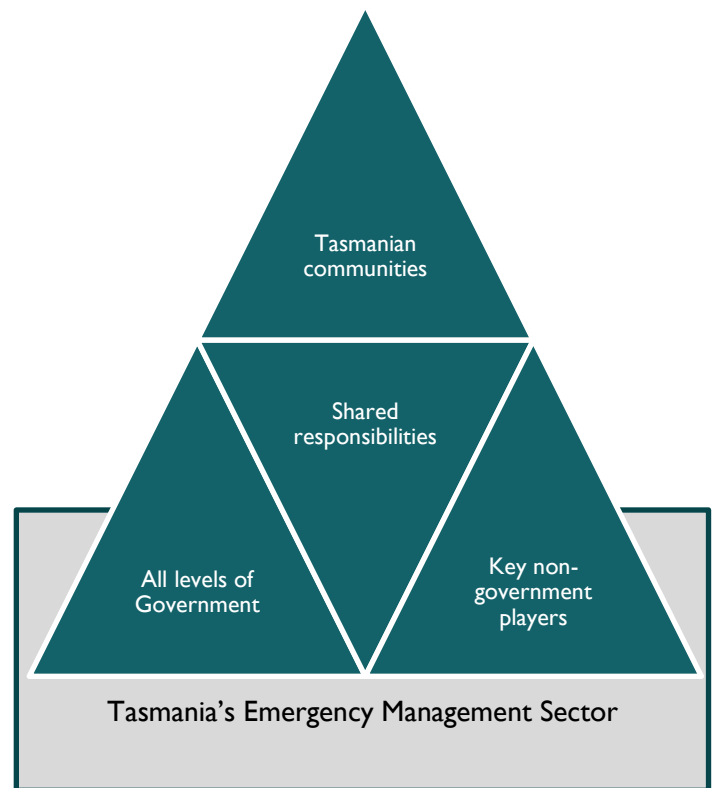
Effective emergency management requires collaboration and coordination within and across all levels of government, and with non-government stakeholders, including communities and the private sector.

# 3.2 Tasmania's emergency management sector

Tasmania's emergency management sector includes:

- Hazard Advisory Agencies;
- Management Authorities;
- Support agencies for specific functional or consequence management areas.

The following key roles coordinate the State's emergency management sector:

- State EM Controller
- State Operational Liaison Adviser (response)
- State Emergency Management Team (response)
- Public Information Unit (PIU)
- State Recovery Advisor
- State Recovery Coordinator and Recovery Taskforce

At a regional level there are the following key roles:

- Regional EM Controller
- Regional Operational Liaison Officer (response)
- Regional Emergency Management Team (response)

At a municipal level there are the following key roles:

- Municipal EM Coordinators
- Municipal Operational Liaison Officer (response)
- Municipal Emergency Management Team (response)

This chapter describes these roles and responsibilities in more detail.

# 3.3 Government's key roles

While everyone has a role to play in reducing their disaster risks, governments have key roles in emergency management.

Each level of government has different roles and responsibilities in emergency management. State and local governments have legislative, organisational arrangements and lines of reporting. They are responsible for emergency planning within their jurisdiction. This may include prevention (mitigation) and preparedness relating to:

- Individual and community safety and well-being.
- Property, assets and infrastructure.
- Landscape and the environment.

They also plan for response, relief and recovery.

All levels of government have disaster resilience obligations in line with the following:

- *Australian Government's Critical Infrastructure Strategy* (2015).
- *National Climate Resilience and Adaptation Strategy* (2015).
- *National Partnership Agreement for Risk Reduction* (2019).
- *National Disaster Risk Reduction Framework* (2018).
- *Australian Disaster Preparedness Framework* (2019).

Decisions should be taken at the lowest appropriate level of authority, in accordance with legislative requirements. Local responders are the building blocks of response and recovery on any scale. As the size, complexity, impacts and consequences of an emergency grow, the level of support from each level of government may increase.

## 3.3.1 LOCAL GOVERNMENT

Municipal Councils play a fundamental role in emergency management. This is because of their:

- local community networks; and/or
- knowledge of local resources; and
- municipal emergency risk profile.

Local government often have a more detailed knowledge of the population dimensions within a municipal area such as people at risk and special interest groups.

In partnership with the State Government, Municipal Councils contribute to the safety and wellbeing of their communities through their local emergency management capability.

Municipal Councils work with partners at a municipal, regional and state level to fulfil the following emergency management roles and responsibilities in line with State and Commonwealth legislation.

- **Oversee prevention and mitigation** within the municipality or combined areas:
  - research;
  - risk management - including risk assessments and risk reduction activities;
  - business continuity; and
  - land-use planning.
- **Prepare for emergencies**
  - Work health and safety legislation and requirements compliance.
  - Fulfil councils' legislative responsibilities defined in the Act:
    - Provide resources and facilities to manage emergencies within the municipal area in accordance with the MEMP.
    - Providing facilities and resources for the council-supported volunteer SES Unit/s. This includes storage and maintenance of the units' equipment and training areas (section 49 of the Act).
    - Nominate the Municipal EM Coordinator and Deputy Municipal EM Coordinator roles (section 23);
    - Provide a Chairperson for the MEMC (section 21).
- **Support agencies and owner/operators of specific facilities** to be ready to:
  - Fulfil their emergency management roles;
  - Maintain 'business as usual' for as long as possible;
  - Coordinate recovery and support broader recovery efforts after the emergency, if required.
- **Ensure evacuation arrangements** within the municipality by the identification, preparation and management of the municipality's 'evacuation centre'.

- **Plan and coordinate recovery activities** within the municipality in partnership with the affected community and relevant State Government authorities. These activities should be in line with agreed priorities and arrangements and cover across all recovery domains:
    - social;
    - economic;
    - infrastructure; and
    - environment.
- **Represent the municipality** on emergency management committees and groups, as required.

## 3.3.2 STATE GOVERNMENT

The State Government has primary responsibility for the protection and preservation of life, property and the environment within its jurisdiction. Community safety and wellbeing drives Tasmania's emergency management arrangements. This includes the protection of systems that support communities' safety and well-being, for example, critical infrastructure such as power, water, telecommunications and other systems or assets located within the state.

The State Government establishes arrangements for most functions essential for effective emergency management (prevention and mitigation, preparedness, response and recovery). For example, it maintains emergency service agencies such as:

- Police;
- Fire;
- Ambulance;
- Emergency; and
- Health and medical services.

The Tasmanian Government's roles include:

- represent the State on inter-jurisdictional committees and groups;
- periodically assess state-level risks and assurance monitoring;
- facilitate and promote disaster resilience;
- develop, implement and ensure compliance with emergency mitigation policies and strategies in all relevant areas of government activity, including land-use planning, infrastructure provision and building standards;
- encourage and support stakeholders to assess and mitigate emergency risks;
- develop arrangements and plans for state-level emergency preparations;
- provide appropriate emergency awareness and education programs;
- ensure warning systems are in place;
- ensure that arrangements for evacuation are in place;
- ensure community and emergency management agencies are prepared for, and able to respond to emergencies, and that plans are exercised regularly;

- maintain adequate levels of capability, including appropriately-equipped and trained career and volunteer emergency response personnel;

- ensure there are appropriate state-level relief and recovery arrangements;

- facilitate post-emergency assessment and lessons management processes;

- monitor, review and develop state-level capability;

- ensure arrangements for coordinating State Government resources and capabilities; and

- coordinate the response to and recovery from an emergency within Tasmania.

Agencies should use a risk-based approach to develop their own (internal) emergency management arrangements to support their disaster resilience and emergency management responsibilities.

### 3.3.3 AUSTRALIAN GOVERNMENT

The Australian Government has specific responsibilities in relation to an emergency of national consequence. The Australian Government also maintains response plans that can support the Tasmanian Government in responding to an emergency.

A range of Australian Government departments have important roles in developing policies and planning for emergencies, facilitating resilience and providing services during and after emergencies. The Australian Government's roles include:

- facilitate and promote resilience to emergencies;

- provide leadership and collaborate with other levels of government in emergency management research and policy-making;

- identify national priorities for mitigating emergencies in collaboration with other levels of government, non-government organisations (NGOs), the business community and individuals;

- support emergency risk assessment and mitigation with other levels of government. This includes funding disaster mitigation;

- provide information services that underpin emergency management, such as meteorological, hydrological and geo-data services;

- provide public warnings for severe weather, bushfire, flood and tsunami;

- support emergency response when the State Government requests assistance;

- support public information, such as public safety broadcasts; and

- support disaster relief and recovery, including funding through the Disaster Recovery Funding Arrangements.

### 3.3.4 A SHARED APPROACH

Dealing with emergencies is not a matter for governments alone. The shared roles and responsibilities for key non-government stakeholders, families and communities provide many benefits, including those summarised below.

# 3.4 Key non-government players

## 3.4.1 CRITICAL INFRASTRUCTURE AND SERVICES PROVIDERS / OPERATORS

Critical infrastructure provides essential services such as:

- energy;
- utilities (water and waste);
- health;
- transport;
- food supply;
- communications;
- banking and finance;
- Government services;
- essential manufacturing; and
- emergency services.

Crowded places were previously considered as a sector within critical infrastructure.  Due to the security profile for crowded places being distinct from other critical infrastructure, crowded places are now considered separately.

Inadequate infrastructure protection greatly impacts on emergency services.  For example, emergency services agencies rely on telecommunications to alert and activate people and provide safe and effective resource coordination in an emergency.

Essential critical infrastructure and services providers must determine and discharge their legal obligations and must manage risks to their operations that could impact others.  This may include material, financial, legal or reputational impact on others.  Critical infrastructure and service providers have community service obligations.  They are often subject to national regulatory frameworks.  These overlap with Tasmania's emergency management arrangements.

Essential service providers and critical infrastructure owners and operators meet their obligations through appropriate risk management practice.  Essential service providers, critical infrastructure owners and operators, and owners and operators of crowded places should:

- maintain a current and informed awareness of their operating environment;
- actively apply risk management techniques to their planning processes;
- conduct regular reviews of risk assessments, and security, emergency and contingency plans;
- provide adequate security for their assets;
- develop plans for crowded places in consultation with other agencies and organisations; and
- make provision to protect/replace their assets, including arranging adequate insurance.

## 3.4.2 BROADCASTERS AND INFORMATION DISSEMINATION MECHANISMS

Everyone needs information in order to make appropriate and informed decisions and actions before, during and after emergencies. The community must have information that is timely, tailored and relevant to enable their own decision-making.

Emergency managers rely on multiple modes of communication to the public. The public needs to have multiple ways to receive communications due to their individual circumstances and needs. Social media is increasingly used alongside other media. As the risk from a hazard increases, so too does the level of information and warnings about that hazard. Experience shows that having multiple modes of information transmission reinforces the message - for example: radio, television, websites, social media, as well as face-to-face meetings.

Broadcasters and information dissemination media have an important role in the conversations about changing risks and community vulnerabilities. They can convey messages about how to manage risks and preparedness. Broadcasters and media managers provide vital information in advance of and during emergency response, relief and recovery operations.

Managing and updating incident information is essential. Emergency managers rely on publishers and broadcasters:

- to disseminate information on preparation and mitigation strategies;
- to enable community understanding about their local risks; and
- for the communication of timely warnings when an emergency is imminent or occurring.

Broadcasters and publishers disseminate recovery information. They play a key role in framing recovery messages and ensuring affected communities understand the recovery support available.

Agreements between emergency agencies and key organisations, such as the Australian Broadcasting Corporation (ABC), Commercial Radio Australia, local and community broadcasters, ensure educational and warning messages are distributed as needed.

There are contracts between State and Territory governments and major telecommunication providers for the provision of emergency messages through the telephone-based *Emergency Alert.*

## 3.4.3 NOT-FOR-PROFIT SECTOR

The not-for-profit sector plays an important role in emergency management. Specific roles depend on the nature of the organisation. They may, for example:

- provide resources and support services directly to those in need or via disaster relief organisations in accordance with pre-event planning;
- prevent and mitigate the impact of disasters, particularly natural disasters, through preparedness and recovery services and connections with communities; and
- support Government and emergency services, particularly in relief and recovery activities, by providing expertise, services and support under established arrangements with Government agencies.

Not-for-profit organisations should protect/replace their own assets from the likely risks in their area. As per businesses and other organisations, they should:

- have adequate levels of insurance; and

- develop and test business continuity plans so that their operations can continue if they are impacted by an emergency.

## 3.4.4 EMERGENCY MANAGEMENT VOLUNTEERS

Emergency management volunteers enable community participation in preparing for, responding to and recovering from emergencies and disasters.  Emergency management volunteers include those involved in:

- prevention and mitigation (including community preparedness and education);

- response; and

- relief and recovery that may extend for months and years after an event.

Community members can best assist during the response and early recovery phases of an emergency through an existing emergency management support organisation.

It is useful to consider two groups of non-traditional volunteers who may become involved in emergencies: one 'formal' and the other 'informal'.

The formal group (organisation) has a well-developed emergency management capability or technical skill developed specifically for activation in times of emergency or disaster.  These volunteers usually have leadership, command or supervision structures within their organisation.  They can generally be readily tasked within their existing capability.

The informal group are self-activating individuals without an overarching command structure of organisation to take operational responsibility.  These spontaneous volunteers may come together in an unplanned and sometimes unprepared ways.

## 3.4.5 THE INSURANCE INDUSTRY

The insurance industry assists (insured) individuals, businesses and the community to recover financially from disasters.  The insurance industry also provides information and advice on recovery and re-establishment following an emergency.

Insurance is a key element of community resilience although not all hazards can be mitigated by insurance.  Insurance provides financial protection in the event of loss through aggregating premiums and spreading risk.  All property owners – including home owners, occupiers and small businesses – can minimise the financial impact from many disasters by purchasing insurance.

Having insurance for disasters does not reduce the number of deaths and injuries, physical damage and disruption to normal life.  However, it provides readily available funds.

Insurance is essentially risk transfer. It allows the economy to:

- manage risk more effectively;

- reduce financial uncertainty in the event of a disaster; and

- allows for a more efficient use of capital by individuals, business and government.

Any transfer of risk in an insurance context does not relieve the responsibility of the owner to prepare their property adequately.

Insurance can also encourage mitigation to reduce losses from future disasters. The price, or premium for, and availability of, insurance signals the level of risk from a range of hazards. It encourages risk mitigation and therefore helps reduce vulnerability to loss.

## 3.4.6 DESIGN, BUILDING AND CONSTRUCTION INDUSTRIES

The resilience of the built environment to hazards is a key factor in:

- promoting human safety;
- reducing damage costs; and
- enabling business continuity when emergencies occur.

Hazard leaders, developers, architects, engineers and the construction industry have important roles in improving disaster resilience:

- Hazard leaders are responsible for:
  - understanding industry hazards and the consequent risks; and
  - ensuring collaborative plans and networks are in place to mitigate, plan, prepare for and recover from risks as they eventuate or as lessons are learnt from events.

- Developers have a responsibility to ensure their projects do not compromise the long-term safety, health and wellbeing of those who will live and work in their developments or increase or transfer exposure to hazards or risks for others in society.

- Architecture and engineering professionals have roles in being educated about hazard impacts on structures. They should promote best practice and innovation, and the use of suitable building products that are resilient to hazards.

- The building and construction industry has a role in promoting hazard awareness and risk minimisation in the industry. It facilitates a culture of compliance with building codes and standards.

All organisations should consider climate risks. For example, low lying coastal areas and associated coastal environment landscapes will be vulnerable to storm tides and rising sea levels.

## 3.4.7 LAND-USE PLANNERS

Land-use planning and environmental management that takes into account hazard risks is the most important measure in preventing and mitigating future vulnerabilities and emergency losses in areas of new development. The professions involved with land-use planning and design have important roles and responsibilities. These include:

- prudent risk assessment and management;
- implementing best practice planning; and
- taking into account emergency risk reduction measures, including evacuation routes.

Planning needs to ensure that legislative and policy frameworks enable recovery operations and that urgently required works are not constrained during and after an emergency.

## 3.4.8 NATURAL RESOURCE MANAGEMENT BODIES

Tasmania's three regional Natural Resource Management (NRM) bodies provide a crucial link between:

- Government;
- communities;
- community organisations;
- rural and public land interest groups;
- land owners; and
- land managers.

They help prevent and/or mitigate damage to the natural environment at a broad geographic landscape or catchment scale.  The NRM bodies are well placed to deliver post-disaster rehabilitation programs.  This can also provide opportunities for social recovery in rural communities.

Good natural resource management assists emergency management and improves economic, social and environmental outcomes.  Specific example strategies include:

- waterway protection;
- conservation of range lands;
- soil conservation; and
- control of weed, vermin and pest animals.

## 3.4.9 SCIENTISTS AND RESEARCH ORGANISATIONS

Scientists and research organisations:

- play a vital role in understanding and recording disasters; and
- can inform theoretical, predictive and evidence-based emergency management approaches.

For example:

- Research relating to climate change (including bushfire), social, economic, engineering, ICT and cybersecurity, and other fields of research help to understand the short, medium and long term impacts of disasters.
- Exploring the reasons why people do or do not prepare for disasters can usefully help inform the broader evidence base for making decisions about managing risk.
- Scientific endeavour may devise measures, including monitoring and early warning networks, to help forecast and inform decision-makers of new opportunities to mitigate the impact of natural events.
- Researchers can also provide recommendations from their research outcomes for consideration that can often link with other considerations for policy and decision-makers.

Research work by the University of Tasmania (UTAS) has covered climate change as a cause of changing risk profile throughout the State.  UTAS significantly contributed to the State Natural Disaster Risk Assessment 2016.  UTAS (through the *Climate Futures for Tasmania* project and the Antarctic Climate and

Ecosystems Cooperative Research Centre) have completed work on impacts of extreme events and changes to bushfire hazard.

The *Climate Futures for Tasmania* project is an important source of information on the impacts of climate change for the Tasmanian community and Government.  A current initiative being undertaken within UTAS to identify and coordinate research in the field of disaster resilience will contribute to building resilience in the Tasmanian community through greater knowledge.

National and inter-jurisdictional research focused groups, such as the Australasian Fire and Emergency Service Authorities Council (AFAC) Knowledge, Innovation and Research Utilisation Network, collaboratively assess research outcomes and use research to inform policy development and strategic directions.

The Australian Institute for Disaster Resilience (AIDR) Knowledge Hub includes links to research conducted within Australia and internationally.  The Bushfire Natural Hazards Cooperative Research Centre (BNHCRC) is another example of a multi-jurisdictional research organisation with a research program shaped to meet the needs of partner agencies throughout Australia.

# 3.5 The Tasmanian Community

All levels of government and non-government stakeholders focus on ensuring the well-being and safety of Tasmanians before, during and after emergencies.  All individuals and organisations have key roles in understanding and mitigating the risks that affect them, and being prepared for an emergency.  This includes being prepared for disruptions to essential services.

## 3.5.1 BUSINESSES, INDUSTRY AND PRIMARY PRODUCERS

Business continuity planning, risk management and contingency planning is crucial for individual businesses and industries resilience.  Many of the responsibilities for businesses also apply to other organisations. Business operators, whether residential-based, small or large, must plan for their own business continuity.

Business continuity planning is about considering what would happen if a business or other organisation has limited or no access to the following during or after an emergency:

- buildings and other infrastructure;
- people (e.g. pandemic, or people not being physically able to travel to work and tourism operators); and
- systems including power and ICT.

Business continuity plans should identify possible and likely risks from hazards and consequent threats to the conduct, viability and profitability of an enterprise.

Businesses, industry and primary producers contribute to disaster resilience and emergency management by:

- understanding the risks they face and the risk their activities pose to the natural environment and to the community;
- ensuring they can provide their services during or soon after an emergency; and
- they can continue to contribute to their local community after an emergency.

Business owners need to:

- understand and manage their risks; They should be aware of legislation that may apply to their enterprise and the activities they are involved in before, during and after emergencies;

- make resilience a strategic objective. Include it in plans and strategies;

- invest in organisational resilience. Plan for disruptions and business continuity when a disaster occurs.

    - e.g. plan to make the operation less vulnerable to emergency impacts (e.g. power failure) and protect and prepare assets from the likely risks in their area, including arranging adequate insurance.

- practice plans and arrangements to be ready and make improvements;

- try to find solutions with everyday benefits;

- consider how they can contribute to the local community's resilience;

- keep the long-term in mind when buying or maintaining assets;

- collaborate with others locally or in their sector for mutual benefits; and

- learn about what to do when a disaster happens.

Business operators that own or look after animals have a responsibility to look after those animals. They must try and ensure the animals' safety and wellbeing without endangering their own or others' lives. Primary producers must plan how to manage livestock when there is increased risk and after an emergency.

Businesses and industries can contribute local, state, national and international knowledge. Particular industries may provide expert resources, before, during and after emergencies. Industry peak bodies also have a role in managing industry recovery programmes to improve resilience. Peak bodies may help ensure that landholders and operators can access information, advice and support tailored for that industry.

ICT businesses have a role in helping other businesses to reduce cybersecurity risks. Businesses also have a responsibility to prevent the spread of cybersecurity threats from one business to another.

## 3.5.2 OWNERS AND OPERATORS

Owners or managers have overall responsibility for the safety and security of their property or services. They must:

- maintain a business continuity plan;

- consider the security profile for crowded places in their planning process (if applicable);

- maintain effective arrangements for requesting assistance;

- maintain emergency management capabilities and arrangements compatible with relevant Government agencies or other organisations for when additional assistance/coordination is needed; and

- resume ongoing responsibilities for the property or services after the emergency.

### 3.5.3 FAMILIES AND INDIVIDUALS

Families and individuals have principal responsibility for their own safety and security, health and wellbeing, social connection and knowledge.  This is done through household, family and individual risk identification and implementing mitigation measures, including having adequate financial protection through insurance.

Responsibilities for families and individuals include:

- Understand their risks.

- Reduce their risks.

- Consider future risks when buying items or property.

- Prepare themselves and their household (e.g. the SES 'Emergency Kit' or Australian Red Cross 'Get Prepared app' or 'Rediplan').

- Plan for disruption (e.g. no power/water/communications).

- Know where to find key information and use it.

- Know their neighbours – everybody is each other's front line.

- Be involved - volunteering helps local communities.

### 3.5.4 COMMUNITIES AND LOCAL COMMUNITY ORGANISATIONS

Local community organisations can take a wide range of actions to assist communities to become more disaster resilient.  In particular, community organisations and community leaders should:

- promote high levels of awareness of the risks arising from hazards in their community, and the collective preparations and actions that should be taken to minimise risk;

- appreciate the consequences of such risks;

- provide active support for government and community efforts to minimise the possible consequences of emergencies, such as hazard risk reduction measures as well as helping to prioritise recovery efforts;

- promote a culture of support and recognition for volunteers;

- identify community strengths and capacities that can be used to support prevention and mitigation, preparedness, response and recovery; and

- provide local leadership in recovery, including establishing initial recovery activities before more formal recovery structures are established then using skills, experience and local knowledge in longer-term recovery.

### 3.5.5 SCHOOLS AND SCHOOL COMMUNITIES

Emergency plans for schools and school communities are important because:

- many communities have schools;

- schools may be associated with and organised by specific providers (this includes State Government, private and independent schools, and faith-based schools);

- school staff have a formal duty of care to students to keep them safe while at school;

- at times of emergency during school terms, schools may be required to keep students safe until they can be reunited with family;

- many people may be involved in the broader school community, including extended families and after school hours care-givers;

- through teaching and support staff, schools are able to communicate to school families about risks and actions in time of uncertainty, increased risk or emergency;

- some school buildings may be specifically constructed to better withstand extremes of weather and risks such as bushfire and therefore offer some level of protection to occupants; and

- specific transport arrangements might mean that it is possible to move students and teachers in a timely and efficient manner away from areas of greater or emerging risk.

The same principles apply to child care centres.

# 3.6 Roles and responsibilities within Tasmanian Emergency Management

Collaboration is a fundamental Tasmanian emergency management principle.  It is key to addressing the responsibilities listed in TEMA Tables 10 and 11.  The hazard groups, functional roles and responsibilities listed are not exhaustive.  Changes can be made through the consultation process for future issues of the TEMA.

Hazard or function-specific and/or consequence management plans outline emergency management activities.  This includes specific arrangements relating to intentional violence for Tasmania.  Where there are no specific plans, the approaches included in the TEMA are to be used.  This may be complemented by national plans or arrangements.

There are three types of emergency management sector roles:

- Hazard Advisory Agencies.

- Management Authorities.

- Supporting Agencies.

## 3.6.1 SEMC HAZARD ADVISORY AGENCIES

Hazard Advisory Agencies provide subject matter expertise and advice about risk and key mitigation strategies relating to particular hazards and emergency events.

Hazard Advisory Agencies may have legislative and strategic policy responsibilities in Tasmania and nationally.

*Table 9: SEMC Hazard Advisory Agencies*

| Natural hazard | |
|---|---|
| Bushfire | TFS |
| Coastal erosion (Crown and Reserve Estate) | DPIPWE |
| Coastal inundation | SES |
| Flood | SES |
| Geological hazard:<br>including earthquake, landslide/landslip, sink hole, debris flow | DSG |
| Space debris / object | SES |
| Tsunami | SES |
| Meteorological emergency<br>including severe storm, volcanic ash cloud, solar flares | BoM |
| **Environmental** | |
| Biosecurity emergency | DPIPWE |
| Environmental contamination emergency | DPIPWE |
| Hazardous material | DoJ |
| **Man-made** | |
| Building / infrastructure failure | DoJ |
| Dam failure | DPIPWE |
| Cyber emergency | DPaC DSS |
| Intentional violence | TAPOL |
| **Critical infrastructure disruption** | |
| Energy supply | DSG |
| Transport | DSG |
| Communications | DSG and DSG |
| Water supply | TasWater |
| Financial services | DoTF |

| Other | |
|---|---|
| Public health emergency<br><br>including pandemic influenza, heatwave, drinking water supply contamination, food contamination, and radiological hazardous materials (unintended release) | DoH |

## 3.6.2 MANAGEMENT AUTHORITIES

Management Authorities provide direction so that capability is maintained for identified hazards or emergency events across the PPRR phases.

Management Authorities are responsible for coordinating and providing guidance for comprehensive emergency management. Management Authorities' activities can range from providing advice (as required) to actively coordinating and aligning effort between relevant emergency management partners. These variations in activities are due to a range of factors including:

- available research;
- relative maturity of current capacity and capability;
- resource constraints and allocation decisions;
- complementary initiatives; and
- other priorities.

Management Authority roles across the PPRR phases are broadly described below, with more detail in respective chapters of the TEMA.

| Prevention and Mitigation | Maintains strategic oversight of relevant research, risk assessment and risk treatment activities within Tasmania, across all levels of government and the emergency management sector. This can include:<br><br>- planning process (risk assessment);<br>- providing information on hazards or events to the Tasmanian Government via SEMC and/or REMC so priorities can be set for risk treatment activities; and<br>- supporting Municipal Councils, critical infrastructure owners and other organisations in hazard research and risk assessment activities. |
|---|---|
| Preparedness | Maintains strategic oversight of, and can provide planned and coordinated measures for:<br><br>- emergency planning;<br>- validation;<br>- capacity building;<br>- response capability; and<br>- education within the Tasmania community and across all levels of government and the emergency management sector to ensure continuous improvement. |

| | This can include: |
|---|---|
| | <ul><li>planning process, strategy and risk treatments;</li><li>maintaining special plans, sub-plans or other associated plans; and</li><li>evaluating and reporting on observations identified during exercises and operations.</li></ul> |
| **Response** | Deploys and controls resources to save lives, protect property and the environment. Preserves the social and economic structure of the community. This can include:<ul><li>dissemination of warnings;</li><li>gaining and maintaining situational awareness;</li><li>activating and deploying resources and capabilities;</li><li>coordinating response actions and flow of operational information;</li><li>coordinating short-term relief to affected areas and supporting short term recovery activities;</li><li>ensuring the formal transition to recovery;</li><li>arranging de-activation/stand-down of operations and coordination centres; and</li><li>evaluating and reporting on observations identified during operations.</li></ul> |
| **Recovery** | Management Authorities are not allocated for recovery from specific hazards.<br><br>Recovery planning and coordination occurs at municipal, regional and state-level across four domains: social, economic, infrastructure and environment. This includes:<ul><li>assessing recovery needs;</li><li>establishing appropriate governance and coordination arrangements;</li><li>coordinating recovery activities;</li><li>reporting and financial arrangements; and</li><li>evaluating and reporting on observations identified during recovery.</li></ul>Agencies are allocated for each of the recovery domains. They are responsible for managing and coordinating the planning, delivery, monitoring and reporting on recovery functions within the domain.<br><br>DPAC is the SEMC Advisory Agency for recovery. It maintains the State Recovery Plan. |

*Table 10: Management Authorities for Hazards or Emergency Events*

| Hazard or Emergency Event | MANAGEMENT AUTHORITY | | | |
|---|---|---|---|---|
| | Advisory Agency (Division) | Prevention/ Mitigation | Preparedness | Response |
| **Biosecurity** | DPIPWE (Biosecurity Tasmania) | | | |
| **Coastal Inundation – Storm Tide** | SES | SES | DoJ (Land Use Planning) | SES |
| **Cyber security** | DPAC (Digital Strategy & Services) | | | |
| **Energy infrastructure** Includes: electricity, gas & petroleum | TasNetworks TasGas / TGP Co. Fuel Distributors | | | |
| **Energy Supply** Includes: petroleum, gas & electricity Excludes: energy infrastructure failures | DSG (Office of Energy Planning) | | | |
| **Fire** National parks & other reserves | DPIPWE (Parks & Wildlife) | | | |
| **Fire** Declared forest land/State forest | SST | | | |
| **Fire** Future potential production forest lands | DPIPWE (Parks & Wildlife) | | | |
| **Fire** | TFS | | | |

| | | | |
|---|---|---|---|
| Urban, structural & privately managed rural land | | | |
| **Flood – dams** Dam safety emergencies | DPIPWE (Water & Marine Division – Water Operations) | | TASPOL (assisted by dam owner) |
| **Flood – flash flood** including associated debris flow | SES | Municipal Councils | SES |
| **Flood – rivers** | SES | | |
| **Food contamination** | DoH (PHS) | | |
| **Hazardous materials** | DoJ (Worksafe Tasmania) | | TFS |
| **Hazardous materials – radiological** unintended release of | DoH (PHS) | DoH (PHS) | TFS |
| **Heatwave** | DoH (PHS) | | |
| **Infrastructure failure – building collapse** | DoJ (Building Standards & Occupational Licencing) | | TASPOL |
| **Infrastructure failure – State roads & bridges** | DSG (State Roads) | | |
| **Intentional violence** e.g. CBRN attacks, terrorist events | TASPOL | | |

| | | | |
|---|---|---|---|
| **Marine mammal stranding and entanglements** | DPIPWE<br>(Natural & Cultural Heritage Division) | | DPIPWE<br>(Parks & Wildlife) |
| **Marine Pollution** | DPIPWE<br>(EPA) | | |
| **Pandemic Influenza** | DoH<br>(PHS) | DPAC<br>(OSEM) | DoH<br>(PHS) |
| **Pest infestation** | DPIPWE<br>(Biosecurity Tasmania) | | |
| **Public health emergency** | DoH<br>(PHS) | | |
| **Recovery** | DPAC | *per Municipal and Regional EM plans* | |
| **Space debris** | SES | *Monitored and regulated by Aust Gov* | TASPOL<br>DSG<br>TMAG (for preservation of meteorite & impact scene) |
| **Storm / high winds / tempest** | SES | | |
| **Transport crash – aviation**<br>Less than 1000m from the airport runway | TASPOL | *Aust Gov regulated* / Airline Operator Airport Manager | TASPOL |
| **Transport crash – aviation**<br>More than 1000m from the airport runway | TASPOL | *Aust Gov regulated* / Airline Operator | TASPOL |
| **Transport crash – marine**<br>No environmental emergency | MAST | | TASPOL |

| | | | |
|---|---|---|---|
| **Transport crash – railway** | National Rail Safety Regulator DSG | Rail operator | TASPOL TFS |
| **Transport crash – road vehicles** | DSG | | TASPOL |
| **Tsunami** | SES | | TASPOL |
| **Water supply contamination** <br> Drinking water | DoH (PHS) | | |
| **Water supply disruption** | TasWater | | |

## 3.6.3 SUPPORT AGENCIES

Support Agencies are organisations responsible for the delivery and/or coordination of specific functions, as agreed with Management Authorities. Support Agencies command their own resources in coordination with the Management Authority, as required.

The role of Support Agency may include:

- providing functional support for activities across the PPRR phases. This can include providing workers, goods and services, especially for operations;

- providing advice relating to activities across the PPRR phases;

- requesting assistance from and coordinating efforts with other Support Agencies and other organisations to maximise use of all available resources;

- coordinating agency-specific planning and preparation for performing functions in the short term and over protracted periods in partnership with other Support Agencies. This can include:

  - development of supporting operational plans/orders/SOPs/checklists/protocols, training, procurement, equipment and supplies maintenance; and

  - identifying ways to improve the emergency management capacity of the agency.

Some of the functions (or consequences) listed below may not be easily re-assigned to support agencies as most of these functions are either legislative responsibility-based or key functions of a specific agency.

The 'primary' support agency (in bold below) work collaboratively with other support agencies and, during the response to an emergency, in support of a RMA.

*Table 11:* Support Agencies by functional and consequence responsibilities

| FUNCTION / CONSEQUENCE | SUPPORT |
|---|---|
| **Advice:** | |
| • Aboriginal heritage sites – protection during operations | **DPIPWE Natural and Cultural Heritage Division (Aboriginal Heritage)** |
| • Dam safety | **DPIPWE (Water & Marine Division – Water Operations)** <br> Tasmanian Irrigation <br> TasWater <br> Hydro Tasmania (generation) |
| • Emergency Management consultation framework | **SES** |
| • Emergency management plans (legislation) | **Reviewing authorities** |
| • Emergency plans (other) | **Reviewing authorities** |
| • Emergency risk framework | **SES** |
| • Energy supply (electricity, gas & petroleum) | **DSG (Office of Energy Planning)** <br> TasNetworks <br> Hydro Tasmania <br> TasGas <br> Energy suppliers, distributors & retailers |
| • Environmental Health | **DoH (PHS)** <br> Municipal Councils |
| • GIS / spatial data | **DPIPWE (Land Tasmania)** |
| • Hazard risk assessments | **Prevention & Mitigation Management Authorities** |
| • Historic heritage (building, places & features) | **DPIPWE** <br> **Natural and Cultural Heritage Division (Heritage Tasmania)** |
| • Infrastructure impacts and consequences | **Infrastructure owner/operator** <br> DSG (Transport Systems & Planning Policy) <br> Municipal Councils |
| • Internet services | **NBN Co** |
| • Mitigation funding programs | **SES** <br><br> DPAC OSEM |

| | |
|---|---|
| • Natural values assessments | **DPIPWE (Natural and Cultural Heritage Division)**<br>Municipal Councils<br>Community groups |
| • Counter-terrorism arrangements | **TASPOL – Special Response and Counter Terrorism** |
| • Radiological & nuclear hazards | **DoH (PHS)** |
| • Recovery funding programs | **DPAC**<br>DoH<br>DoC |
| • Transport services and planning | **DSG (Transport Systems & Planning)**<br><br>Transport service providers |
| **Analytical services** | |
| • biological | **DPIPWE (EPA)**<br>FSST<br>DoH (PHS)<br>DoH (THS) |
| • chemical | **DPIPWE (EPA)** |
| • animal health laboratory | **DPIPWE**<br>**(Biosecurity Tasmania)** |
| **Australian Government assistance** (response & recovery) | **Aust Gov agencies**<br>**ADF assistance (DACC / DFACA)**<br>State EM Controller through the SCC<br>DPAC OSEM (Recovery) |
| **Blood supplies** | **Australian Red Cross Blood Service**<br>DoH (THS) |
| **Casualty triage, treatment & transport**<br><br>(single & multi/mass casualty events) | **Ambulance Tasmania**<br>St John Ambulance |
| **Centres:** | |
| • Emergency Coordination - Municipal | **Municipal Councils (facility for ECC)**<br>**MEMC (managing an ECC)**<br>SES |
| • Emergency Coordination – Regional | **SES** |
| • Emergency Operations | **RMA**<br>Support Agencies |

| | |
|---|---|
| • Flu clinics | **DoH (THS)**<br>DoH (PHS)<br>Municipal Councils |
| • State Control Centre (administration & maintenance) | **TASPOL**<br><br>**(Special Response & Counter-terrorism)** |
| **Civil defence** | **SES**<br>ADF MJOSS |
| **Community awareness/education** | **Preparedness Management Authorities** |
| **Coronial investigation** | **DoJ (Coronial Division)**<br>TASPOL<br>FSST |
| **Counter-terrorism arrangements** | **TASPOL**<br>**(Special Response & Counter-terrorism)** |
| **Criminal investigations**<br><br>(during emergencies) | **TASPOL** |
| **Debriefs**<br><br>(combined / multi-agency) | **Agencies / organisations**<br>SEMC<br>*(for multi-agency lessons management)* |
| **Decontamination from:** | |
| • CBRN events | **TFS**<br>DoH (PHS)<br>DoH (THS)<br>DPIPWE (EPA)<br>Municipal Councils<br>Facility / site owner |
| • Hazardous materials emergencies (chemical, biological, explosives) | **TFS**<br>TASPOL<br>FSST<br>DoH (PHS)<br>DoH (THS)<br>Municipal Councils<br>Facility / site owner<br>DPIPWE (EPA) |
| **Disaster Victim Identification (DVI)** | **TASPOL**<br>DoJ (Coronial Division)<br>FSST |
| **Emergency Powers:** | |
| • Authorisation of emergency powers | **State EM Controller**<br>DPFEM Legal Services<br>SEMC Executive Officer |

| | |
|---|---|
| | Regional EM Controllers |
| • State of Alert | **State EM Controller** |
| | DPFEM Legal Services |
| | SEMC Executive Officer |
| | Regional EM Controllers |
| • State of Emergency | **Premier** |
| | DPFEM Legal Services |
| | State EM Controller |
| | Regional EM Controllers |
| | MCEM & SEMC Executive Officers |
| • Risk identification and assessment | **State EM Controller** |
| | DPFEM Legal Services |
| | State EM Controller |
| | Regional EM Controllers |
| | SEMC Executive Officer |
| **Evacuation** | |
| • Decision to evacuate (including issue of warnings) | **RMA** |
| • Evacuation centre (activation) | **Municipal Councils** |
| | *(formal request to activate from Regional EM Controller)* |
| | NGOs |
| | DoH (THS) |
| • Operational | **TASPOL** |
| | Operational support agencies |
| **Fire response on a marine vessel** | **Captain** |
| | TFS |
| | *(by agreement with Captain of the vessel)* |
| **Food and essential goods supply continuity** | **Distributors and wholesalers** |
| | DSG |
| | (Transport Systems & Policy Planning) |
| | Freight and logistic companies / retailers |
| **Forensic chemistry and biology services** | **FSST** |
| | TASPOL |
| **GIS** | **DPIPWE (ES GIS)** |
| • Web & desktop mapping systems | Aust Red Cross |
| • Coordination of remotely sensed imagery | |
| **Insurance industry advice** | **DPAC** |
| | Insurance Council of Australia |
| **Internet services** | **NBN Co** |
| **Interoperability arrangements** | **DPAC OSEM** |
| | Tas Gov Agencies |
| **Land rehabilitation** | **Land manager / owner** |

| | |
|---|---|
| | DPIPWE  (Natural and Cultural Heritage Division) |
| **Land-use planning** | **DoJ** <br> Municipal Councils <br> DPIPWE <br> SES <br> TFS <br> DSG (Infrastructure Tasmania) |
| **Liaison (in emergencies):** | |
| • Colleges and schools | **DoE** <br> Independent Schools Tas <br> Catholic Education Office Tas <br> TasTAFE |
| • Municipal Councils | **SES** <br> DPAC OSEM <br> LGAT <br> DoH (THS) |
| • Critical Infrastructure | **Owners / operators** <br> *Liaison through municipal / regional / state authorities* <br> *depending on level of incident* |
| • Media (at emergency site) | **RMA** <br> DPAC PIU |
| • Media (at centres) | Centre **Public Info Officer** <br> DPAC PIU |
| • Media (for the community) | **Council Mayor** <br> **DPAC PIU** <br> **RMA Public Info Officer** <br> *Depending on level of incident* |
| **Marine mammal stranding and entanglement** | **DPIPWE (Natural Heritage) DPIPWE (Parks & Wildlife)** |
| **Operational and coordination information** – situation reports, operational logs etc. | **Centres (coordination, operations, others)** |
| **Performance management of emergency management arrangements** | **State EM Controller** <br> **Regional EM Controllers** <br> **Municipal EM Coordinators** <br> **SEMC and REMC ExOs** |
| **Pollution management – land** | **Facility / site owner** <br> Municipal Councils <br> DPIPWE (EPA) <br> TFS <br> DoJ (Worksafe Tasmania) |

| Pollution management – marine: | |
|---|---|
| • In port | **TasPorts**<br>BoM<br>DPIPWE (EPA)<br>Shipping operator<br>TFS<br>Municipal Councils |
| • Less than 3 nautical miles from the Tasmanian coastline | **DPIPWE (EPA Division)**<br>AMSA<br>BoM<br>Shipping operator<br>TasPorts<br>TFS |
| • More than 3 nautical miles from the Tasmanian coastline | **AMSA**<br>BoM<br>DPIPWE – EPA<br>TasPorts<br>TFS<br>Shipping operator<br>Municipal Councils<br>SES<br>TFS<br>DoJ – Worksafe Tasmania |
| **Property reinstatement (survey & valuation)** | **DPIPWE  (Land Tasmania)**<br>Municipal Councils |
| **Rapid impact and damage assessments** | **RMA**<br>Municipal Councils<br>Support Agencies |
| **Registration:** | |
| • Affected persons (evacuation centre) | **Municipal Councils**<br>NGOs |
| • Affected persons (reunification) | **TASPOL**<br>Aust Red Cross |
| • Business and economic impacts | **DSG (Business Tasmania)**<br>Municipal Councils<br>Business support services |
| • Casualties | **Ambulance Tasmania**<br>TASPOL<br>DoH (Tasmanian Health Service) |
| • Volunteers | **Municipal Councils**<br>NGOs |
| • Witnesses | **TASPOL**<br>Support agencies |
| **Rescue (technical):** | |

| | |
|---|---|
| • Aircraft crash<br>• (all areas except Hobart & Launceston airports) | **TFS**<br>Airline operators<br>SES<br>Ambulance Tasmania |
| • Aircraft crash<br>• (Hobart & Launceston airports) | **Air Services Australia**<br>Airline operators<br>SES<br>TFS<br>TASPOL<br>Ambulance Tasmania |
| • Cave rescue | **TASPOL**<br>SES<br>Ambulance Tasmania<br>Australian Cave Rescue Commission (ACRC) |
| • Confined space | **TFS**<br>Infrastructure / asset owner |
| • Domestic and industrial accidents | **TFS**<br>Ambulance Tasmania<br>Infrastructure / asset owner |
| • Extrication from road crash & heavy vehicles (rural) | **SES**<br>Ambulance Tasmania<br>TFS<br>Transport operator |
| • Extrication from road crash & heavy vehicles (urban) | **TFS**<br>Ambulance Tasmania<br>Transport operator |
| • Mines | **Mine management**<br>TFS<br>Ambulance Tasmania<br>*(by agreement with mine management)* |
| • Swift water | **TASPOL**<br>Surf Life Saving Tas<br>SES |
| • Trench | **TFS**<br>Municipal Councils<br>Ambulance Tasmania |
| • Urban (USAR) | **TFS**<br>Asset/property owner<br>Ambulance Tasmania<br>TASPOL<br>SES |
| • Vertical (built environment) | **TFS**<br>SES<br>Ambulance Tasmania |
| • Vertical (natural environment) | **TASPOL**<br>SES |

| | |
|---|---|
| | TFS<br>PWS<br>Ambulance Tasmania |
| **Road management:** | |
| • Municipal roads | **Municipal Councils**<br>State Growth |
| • Other roads | **Asset owner**<br>State Growth |
| • State roads | **DSG** |
| **Search:** | |
| • Air search of coastal & inland waters | **TASPOL**<br>SES<br>Surf Life Saving Tas<br>Volunteer Marine Rescue / Coast Guard |
| • Air search of (Tasmanian) territorial waters | **AMSA**<br>BoM<br>TASPOL |
| • Land | **TASPOL**<br>SES |
| **SEWS (Standard Emergency Warning Signal)** | **DPFEM Media & Comms or PIU**<br>*(in consultation with Tas Regional Director of BoM)*<br>Media outlets/broadcasters |
| **TasALERT** | **DPAC**<br>Communications & Protocol Office (CPO) |
| **TEIS (Tasmania Emergency Information Service)** | **DPAC**<br>State Agencies (interoperability arrangements) |
| **Traffic control**<br><br>any emergency except road / bridge infrastructure failure | **TASPOL**<br>DSG<br>SES |
| **Translation & interpreter service:** | |
| • AUSLAN (sign language) | **Not-for-profit provider**<br>Community leaders |
| • Languages other than English (LOTE) | **DoH (Federal) – National Translation & Interpreting Service**<br>Community leaders<br>NGOs (Migrant Resource Centre) |
| **Warnings for the community (community warnings):** | |
| • About severe weather events | **BoM**<br>DoH (PHS)<br>Municipal Councils<br>DPAC CPO / TasALERT<br>SES |

| | TASPOL |
|---|---|
| • About the emergency | **RMA**<br>DPAC PIU / TasALERT<br>Municipal Councils<br>SES<br>TASPOL<br>DoH (PHS) |
| **Waste management** | **Land owner / manager**<br>DPIPWE (EPA Division) |
| **Wildlife & animal welfare in emergencies:** | |
| • Animal welfare (pets & companion animals) | **Owner**<br>Municipal Councils *(if facilities available)*<br>DPIPWE (Biosecurity Tas)<br>Community groups |
| • Animal welfare (livestock) | **Owner**<br>DPIPWE (Biosecurity Tasmania)<br>Municipal Councils *(if facilities available)*<br>Community groups |
| • Animal welfare (wildlife) | **DPIPWE – Natural Heritage**<br>DPIPWE – Biosecurity Tas<br>Municipal Councils<br>Community groups |

# 3.7 State Level Responsibilities

Key statewide emergency management coordination roles include the following.

## 3.7.1 STATE EMERGENCY MANAGEMENT (EM) CONTROLLER

The role of the State EM Controller in the PPRR phases includes the following.

*Table 12: Functions and powers of the State EM Controller under the Act*

| **Prevention / Preparedness** | **Response / Recovery** |
|---|---|
| • chair the SEMC;<br><br>• as chair of the SEMC, provide strategic leadership and direction in the development of emergency management policy;<br><br>• ensure effective command, control and coordination arrangements are established prior to an emergency and | • direct the activation of the State Control Centre (SCC) if/when required;<br><br>• establish the strategic objectives and priorities for the overall consequence management of an incident, including the high-level activities during an emergency;<br><br>• require the Response Management Authority (RMA), Policy and Recovery |

maintained for the duration of an emergency;

- provide relevant advice to the Minister for Police, Fire and Emergency Management on emergency management matters arising from the SEMC and as a consequence of discharging State EM Controller duties; and

- contribute to national emergency management capability statements or agendas as/when required.

Advisers to service the strategic objectives, priorities and high-level activities during an emergency;

- ensure all agencies involved in the emergency effort are properly discharging their responsibilities in respect to the emergency;

- identify and remedy critical capability or capacity gaps that may exist between agencies' responsibilities during an emergency;

- ensure the provision and maintenance of effective interoperability;

- ensure the coordination of public information;

- if necessary, support the RMA and other agencies through the acquisition and coordination of external resources to meet the strategic objectives, priorities and high-level activities in respect to an emergency;

- establish effective high-level multi-agency emergency management information sharing arrangements during an emergency;

- ensure community relief arrangements have been considered and are implemented when required;

- in conjunction with the State Recovery Advisor or State Recovery Coordinator, establish priorities and coordination of resources to meet recovery objectives; and

- provide strategic leadership and direction in the development of emergency management plans.

## 3.7.2 DEPUTY STATE EM CONTROLLER

The Minister may appoint a Deputy State EM Controller under section 10 of the Act. The Deputy State EM Controller is the Deputy Commissioner of Police.

The Deputy State EM Controller may act as the State EM Controller in circumstances described in section 5 of the Act.

## 3.7.3 STATE OPERATIONAL LIAISON ADVISER (RESPONSE)

The State Operational Liaison Advisor (OLA) is a representative of the RMA and will be appointed by the State EM Controller.  The OLA will be of suitable seniority so they can authoritatively advise of the operational response to an emergency but *not directly involved in the management of any operational response*.

The OLA will liaise with the state-level RMA Incident Control Centre (often referred to as a State Operations Centre) in order to:

- provide advice enabling the State EM Controller to direct the use of resources for emergency management as appropriate;

- ensure any instructions and decisions of the State EM Controller are transmitted to and adequately carried out by the RMA; and

- advise SEMC on the operational response to the emergency.

The OLA, through coordination with the SCC Manager, will establish Support Officers from within their agency or per the *Interoperability Arrangements for the Sharing of Skilled Resources in Tasmania Plan* (the Interoperability Arrangements) if required.  In addition, the State EM Controller will determine any other members as the State Emergency Management Team (SEMT) to assist this role as appropriate.

## 3.7.4 SEMT (RESPONSE)

In addition to the established roles within the SCC, the State EM Controller may determine additional emergency services and other agency representatives are appropriate to assist in carrying out the functions of specific advisory roles.

The State EM Controller will identify a cohort of subject matters experts from SEMC Hazard Advisory Agencies and they will be members of the SEMT, as directed.

## 3.7.5 PUBLIC INFORMATION UNIT

The PIU of the SCC will be led by the Manager of the DPAC Communications and Protocol Unit. The PIU of the SCC will develop key public messages relating to an event / incident.

The structure and operations of the PIU is described in the *Public Information Unit Operations Manual*. Further information is in the *Protocol for Whole-Of-Government Public Information Support in Emergencies*. Both documents are available through the DPAC.

The PIU of the SCC will:

- support the dissemination of public information from the whole-of-government response to an emergency;

- provide advice to the State EM Controller, SEMC when/if constituted, and RECCs on media and public information issues;

- develop a whole-of-government media and public information strategy in consultation with relevant agencies as appropriate;

- develop media releases and talking points as appropriate;

- clear Ministerial media releases and media responses for the Head of Government Media Office;

- liaise with the RMA Public Information Officer, Head of the Government Media Office and Public information officers in the Department of Home Affairs (EMA); and

- manage TasALERT.

In a terrorist-related situation, public information strategies will be in accordance with the *National Security Public Information Guidelines* (NSPIG).

The Manager of the PIU of the SCC, through coordination with the SCC Manager, will establish Support Officers from within their Agency or use the Interoperability Arrangements.

## 3.7.6 STATE RECOVERY ADVISOR

Unless otherwise determined by the Premier or delegated under the Act, the State Recovery Advisor is the Secretary DPAC. The State Recovery Advisor may hold that office in conjunction with any other appointment, position or office.

*Table 13: Functions and powers of the State Recovery Advisory under the Act*

| Functions / powers - section 24B of the Act |
| --- |
| • to ensure that plans and arrangements for recovery are prepared and maintained; |
| • to support the State EM Controller, Regional EM Controllers and State Recovery Coordinator to coordinate recovery processes during and after an emergency; |
| • to advise, on request, the Premier or the MCEM on matters related to recovery including – <ul><li>the appointment of a State Recovery Coordinator; and</li><li>the establishment of a Recovery Taskforce;</li></ul> |
| • to oversee the transition of responsibility for recovery under section 24F of the Act; |
| • other functions in respect of recovery imposed on the State Recovery Advisor by the Premier; |
| • other functions in respect of recovery imposed on the State Recovery Advisor by the MCEM; |
| • other functions imposed by the Act or any other legislation; and |
| • prescribed functions. |

### 3.3.7 STATE RECOVERY COORDINATOR AND RECOVERY TASKFORCE

*Table 14: Provisions relating to a State Recovery Coordinator and Recovery Taskforce under the Act*

| State Recovery Coordinator (section 24D of the Act) | Recovery Taskforce (section 24C of the Act) |
|---|---|
| • Premier may appoint (in writing) a **State Recovery Coordinator** to lead a Recovery Taskforce.<br><br>• Premier is to specify the term of the appointment and the functions of the **State Recovery Coordinator**, and is to notify the State EM Controller of the appointment. | • Premier may determine that a **Recovery Taskforce** is to be established to support recovery during or after an emergency.<br><br>• If the Premier is not available to make a determination, the MCEM may determine that a **Recovery Taskforce** is to be established.<br><br>• If the determination is made, the DPAC Secretary is to establish a **Recovery Taskforce**. |

# 3.8 Regional level

## 3.8.1 REGIONAL EM CONTROLLER

The Regional EM Controller is the Tasmania Police District Commander in each of the three regions.  The Regional EM Controller is appointed under section 17 of the Act. The functions and powers of a Regional EM Controller per section 18 of the Act are as follows.

*Table 15: Functions and powers of Regional EM Controllers under the Act*

| Functions | Powers |
|---|---|
| • to assist and advise the State EM Controller on all matters relating to emergency management in the region;<br><br>• prior to, during or after an emergency in the region, to ensure that their instructions and decisions and the instructions and decisions of the REMC, SEMC and State EM Controller are transmitted to, and adequately carried out by whomever they are directed or relate; | • impose functions on a MEMC and Municipal EM Coordinator within the region from time to time;<br><br>• determine powers that may be exercised by a Municipal EM Coordinator within the region from time to time; and<br><br>• do all other things necessary or convenient to be done in connection with the performance of their functions. |

|  |  |
|---|---|
| <ul><li>to consider whether any powers or declarations under the Act need to be exercised or made for the purposes of emergency management in the region and, if so, to advise the State EM Controller of that need;</li><li>if the Regional EM Controller considers that resources of another region are necessary for emergency management in the region, the Regional EM Controller may request those resources;</li><li>other functions relating to emergency management imposed by the SEMC or State EM Controller;</li><li>other functions imposed by the Act or any other Act;</li><li>prescribed functions.</li></ul> |  |

Regional EM Controllers are responsible for:

- reviewing all emergency management plans and procedures within the region to identify deficiencies, capability shortfalls and omissions;
- issuing emergency management instructions to all relevant agencies within the region; and
- performing the role of Chair of the REMC and guiding the activities of the REMC that relate to emergency management in the region.

The Regional EM Controller is accountable for notifying and activating all resources deemed necessary to manage a declared event (per Division 3A and 4 of the Act). This may include resources from other regions. That function may be delegated to the REMC Executive Officer.

A Deputy Regional EM Controller for a region is also appointed under section 17 of the Act.

## 3.8.2 REGIONAL OPERATIONAL LIAISON OFFICER (RESPONSE)

The Regional Operational Liaison Officer (OLO) is a representative of the RMA and will be appointed by the Regional EM Controller. The OLO will be of suitable seniority so they can authoritatively advise of the operational response to an emergency but *not directly involved in the management of any operational response*.

The OLO will liaise with the (regional level) RMA Incident Control Centre (often referred to as a Regional Operations Centre) in order to:

- provide advice enabling the Regional EM Controller to direct the use of resources for emergency management as appropriate;
- ensure the instructions and decisions of the Regional EM Controller are transmitted to and adequately carried out by the response Management Authority; and

- advise REMC on the operational response to the emergency.

The OLO, through coordination with the RECC, will establish Support Officers from within their agency or per the Interoperability Arrangements if required.

In addition, the Regional EM Controller will determine any other members as the Regional Emergency Management Team to assist in this role as appropriate.

### 3.8.3 REGIONAL EMERGENCY MANAGEMENT TEAM (REMT)

In addition to the established roles within the RECC, the Regional EM Controller may determine additional emergency services and other agency representatives are appropriate to assist in carrying out the functions of specific advisory roles or liaison role in a RECC.

The Regional EM Controller will identify a cohort of subject matters experts from Hazard Advisory Agencies and/or other agencies/organisations as or if required and request their presence in the RECC to form the REMT.

# 3.9 Municipal level

## 3.9.1 MUNICIPAL EMERGENCY MANAGEMENT (EM) COORDINATOR

The Municipal EM Coordinator is nominated by a Municipal Council and appointed by the Minister under (section 23) the Act.  Functions and powers of the position are detailed at section 24 of the Act.

*Table 16: Functions and powers of Municipal EM Coordinator under the Act*

| Functions | Powers |
|---|---|
| • to assist and advise the Municipal Chairperson and the relevant council on all matters with respect to emergency management in the municipal area or combined area;<br>• if the Regional EM Controller requires it, to assist and advise the Regional EM Controller on matters with respect to emergency management in the municipal area;<br>• prior to, during or subsequent to the occurrence of an emergency in the municipal area, to ensure that –<br>  • the resources of the relevant council are coordinated and used as required for the establishment and coordination of evacuation centres and recovery centres in the municipal area; and<br>  • his or her instructions and decisions and the instructions and decisions of the | • to utilise the resources of the municipal volunteer SES units in support of statutory services for emergency purposes within the municipal area;<br>• to advise the Municipal Council and councillors in the municipal area in respect of the facilities required for effective operation of the municipal volunteer SES units;<br>• powers determined by the Regional EM Controller by notice provided to the Municipal EM Coordinator. |

| | |
|---|---|
| MEMC, Municipal Chairperson and Regional EM Controller are transmitted to, and adequately carried out by, the bodies and other persons to whom they are directed or relate;<br>• to consider whether any powers or declarations under this Act need to be used or made for the purposes of emergency management in respect of an emergency in the municipal area and, if so, to advise the Regional EM Controller of that need;<br>• if the Municipal EM Coordinator considers that resources of another municipal area are necessary to make better provision for emergency management in the municipal area, to request those resources;<br>• to assist the Unit Managers of the municipal volunteer SES units with the supply and coordination of equipment and facilities provided by the council and the maintenance of such equipment and facilities;<br>• other functions in respect of emergency management imposed by the REMC or the Regional EM Controller. | |

The position's primary function is to coordinate, advise and assist the relevant Municipal Council on all matters pertaining to emergency management within the municipal area.

Tasks of a Municipal EM Coordinator include:

- as a member of a MEMC, participate in the development, review and exercise of relevant emergency management plans within the designated municipal area/s in accordance with legislative requirements and State policy;

- facilitation of emergency risk assessment including the development, implementation and monitoring of appropriate risk treatment activities;

- provision of executive support services to the MEMC and any special purpose committees established by Municipal Council for the purposes of emergency management;

- represent relevant Municipal Council/s on regional and, as required, State forums e.g. REMC;

- provide briefings to and advise Municipal Council and the Regional EM Controller on emergency management measures within the relevant municipal area;

- coordinate Municipal Council's response to the management of emergency events which occur within the municipal area in accordance with relevant plans;

- support the development and implementation of community education and awareness programs within the municipal area; and

- liaise with SES regional staff and the Unit Manager of the relevant SES Unit/s regarding development and maintenance of resource agreements and the delivery of Municipal Council responsibilities under any such agreements establish with the SES in Tasmania.

## 3.9.2 MUNICIPAL RECOVERY COORDINATOR

The functions and powers of a Municipal Recovery Coordinator are detailed at section 24H of the Act.

*Table 17: Functions and powers of Municipal Recovery Coordinator under the Act*

| Functions | Powers |
|---|---|
| A Municipal Recovery Coordinator has the following functions, for the purposes of the planning, review and implementation of recovery processes, in respect of the municipal area for which he or she is the Municipal Recovery Coordinator:<br>• prior to, during or subsequent to the occurrence of an emergency within the municipal area, to ensure that –<br>   • arrangements are in place to implement recovery processes, including the establishment and coordination of evacuation centres and recovery centres; and<br>   • his or her instructions and decisions and the instructions and decisions of the Municipal Committee, Municipal Chairperson and Regional Controller are transmitted to, and adequately carried out by, persons to whom they are directed or relate;<br>• to advise the Regional Controller of any powers or declarations under this Act that are to be used, or made, for the purposes of recovery within the municipal area;<br>• to request resources of another municipal area if the Municipal Recovery Coordinator considers that those resources are necessary to implement recovery processes within the municipal area;<br><br>(d) to assist a recovery committee established under section 24E within the municipal area or a combined area;<br><br>(e) to assist and advise the Municipal Chairperson, the Municipal Committee or the relevant council on all matters with respect to recovery within the municipal area or a combined area;<br><br>(f) other functions in respect of recovery imposed on the Municipal Recovery | • prescribed powers;<br>• the power to do all things necessary or convenient to perform their functions. |

| | |
|---|---|
| Coordinator by the Municipal Committee or the Municipal Coordinator;<br><br>(g) other functions imposed on the Municipal Recovery Coordinator by this or any other Act;<br><br>(h) other functions imposed on the Municipal Recovery Coordinator by a Municipal Emergency Management Plan. | |

# 4. Prevention and mitigation

## Key points

- **Reducing disaster risks through prevention and mitigation measures is everybody's business.**

- **Prevention aims to decrease or remove the negative consequences of hazards.**

- **Mitigation seeks to minimise the impact and consequences of an emergency**

- **Prevention and mitigation activities are a shared responsibility – everybody has a role in the community.**

- **Land owners' decisions and actions are often key to reducing risks.  They play key roles in prevention and mitigation actions for their own benefit, and for the broader safety of their communities.**

- **Hazard reduction activities and priorities should be informed by risk. Risk is the product of likelihood and consequences of an event.**

# 4.1 Overview

Hazard and risk are related. Untreated, a hazard may increase the likelihood and consequence of an event (risk).  Risk management processes can be guided by relevant industry standards.

Prevention measures seek to eliminate the impact of hazards, and/or reduce susceptibility to them. Mitigation measures accept that the event will occur and seek to reduce the inevitable impact by both:

- physical means (e.g. flood levees); and

- increasing the resilience of the community may be impacted by those hazards through education and awareness.

Governments, non-government organisations, businesses, communities and individuals must undertake prevention and mitigation activities and strategies.

The *Tasmanian Disaster Resilience Strategy 2020-2025* strongly emphasises:

- Risk reduction (prevention) is a shared responsibility.

- The need to focus more on reducing risks to reduce response and recovery impacts.

These arrangements outline key responsibilities relating to all parts of the PPRR phases.

While the State Government has the lead role for response and recovery, plus whole-of-jurisdictional and emergency management sector preparedness, all parties have shared responsibilities especially in prevention, mitigation, and risk reduction.

- Government agencies, businesses and other organisations are responsible for prevention, preparation and risk mitigation as part of their day-to-day functions within the scope of their responsibilities.

- Individuals and households play key roles in reducing their risks through prevention, mitigation and preparedness decisions and actions.

- Governments at all levels and non-government organisations support individuals and other organisations to reduce their risks.

Examples of whole-of-community prevention and mitigation strategies include:

- cybersecurity policies, procedures and standards to protect critical information and infrastructure;

- hazard-specific control programs, such as building flood levees, bushfire mitigation programs, and installation of automatic sprinkler systems;

- land-use planning and building controls in legislation and regulations, construction and infrastructure design standards and codes;

- quarantine and border control measures;

- public health strategies;

- community education and awareness;

- hazardous material safety/security initiatives;

- critical infrastructure protection;

- resilience programs;

- crowded places strategy;

- ensuring access to publicly available geologic and topographic mapping and earthquake and tsunami monitoring services; and

- implementing specific hazard/risk and research studies.

Examples of organisations' prevention and mitigation strategies include:

- business continuity plans and contingency planning; and

- building and other facilities' risk management.

Individuals' and households' prevention and mitigation strategies include:

- considering risk when making major purchases; and

- home maintenance and insurances.

TEMA Table 10 outlines prevention and mitigation Management Authorities. The functional responsibilities listed in TEMA Table 11 are not exhaustive.

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*Will contain a summary diagram of prevention/mitigation processes when TEMA graphic design completed.*

# 4.2 Risk Assessment

The 2016 Tasmanian State Natural Disaster Risk Assessment (TSNDRA) provides an understanding and awareness of the natural hazard-based and other risks that have the most potential to impact the State. The TSNDRA is a key driver of emergency management strategy and requires review every four years to capture emerging risks or threats.  The 2020 TSNDRA will include non-natural hazards such as cybersecurity.

The TSNDRA includes the risk register and risk treatment options, together with the accompanying hazard summary report.  Stakeholders and practitioners throughout the Tasmanian emergency management sector use the TSNDRA to inform emergency management planning.

Management Authorities responsible for prevention and mitigation functions must ensure that processes are in place to provide specialist advice to support hazard-specific risk assessments in Tasmania.

At the municipal level, emergency risk assessment processes are used to understand and maintain awareness of local hazards, the risk they pose to the community and to help Municipal Councils to prioritise risk treatment strategies when setting their work programs.

Preparedness Management Authorities apply it when reviewing their arrangements and updating their risk-based plans.

All facilities/building managers, critical infrastructure providers, agencies and businesses do, or should, have risk assessment and management as part of their normal business.

Risk assessment and risk management activities are completed in line with processes set out in:

- *Tasmanian Emergency Risk Assessment Guidelines* (TERAG) 2017;
- *National Emergency Risk Assessment Guidelines* (NERAG) 2015; and
- Current national/international standards (AS/NZS ISO31000:2018 Risk Management Principles and Guidelines).

# 4.3 Risk Management

The identification and implementation of risk treatments, controls or mitigation strategies occurs after emergency risk assessments. Risk reduction strategies may be categorised in a number of ways and summarised as:

- levels of autonomy (e.g. behavioural, procedural and physical controls);
- nature of control (e.g. process or physical); and
- life-cycle phases (e.g. PPRR, operational phases/elements).

Once risk assessments are validated and accepted, relevant stakeholders manage programs and projects to treat those risks.  Management Authorities for prevention and mitigation and/or the relevant SEMC Hazard Advisory Agencies report the outcomes of the programs and projects through the emergency management governance framework.

# 4.4 Current Themes in Prevention and Mitigation

Current research and risk assessment theme in Tasmania include:

- climate change impacts on frequency and intensity of flooding and bushfire;
- cybersecurity;
- protection of critical infrastructure and crowded places;
- cascading and concurrent events;
- flooding;
- land stability and debris flow;
- storm surge and coastal erosion;
- bushfire;
- pandemic influenza;
- heatwave; and
- tsunami.

Current themes in risk treatment focus include:

- business continuity management;
- physical prevention works and activities;
- building capacity; and
- land-use planning reforms.

Business continuity planning and management is critical, especially during a protracted emergency event. Planning for emergencies will help to protect and prepare businesses.

## 4.4.1 BUSINESS CONTINUITY PLANNING

A business continuity plan should include four parts:

1. Know your disaster risk: assess the risks to the business.
2. Get ready: prepare the business and staff for emergencies.
3. Take action: the business owner/operator to know what to do during an emergency.
4. Re-assess, recovery and learn: track recovery after a disaster.

For further information and guidance, see Business Tasmania's resources at:
https://www.business.tas.gov.au/preparing_for_disasters

## 4.4.2 MITIGATION STRATEGIES

Building capability and capacity is an important mitigation strategy. This includes developing skill and knowledge sets, and tangible resources related to:

- plan management, equipment and infrastructure enhancements;

- developing and/or maintaining tangible assets and/or resources (e.g. stockpiles, hazard-specific response equipment and deployable kits); and

- risk management, project management and business system integration, community education and awareness programs (e.g. psychological first aid).

Tasmania's strategic and statutory land-use planning instruments, along with building controls, include a range of prevention and mitigation strategies that can be used by State and local planning authorities to reduce communities' exposure to emergencies resulting from natural hazards. The intent of this approach is to deliver long-term community safety outcomes and, by either requiring a greater consideration of the hazard for new development or strategically changing settlement patterns, to minimise the risks (financial, infrastructure, cultural) to the community.

While climate change is not in itself classified as a hazard, it is predicted to contribute to global sea level rise and to increase the frequency and intensity of natural hazard events. Incorporating consideration of climate change in the land-use planning system helps to mitigate impacts associated with climate change. A range of complementary initiatives for achieving an integrated approach is currently being undertaken, including:

- The Tasmanian Planning Scheme and Tasmanian Building Codes implements hazard policy for coastal erosion and coastal inundation, landslip and bushfire prone areas by incorporating statewide mapping and coordinated statutory controls in land use planning.

- The upcoming consultation and development of the Tasmanian planning policies.

- Statewide sea level rise planning allowances based on the IPCC 5 – RCAP 8.5 emissions scenario.

- The *Climate Change (State Action) Act 2008*.

- Climate Action 21: Tasmania's Climate Change Action Plan.

- State Coastal Policy 1996;

- Implementation guidelines for risk in planning schemes;

- Commonwealth-funded grant programs;

- Regional Planning Initiative;

- Standard Schedules Project; and

- Tasmanian Emergency Management Spatial Information System Project.

# 5. Preparedness

## Key points

- **Preparedness is the ability to be ready for, or to anticipate action, in response to or recovery from the risk of an emergency occurring.**

- **Preparedness should increase as the risk from hazards increases.**

- **All levels of all entities should amend their preparedness as the future risk changes.**

- **Planning, exercising and lessons management are key to continually improving preparedness and development of capability systems.**

- **Regularly scheduled testing of procedures and systems is an indicator of a resilient community.**

# 5.1 Overview

Preparedness involves actions to ensure that, as the risk increases or when an emergency happens, communities, resources and services are available and capable of taking appropriate actions for response and recovery.

Examples of preparedness activities include:

- developing household emergency plans and preparing emergency kits to last 72 hours;

- audits and planning to establish response and recovery capabilities and capacity;

- developing tailored response plans;

- critical infrastructure resilience planning and cooperation, undertaken by all levels of government in partnership with the private sector;

- public communication arrangements;

- interoperability of systems across the State;

- warning systems for the public, including the national telephone-based warning system - *Emergency Alert*;

- stockpiling and distribution of essential items, such as generators and medicines;

- education and training programs;

- testing of procedures through exercise programs; and

- managing lessons learnt and continually improving preparedness systems.

Planning is guided by a risk-based approach to the actions taken and resources applied. This involves an analysis of the likelihood and consequence of an event occurring.

Agencies will individually and collectively prepare for known, potentially dangerous conditions. This may include pre-positioning scarce resources such as heavy plant, specialists, aircraft, and other resources (including incident management teams and personnel) to locations where conditions are likely to become unsafe.

Preparedness for disasters also occurs in businesses, industry (including primary producers), the community, neighbourhoods, families and individuals.

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*Will contain a summary diagram of preparedness processes when TEMA graphic design completed.*

# 5.2 Shared responsibility

Ownership of preparedness activities is shared across the emergency management and volunteer sectors, the community, business and relevant industries. A collaborative state-wide effort is required to make Tasmania better able to withstand and recover from an emergency.

The State, regional and municipal emergency committees, sub-committees and other reference groups undertake a range of activities that provide strategic direction and guidance to preparedness Management Authorities.

# 5.3 Responsibility for preparedness

Preparedness Management Authorities, support agencies and other organisations are responsible for preparedness activities such as establishing or maintaining relationships, systems, processes and arrangements to ensure:

- an appropriate level of preparedness at all times;
- they are adequately prepared to fulfil their roles in emergency management if required;
- business continuity for as long as possible; and
- management of agency/organisational recovery of workers and services after an emergency.

Owners or operators of specific facilities and services establish or maintain systems, processes and arrangements so they can manage emergencies at their sites and assist their emergency management partners to be effective in response and recovery.

# 5.4 Planning for emergencies

Planning is a key element of being prepared. Governments, business, non-government organisations and communities develop and document appropriate anticipated and planned actions, and develop capability and provisions for their own preparedness.

## 5.4.1 EMERGENCY PLANNING MUST BE COLLABORATIVE, INTEGRATED AND INCLUSIVE

In some hazard types, risk management planning may be determined by relevant standards and legislation. Examples include standards for:

- critical infrastructure;
- bushfire risk minimisation;
- flood mitigation; and
- built environment standards.

These plans must be tested through exercises and events to ensure they are current and appropriate to the task. This process also helps build relationships between key people in different roles and in different

organisations.  This is critical because, in the urgency of a response when immediate decisions and actions are required, relationships between key people need to have already been established.

It is not possible to have a plan for every scenario.  The concept of disaster resilience recognises that planning cannot be for every risk.  Resilience to known hazards helps to address risks that are unforeseen or unexpected.

## 5.4.2 SPECIAL CONSIDERATIONS

The *People at Increased Risk in an Emergency: a guide for Tasmanian Government and non-government community service providers* (the Guide) recognises that while everyone is at risk in an emergency, some people are at increased risk because they are experiencing factors that undermine their safety and security, health and wellbeing, knowledge and/or social connection.

The Guide promotes a shared approach to emergency planning and preparedness.

The Guide outlines the 'susceptibility factors' and 'protective factors' that, if compromised, increases a person's risk.  These include:

- proximity to event (living, working or travelling through impacted area);
- low understanding of warnings/risks;
- limited financial resources;
- reduced health and wellbeing;
- limited mobility;
- reliance on/or difficulty accessing support/medical services/medication/equipment;
- reduced or no access to transport and vital supplies;
- socially, physically or geographically isolated;
- religious and/or cultural beliefs that conflict with emergency advice;
- communication difficulties;
- harassment and/or social exclusion;
- reduced safety and security; and
- previous trauma history.

Low level of understanding of warnings and risks and/or the local context and risk factors must be accounted for in emergency management policies, programs and services.

People who have impaired judgement or cognitive ability, limited understanding of advice messaging and/or speak a language other than English or have low levels of English proficiency or literacy levels are susceptible to increased risk during an emergency.  This includes:

- tourists;
- new residents to Tasmania;
- refugees;
- overseas/temporary workers; and
- visiting students.

### 5.4.3 CHILDREN AND YOUTH

Ultimately, the primary duty of care for children (including infants) and youth is the responsibility of their parents/legal guardians or carers.

Children and youth may require special protection, both physical and psychological, during and after emergencies. The development of emergency management plans for children and youth should consider factors including:

- clear allocation of responsibility for the needs of children to specific roles or agencies;

- plans to maintain provision of essential services to children by agencies, organisations, educational and other facilities, especially those responsible for care and supervision of children;

- consultation with child protection experts by all levels of government;

- inclusion in municipal emergency management plans / arrangements for unaccompanied children, family reunification and the provision of child and family friendly spaces at evacuation centres;

- establishment of close links with school, kindergarten and childcare centres in municipal emergency management plans / arrangements;

- consideration on how to engage with children to allow them to contribute to plan development and implementation;

- testing through exercises, the elements of the plan that relate to the unique needs of children; and

- the requirements of children in all risk-assessment activities.

### 5.4.4 ANIMALS

The welfare of wildlife, livestock and companion animals in emergencies is a significant issue.

Ultimately the owner/s of livestock and companion animals (pets) have responsibility for the welfare of the animals in their charge. This requires the animal owner to plan and put suitable arrangements in place to minimise the risk to the health and welfare of animals posed by reasonably predictable emergency scenarios.

Where evacuation (including self-evacuation before the area is impacted) is the best option in the circumstances, the ability to also evacuate owned animals results in improved recovery outcomes.

Municipal evacuation centres **may** provide facilities for the temporary accommodation of some animal species, either onsite or close-by.

The decision by Municipal Councils to accept animals at evacuation centres or not, or identifying reasonable alternative arrangements, should be based on an assessment of the associated risks conducted as part of routine emergency preparedness. Municipal Councils should also clearly communicate their resulting policy about the management of evacuated animals to their residents as part of those preparedness activities to ensure there are realistic expectations in the community.

Collaborative arrangements between Municipal Councils specifically about evacuated animals should be encouraged to maximise efficient use of resources, provide contingencies for unpredictable situations and promote wider community resilience.

### 5.4.5 VOLUNTEERS (INCLUDING SPONTANEOUS VOLUNTEERS)

- Some agencies and a number of non-government organisations engage volunteers for emergency management.  Although the arrangements for recruiting, training and sustaining volunteers operate outside the Tasmanian emergency management framework, these volunteers are extremely important contributors to the management of emergencies and recovery.

- *Communities Responding to Disasters: Planning for Spontaneous Volunteers (2018)* is a best practice guide to building local capability to manage spontaneous volunteers. Volunteering Tasmania (VT) can be contacted to provide assistance and advice regarding spontaneous volunteer management.

DPAC OSEM manages the State Government relationship with VT in relation to spontaneous volunteer management.  Non-state government agencies (including Municipal Councils) must liaise directly with VT and make their own arrangements relating to the potential deployment or management of spontaneous volunteers.

VT's system and processes to manage spontaneous volunteers align with the national Spontaneous Volunteer Management Resource Kit.

# 5.5 Capability development

Capability is the collective ability and power to deliver and sustain an effect within a specific context and timeframe.

Capacity is the key determinant of how long a capability can be sustained for a particular level of ability.

The level of capability is determined by the combination of ability and capacity across the core elements:

- People;
- Resources;
- Governance;
- Systems; and
- Processes.

Capability development (skills and expertise), including the identification of capacity shortfalls and business continuity considerations, are crucial aspect of preparedness activities that the emergency management and volunteers sectors, business and relevant industries undertake in their respective areas of responsibilities.

All agencies should maintain capability assessment and development processes to meet the requirements identified in their plans.  Factors that contribute to this include:

- administrative systems such as information management, financial management, and evaluation (lessons management);

- human resource management; specifically recruitment, retention, training and succession planning for roles and responsibilities across the PPRR phases (especially key decision-makers and temporary secondment during operations).

  - Workers can be responsible for more than one function in emergency management providing this does not lead to unmanageable gaps or be likely to generate conflict in performance of duties.

- stakeholder or relationships management with emergency management partners;

- education, training and awareness programs for emergency management workers and the community (e.g. public and environmental health programs and services); and

- maintaining 'fit for purpose' resources. Where adequate resources are not maintained on stand-by, agreements with redundancy support resources are maintained including arrangements for payment as required.

Following emergency operations and/or exercises, observations should be collected, analysed and shared to identify opportunities for improvements in capability as part of the lessons management cycle.

# 5.6 Administrative systems

Organisations should maintain processes for collecting and maintaining administrative and financial records during and after emergencies. Ideally, organisations should use existing records management systems but share all relevant information with other agencies (i.e. through WebEOC).

Examples of administrative / financial records that should be maintained include:

- contract / work orders;

- timesheets;

- e-mail correspondence;

- minutes of meetings;

- tax invoices;

- proposals;

- decisions relating to and during an emergency; and

- asset damage and inspection reports.

# 5.7 Community engagement

In keeping with *Tasmania's Disaster Resilience Strategy 2020-2025*, the community needs to be equally prepared as response agencies for the impacts of all hazards and, in particular, the impacts of natural disasters. Resilient communities are better able to withstand an emergency event and have an enhanced ability to recover from the event.

Community engagement could be hazard-specific or take an all-hazards approach. Regardless of the approach, it is important that messages are consistent and coordinated across all programs.

Community education and awareness campaigns aim to:

- develop awareness of the nature and potential impacts of hazards;

- promote individual responsibility for managing risks and preparation for emergencies;

- develop awareness of emergency management arrangements and assistance measures; and

- encourage community participation in volunteering and infrastructure protection activities.

# 5.8 Public information

It is essential to maintain regular communication through agreed and approved channels with the public to ensure they understand their role in preparing for, responding to and recovering from an incident. Disseminating preparedness public information is a shared responsibility and is conducted by both relevant agencies and DPAC at a whole-of-government level.

Community preparedness strategies include communicating preparedness information through:

- public information campaigns;

- social media presence: (TasALERT and RMA); and

- websites and online material (TasALERT and RMA).

For more information about public information, refer to the Tasmanian Public Information Guidelines.

# 5.9 Risk communication

Risk communication is the purposeful exchange of information about:

- risk or perceptions about risk; or

- any public communication that informs individuals about the existence, nature, form, severity or acceptability of risk.

Disaster preparation includes putting in place arrangements for communicating risk to affected communities, either for seasonal hazards during bushfire seasons or for emergent risk such as a flood campaign.

Consideration of risk communication should address the various methods of providing information to the public, including public meetings, multi-media broadcasts and social media.

# 5.10 Exercises

An exercise is a controlled, objective-driven activity that is used to test or practise the plans, procedures or processes that are in place – or not – to manage an emergency or the capability of an organisation (or multiple organisations) to deal with a particular emergency situation.

An exercise can range from small and simple (such as a planning group discussing an emergency plan) to large and complex (such as a major multi-agency event involving several organisations and participants enacting a real-life scenario).

Well-designed and executed exercises are the most effective means of:

- testing and validating policies, plans, procedures, training, equipment and interagency arrangements;

- identifying training needs or gaps and clarifying roles and responsibilities;

- improving interagency coordination and communication;

- identifying gaps in capabilities and resources;

- improving overall performance;

- identifying opportunities for improvement;

- building confidence and flexibility; and

- providing opportunities for discussion and feedback.

Exercises are an essential component of emergency preparedness and should be used to enhance the capability of an organisation and contribute to continuous improvement. The outcome of exercises can also provide significant guidance to emergency management authorities and Municipal Councils during the review of plans and policies.

To be effective, exercises must be tailored to meet the identified need and stated aim and objectives, so they should be well planned, structured, managed and evaluated.

Exercises should be conducted at all levels and involve all relevant agencies and personnel, providing an opportunity to ensure that arrangements and plans are robust and understood, and that capabilities and resources are adequate to implement them.

Exercises should also occur to explore both response and recovery capabilities and capacity.

As and when appropriate, exercises should involve the community or at least seek to explore and evaluate elements of arrangements or plans that require community involvement and communication.

# 5.11 Emergency Management Education and Training

Training people in emergency management, even at the foundation or introductory level, is extremely important.

Emergency management education and training in Tasmania is a whole-of-government, collaborative approach. At the time of publishing the TEMA (Issue 1), the Tasmanian Emergency Management Training (TasEMT) platform was under development. Contributors to the development of the TasEMT included:

- Government agency representatives (including Municipal Councils);

- Non-government organisations;

- Representatives of key industries (e.g. critical infrastructure); and

- Reference Group participants from multiple organisations within the Tasmanian community.

The intent of the TasEMT is to provide a framework to ensure increased capability and capacity within the Tasmanian emergency management sector across the PPRR phases. Trainers will have access to a range of training resources to enable continuity. Delivery of the content in a blended learning environment, including:

- face-to-face workshops;

- online modules; and

- a combination of both.

Tertiary level emergency management education is offered by UTAS and the development of some of that coursework involved close collaboration with the Tasmanian emergency management sector. From January 2020 there will be a new UTAS discipline called 'Police Studies and Emergency Management'.

The Australian Institute for Disaster Resilience (AIDR) hosts a 'Knowledge Hub'. The Knowledge Hub is an invaluable resource for students, teachers, researchers, historians and emergency services staff and volunteers.

The Hub is collections-based and includes Australian disaster information, the Emergency Management Library, the Australian Journal of Emergency Management, the national collection of disaster resilience and emergency management handbooks and manuals, and resources for teachers. Additional resources and information is added regularly, including guest collections from emergency services agencies and relevant national and international organisations.

# 5.12 Lessons management

The Tasmanian emergency management sector supports a culture of continuous improvement by:

- encouraging the sector to share lessons, both positive actions to sustain and areas for improvement;
- encouraging learning from both assurance activities and contemporary good practice;
- focusing on systems of work, rather than the performance of individuals;
- recognising that identifying and implementing sustainable solutions takes time, resources and opportunity.

The lessons management process is supported by five cultural characteristics:

- just/fair;
- leadership;
- responsibility and accountability;
- communication; and
- learning focused.

This creates a learning and improvement culture, and allows the process of identifying and learning lessons to happen effectively and continuously before, during and after exercises and operations.

Lessons management is another area of education that is available to people who work in or have an interest in emergency management which helps the lessons 'lifecycle' to be widely understood and adopted in Tasmania.

# 6. Response

## Key points

- **Response is primarily about protecting life, critical infrastructure, property and the environment.**

- **First responders to an emergency are often the local community and local emergency responders.**

- **Arrangements include systems for incident management, unity of command, and coordination, and effective communication.**

- **A key feature of response is the provision of timely warnings and information to enable the community to act to protect themselves.**

- **Response planning should adopt an 'all hazards' approach and be applied at incident (local), region, state levels.**

- **Planning for relief and recovery commences in parallel with the response phase.**

# 6.1 Overview

Response is:

*Actions taken in anticipation of, during, and immediately after an emergency to minimise its effects and so people affected have immediate relief and support.*

**Protecting and preserving life is the priority**

Preventing and mitigating losses, including damage to critical infrastructure and the natural environment, are also response goals.

Successful response planning includes timely information and warnings to enable community action to minimise the vulnerability of:

- people;
- essential services;
- critical infrastructure owners and operators; and
- businesses.

Tasmania has emergency management legislation, structures, plans and procedures to respond to impending or actual emergencies.  Established emergency services and the emergency management sector coordinate all available resources at municipal, regional and state levels.

The TEMA and enabling legislation identify those specific agencies/organisations as the RMA, depending on the hazard and the associated capabilities and capacity required to resolve the incident (see TEMA tables 9 - 11).

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*Will contain a summary diagram of response processes when TEMA graphic design completed.*

# 6.2 Two primary phases of response

| Operational | **Command** and **control** of resources to resolve the incident |
|---|---|
| **Emergency management** | **Coordination** of multi-agency resources to manage the consequences of the incident and the transition from response (including relief) to recovery |

In the context of response, '**emergency management'** is defined as (per section 3 of the Act):

*The planning, organisation, coordination and implementation of measures that are necessary or desirable to…respond to, resist, adapt to, overcome and recover from and emergency.*

# 6.3 Command, control and coordination arrangements

*Diagram 1: Command, control and coordination*
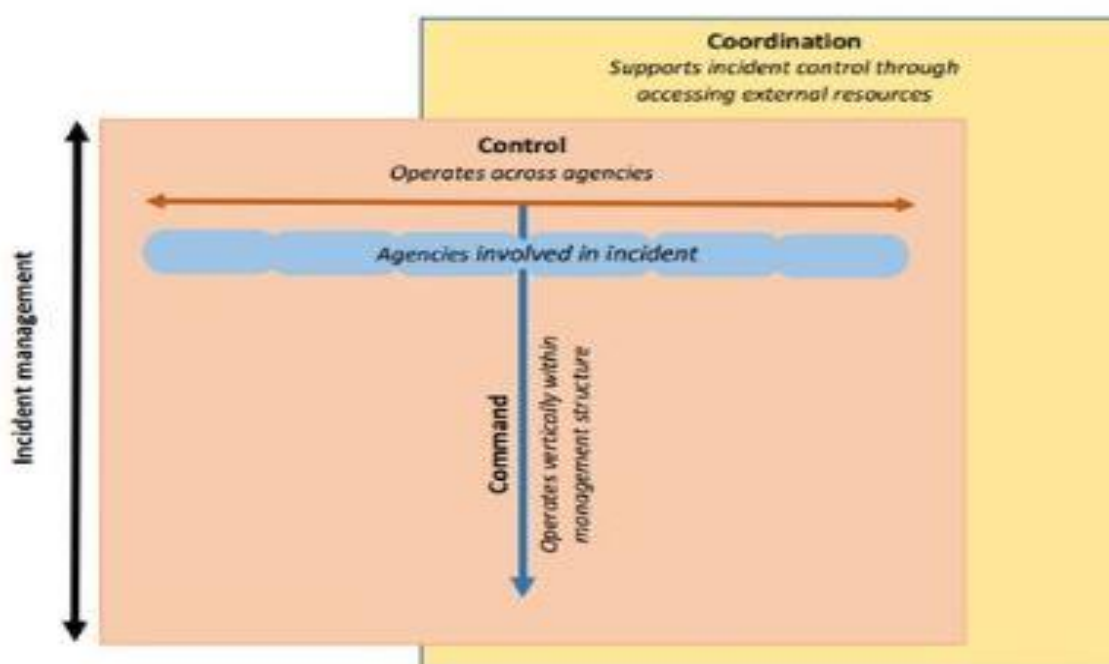


**Command** – is the internal direction of the members and resources of an agency in the performance of the agency's roles and tasks, by agreement, and in accordance with relevant legislation. Command operates vertically within an organisation.

**Control** – refers to the overall direction of operational response and/or emergency management activities in an emergency situation. Authority for control is established in legislation or in emergency plans. Control carries with it the responsibility for tasking support organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.

**Coordination** – is the bringing together of agencies and other resources to support an emergency management response. It involves the systematic acquisition and application of resources (organisational, human and material) in an emergency situation.

Coordination involves the bringing together of agencies/organisations and resources to ensure effective response to, and transition to recovery from, emergencies.  The main functions of coordination are:

- to ensure effective structures have been established and maintained in respect to response and/or recovery operations;

- to ensure relevant authorities, agencies and organisations are performing the functions and responsibilities assigned to them by legislation and/or the TEMA;

- to support the RMA, support agencies and recovery authorities, including the acquisition and allocation of additional resources;

- to ensure effective information sharing; and

- to ensure the timely provision of relevant information to the Tasmanian Government and the Tasmanian community.

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*Will contain Table 18: Response management structures and interoperability continuum when TEMA graphic design completed.*

# 6.4 Incident classification

Response arrangements are scalable and flexible.

AIIMS uses an incident classification model which identifies three levels of incident response, from one to three, in ascending order of complexity:

- Level 1 incident: can be resolved with local or initial response resources.

- Level 2 incident: is more complex either in size, resources or risk. It needs:

  - resources beyond the initial response, or

  - the sectorisation of the incident, or

  - the establishment of functional sections due to the level of complexity, or

  - a combination of these.

- Level 3 incident: has complexity that may require divisions for effective management of the situation. These incidents will usually involve delegating functions.

The owner/manager or the RMA can resolve most incidents effectively at the incident site (level 1). As an incident grows and becomes complex, so does the need to share information, coordinate resources and oversight. There may need to be regional and state level arrangements activated to manage and coordinate resources, consequences and public information across regions or the state.

There are also arrangements for national crisis coordination. Note that some sectors (e.g. health) have different national response and recovery coordination models which vary from the traditional emergency management model summarised below.

*Figure 3: Local to national coordination pathway*

**NATIONAL**

Maintains overview of State's commitments and potential external resource requirements.

**STATE**

Maintains statewide overview of various agencies' commitments and potential for external resourcing if required. Assists regional and local level response by coordinating resources (including external resourcing if required) and overseeing consequence management and early recovery planning.

**REGIONAL**

Maintains overview of the activities, resources and consequence management of incident/s occurring within the region.

**LOCAL**

Owner/Manager or RMA responsible for managing activities at the incident site and resolving the incident.

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The AIIMS incident levels are noted as equivalent to the Tasmanian municipal, regional and State arrangements (below) as a guide for the information in this chapter.

- Level 1 = Municipal arrangements
- Level 2 = Regional arrangements
- Level 3 = State arrangements

AIIMS Incident levels do not necessarily fit comfortably within the three levels of Tasmania's emergency management arrangements or for some hazards and escalation of incident levels. Incident levels also reflect complexity, risk and resourcing requirements.

# 6.5 Operational response

Operational response starts when an incident begins and continues for the time it takes to resolve the incident, in accordance with the Incident Action Plan (see below for further details).

When an incident occurs, initial response actions are carried out at the site by those who have the primary responsibility for protecting the life, property or environment that is under threat. This is generally the asset owner or manager of the property or service and/or the people at the incident site.

If people are not present or not able to respond effectively, the specified RMA has responsibilities and authority to take control of the situation and resolve the incident.

The RMA is responsible for deploying resources to:

- save lives;
- protect property and the environment; and
- preserve the social and economic structures of the community.

The RMA is also responsible for:

- issuing warnings;
- the risk assessment and decision to evacuate; and
- providing operational information to the community and media.

RMA actions are aligned with internal operational doctrine and pre-planned arrangements described in relevant emergency plans at municipal, regional and state levels.

Functional 'support' agencies/organisations provide support to the RMA's operational response and/or support to the coordination and management of the consequences of the incident and transition from response to recovery (see TEMA table 11).

# 6.6 Other elements of operational and emergency management response

Later in this chapter, other elements of response are outlined in more detail including:

- Risk assessment and management

- Warnings

- Evacuation

- Emergency Services GIS and desktop mapping services

- Call Centres

- Registration of affected people

- Interoperability arrangements

- Relief and short term recovery

- Impact and damage assessments

- Financial assistance

- National Crisis Coordination

- Role of the Australian Defence Force (ADF) in emergencies

- Lessons management and continuous improvement

# 6.7 Incident management

In Tasmania, fire and emergency services and other emergency management partner agencies/organisations have adopted - or adapted - a common system of incident management: the Australasian Inter-service Incident Management System (AIIMS 2017).  TASPOL have adopted a very similar system of incident management in line with other police services around Australia: Incident Command and Control System Plus (ICCS+).

Emergency management and coordination arrangements described in this chapter are based on an adapted version of AIIMS to suit the circumstances.

There will always be multiple support agencies involved in a response, especially if it escalates from the original incident site or there are not enough resources onsite to resolve the incident.   AIIMS provides RMAs and support agencies with a common system for managing those responses.

AIIMS is a system for the management of all incidents.  Incidents can be imminent or actual, occurring in the natural or built environment.  AIIMS can be used for many other activities that emergency management organisations, and those that support them, have to deal with (including exercising).

AIIMS provides:

- Established arrangements for organisations to work together.

- 'Comprehensive' and 'integrated' approach to emergency management.

- 'All hazards – all agencies' model of emergency management.

- Whole-of-government approach.  It is essential that government agencies communicate, work together and plan collaboratively with communities.

AIIMS defines 'Incident management' as:

*Those processes, decisions and actions taken to resolve an emergency incident and to support recovery, thereby enabling the community to return to 'normality'.*

AIIMS is based on five principles.

*Table 19: AIIMS five principles*

| 1. **Unity of command** | • Each individual should report to only one Supervisor.<br>• There is only one Incident Controller (IC).<br><br>There is one set of common objectives for all those responding to an incident, leading to one consolidated plan for all responders. |
|---|---|
| 2. **Span of control** | Span of control refers to the number of groups or individuals that can be successfully supervised by one person. |
| 3. **Functional management**<br><br>(see table below) | AIIMS defines a 'function' as follows: an activity or grouping of activities addressing core responsibilities of the IC.<br><br>There are many different combinations of tasks that could be grouped together as 'functions'. AIIMS identifies eight groups as the most useful for managing incidents.<br><br>Within AIIMS, the functions are performed and managed by the IC. When required, the IC can delegate one or more of the functions but still remains accountable at all times. |
| 4. **Management by objectives** | • the IC communicates agreed incident objectives (*which capture the IC's Intent*) to everyone involved in the incident.<br>• All incident personnel work towards these objectives.<br>• The Incident Action Plan (IAP) outlines the current plan for achieving these objectives. |
| 5. **Flexibility** | • A flexible approach to the application of AIIMS is essential.<br>• The system can be applied across the full spectrum of incidents.<br>• Any rigid application of the structures and processes may compromise the effectiveness of the response. |

*Table 20: AIIMS functional management groups*

| Control | Management of all activities necessary for the resolution of the incident. |
|---|---|
| Planning | The development of objectives, strategies and plans for the resolution of an incident based on the outcomes of collection and analysis of information. |
| Intelligence | The task of collecting and analysing information or data, which is recorded and disseminated as intelligence to support decision making and planning. |
| Public Information | Provision of warnings, information and advice to the public, and liaison with the media and affected communities. |

| Operations | Tasking and application of resources to achieve resolution of an incident. |
|---|---|
| Investigation | Conducting investigations to determine the cause of an incident and/or to determine factors that contributed to the impact of the incident or specific events. |
| Logistics | Acquisition and provision of human and physical resources, facilities, services and materials to support achievement of incident objectives. |
| Finance | Managing:<br>• accounts for purchases of supplies and hire of equipment;<br>• insurance and compensation for personnel, property and vehicles;<br>• the collection of cost data and provision of cost-effective analyses; and providing cost estimates for the incident. |
| Safety | Safety is more than a function – it is an inherent task of all functions. |

Managing incidents effectively requires:

- everyone working towards a common objective;

- good communication flows;

- good teamwork in multi-agency teams;

- learning from past events through debriefs and shared information; and

- clearly defined roles.

The Incident Controller (IC) is the individual responsible for the management of all incident operations. There is only one IC.

By delegating some or all of the functions, the IC builds a team to assist in managing the incident response. The Incident Management Team (IMT) is a critical concept in AIIMS.

The IMT helps to ensure that control of the incident:

- is properly planned;

- is adequately resourced;

- is suitably implemented;

- provides for safety and welfare;

- informs and assists effected communities;

- minimises impacts on infrastructure and the environment; and

- is effective and efficient.

An Incident Action Plan (IAP) provides relevant information to everyone managing the incident and communicates the IC's Intent.

Risk is managed and reduced by using the incident management structure and the decision-making and planning processes.

## 6.7.1 KEY OPERATIONAL ROLES

There can only be one operational IC. To avoid confusion, response support agencies should not use the title IC (including tabards). The senior officer of any support agency present should adopt a generic title, such as Fire Commander and Ambulance Commander.

In accordance with the National Counter Terrorism Handbook, when a Police Forward Command Post is operating, TASPOL will continue to use the title 'Police Forward Commander'.

## 6.7.2 INCIDENT CONTROL CENTRE (ICC)

An ICC is established to enable the RMA to effectively command and control their response to an incident. The IC and IMT operate from the ICC. They perform some or all of the functional roles described above, depending upon the scale of the incident.

TASPOL refer to an ICC as a Police Operations Centre (POC).

Depending on the type of incident (including the magnitude of impacts), other agencies/organisations may establish a centre from which they support or manage internal-to-agency response. To avoid confusion with an ICC, these centres should be referred to as an Emergency Operations Centre (EOC).

The activities within the ICC / POC / EOC focus on operational response, either as RMA or support agency.

RMAs must have:

- established arrangements and procedures to activate and manage their ICC; and

- an appropriate facility for their ICC.

Support agencies must also have established arrangements, procedures and facilities for an EOC.

Some events may need onsite, mobile or forward operations/command facilities. SES, TASPOL and the TFS maintain equipment and resources for those facilities if required.

## 6.7.3 NOTIFICATION AND SITUATIONAL AWARENESS

Pre-established (and maintained) contact lists for all emergency management stakeholders at all levels are essential. This enables early notification of:

- an incident and initial response activities; and

- activation of Operations Centre/s.

Notifications and situation reports must also be entered into the Tasmanian web-based emergency operations centre (WebEOC).

## 6.7.4 WEBEOC

TASPOL administers WebEOC: www.webeoc.tas.gov.au

- WebEOC is Tasmania's online Emergency Operations Centre.

- It is an all-inclusive, multi-agency, all-hazard information sharing system.

- Provides a single access point for communication and resource sharing.

- Records decisions made and actions taken.

- Improves situational awareness.

- Supports decision-making processes.

- Enables real-time capturing of observations for lessons management.

- It is not intended to hold security classified or sensitive information.

Figure 4: *WebEOC input, functionality and outcomes*
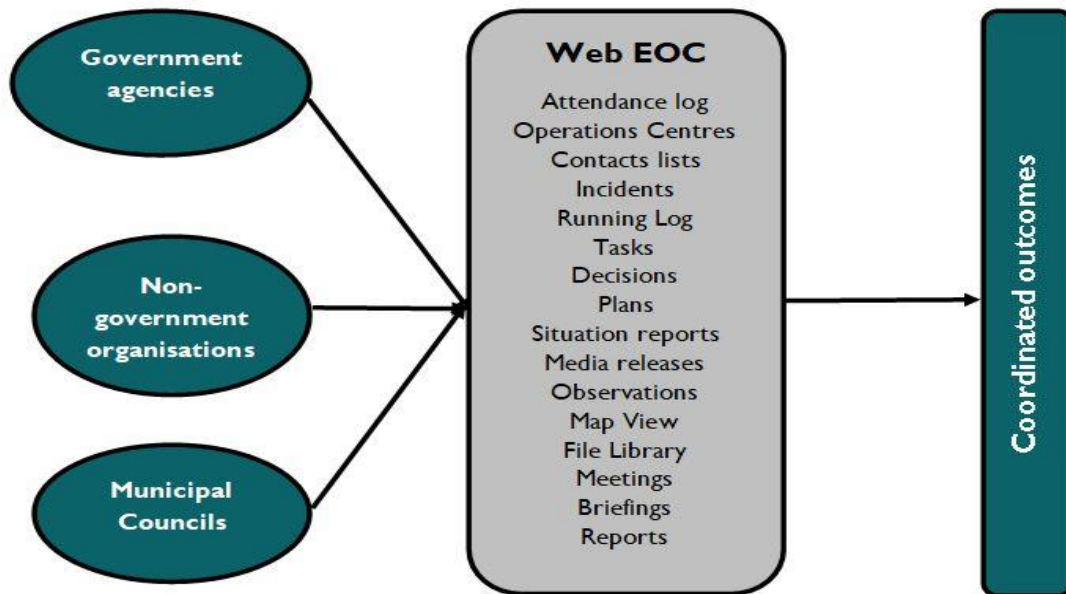


There are established protocols for creating a WebEOC 'Incident' relating to the response to an incident that ensure that all WebEOC users are literally on the same page.  All information relating to that particular incident, regardless of the source of the information, must be entered into that particular WebEOC Incident to enable a single point for communication, information sharing and situational awareness.

Once the WebEOC Incident has been created, the Incident reference number must be included in all communications (e.g. notifications, situation reports) relating to the incident.  New incident details will be automatically distributed to all stakeholders by the Whispir notification system by SMS and/or e-mail.  Whispir notifications will appear to come from DPFEM when received as an SMS.

## 6.7.5 INITIAL ACTIONS – OPERATIONAL RESPONSE

The initial actions taken by the appointed IC and supporting IMT include:

1. Confirm RMA leadership positions and incident management structure and communicate the arrangements to all relevant stakeholders via WebEOC (and other means such as email notifications).

2. Develop a common understanding about what:

   - has happened;

- is currently happening;
- has to happen; and
- potential consequences.

3. Prepare an IAP that describes the IC's intent and response objectives;
4. Disseminate the IAP to all stakeholders via WebEOC and establish processes to monitor the performance and effectiveness of the implemented actions.
5. Establish a communication (briefing) schedule and enter it into the WebEOC Incident.
6. Establish contact with the Regional EM Controller and ensure ongoing communication between the IC and Regional EM Controller in relation to their coordination (consequence management) intent.
7. Determine who the relevant (external to IMT) stakeholders are in the circumstances and who can provide expertise and advice if/as required.
8. Prepare initial public information and media release/s.
9. Ensure all information and communication (including decisions) relating to the incident is entered in to the WebEOC Incident.

By using the AIIMS functional management approach (described above) many of these activities can be performed at the same time by the IC and members of the IMT.

## 6.7.6 SECURITY OF THE EMERGENCY SITE/S AND PRESERVATION OF (FORENSIC) EVIDENCE

The RMA is responsible for making appropriate arrangements in the initial stages of a response to secure the site/s and preserve evidence. The RMA will work with the owner/manager of the property or service in making those arrangements.

# 6.8 Emergency management response

If the incident has potential to or is creating community-wide consequences, the RMA can make a request the Municipal EM Coordinator and/or the Regional EM Controller / State EM Controller to assume responsibility for consequence management. **The RMA retains responsibility for resolving the incident.**

Incidents that impact on the community, infrastructure, environment and/or the economy of the affected area require coordination of multiple agencies/organisations at municipal, regional or state-level to manage the consequences of the incident. This includes:

- relief and short-term recovery arrangements;
- early recovery planning; and
- transition to long term recovery.

The Regional EM Controllers and the State EM Controller can activate the broader emergency arrangements as necessary to improve multi-agency coordination.

# 6.7.1 EMERGENCY COORDINATION CENTRES (ECC)

An ECC is a facility from which municipal or regional coordination and consequence management occurs. An ECC may be activated in one or multiple municipalities or regions, depending on the scale of the incident or emergency.

The primary differences between the functions carried out at an ICC (and/or EOC / POC) and ECC are identified below:

*Table 19: Functions of an ICC and an ECC*

| Incident Control Centre (ICC) Emergency Operations Centre (EOC) Police Operations Centre (POC) | Emergency Coordination Centre (ECC) |
|---|---|
| Sets objectives, determines strategies and tactics to **resolve the incident** or certain aspects of it. | Sets objectives, determines strategies and tactics to resolve **consequences** of the emergency (can be agency-specific, multi-hazard or whole-of-government / community focused). |
| Allocates, deploys and manages resources for **tactical/operational response** to the incident. | Allocates, deploys and manages resources to address **consequences** of the emergency. |
| Usually agency-specific (the RMA will establish the ICC and support agencies establish their own EOC). | Staffed by an Emergency Management Team (EMT) and a range of **agency Liaison Officers/Advisors**. |
| Provides the public and media with **operational information** about the incident. | Coordinates and disseminates public information about the **consequences** of the emergency and transition to recovery. |

If an incident is likely to cause significant community consequences and an ECC has been activated, the RMA must provide an Operational Liaison Officer (OLO) to the ECC(s) to support effective collaboration between operational response and consequence management activities.

The arrangements for ECCs are summarised below. Specific details relating to the activation/de-activation of ECCs (including the State Control Centre) are in the:

- *Guidelines for Municipal Emergency Coordination Centres*;
- *Guidelines for Regional Emergency Coordination Centres*; and
- *Guidelines for the State Control Centre*.

*Table 21: Arrangements for ECCs*

| Arrangements | Municipal Emergency Coordination Centre (MECC) | Regional Emergency Coordination Centre (RECC) | State Control Centre (SCC) |
|---|---|---|---|
| **Requested / recommended by** | Senior Officer for the RMA and/or the Municipal EM Coordinator | Senior Officer for the RMA and/or SES Regional Planning Officer | Senior Officer for the RMA and/or Regional EM Controller |
| **Activated /de-activated by** | Municipal EM Coordinator | Regional EM Controller | State EM Controller |
| **Assisted by** | MEMC (refer Guidelines for MECC) | REMC (refer Guidelines for RECC) | SEMC (refer Guidelines for SCC) |
| **Primary location** | Refer to Municipal EM Plans | Refer to Regional EM Plans | Hobart |
| **Notification provided to** | MEMC SES Regional Planning Officer Council General Manager All key stakeholders (including ICC/EOCs) via WebEOC | State EM Controller REMC All key stakeholders (including ICC/EOCs) via WebEOC | MCEM SEMC Regional EM Controllers All key stakeholders (including ICC/EOCs) via WebEOC AGCCC |

# 6.9 Municipal level response

The asset owner/manager of the people and property under threat is responsible for resolving a level 1 incident.  The asset owner/manager may be the Municipal Council.  In that case, the Municipal Council is responsible for resolving the incident.

If people are not present at the incident site or the asset owner/manager are not able to respond effectively, the relevant RMA has authority to take control of the situation.  It is likely that a RMA will take control of most level 1 incident.

The RMA is responsible for resolving the incident and the command/control of resources to effectively resolve the incident.

The RMA is responsible for:

- Issuing warnings.

- Risk assessment and decision to evacuate.

- Public information and media about operational information.

Municipal Councils can be asked to support the RMA and make resources available as needed. The RMA directly requests the Municipal EM Coordinator for support or resources.

The Regional EM Controller retains oversight of all response and emergency management activities within the region, which includes all municipalities.

## 6.9.1 MUNICIPAL COUNCIL CONSIDERATIONS AND TYPICAL RESPONSE ACTIONS

MEMPs include a list of Council considerations and response actions typically taken by Municipal Councils in response to a level 1 incident. In summary, the actions may include:

- establish and communicate the location for coordination of Municipal Council resources and requests;

- manage requests for assistance and resources;

- open and manage centres as required (e.g. EOC and/or MECC);

- open the municipality's evacuation centre if requested to do so (see below for further details);

- provide the community with information;

- ongoing assessment of impacts and consequences of the incident especially for critical infrastructure and essential services within the municipality;

- updating stakeholders and the Regional EM Controller as required;

- coordinate meals and relief/accommodation for Municipal Council workers.

## 6.9.2 MANAGING COUNCIL SUPPORT RESOURCES

To enable support or internal-to-council response activities, Municipal Council may activate their EOC. Functions of a Municipal Council EOC include:

- management of Council tasking, personnel and resources;

- establishment and monitoring of communication networks (including WebEOC);

- coordination of response support operations;

- management of requests for additional support;

- management of logistical support for EOC personnel;

- financial and records management;

- recording decisions made in the EOC; and

- recording observations for lessons management purposes.

Municipal Councils should have established arrangements and procedures to activate and manage their EOC and an appropriate facility for their EOC.

The Municipal Council's General Manager is responsible for providing adequate staff and resources to operate a Council EOC if it is activated.

### 6.9.3 INTEROPERABILITY ARRANGEMENTS

Municipal Councils often have resource sharing arrangements with other Councils and organisations. Those arrangements may also be managed and coordinated through an EOC and/or a MECC (if activated).

The Regional EM Controller may provide additional support to Councils if requested to do so.

### 6.9.4 ROLE OF THE MUNICIPAL EM COORDINATOR DURING A LEVEL 1 RESPONSE

The functions and powers of a Municipal EM Coordinator are detailed in section 24 of the Act.

During an incident, and in summary, the functions of a Municipal EM Coordinator include:

- assist and advise the MEMC Chairperson and the Municipal Council on all matters relating to an incident (or incidents) within the municipal area or combined area;
- brief the Regional EM Controller, through the SES Regional Planning Officer (RPO);
- ensure that the resources of the Municipal Council are coordinated and used for the activation and management of an evacuation centre and recovery centre in the municipal area if requested to do so by the Regional EM Controller;
- ensure that instructions and decisions of the Municipal Council, the MEMC, the MEMC Chairperson and Regional EM Controller are communicated to and adequately carried out by whoever they are directed (individuals and/or agencies/organisations);
- to consider whether any powers or declarations under the Act need to be used or made for the purposes of emergency management, relating to the incident/s occurring within the municipal area;
- advise the Regional EM Controller of a need to enact any powers or declarations under the Act;
- consider whether the resources of any other municipality are necessary to support the emergency management response and to request those resources;
- assist the SES Unit Manager/s with the supply and coordination of equipment and facilities provided to the SES by the Municipal Council during a response (if required).

The functions and powers of a Municipal EM Coordinator can include functions and powers imposed or determined by the Regional EM Controller by written notice provided under section 18 of the Act.

### 6.9.5 ROLE OF A MEMC DURING LEVEL 1 INCIDENTS

Members of the MEMC are responsible for providing advice within their area of expertise or agency. MEMC members may be requested to coordinate and manage resources from their respective agencies/organisations in support of a MECC and the Regional EM Controller.

The Municipal EM Coordinator, the MEMC Chairperson and the Municipal Council are assisted by MEMC members in the performance and exercise of their functions and powers under the Act.

The MEMC Chairperson may convene MEMC meetings during response or recovery operations to share information and provide advice or support as required.

The MEMC is not an operational controlling authority. This means that the MEMC has no authority in the command, control or coordination of a response to an emergency.

## Coordination of municipal emergency management arrangements

The Municipal EM Coordinator is responsible for activating a MECC if required.

The functions of a MECC include:

- providing the facility for coordination for the municipal emergency management response;
- maintaining information flow to all key stakeholders, using WebEOC and other means of communication;
- coordinating any requests for additional resources from emergency management authorities;
- monitoring operational activities within the municipal area;
- providing information to the local community;
- coordination of media enquiries and releases (non-operational information);
- maintaining financial and records management arrangements.

The Municipal EM Coordinator manages a MECC. The Municipal Council's General Manager is responsible for providing adequate staff and resources to operate a MECC if it is activated.

Operational Liaison Officer/s (OLOs) from the RMA and supporting agencies provide advice and situational awareness between the incident site and the Municipal EM Coordinator / MECC (if activated).

The Municipal EM Coordinator works closely with the SES RPO for advice and support as required. The Municipal EM Coordinator and the SES RPO ensure appropriate briefings are prepared for the Regional EM Controller.

## 6.9.6 PUBLIC INFORMATION AND MEDIA

Timely, relevant, clear and consistent information to the public and the media is crucial. The RMA is the source of operational-related information. The Municipal EM Coordinator (through a MECC Public Information Officer if activated) should work closely with the RMA Public Information Officer to coordinate public information and media messaging at the municipal level.

Support for municipal level public messaging and media is available through regional public information and media arrangements. The SES RPO is the link to those support resources if required.

Once the RMA and the Municipal EM Coordinator have mutually cleared the information for release, the information can be released through all channels, including social media.

Municipal Councils can also provide the information through Council's public enquiries reception area and switchboard, the Council's social media pages and website. A Frequently Asked Questions (FAQ) sheet or script helps Council staff and ensures consistent information is being provided to the community.

## 6.9.7 EVACUATION

Before deciding to undertake an evacuation, the risk it poses must be assessed by the RMA. This assessment will often be brief, although if time permits, relevant stakeholders should be consulted before making a decision to evacuate.

Once a risk assessment has been completed, the RMA IC makes the decision that an evacuation from an area that has the potential to be or is being impacted by the incident is required to ensure protection of lives.

TASPOL are the management authority for planning and coordinating an evacuation. They are supported in the evacuation process by a number of agencies such as the SES.

The Regional EM Controller will be notified by the RMA that an evacuation is required and will instruct the SES RPO to contact the relevant Municipal EM Coordinator to open the evacuation centre in the affected municipality.

The physical location of the evacuation centre must then be included in all warnings, public information and media releases. This information must also be entered into WebEOC.

Evacuation is one of the key considerations by the Regional EM Controller when determining whether the level 1 incident has, or is likely to, escalate to a level 2 regionally-managed emergency.

## 6.9.8 BRIEFING THE REGIONAL EM CONTROLLER

During a level 1 incident, the Regional EM Controller can:

- offer assistance;

- be requested to provide assistance; and/or

- assume overall coordination of emergency management response activities (per section 18 of the Act).

Emergency powers established under the Act do not have to have been authorised for the Regional EM Controller to assume overall coordination of the emergency management response of a level 1 incident.

The decision to assume overall coordination of a level 1 incident must be documented and (written) notification of the transfer of responsibility provided to:

- the RMA;

- Municipal EM Coordinator;

- Municipal Council General Manager; and

- MEMC Chairperson.

The State EM Controller must also notified in writing, for situational awareness and for future consideration if necessary.

The SES RPO is responsible for briefing the Regional EM Controller (and other stakeholders) about:

- what has happened;

- what is currently happening;

- what has to happen; and

- potential consequences of the incident.

The Regional EM Controller must maintain situational awareness through an exchange of information with the RMA and the Municipal EM Coordinator through the SES RPO. This enables them to assess the following indicators that the level 1 incident has the potential to or is escalating to a level 2 incident and regional arrangements should be activated:

- in consideration of advice and/or a request by the RMA and/or recommendation of the Municipal EM Coordinator;

- in response to a request or direction by the State EM Controller;

- the geographic area, severity or nature of the incident and its actual or potential impact on the region;

- if management of the incident is beyond the capacity of the RMA and/or Municipal Council/s;

- if there is a community expectation for regional leadership;

- the potential impact on multiple sectors, industry of regional importance or the regional economy; and

- the level of involvement required by the Regional EM Controller in coordinating the emergency management response and delivering public information.

# 6.9.9 ESCALATION OF A LEVEL 1 INCIDENT

The key AIIMS principles of **scalability** and **flexibility** apply.

## Operational response - escalation

The RMA retains responsibility for:

- successfully resolving the incident;

- the security of the incident site/s; and

- preservation of (forensic) evidence.

RMA's (internal) operational doctrine and pre-planned arrangements provide for arrangements if an incident escalates from local to regional level.

RMA response plans and activities are included under 'Response' in the SSEMP for which the RMA is responsible.

The RMA may activate a ROC from which the oversight and coordination of operational response activities within the region occurs.  There will still be only one Incident Controller appointed for each incident if there are multiple incidents occurring within the region.

Functional 'support' agencies/organisations may activate a regional EOC.

## Emergency management response - escalation

The Regional EM Controller can be requested for assistance by:

- the owner/manager of the incident site (or the RMA) to resolve the incident; and/or

- the Municipal EM Coordinator, to manage the consequences of the incident, including any relief and recovery activities that may be required.

The Regional EM Controller can activate broader emergency management arrangements as necessary to increase the level of coordination.

The activation of regional emergency management arrangements may occur due to an authorisation or declaration by the State EM Controller in accordance with Divisions 3 and 3A of the Act.

Authorisations or declarations under the Act may be verbal but must be confirmed in writing as soon as practicable.

# 6.10 Regional level emergency management response

The Regional EM Controller must provide regular situation reports to the State EM Controller, including the progress of response operations, emerging issues and future intentions.

The State EM Controller must have written confirmation from the Regional EM Controller of who has responsibility for the command, control and coordination of an emergency at any time.

Municipal activities and functions will continue to be managed by MECCs, with oversight and support provided by the Regional EM Controller who is supported by a RECC.

## 6.10.1 REGIONAL ACTIVATION PROTOCOLS AND TYPICAL ACTIONS

REMPs include a list of regional activation protocols for the 'Standby' and 'Activate' phases of regional emergency management.

Regional 'Standby' activity involves liaising closely with the Municipal EM Coordinator for situational awareness about the incident and potential community consequences. This includes relief and short-term recovery activities that may be required.

Regional 'Activation' activity means that the Regional Emergency Management Team may be brought together in anticipation of a RECC being activated. The REMC is informed.

## 6.10.2 ROLE OF THE REGIONAL EM CONTROLLER

The role of the Regional EM Controller during a level 2 emergency management response includes:

- supporting the RMA to meet the strategic objectives, priorities and high-level activities if required;
- assisting and advising the State EM Controller on all matters with respect to emergency management within the region;
- determining whether powers or declarations under the Act need to be invoked and advising the State EM Controller of that determination;
- issuing emergency management-related instructions to all relevant agencies/stakeholders within the region;
- requesting the resources of another region for emergency management purposes if necessary;
- performing the role of Chair for the REMC;
- activation and de-activation of a RECC;
- guiding the activities of the RECC (if activated) that pertain to the region; and
- providing information required to support the transition to recovery under section 24F of the Act.

## 6.10.3 ROLE OF A REMC DURING LEVEL 2 EMERGENCIES

One of the functions of a REMC is to assist the Regional EM Controller in the performance and exercise of their functions and powers. Members of the REMC are responsible for providing advice to the Regional

EM Controller within their field of expertise, specifically relating to the management of consequences of the emergency.

The Regional EM Controller, as Chairperson of the REMC may convene REMC meetings as required during a response to share information and provide advice or support.

The REMC is not an operational controlling authority. This means that the REMC has no authority in the command, control or coordination of a response to an emergency.

## 6.10.4 COORDINATION OF REGIONAL EMERGENCY MANAGEMENT ARRANGEMENTS

If the Regional EM Controller takes responsibility for the coordination of the emergency management response within the region, it does not displace or interfere with the command and control structure of the RMA or other supporting agencies. The responsibilities and accountability of the RMA is not diminished and the RMA remains responsible for resolving the incident/s.

The Regional EM Controller is responsible for decision-making in relation to a RECC, specifically, the decisions to activate a RECC and to de-activate a RECC. A summary of the role and functions of a RECC is below. For further details see the *Guidelines for a Regional Emergency Coordination Centre (RECC)*.

## 6.10.5 ROLE AND FUNCTIONS OF A RECC

If activated, the RECC will use an adapted AIIMS structure to the extent required by the emergency.

The Regional EM Controller is responsible for approving a RECC management structure and its planning and consequence management objectives. A RECC Coordination Action Plan (CAP) documents the Regional EM Controller's intent.

By virtue of section 18 of the Act, the Regional EM Controller can request REMC member agencies/organisations to provide Liaison Officers (LO) to work in the RECC, including an RMA Operational Liaison Officer (OLO).

The primary functions of an activated RECC include:

- maintaining information flow to and from WebEOC;
- monitoring all operational activities and gathering intelligence for situational awareness;
- coordinating regional consequence management activities in a way that enhances interoperability;
- coordinating relief and short term recovery arrangements;
- consolidating details of damage and impact assessments within the region for the purposes of reporting;
- consequence management planning;
- coordinating continuity management and planning;
- preparation of information to be reported to the State EM Controller, e.g. situation reports
- coordination of regional public information and media activities;
- preparation and distribution of a consolidated, daily whole-of-government briefing for Executive Government;
- records and financial management; and

- collating a summary of RECC activities in preparation for the formal transition to the recovery authority (section 24F of the Act).

## 6.10.6 PUBLIC INFORMATION AND MEDIA AT REGIONAL LEVEL

The whole-of-government Public Information Unit (PIU) brings together communications staff from multiple government agencies to manage whole-of-government public information during emergencies.

Activation of the PIU can be requested by the Regional EM controller if any of the below criteria are met:

- there are not sufficient resources within the RMA to manage all public information requirements of the operational response to an emergency;

- a whole-of-government public information response is required because of the scale, impact or longevity of the emergency; or

- there are several agencies involved in management of the emergency and there is need for the coordination of public information activities.

A PIU Officer will be situated with a RECC (if activated) and coordinate regional public information and media activities. This includes supporting municipal authorities and RMA if required.

## 6.10.7 BRIEFING THE STATE EM CONTROLLER

The Regional EM Controller is responsible for briefing the State EM Controller (and other stakeholders) about:

- what has happened;

- what is currently happening;

- what has to happen; and

- potential consequences of the incident and recovery requirements for the region and State.

The State EM Controller must maintain situational awareness through an exchange of information with the RMA and the Regional EM Controller/s. This assists them to assess whether the incident/s has the potential to or is escalating to a level 3 emergency.

The State EM Controller may consider the following in making the decision to formally assume overall coordination of the emergency management response under section 11 of the Act:

- in consideration of a request by the RMA;

- in consideration of a recommendation or request of a Regional EM Controller (or multiple);

- in response to a request or direction by the MCEM;

- the geographic area, severity or nature of the emergency and its actual or potential impact on Tasmania;

- the likelihood that the emergency is a terrorist-related incident;

- if overall coordination and management of the emergency is beyond the capacity of regional resources and/or the Regional EM Controller;

- the potential impact on multiple sectors, industries of State importance and/or the Tasmanian economy;

- if the emergency involves cross-jurisdictional considerations (including requests for inter-jurisdictional assistance and support);

- if the emergency involves a number of Tasmanian Government agencies which require whole-of-government coordination;

- if there is an expectation of State leadership; and

- the level of involvement required by the State EM Controller and Premier in coordinating the emergency management response and delivering public information.

Emergency powers established under the Act do not have to have been authorised for the State EM Controller to assume overall coordination of the emergency management response to an emergency.

The decision to assume overall coordination of an emergency management response must be documented and (written) notification of the transfer of responsibility provided to:

- the RMA;

- Regional EM Controllers;

- SEMC members; and

- the Premier and MCEM members.

# 6.10.8 ESCALATION OF A LEVEL 2 EMERGENCY

The key AIIMS principles of **scalability** and **flexibility** apply.

## Operational response - escalation

The RMA retains responsibility for:

- successfully resolving the emergency incident/s;

- the security of incident site/s; and

- preservation of (forensic) evidence.

RMA's (internal) operational doctrine and pre-planned arrangements provide for arrangements if an incident escalates from regional level to State level.

RMA response plans and activities are included under 'Response' in the SSEMP for which the RMA is responsible.

The RMA may activate a SOC from which the oversight of operational response activities within the state occurs. There will still be only one Incident Controller appointed for each incident if there are multiple incidents occurring within the region.

## Emergency management response - escalation

The State EM Controller can be requested to provide assistance or support by:

- the owner/manager of the incident sites or the RMA to resolve the emergency incident/s; and/or

- the Regional EM Controller to successfully manage the consequences of the emergency impacting on the region, including any relief and recovery activities.

The State EM Controller can activate state-level emergency management arrangements when necessary, to increase the level of coordination and support to regional arrangements.

# 6.11 State level emergency management response

State-level coordination, assumed by the State EM Controller, is focused on broader, whole-of-government and community consequences of the emergency.

Regional activities will continue through a RECC (or multiple RECCs) despite the State EM Controller assuming overall coordination and whether or not the SCC is activated by the State EM Controller.

Municipal activities will also continue to be supported through a RECC.

Ongoing and frequent communication between the Regional EM Controller/s and the State EM Controller is crucial to ensure situational awareness and emerging issues at both levels of the arrangements.

## 6.11.1 ROLE OF STATE EM CONTROLLER

The role of the State EM Controller during a level 3 emergency management response includes:

- providing written confirmation to all stakeholders of the transfer of responsibility for overall coordination of the emergency management response to the State EM Controller from the Regional EM Controller;

- making decisions as/when required and ensure that all decisions are documented;

- directing the activation of the SCC if/when appropriate;

- establishing the strategic objectives and priorities for the overall coordination of an emergency, including the high-level activities during response to an emergency;

- requiring the RMA Operational Liaison Advisor, Advisors and the Recovery Advisor to service the strategic objectives, priorities and high-level activities during an emergency;

- ensuring that all agencies involved in the emergency response are properly discharging their responsibilities in respect to the emergency;

- identifying and remedying critical capability or capacity gaps that may exist between agencies' responsibilities during an emergency;

- ensuring the provision and maintenance of effective interoperability;

- if necessary, supporting the RMA and other agencies through the acquisition and coordination of external resources to meet the strategic objectives, priorities and high-level activities in respect to an emergency (including assistance from the Commonwealth);

- in conjunction with the State Recovery Advisor or State Recovery Coordinator, establishing priorities and coordination of resources to meet recovery objectives;

- ensuring community relief arrangements have been considered and are implemented as and when required;

- providing strategic leadership and direction in the development of emergency management plans; and

- providing situational awareness to the Tasmanian Government and Australian Government.

If the State EM Controller takes responsibility for the coordination of the emergency management response within the region, it does not displace or interfere with the command and control structure of the RMA or other supporting agencies. The responsibilities and accountability of the RMA is not diminished and the RMA remains responsible for resolving the incident/s.

The State EM Controller may take over the control and coordination of an operational response to an emergency from a RMA under section 11 of the Act if:

- the RMA refuses or is unable to service strategic objectives, priorities or actions necessary; or
- the RMA fails to discharge its legislative responsibility in respect to an emergency

This does not necessarily include taking command of the RMA resources.

In the unlikely event that control of the operational response to an emergency will be assumed by the State EM Controller, they are required to notify the head of the relevant RMA, Regional EM Controller/s, the Premier and the AGCCC of their intention in writing.

## 6.11.2 STATE CONTROLLER'S APPROVAL AUTHORITY OF EMERGENCY POWERS UNDER THE ACT

*Table 22: State Controller's approval authority of emergency powers under the Act*

| Risk identification and assessment powers (section 36-39) | Allows the State EM Controller to authorise entry by a specified authorised officer to inspect a specified place, premises or vehicle, or a class of places, premises or vehicles connected with the place, structure, source or situation that may be a potential hazard or risk activity. |
| --- | --- |
| | Once authorised, the authorised officer has certain powers to impose risk mitigation requirements on the owner of, person in charge of or person responsible for the place, structure, source or situation, or person carrying on the risk activity. |
| Emergency Powers (section 40 – 41 and Schedule 1) | Allows the State EM Controller and specified Regional EM Controllers (whether or not a state of emergency has been declared) to authorise the exercise, by one or more specified authorised officers, of certain specified emergency powers from Schedule 1 of the Act. |
| State of alert (section 41A – 41D) | Allows Regional EM Controller/s to exercise only the declared powers for the purposes of making necessary preparations, or to mitigate risks, in relation to the emergency to which the state of alert relates. |
| | The powers can be exercises whether or not the Regional EM Controller/s have received a written copy of the declaration. |
| | The Regional EM Controller/s may authorise another person to use all or any part of the emergency power authorised by the declaration of the state of alert. |
| State of emergency (section 42 – 45) | Approval authority is the Premier. |

| | Allows the Premier of Tasmania to authorise within a declaration of state of emergency certain special emergency powers from Schedule 2 of the Act that may be exercised by the State EM Controller and/or Regional EM Controllers (as specified in the declaration). |
| | These powers apply to major emergencies. Unless specified in the declaration, the provisions also allow Regional EM Controllers to authorise emergency powers. |

## 6.11.3 ROLE OF THE SEMC DURING LEVEL 3 EMERGENCIES

The SEMC assists the State EM Controller in the performance and exercise of their functions and powers, at the direction of the State EM Controller.

The State EM Controller, as Chairperson of the SEMC may convene SEMC meetings during an emergency management response to share information and provide advice or support, as required.

The State EM Controller may request some SEMC members to fulfil roles within the State Emergency Management Team (SEMT) in the SCC if activated.

The SEMC is not an operational controlling authority.  This means that the SEMC has no authority in the command, control or coordination of a response to an emergency.

## 6.11.4 COORDINATION OF STATE EMERGENCY MANAGEMENT ARRANGEMENTS

The State EM Controller is responsible for decision-making in relation to the SCC, specifically, the decisions to activate the SCC and to de-activate the SCC.

Below is a summary of details relating to the SCC, however, for further details see the *State Control Centre Guidelines*.

The SCC is the facility from which whole-of-government emergency management policy and strategy, emergency management response and recovery is coordinated during the emergency.

## 6.11.5 ROLE AND FUNCTIONS OF THE SCC

The State EM Controller may direct the Commander of the TASPOL Special Response and Counter-Terrorism Unit, as SCC Manager, to ensure the SCC is in a state of readiness ('Standby' mode) or to move directly to 'Active' mode.

The principles of scalability and flexibility apply to the SCC, depending on the circumstances of the emergency.

In summary, the role and functions of the SCC include:

- providing policy and strategic advice to the Premier and other members of the Tasmanian Government (including the MCEM);
- coordinating/overseeing whole-of-government (consequence management) response and recovery activities;
- coordinating / overseeing public information and media strategies;

- making requests to the Australian Government and other States and/or Territories for assistance if or when required, and managing inter-jurisdictional assistance (including ADF); and

- supporting the State EM Controller.

## 6.11.6 PUBLIC INFORMATION AND MEDIA AT STATE LEVEL

If the PIU has been activated at a regional level (requested by a Regional EM Controller), PIU activities will escalate to the SCC if activated.  Regional public information and media will continue to be coordinated at a RECC whether or not the SCC is activated.

The role the PIU at state level is flexible and depends on the nature, scale, impact and longevity of the emergency, as well as the capabilities of the RMA. Some of the key roles of the PIU are:

- developing a whole-of-government media and public information strategy in consultation with relevant agencies as appropriate;

- developing and disseminating public information supporting the whole-of-government response to the emergency;

- providing advice to Regional EM Controllers, the State EM Controller, the RECC/s and SCC on media and public information issues as appropriate;

- providing support to Municipal Councils (through regional arrangements) if required;

- managing whole-of-government public information channels, including the TasALERT emergency website and social media;

- social media monitoring and reporting;

- developing media releases and talking points as appropriate;

- clearing Ministerial media releases, media responses and other agency communications to ensure consistent messaging;

- organising accessible information for CALD communities, including activating translation services; and

- liaising with the RMA Public Information Manager, Head of the Tasmanian Government Media Office, public information staff in the National Security and Crisis Communication branch of the Department of Home Affairs and other key stakeholders (e.g. Municipal Councils, regional stakeholders, utilities and NGOs) as/when required.

For more information about the PIU and the communications channels that will be used in response, refer to the *Tasmanian Public Information Guidelines*.

# 6.12 Community warnings

The delivery of timely, relevant and unambiguous warnings and public information to the affected communities is essential during an emergency response.

## 6.12.1 AUSTRALIA'S EMERGENCY WARNING ARRANGEMENTS

An emergency warning is a message signalling an imminent hazard, which may include advice on protective measures.  Its purpose is to inform the community of an impending or current threat and to prompt an appropriate response or action usually conveyed in the warning message (*Australia's Emergency Warning Arrangements*).

Emergency warnings are a primary tool for emergency management. They can significantly reduce the impact of disasters on communities, properties and the environment when combined with an understanding of the risks and preparedness measures.

## 6.12.2 WEATHER WARNINGS

The Bureau of Meteorology (BoM) issues severe weather warnings, flood warnings, fire weather and tsunami warnings to the community. The BoM also produces a range of forecasts, watches, alerts and other products to the community that can assist in responding to natural hazards.

The TFS publishes fire danger rating forecasts issued by the BoM daily during the bushfire season. The DoH (PHS) issue public health advice and alerts.

## 6.12.3 EMERGENCY ALERT

The *Emergency Alert* (EA) system is the national telephone warning system and is one of many ways a RMA can warn a community of a likely or actual emergency. EA sends voice messages to landline telephones and text messages to mobile telephones within a specific area defined by the RMA issuing the emergency warning message. EA relies on telecommunications networks to send messages and message delivery cannot be guaranteed.

The EA system may not be used in all circumstances. The decision to use the system will depend on the nature of the incident. The Authorising Officer should consider the following criteria before authorising the use of the EA system:

- certainty of threat and/or likely severity;
- urgency – if the timeframe suitable for the EA to be effective;
- that the community must immediately act in some way;
- that there is adequate time to process and approve the use of an EA to disseminate the required information (at least 30 minutes);
- the consequences of the alert; and
- that there are specific geographical reference points supplied to define the boundaries of the message adequately.

The need for an EA may be identified by a number of personnel within the RMA including the:

- Incident Controller; and
- Public Information Officer.

An EA may be initiated by other agencies such as TASPOL and SES.

Use of the *Emergency Alert* system can only be authorised by:

- State EM Controller;
- Deputy Commissioner of Police;
- Regional EM Controller;
- Director SES;
- Chief Fire Officer TFS; and
- Director of Public Health.

Approval may be sought and given by phone or email, however, a written 'Emergency Alert Message Authorisation Form' must be completed as soon as practicable.

Once the appropriate authorisation has been received, the RMA communication capability (e.g. TFS FireComm or TASPOL Radio Dispatch Services) or the Public Information Officer will issue the emergency warning through the EA system.

## 6.12.4 STANDARD EMERGENCY WARNING SIGNAL (SEWS)

SEWS is a sound designed to alert the community to the need to listen to an announcement about an actual or imminent emergency.

The SEWS sound is played by media outlets for up to 10 seconds before the verbal warning message is transmitted.  The initiating authority can request that the SEWS and the message be repeated at intervals, e.g. three times an hour.  Television broadcasts are accompanied by text.

The use of the SEWS is limited to significant emergency situations and is only for providing urgent safety messages.  The SEWS guidelines include four criteria that should all be present for the use of the signal:

1.  Potential for loss of life and/or a major threat to a significant number of properties or the large-scale environment;

2.  Impact has occurred or is expected within 12 hours;

3.  A significant number of people need to be warned; and

4.  One or more phenomena are expected to be destructive.

Requests for the use of SEW must be progressed through the DPFEM Medan and Communications Unit. Requests may also be progressed through the whole-of-government Public Information Unit.  A SEWS request form must include the words that will be broadcast used by media outlets.

The following positions are nominated as SEWS initiating authorities:

- State EM Controller;

- Deputy Commissioner of Police;

- Regional EM Controller;

- Director SES;

- Chief Fire Officer TFS; and

- Regional Director of the Bureau of Meteorology (weather and flood related events only).

Media outlets will broadcast SEWS based on a verified, verbal request from the initiating authority, however, written confirmation from the initiating authority must be provided as soon as practicable.

To listen to the SEWS sound click here (MP3 - 126 KB)

## 6.12.5 NATIONAL TERRORISM THREAT ADVISORY SYSTEM

The National Terrorism Threat Advisory System (NTTAS) is a scale of five levels to provide advice about the likelihood of an act of terrorism occurring in Australia.

When the threat level changes, the Australian Government provides advice on what the threat level means, where the threat is coming from, potential targets and how a terrorism act may be carried out.

The National Terrorism Threat Level is regularly reviewed in line with the security environment and intelligence.

At the time of publication of the TEMA, Australia's National Terrorism Threat Level was PROBABLE.

## 6.12.6 CALL CENTRES

The Tasmanian Emergency Information Service (TEIS) is the State's emergency call centre capability. This service provides an initial point of contact for the community to access self-help information during and following an emergency.

The service is activated and deactivated by the Director of DPAC's Office of Security and Emergency Management (OSEM). They will notify the Regional EM Controller, the State EM Controller or the Secretary DPAC as/if required.

Activation may be at the request of any agency or Regional EM Controller. The decision to activate the service includes allocation of responsibility for clearing information and the service operations on an 'extraordinary cost' reimbursement basis.

Agencies that request activation of TEIS must support the operations of the TEIS. They must provide at least one TEIS Agency Liaison Officer to be present at the TEIS at all times. The TEIS Public Information Unit (PIU) Liaison Officer will also be onsite in the TEIS room. Additional resourcing from the activating agency may also be required to support the TEIS.

Generally, if TEIS is activated, the TEIS emergency telephone number (1800 567 567) is used. This will be specifically advertised for a purpose (e.g. information regarding emergency assistance grants). However, at times the TEIS may be activated to support the RMA if there are high call volumes. In that case, the TEIS telephone number would not be advertised.

A Regional EM Controller or the State EM Controller may request Australian Red Cross to activate a call centre as part of a high-level activation of the national disaster reunification system: Register.Find.Reunite. The call centre can process registrations and enquiries as well as divert reunification-related calls from RMA call centres.

The National Emergency Call Centre Surge Capability (NECCSC) is an Australian Government initiative intended to operate in the event of national disasters or emergencies of such a scale that existing State resources are overwhelmed and/or unable to respond. The NECCSC is a virtual call centre with capability drawing on existing Australian Government call centre resources. It is intended to:

- provide an immediate first point-of-contact for enquiries from the public; and

- provide consistent messages to the public and for collection of information from the public.

The NECCSC will be used for most after-hours support (potentially during the hours of 5.30pm to 8.00am). It is activated by DPAC OSEM.

# 6.13 Interoperability Arrangements

The management of a sustained or complex emergency will require the combined resources of multiple agencies.

Any agency may request resources, including skilled emergency management personnel, from other agencies or organisations within Tasmania to enable more effective management of the emergency.

To facilitate the adaptability and scalability of emergency management arrangements, the Tasmanian Government ensures interoperability between agencies and relevant organisations in terms of systems, terminology, training, skills, roles and functions.  The interoperability arrangements are managed and coordinated through DPAC OSEM.

Formal interagency arrangements for the sharing of capability in support of the RMA exist through the State Special Emergency Management Plan Interoperability Arrangements for Sharing Skilled Resources in Tasmania (the Plan). The arrangements that are necessary to support the sharing of skilled resources pursuant to the Plan are referred to as Interoperability Arrangements for Sharing Skilled Resources in Tasmania (IASSRT).

The Plan aims to ensure that IASSRT arrangements and supportive mechanisms are pragmatic, clearly described and easy to understand. This enables streamlined interoperability procedures for managing the sharing of skilled resources as required for emergency management operations in Tasmania.

The objective of the Plan is to describe the fundamentals of interoperability embedded in IASSRT, namely:

- a common approach to emergency management, including:

    - the use of common terminology;

    - a common incident management system (AIIMS); and

    - a common information management system (WebEOC).

- activation and deployment arrangements that describe the process for requesting skilled employees from another agency/service and the process for deploying those employees;

- human resource arrangements that support the sharing of skilled employees;

- educational arrangements to help salaried employees develop their emergency management skills and knowledge to enable them to effectively perform duties within another agency/service; and

- financial arrangements that identify and describe the cost implications and responsibilities in relation to IASSRT and the agreed position of agencies with respect to those costs.

The Plan applies to salaried employees or officers of the Crown in Right of the State of Tasmania. It does not apply to agency volunteers. The Plan does not prevent the RMA, support agencies or recovery organisations from seeking the assistance of skilled personnel from Municipal Councils, the private sector or volunteers, however, any such request is outside the scope of the Plan.

# 6.14 Other Elements of Response

## 6.14.1 COMMUNICATION STRATEGIES

When planning response activities, agencies without their own resilient communication methods such as a radio network, should not place complete dependency on the public telephone / mobile phone network as these can fail or be degraded during emergency events.  Alternative strategies should be considered as a part of operational and emergency management planning activities.

## 6.14.2 GEOGRAPHIC INFORMATION SERVICES (GIS) AND DESKTOP MAPPING SERVICES

The service is provided by the Emergency Services GIS (ESGIS) unit of DPIPWE.

In municipal areas, Municipal Councils use their existing capacity and, if additional assistance is required, local industry or regionally-based State Government agencies can be approached for assistance.

An on-call capability to assist with GIS and desktop mapping services exists within DPIPWE to support DPFEM where available services are outlined in the Service Level Agreement between the agencies.

Any other agency can request assistance from ESGIS and they may be activated on a 'fee for service' basis if capacity exists.

DPIPWE has an established coordinating role to facilitate the delivery of ongoing, state-wide program of data capture with regional and urban coverage.  The program includes:

- coordination of data across all tiers of government;
- standardised data capture;
- delivery of data through the Land Information System Tasmania (LIST) infrastructure;
- centralisation of the storage and distribution of data; and
- education in cost to stakeholders.

During emergencies, this coordinating role applies to requests for remotely sensed imagery.  A request for access to remotely sensed imagery over an area affected by an emergency is made to AGCCC where a decision may be made to activate the International Charter on Space and Major Disaster.  ESGIS will support preparation of such a request in close collaboration with Geosciences Australia and the requesting agency.

## 6.14.3 IMPACT AND DAMAGE ASSESSMENTS

Under the Impact and Damage Assessment State Special Plan (IDA SSP), the RMA is responsible for arranging a rapid impact assessment (RIA) of the affected area as soon as it is safe to do so.  These assessments include reporting the most credible information available at the time.

The assessment is conducted progressively, with support from other agencies.  RIA details must be included in situation reports and findings of the assessment must be reported promptly to the RECC and/or SCC.

In accordance with the IDA SSP, other agencies are responsible for secondary impact assessment (SIA) in line with their responsibilities under that plan and the State Recovery Plan.  Processes for collecting, collating and coordinating SIA may be through an RECC or SCC or through the RMA or supporting agency, such as SES or DPAC, depending on the nature of the incident.

Impact and damage assessments are vital to inform consequence management planning and assessment of recovery needs.

## 6.14.4 EVACUATION

Tasmania's framework for evacuation is consistent with the national agreed principles for evacuation planning and the five stages of evacuation.

Evacuation is defined as:

*the movement of people threatened by a hazard to a safer location and typically, their eventual safe and timely return.*

Evacuation is a risk management strategy that may be used to minimise loss of life or lessen the effects of an emergency on a community, before the onset of, or during an emergency. For an evacuation to be as effective as possible, it must be appropriately planned and implemented.

Depending on the hazard and its likely impact on the community, the evacuation process – including withdrawal and return – may take days, weeks or months to complete. Some evacuations may be carried out very quickly and over very short distances.

There are three types of evacuation in accordance with an evacuation plan:

- phased evacuation;
- partial evacuation; and
- total evacuation.

The four evacuation strategies are:

- Shelter in place.
- Self-evacuation.
- Precautionary evacuation.
- Compulsory or directed evacuation.

## The evacuation process

There are five stages of the evacuation process:
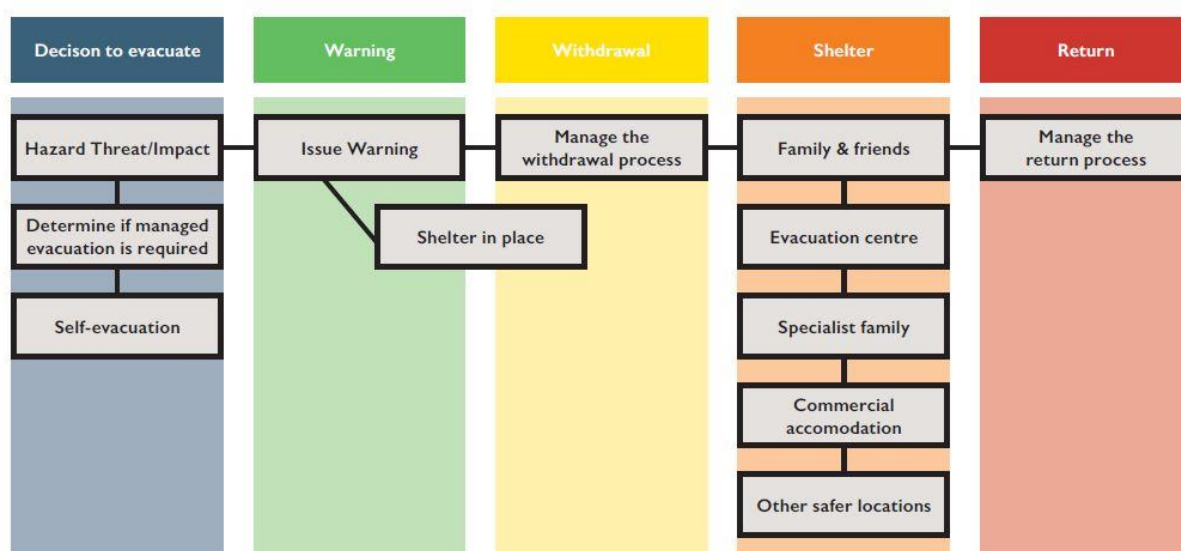


*Figure 5: Five stages of evacuation process*

# Evacuation roles and responsibilities

Table 23: *Evacuation roles and responsibilities*

| Stage 1 – Decision to Evacuate | Primary | Support |
| --- | --- | --- |
| Evacuation **risk assessment** | RMA<br>TASPOL | Municipal Council |
| **Decision** to evacuate | RMA | |
| | | |

| Stage 2 - Warning | Primary | Support |
| --- | --- | --- |
| **Decision** to warn | RMA | DPIPWE (ES GIS) |
| Provision of warnings | RMA | TASPOL<br>SES<br>DPAC (PIU) |
| | | |

| Stage 3 - Withdrawal | Primary | Support |
| --- | --- | --- |
| Coordination | TASPOL | Municipal Council<br>SES<br>Ambulance Tasmania |
| Logistics / transportation | DSG<br>(Transport Services Group) | Contractors<br>Commercial freight and transport providers |
| Security | TASPOL | Contractors |
| Traffic management | TASPOL | Municipal Council<br>SES<br>DSG<br>Contractors |
| | | |

| Stage 4 – Shelter | Primary | Support |
| --- | --- | --- |
| Evacuation centre activation | Municipal Council | SES |

| | | |
|---|---|---|
| | (on request of the Regional EM Controller through the SES RPO to the Municipal EM Coordinator) | |
| Evacuation centre management | Municipal Council | Communities Tasmania Contractors Volunteers |
| Environmental health and pollution *(evacuation centre)* | Municipal Council DoH (PHS) | DPIPWE (EPA) |
| Alternative emergency accommodation | DoH (Housing Tasmania) | Municipal Council NGOs Regional tourism organisations |
| Registration of evacuees (presenting at evacuation centre) | Municipal Council | NGOs SES |
| Animal welfare (pets and companion animals) | Owners | Municipal Council (if facilities are available) DPIPWE (Biosecurity Tas) Community / volunteer groups |
| Animal welfare (livestock) | Owners DPIPWE (Biosecurity Tas) | Municipal Council (if facilities are available) Community / volunteer groups |
| Transition to recovery | per Municipal arrangements per Regional arrangements DPAC – State recovery | |
| Care for children | Parents/Guardians | |
| Waste management *(evacuation centre)* | Municipal Council | DPIPWE (EPA) |
| | | |

| Stage 5 - Return | Primary | Support |
|---|---|---|
| Return **risk assessment** | RMA | Key stakeholders |

| Decision to return | RMA | Municipal Councils TASPOL SES |
|---|---|---|
| Transition to recovery | per Municipal arrangements per Regional arrangements DPAC – State recovery | |

## Evacuation planning

Evacuation planning will be completed by TASPOL members in the POC, in collaboration with the RECC planning capabilities.  TASPOL traffic management and priority road re-opening planning will also occur in collaboration with evacuation planners.

Evacuation plans and activities will be uploaded in to WebEOC.

For further details on evacuation, refer to the *Tasmanian Emergency Evacuation Framework* (2018).

## Registration of affected people

Registration of people who are be or may be affected by the emergency should happen:

- as people present to an evacuation centre; or
- as people present to a recovery centre.

Registration at this level assists Municipal Councils effectively manage their evacuation centre and identify additional resources that may be required for the immediate needs of the people presenting.

During response, TASPOL will liaise with Municipal Councils if necessary about concerns for welfare of individuals or missing person inquiries.

Where no other arrangements exist (e.g. if an evacuation centre has not been activated), the Regional EM Controllers are responsible for assigning responsibilities for registrations and, in the first instance, may approach any combination of RMA, support agencies and Municipal Councils for assistance.  The State EM Controller can give directions for registration responsibilities where a need for state-wide consistency in registrations is identified.

Register.Find.Reunite is an Australian Government service operated by Australian Red Cross that registers, finds and reunites family, friends and loved ones after an emergency.

Register.Find.Reunite may be activated by a Regional EM Controller or State EM Controller as either a registration data management tool for emergency managers or as a publicly accessible online service to reduce human impacts arising from uncertainty over the safety of family and loved ones separated in a restricted communications environment.

At all levels registration should be, as far as practical, undertaken in a format consistent in anticipation of inclusion in Register.Find.Reunite.

## 6.14.5 DISASTER VICTIM IDENTIFICATION (DVI)

DVI is the term given to procedures used to positively identify deceased victims of a multiple fatality emergency. TASPOL manage requests for DVI assistance if or as required.

The procedures relating to the DVI process are outlined in the:

- Australasian Disaster Victim Identification Standards Manual; and
- SSEAP Tasmanian Multiple Fatality Response Plan.

Supporting agencies such as FSST, SES, DoH and Mortuary Services may be involved in scene security, exhibit management, and temporary body storage and scene rehabilitation.

## 6.14.6 RELIEF AND SHORT TERM RECOVERY

Relief is the provision of assistance necessary to enable affected people to meet their basic needs for:

- shelter;
- water and food;
- clothing;
- personal care and hygiene.

Other short term recovery efforts aim to minimise the consequences and secondary impacts of an emergency, restore critical services and infrastructure, and assess impacts and recovery needs.

Relief and short term recovery is coordinated through emergency management response arrangements outlined in this chapter.

## 6.14.7 RELIEF AND RECOVERY ARE LINKED

Relief is an early part of the recovery process but is focussed on meeting immediate needs. It is coordinated through emergency management response arrangements (described earlier in this chapter.).

Recovery is the whole process of assisting individuals and communities to achieve an effective level of functioning after an emergency over the medium and long term. Medium to long term recovery is coordinated through recovery committees and, if required, a dedicated recovery unit or taskforce.

Relief activities include:

- emergency shelter and/or accommodation;
- provision and continuity of safe food, water and sanitation;
- primary first aid and health care;
- psychological support;
- disbursement of material aid (non-food material items);
- reconnecting family and friends;
- care and support for affected individuals and families;
- emergency financial assistance; and
- animal welfare, including provisions for pets and livestock.

These services and support are commonly provided to the affected community at an evacuation or recovery centre but may also be accessed and distributed in a more dispersed manner as appropriate or as requested.

Other short term recovery activities include:

- assessing social, economic, infrastructure and environmental impacts;

- re-establishing impacted critical infrastructure and essential community services;

- mitigating or minimising secondary social, economic, infrastructure and environmental impacts; and

- collating information to inform longer term recovery planning for affected communities.

Responsibilities for specific relief functions and services are listed in the State Recovery Plan and outlined in the TEMA Recovery chapter.

State Government agencies with responsibilities for the management and coordination of these functions and services under recovery domains (Recovery - Coordinating Agencies) are responsible for providing Liaison Officers and/or Regional Relief Coordinator to advise and support the Regional EM Controller and work within a RECC (if established).

Agencies responsible for the delivery of functions and services (Recovery - Responsible Agencies) must prepare and maintain arrangements for the delivery of the function and service.

As an emergency is gradually brought under control, the emphasis shifts from response to an increased focus on longer term recovery. Relief and short term recovery activities will transition from response to longer term recovery coordination arrangements as part of a formal handover to recovery authorities under section 24F of the Act.

## 6.14.8 FINANCIAL MANAGEMENT

Municipal Councils and Tasmanian Government agencies are responsible for authorising, paying and capturing costs relating to their response, relief and short-term recovery functions, roles and responsibilities.

The Tasmanian Government may partially reimburse Municipal Councils for eligible relief costs - including payments to non-government organisations - under the Tasmanian Relief and Recovery Arrangements (TRRA).

Costs should be recorded separately by Municipal Councils and other organisations to simplify cost reporting and to assist the cost-recovery process if State / Australian Government funding arrangements are activated.

Non-government organisations and other third party service providers are responsible for ensuring fees and / or cost recovery arrangements are **agreed in writing** by the Municipal Council or Tasmanian Government agency requesting the recovery service **prior to the service being provided**.

## 6.14.9 FINANCIAL ASSISTANCE

The TRRA is the primary policy under which the Tasmanian Government provides financial assistance to individuals, businesses, primary producers, non-profit organisations and Municipal Councils affected by an emergency.

Emergency financial assistance is activated based on identified relief needs and is targeted at those most impacted and unable to provide for their own needs.

DPAC is responsible for coordinating advice to the Premier regarding the need for and activation of emergency financial assistance measures based on advice from, and in consultation with, RECCs, the DoH and DoC.

### 6.14.10 OFFERS OF ASSISTANCE

Assistance can be offered from organisations that are not usually part of response arrangements (e.g. from the community, industry, celebrities, other regions/jurisdictions and interstate agencies).

Where arrangements are not in place to manage offers of assistance, the Municipal EM Coordinator or Regional EM Controller manages them through the MECC or RECC arrangements.

DPAC is responsible for managing offers of assistance at a state level.

### 6.14.11 RECORDS MANAGEMENT

Records related to response are subject to the usual records management provisions and State archiving legislation and are treated accordingly. Logs, reports and briefings from response and recovery should be collated progressively, and stored in WebEOC for future reference.

Agencies/organisations should ensure that they have their own (internal) record management system for business continuity purposes.

# 6.15 Transitioning from response to recovery

*Diagram 4: Transitioning from response to recovery*
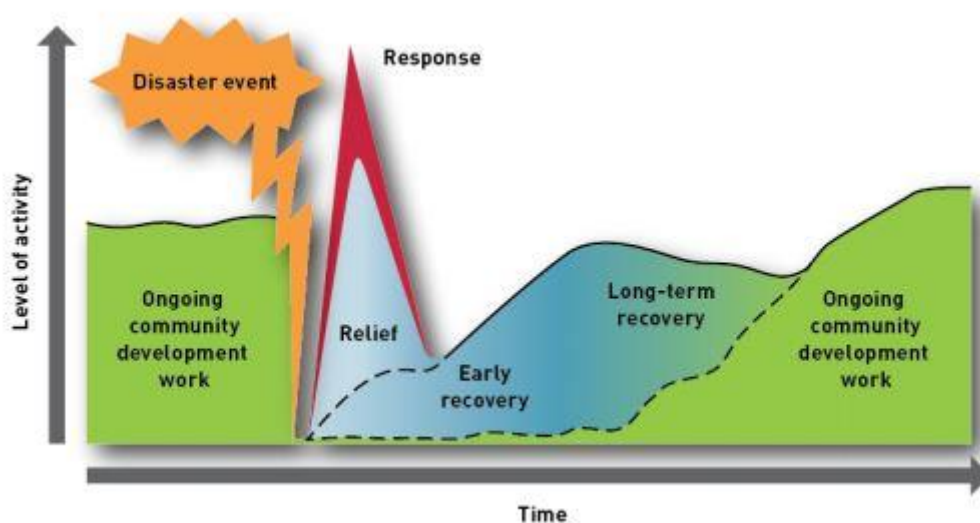
As the RMA and support agencies resolve the immediate effects of an emergency, response activities can end and control or coordination 'stand down' (that is, when there is no further threat to life, property or the environment).

Resolution of emergencies and ending response activities can happen quickly or in stages, depending on the complexity of the response.  Regardless of the timeframes involved, the RMA provides advice to stakeholders that response activities have concluded or are about to conclude.

Stand-down notifications must be provided to:

- agencies/organisations involved in operational response;

- the owners/managers of relevant property/premises;

- the Regional EM Controller and/or State EM Controller;

- a RECC and/or SCC (if activated); and

- entered into WebEOC.

Notifications should also be provided to key stakeholders when operations and coordination centres are expected to de-activate and the date/time that final situation reports will be issued.

In accordance with section 24F of the Act, all information relating to the emergency is to be transferred to the State Recovery Coordinator (if appointed) as soon as practicable after the operational response has ended.  This constitutes a formal transition from response to recovery.

### 6.15.1 OPERATIONAL DEBRIEFINGS

Immediately following an emergency event is often the best time to gather the observations of everyone involved about what went well and did not go well.  These observations inform the development of insights and lessons which are shared and learnt.

WebEOC has a Lessons Management function and all WebEOC users are encouraged to use WebEOC as a lessons sharing platform.

Each agency/organisation is responsible for debriefing their personnel and arranging ongoing support if, as and when required.

# 6.16 Critical Incident Stress Management

If emergency response activities have the potential to incur personal stress/trauma, contact with representatives from the Critical Incident Stress Management Program (CISM) must be considered to enable individual and collective access to personal support services provided under this program if required.

CISM is primarily available to emergency management/services (personnel and volunteers). Non-emergency services should equally consider critical incident stress management through their normal employee assistance programs.

# 6.17 Catastrophic disasters

A catastrophic disaster is defined as:

*an event that is beyond current arrangements, thinking, experience and imagination.*

That is, an event that has overwhelmed technical, non-technical and social systems and resources, and has degraded or disabled governance structures and strategic and operational decision-making functions.

Severe to catastrophic disasters differ from emergencies in that they exceed business as usual emergency management systems and capabilities. A catastrophic event could be of sudden or sustained impact over an extended timeframe. There may also be cascading events such as:

- loss of power;
- telecommunication outage;
- financial systems failure;
- transport and supply chain disruptions that occur concurrently and, collectively, result in a catastrophic consequence.

A significant factor in responding to a catastrophic disaster is the extent to which emergency response and recovery capability is affected by the disaster. There will be a need to prioritise response actions, and the deployment of resources to meet medical, social, economic, environmental and infrastructure needs.

It may take a considerable time to recovery from a catastrophic disaster.

A catastrophic level disaster may be characterised by one or more of the following:

- reduced ability of a government to function;
- a serious impact on a significant population or area;
- large numbers of casualties or displaced people, possibly in the tens of thousands;
- large numbers of people left temporarily or permanently homeless, and possibly needing prolonged temporary housing and other assistance;
- a need for broader national coordination of interstate and international assistance;
- destruction of, or significant disruption to, critical infrastructure, such as utilities (water, gas, electricity, fuel, waste disposal), medical and health facilities, food supply, and telecommunications; and/or
- a detailed and reliable operational picture of the impacts not being achievable for some time.

While Australia has faced few events that would be considered catastrophic, the need to be prepared for such events is recognised. Existing emergency management arrangements are well understood, are tested and exercised regularly, and work well within existing capability and capacity.

Existing emergency plans and arrangements will continue to apply in a catastrophic disaster, however, a catastrophic disaster will require enhanced measures, mainly in the area of strategic leadership and high level coordination, to ensure the maximum good for the maximum number of people.

Emergency planning should consider and address catastrophic disasters and articulate gaps in capability and capacity at every level.

Priorities in a catastrophic disaster will be to:

- preserve human life;
- provide food, water, shelter and medical assistance;
- reunite separated families;
- provide access to financial services; and
- communicate with the public.

The manner in which these services are provided will depend on the nature of the catastrophe but aim to be tailored to local need.

Source: AIDR Australian Emergency Management Handbook (2019)

# 7. Recovery

## Key points

- **Recovery starts during the emergency response and encompasses linked and overlapping phases of relief and short term recovery, early recovery planning and medium to long term recovery.**

- **Recovery activities extend across social, economic, infrastructure and environmental domains.**

- **Recovery is focused on and led by affected communities. Government recovery efforts aim to support communities through the recovery process and should recognise the key leadership role of landowners, local communities and their leaders.**

- **Effective coordination, planning and communication is essential. Recovery efforts generally involve all levels of government, including municipal, regional and state emergency management structures, as well as non-government and community organisations.**

- **DPAC is the SEMC Advisory Agency for recovery and maintains the State Recovery Plan.**

# 7.1 Overview

Recovery is the process of dealing with the impacts of an emergency and returning social, economic, infrastructure and natural environments to an effective level of functioning. Recovery starts during the emergency response and encompasses linked and overlapping phases of relief and short term recovery, early recovery planning and medium to long term recovery.

Recovery is an incremental process which often takes a long time.

The need for formalised recovery assistance varies within and across communities. Well-connected and well-prepared individuals, businesses and communities are often able to move to a new normality after a disaster with little or no assistance. Others require formalised and coordinated assistance after an emergency and throughout the recovery process.

Recovery aims to empower people and communities to participate in activities that restore community wellbeing and economic activity, and involves coordinated efforts across government, non-government, community and private sector organisations.

Successful recovery is community-led. Affected communities play a key role in guiding and delivering recovery assistance at the municipal level, with support and coordination at regional and state levels, depending on the complexity and magnitude of the event.

# 7.2 Overarching principles

Australia's *National Principles of Disaster Recovery* guide Tasmania's approach to recovery, and are based on six central themes:

1.  Understanding the context: successful recovery is based on an understanding of the community context.

2.  Recognising complexity: successful recovery acknowledges the complex and dynamic nature of emergencies and communities.

3.  Using community-led approaches: successful recovery is responsive and flexible, engaging communities and empowering them to move forward.

4.  Ensuring coordination of all activities: successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs.

5.  Employing effective communications: successful recovery is built on effective communications with affected communities and other stakeholders.

6.  Acknowledging and building capacity: successful recovery recognises, supports and builds on community, individual and organisational capacity.

# 7.3 Recovery objectives

The Tasmanian Government recovery objectives are to:

*   Support the restoration of social, economic, infrastructure and natural environments to minimise long-term consequences for individual and community wellbeing, the economy and environment;

- Facilitate community participation in recovery planning and decision-making;

- Ensure that government and non-government support is targeted and appropriate;

- Assist communities to rebuild in a way that enhances resilience across social, economic, infrastructure and environmental values and encourages risk management; and

- Learn from experience and continually refine arrangements to enhance future recovery processes.

# 7.4 Coordination arrangements

Relief and short term recovery is coordinated through municipal and regional arrangements described in the TEMA Response chapter.

In the early stages of recovery, the State Recovery Advisor will seek advice from RECC/s to inform coordinated recovery needs assessment and planning.  Medium to long term recovery is locally-coordinated, state-supported, or state-coordinated, as appropriate to the recovery needs.

Table 24: *Recovery coordination arrangements*

| Category | Responsibility | Support |
|---|---|---|
| **Relief and short term recovery management and coordination** | | |
| Municipal | Municipal EM Coordinator | Municipal Council General Managers may appoint Municipal Recovery Coordinators to manage recovery responsibilities (section 24G of the Act). |
| Regional | Regional EM Controller | Tasmanian Government agencies coordinating recovery domains nominate Social, Economic, Infrastructure and Environmental. Recovery Coordinators to support the Regional EM Controller. |
| State | State EM Controller | State EM Controller is supported by the State Recovery Advisor, DPAC OSEM and/or Recovery Taskforce (DPAC), Coordinating Agencies, and recovery partners. |
| **Long term recovery management and coordination** | | |
| Level 1 | Municipal Committee | Supported by Municipal Councils and local support services |
| Level 2 | Recovery Unit AARCs | Supported by Municipal Councils, Tasmanian Government agencies and recovery partners |
| Level 3 | Recovery Taskforce AARCs | Supported by Municipal Councils, Tasmanian Government agencies and recovery partners |

# 7.5 Recovery domains and responsibilities

Recovery measures are planned, coordinated and implemented across four domains:

- social recovery;
- economic recovery;
- infrastructure recovery; and
- environmental recovery.

A Tasmanian Government agency is allocated responsibility for coordinating, managing and reporting on activities under each of the above domains, and for a fifth group of cross-domain functions.

- **Social recovery** focuses on ensuring safety, security and shelter and restoring health and psychological wellbeing (Coordinating Agency: Department of Health)
- **Infrastructure recovery** focuses on restoring critical assets and essential services that may have been damaged or destroyed (Coordinating Agency: Department of State Growth)
- **Economic recovery** focuses on supporting businesses and industries to overcome the impacts of an emergency (Coordinating Agency: Department of State Growth)
- **Environmental recovery** focuses on protecting natural and cultural assets and values, supporting primary producers and managing waste, pollution and biosecurity (Coordinating Agency: Department of Primary Industries, Parks, Water and Environment)
- **Cross domain functions** include whole-of-government functions which cut across the social, economic, infrastructure and environmental domains (Coordinating Agency: Department of Premier and Cabinet)

For more details on functional domains and specific responsibilities see

- the *State Recovery Plan*; and
- the planning and guidance documents of the Recovery Coordinating and Responsible Agencies.

Agencies with functional responsibilities prepare and maintain arrangements to manage the delivery and coordination of relevant recovery functions, including partnerships and support arrangements with NGOs and community groups.

# 7.6 Early recovery planning

Early recovery refers to activities undertaken during and/or immediately after an emergency event to:

- understand and evaluate impacts, damage and recovery needs;
- consider and design appropriate governance structures and arrangements; and
- develop an initial action plan for medium to long term recovery.

This usually happens in parallel to, and is informed by, relief and short term recovery activities occurring as part of response management structures.

Municipal Emergency Management Coordinators (Municipal Recovery Coordinators) are responsible for identifying impacts and recovery needs within their local government area. If recovery assistance or coordination is required, they should advise the Regional Controller and/or RECC (if activated) which work in consultation with Municipal Coordinators to prepare and collate early impact assessments.

The State Recovery Advisor, Department of Premier and Cabinet works in consultation with Regional Controllers, Response Management Authorities, Recovery Coordinating Agencies, and Municipal Emergency Management Coordinators (or Municipal Recovery Coordinators) to assess recovery needs, support the immediate recovery, and plan the medium to long-term recovery approach, including the need for State Government support and Affected Area Recovery Committees.

In consultation with the State EM Controller and the State Recovery Committee, the State Recovery Advisor advises the government on recovery needs and arrangements, including recommendations for the most appropriate approach to long-term recovery.  These arrangements exist regardless of whether the SCC is activated or not.

# 7.7 Medium to long–term recovery

| Level 1 | Level 2 | Level 3 |
|---|---|---|
| **Locally coordinated** | **State supported** | **State coordinated** |
| low impact <br> low complexity | medium impact <br> medium complexity | high impact <br> high complexity |
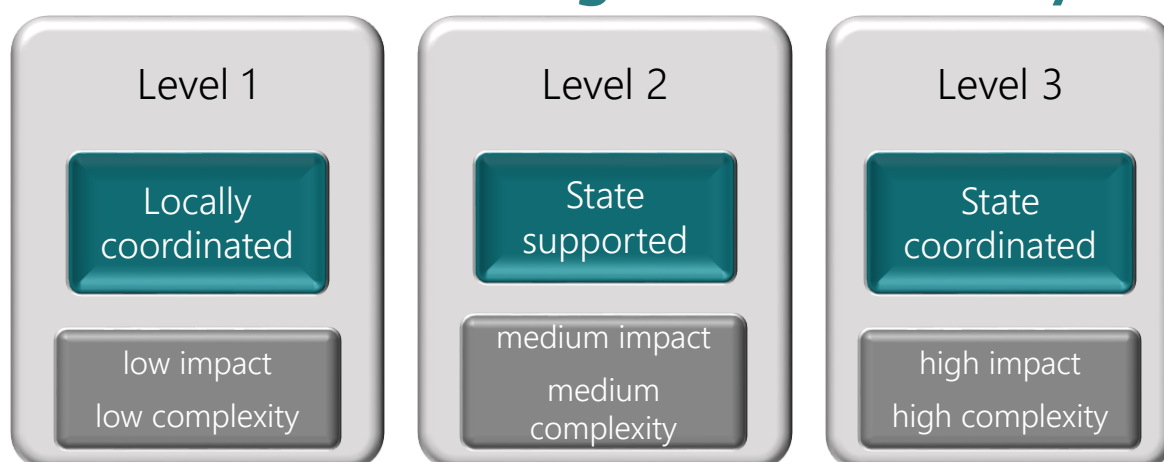
Medium to long-term recovery involves the implementation of programs to help communities restore, rebuild and return to an effective level of functioning. Assistance may be delivered through government or non-government organisations, guided by relevant plans and arrangements, and the suitability and availability of local support services. Long-term recovery may be coordinated by a Municipal Recovery Committee, or through an Affected Area Recovery Committee, which may be supported by a state-level Recovery Unit or Taskforce.

There are three broad approaches for long-term recovery coordination, depending on:

- the scale of impact;
- the expected duration and
- the complexity of the recovery process.

While the approach used will be modified according to assessed ongoing needs, the following provides a **general guide** to the type of governance arrangements that apply to each of the three levels.  See the *State Recovery Plan* for more details.

| | |
|---|---|
| Locally coordinated | Locally coordinated recovery is managed and coordinated by the Municipal Coordinator (or Municipal Recovery Coordinator), with support from the Municipal Emergency Management Committee. |
| State supported | State supported recovery is managed and coordinated through an Affected Area Recovery Committee, with assistance provided by the relevant Tasmanian Government agencies. Affected Area Recovery Committees may be supported at the state level by a small Recovery Unit. |
| State coordinated | State coordinated recovery is led by a State Recovery Coordinator who coordinates state-level recovery activities guided by Affected Area Recovery Committees. A Recovery Taskforce may be established to develop long term recovery plans, and coordinate assistance and capability across Tasmanian Government agencies. |

These arrangements exist whether or not the SCC is activated.  Generally, the SCC will not be active during long term recovery.

# 7.8 Recovery partners

NGOs and community groups play an important role in supporting recovery efforts. The Recovery Partners Network provides a forum for government, NGOs and other partners to share information and resources, develop partnerships, encourage collaboration, support the coordination of relief and recovery efforts and inform ongoing needs assessment. During response and recovery, recovery partners work in collaboration with relevant Coordinating Agencies.

# 7.9 Public information and communication

When activated, the whole-of-government Public Information Unit (PIU) is responsible for early relief and recovery communications and tasked accordingly.  If the PIU is not active, DPAC's Communications and Protocol Unit will provide recovery communications support to OSEM as required. The PIU has a dedicated recovery team tasked with coordinating recovery information and managing the development of documentation that will guide the transition from response to recovery. The role of the PIU in recovery includes:

- developing a short-term recovery communications strategy;
- managing the recovery website and social media accounts;
- activating recovery branded materials suitable for the emergency; and
- supporting the Recovery Advisor and liaising with the RECC and OSEM.

Following transition from response/ relief to recovery, the PIU's recovery responsibilities and functions will be transitioned to a Recovery Taskforce or the relevant recovery authority. The PIU's recovery team and its functions are important to ensure there is no gap in public information during this transition phase.

For more information about public information in recovery, refer to the *Tasmanian Public Information Guidelines*.

# 7.10 Financial management

Tasmanian Government agencies and Municipal Councils are responsible for authorising expenditure relating to their recovery functions.  Recovery costs should be recorded separately by Municipal Councils and other organisations to simplify the cost reporting and claiming process under the Tasmanian Relief and Recovery Arrangements (TRRA) and Disaster Recovery Funding Arrangements (DRFA).

The TRRA is the primary policy under which the Tasmanian Government provides recovery financial assistance to individuals, businesses, primary producers, non-profit organisations and local government. Financial assistance is activated based on identified recovery needs and is targeted at those most impacted and unable to provide for their own recovery. DPAC is responsible for coordinating advice to the Premier regarding recovery needs and activation of financial assistance measures.

The DRFA is the primary mechanism by which the Australian Government provides natural disaster recovery financial assistance to Tasmania.  DPAC is responsible for administering the DRFA in Tasmania.

Non-government organisations and other third party service providers are responsible for ensuring fees and / or cost recovery arrangements are agreed in writing prior to recovery services being provided.

# 7.11 Recovery review (lessons management)

The State Recovery Advisor oversees evaluations and internal reviews of state-level, long-term recovery processes to inform continuous improvement in preparedness for recovery.

# 7.12 Recovery functional responsibilities

The below table is based on the State Recovery Plan (Issue 3 2018).  In the event of any inconsistency in information between the TEMA and the State Recovery Plan in relation to functional responsibilities in recovery, **the State Recovery Plan takes precedence**.

Refer to the State Recovery Plan for more information on Coordinating Agency responsibilities and the role of Responsible Agencies.

*Table 25: Recovery Functional Responsibilities*

| SOCIAL | | |
|---|---|---|
| Coordinating Agency | DoH (State/Strategic level) THS (Regional/Operational level) | |
| **Function** | **Responsible Agency** | **Support Agency** |
| Evacuation and recovery centres | Municipal Councils | DoH (THS) NGOs |
| Emergency catering | DoH (THS) Municipal Councils | NGOs |
| Broker emergency accommodation | Communities Tasmania | Municipal Councils NGOs Regional tourism organisations |
| Psychological support, including personal support and outreach services | DoH (THS) | NGOs |
| Care for children | Communities Tasmania | NGOs |
| Financial assistance for personal hardship and distress | DoH (Strategic planning and coordination) Communities Tasmania (Operations) | DPAC (OSEM) |
| Financial assistance for not for profit organisations | DoH (Strategic planning and coordination) Communities Tasmania (Operations) | DPAC (OSEM) |
| Technical advice (as required): | DoH (PHS) | Municipal Councils DoJ (WorkSafe) DPIPWE (EPA) |

| ECONOMIC | | |
|---|---|---|
| Coordinating Agency | DSG | |
| **Function** | **Responsible Agency** | **Support Agency** |
| Support for business and industry | DSG (Business and Trade Tasmania) | NGO's<br>Industry representative or support bodies |
| Economic and industry-specific programs: | DSG (Business and Trade Tasmania) | Industry bodies<br>Regional Tourism organisations<br>Regional Development organisations |
| Financial assistance measures for small businesses | DSG (Business and Trade Tasmania) | DPAC (OSEM) |
| INFRASTRUCTURE | | |
| Coordinating Agency | DSG | |
| **Function** | **Responsible Agency** | **Support Agency** |
| Roads and bridges | Road Manager (as applicable):<br>DSG (State Roads)<br>Municipal Councils<br>DPIPWE (PWS)<br>SST<br>TasRail (Rail bridges)<br>Hydro Tasmania | DSG (State Roads) |
| Other community infrastructure and recreational facilities | Asset owners (as applicable):<br>Municipal Councils<br>DPIPWE (PWS)<br>SST | |

| | | |
|---|---|---|
| Ports, airports and rail | TasPorts<br><br>Airport Operators<br><br>TasRail | DSG (Transport Systems & Planning Policy) |
| Electricity supply and generation | Hydro Tasmania<br><br>TasNetworks | DSG (Office of Energy Planning)<br><br>Australian Energy Market Operator |
| Natural gas | EnWave(TasGas)-Tasmanian Gas Pipeline | DSG (Office of Energy Planning) |
| Liquid fuel supply | Liquid fuel suppliers | DSG (Office of Energy Planning) |
| Passenger transport services | DSG (Passenger Transport))<br><br>Metro Tasmania<br><br>Transport Service Operators | Service Operators |
| Freight transport and continuity of essential goods supply | Transport Service Operators<br><br>DSG (Transport Systems & Planning Policy) | Commercial freight and transport providers<br><br>Suppliers and logistic companies |
| Telecommunications network supply | Telstra<br><br>NBN Co<br><br>Other network owners/managers | DPAC (DSS) |
| Water supply and wastewater treatment | TasWater<br><br>Municipal Councils | DoH (PHS)<br><br>DPIPWE (EPA + Water Resources and Marine Division) |

| Other infrastructure | DoE | |
| Public schools and libraries | DoH (THS) | |
| Hospitals and health centres | Tas Irrigation | |
| Irrigation infrastructure | DPIPWE (Water Resources & Marine Division Dam Safety) | |
| Dams | | |
| Other infrastructure | Asset owner | |

## ENVIRONMENT

| Coordinating Agency | DPIPWE | |
|---|---|---|
| Function | Responsible Agency | Support Agency |
| Environmental health and pollution | Municipal Councils<br>DPIPWE (EPA)<br>Asset owner | DOJ (WorkSafe)<br>DoH (PHS) |
| Crown land, National Park and landscape rehabilitation | DPIPWE (PWS)<br>DPIPWE (Natural & Cultural Heritage) | DPIPWE (PWS Wildcare)<br>NGOs |
| Aboriginal, natural and cultural heritage | DPIPWE (Natural and Cultural Heritage)<br>DPIPWE (Aboriginal Heritage Tasmania) | Tasmanian Aboriginal Land and Sea Council |
| Animal welfare, feed and fodder | DPIPWE (Natural and Cultural Heritage)<br>DPIPWE (AgriGrowth Tasmania)<br>DPIPWE (Biosecurity Tasmania)<br>Municipal Councils | Community groups<br>NGOs |
| Financial assistance measures for primary producers | DPIPWE (AgriGrowth Tasmania)<br>Industry bodies<br>NGOS | DPAC (OSEM) |

| Waste management and carcass removal | Municipal Councils DPIPWE (EPA) | |
|---|---|---|
| Biosecurity and invasive species | DPIPWE (Biosecurity Tasmania) | |

## CROSS-DOMAIN

| Coordinating Agency | DPAC | |
|---|---|---|

| **Function** | **Responsible Agency** | **Support Agency** |
|---|---|---|
| Large-scale demolition and clean-up | DPAC (OSEM) | Municipal Councils DPIPWE (EPA) DoJ (WorkSafe) |
| Government liaison with the insurance industry | DPAC (OSEM) | Insurance Council of Australia Insurers |
| Registration and enquiry | TASPOL Municipal Councils | NGOs |
| Public memorials | DPAC (OSEM) Municipal Councils | TASPOL DoH (THS) NGOs |
| Public donations – material goods | DPAC (OSEM) | NGOs |
| Spontaneous volunteers and offers of assistance | DPAC (OSEM) | NGOs |
| Public appeals | NGOs Financial institutions | DPAC (OSEM) |
| Land information and data services | DPAC DPIPWE (Land Tasmania) | DPAC (OSEM) |
| Impact and damage assessments | DPAC (OSEM) | Relevant Coordinating Agency |

| | | DPIPWE (ES-GIS) |
|---|---|---|
| Internal and external communication about recovery efforts | DPAC (PIU)<br><br>DPAC (OSEM)<br><br>DPAC (Service Tasmania) | Community groups<br><br>NGOs<br><br>Coordinating Agencies |
| Tasmanian Relief and Recovery Arrangements (TRRA) | DPAC (OSEM) | Municipal Councils |
| Disaster Recovery Funding Arrangements (DRFA) | DPAC (OSEM) | Municipal Councils<br><br>Treasury<br><br>Tasmanian Audit Office<br><br>Coordinating Agencies |
| Emerging issues and enquiries | DPAC (OSEM) | All agencies<br><br>Municipal Councils<br><br>NGOs |

# 8. Glossary

The table below contains terms relevant to and defined for these Tasmanian Emergency Management Arrangements (TEMA). These are additional to terms defined in the *Emergency Management Act 2006* (the Act) and have been developed to incorporate current (national) terminology and concepts.

The terms 'emergency' and 'disaster' are used interchangeably throughout the United Nations *Sendai Framework for Disaster Risk Reduction* (the Sendai Framework). In keeping with that approach, the terms are also used throughout the TEMA where appropriate and are defined below:

- **Emergency**: an event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response.

- **Disaster**: a serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material , economic or environmental losses and impacts.

Note that the Act uses shortened phrasing for a number of titles e.g. Municipal Committee for Municipal Emergency Management Committee and State Controller for State Emergency Management Controller.

The definition of number of terms below has been sourced from the Australian Disaster Resilience Knowledge Hub: www.knowledge.aidr.org.au/glossary/

# 8.1 Terms for Tasmanian Emergency Management

| Term | In the Tasmanian emergency management context this means: |
|---|---|
| Affected Area Recovery Committee | A committee established under section 24E of the *Emergency Management Act 2006* after an emergency event to coordinate longer term recovery activities at the regional and/or local levels. These committees bring together members of the affected community, Municipal Councils and relevant Tasmanian Government agencies to collaboratively plan, prioritise and coordinate regional and local recovery activities. |
| Australasian Inter-Service Incident Management System | AIIMS is a nationally adopted structure to formalise a coordinated approach to emergency incident management. |
| AIIMS structure | A nationally adopted structure to formalise a coordinated approach to emergency incident management. |
| associate plan | A plan approved by the approving authority as amended or substituted from time to time, under section 39 – *Emergency Management Act 2006*. |
| Australia and New Zealand Counter- | ANZCTC national body comprising representatives from the Australian Government and State and Territory Governments that contributes to the |

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| Terrorism Committee | security of the Australian community through the coordination of a nationwide cooperative framework for counter-terrorism and its consequences. |
| biosecurity | Biosecurity is the management of the risks to the economy, the environment and the community, of pests and disease entering, emerging, establishing or spreading. |
| capability | Capability is a function of human and physical resources, systems/processes, training and the supply chain (e.g. trained personnel with equipment ready for deployment). |
| capacity | The extent to which a capability can be applied to a particular task or function. |
| catastrophic disaster | An event that is beyond current arrangements, thinking, experience and imagination (i.e. that has overwhelmed technical, non-technical and social systems and resources, and has degraded or disabled governance structures and strategic and operational decision-making functions). |
| centres | Evacuation (see below). Information (see below). Recovery (see below). |
| civil defence | Humanitarian tasks including the management of shelters, provision of emergency accommodation and supplies, and repair of critical/essential infrastructure in the event of armed conflict/hostilities. |
| combined area | Two or more municipal areas determined by the Minister to be a combined area for the purpose of establishing a combined Municipal Committee (section 19 - *Emergency Management Act 2006*). |
| COMDISPLAN | Australian Government Disaster Response Plan |
| command | The internal direction of an organisation's resources in an emergency. |
| Common Operating Platform (COP) | Tasmanian Government emergency management, web-based mapping capability. |
| companion animal | A captive-bred animal that is not commercial livestock. |
| consequence management | A consequence is defined as: (a) the outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain or (b) the outcome of an event or situation expressed qualitatively or quantitatively. In the emergency risk management context, consequences are generally described as the effects on persons, society, the environment and the economy. Consequence management is activities undertaken to minimise recovery needs that emerge as a consequence of an incident such as protecting public health standards, restoring essential services and providing relief financial assistance. |
| consultation framework | The various groups within the emergency management system and how they contribute to decision-making, through consultation and collaboration. These |

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| | groups include established committees, sub-committees, and related stakeholder groups and can be supplemented by temporary working groups. |
| control | The overall direction of Emergency Management activities in an emergency situation. Authority for control is established in legislation or in an emergency plan and carries with it the responsibility for tasking other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations. |
| coordination | The bringing together of organisations and other resources to support an emergency management response. It involves the systematic acquisition and application of resources (organisational, human and equipment) in an emergency situation. |
| Councils | See Municipal Councils (below). |
| counselling | The process of providing psychological support to people involved in an incident. |
| debrief | To gather information from participants in an action to gauge the success or otherwise of the action at the end of the task, shift or incident. |
| Deputy Municipal Coordinator | Deputy Municipal Emergency Management Coordinator appointed under section 23 of the *Emergency Management Act 2006*. |
| Deputy Regional Controller | Appointed under section 17 of the *Emergency Management Act 2006*. |
| Deputy State Controller | Appointed under section 10 of the *Emergency Management Act 2006*. |
| disaster | A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material , economic or environmental losses and impacts. |
| emergency | In summary: an event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response.<br><br>Defined in section 3 of the *Emergency Management Act 2006*. |
| Emergency Coordination Centre | A facility established to coordinate and organise emergency provision of services. Can be established at municipal, regional and/or state levels. |
| emergency management | The planning, organisation, coordination and implementation of measures that are necessary or desirable to prevent, mitigate, respond to, resist, adapt to, overcome and recover from an emergency.  Can include civil defence, emergency-related research or training, or the development of emergency policy and procedures relating to any of the above measures or actions (section 3 - *Emergency Management Act 2006*). |

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| *Emergency Management Act 2006* | The legislation that provides for the protection of life, property and the environment in the event of an emergency in Tasmania, the establishment of Tasmania's emergency management arrangements and the provision of certain rescue and retrieval operations. |
| Emergency Management Plan | A document required by the *Emergency Management Act 2006* (and other legislation that requires emergency management-related plans) that describes governance and coordination arrangements and assigned responsibilities for: a geographic area; identified hazard; or function relevant to emergency management. It includes descriptions of processes that provide for safe and effective operations for emergency situations. |
| emergency management worker | A member of a statutory service, whether for payment or other consideration or as a volunteer; or an authorised officer; or a person who does or omits to do any act in the assistance of, or under the direction or control of, an authorised officer (see section 3 - *Emergency Management Act 2006*). |
| Emergency Operations Centre | A facility, either static or mobile, from which the total operation or aspects of the operation are managed.  A facility established to control and coordinate the response and support to an incident or emergency. |
| emergency powers | Powers specified in the *Emergency Management Act 2006*. <br><br> Schedule 1: Emergency Powers <br><br> Schedule 2: Special Emergency Powers of State Controller and Regional Controllers <br><br> (See Risk Assessment Powers, State of Alert and State of Emergency – below). |
| emergency risk management | A systematic process that produces a range of measures which contribute to the well-being of communities and the environment. |
| environment | Components including: land, air and water; organic matter and inorganic matter; living organisms; human-made or modified structures and areas; interacting natural ecosystems; all other components of the earth (section 3 - *Emergency Management Act 2006*). |
| evacuation | The movement of people threatened by a hazard to a safer location and, typically, their eventual safe and timely return. |
| Evacuation Centre | A place, or facility, where people affected by an emergency may be provided with information in relation to hazards associated with the emergency or with temporary shelter from those hazards (section 3 - *Emergency Management Act 2006*). |
| Executive Officer | A person who is responsible for providing administrative and secretariat services for emergency management committees described in the *Emergency Management Act 2006*). |
| exercise | Simulation of emergency management events, through discussion or actual deployment of personnel, in order: to train personnel; to review/test the |

| | planning process or other procedures; to identify needs and/or weaknesses; to demonstrate capabilities; and to practice people in working together. |
|---|---|
| Government agency | An Agency within the meaning of the *State Service Act 2000* or (b) a Statutory Authority. |
| hazard | A place, structure, source or situation, that may potentially endanger, destroy or threaten to endanger or destroy human life, property or the environment (section 3 - *Emergency Management Act 2006*). |
| Hazard Advisory Agency | Provides subject matter expertise and advice about risk and key mitigation strategies relating to particular hazards and emergencies. Hazard Advisory Agencies may have legislative and strategic policy responsibilities in Tasmania and nationally. |
| incident | An event, occurrence or set of circumstances that: • has a definite spatial extent • has a definite duration • calls for human intervention • has a set of concluding conditions that can be defined • is or will be under the control of an individual who has the authority to make decisions about the means by which it will be brought to an end. |
| Incident Control Centre | The location where the Incident Controller and various members of the Incident Management Team provide overall direction of response activities. |
| Incident Control System | The combination of facilities, equipment, personnel, procedures, and communications operating within a common organisational structure with responsibility for the management of allocated resources to effectively accomplish stated objectives relating to an incident (see AIIMS – above). |
| Incident Command and Control System Plus | ICCS Plus is a framework comprised of ten functions identified as the core elements of incident management in a police context. Those ten functions are the foundation for standardising incident management practices within and across Australian police jurisdictions (see also AIIMS – above). |
| information centre | A facility to provide visitors with, and answer inquiries for, information concerning the emergency or operation in progress. It includes the supply of information of a general nature to assist the victims. |
| interoperability | The establishment of relationships and arrangements to enable more effective management of emergencies, including the ability for organisations to provide resources to and accept resources from other organisations. |
| Joint Operations Coordination Officer | During a response to a bushfire, a Joint Operations Coordination Officer (JOCO) plays a vital role in monitoring and assisting the decisions and operations of TFS / TASPOL / SES and ensures coordination of response is directed towards the incident objective(s). |
| lessons management | An overarching term that refers to collecting, analysing, disseminating and applying learning experiences from events, exercises, programs and reviews. |

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| Liaison Officer | A person nominated to represent his or her organisation for emergency management. Liaison Officers provide advice about their organisation's resources, structures and capabilities; act as a conduit for information; and may be authorised to commit resources of the organisation they represent. |
| Management Authority | Management Authorities provide direction so that capability is maintained for identified hazards across the PPRR phases. Assess and validate the effectiveness of strategies that they implement across the phases of emergency management. |
| Municipal Chairperson | The person determined by Council to be the Municipal Chairperson (section 21(2) - *Emergency Management Act 2006*). |
| Municipal Committee | A Municipal Emergency Management Committee established under section 20 of the *Emergency Management Act 2006*. |
| Municipal Councils | Tasmanian local governments. 'Municipal Councils' is the preferred term in these arrangements (per the *Emergency Management Act 2006*). |
| Municipal Recovery Coordinators | A council employee responsible for recovery at the municipal level, appointed under section 24G of the *Emergency Management Act 2006*. |
| Municipal Coordinator | A person appointed as a Municipal Emergency Management Coordinator under section 23 of the *Emergency Management Act 2006*. |
| municipal/regional volunteer SES unit | A SES volunteer unit established under sections 47 and 48 of *the Emergency Management Act 2006*. |
| National Counter-terrorism Plan | A national plan that outlines responsibilities, authorities and the mechanisms to prevent or, if they occur, manage acts of terrorism and their consequences within Australia. |
| National Terrorism Threat Advisory System | A scale of five levels to provide advice about the likelihood of an act of terrorism occurring in Australia. |
| occupier/owner | In relation to premises or a vehicle, means the person who is apparently in charge of the premises or vehicle at the relevant time (section 3 - *Emergency Management Act 2006)*. |
| owner | Includes a lessee (section 3 - *Emergency Management Act 2006).* |
| pastoral care | The process of assisting the diverse, immediate as well as longer-term personal needs of people affected by a disaster. Such needs may encompass provision of information, practical advice on a range of issues and emotional support. |
| People who are at increased risk in an emergency | Individuals who find preparing for, responding to or recovering from an emergency challenging because they are experiencing factors that compromise their safety and security, health and wellbeing, knowledge, and/or social connection. |

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| PPRR | A comprehensive approach to emergency management that considers prevention and mitigation, preparedness, response and recovery aspects of emergencies and their consequences. |
| premises | Includes land, any structure and a part of premises (section 3 - *Emergency Management Act 2006*. |
| preparedness | Planned and coordinated measures so safe and effective response and recovery can occur. |
| prevention and mitigation | Planned and coordinated measures that eliminate or reduce the frequency and/or consequences of emergencies |
| property | Includes an animal and any part of an animal; a plant and any part of a plant, whether alive or dead (section 3 - *Emergency Management Act 2006)*. |
| psychosocial support | Refers to evidence based psychological and social support aimed at enhancing individual and community resilience to deal with the impacts of emergency events. Psychosocial support can include personal support, psychological first aid, brief intervention, therapeutic counseling, psycho education, and spiritual support. Psychosocial support can either be provided directly by, or under the supervision and oversight of, a tertiary qualified practitioner. |
| public information | The management of public information and perceptions during the response to an incident. |
| recovery | The process undertaken in an area or community affected by an emergency that returns all, or part of, the social, economic or environmental features or the infrastructure of that area or community to a functional standard, and/or assists the area or community during and after the emergency to deal with the impacts of the emergency (section 3 – *Emergency Management Act 2006*). |
| Recovery Centre | A place or facility where people affected by an emergency may be provided with information about, or support to recovery from, that emergency (section 3 – *Emergency Management Act 2006*). |
| Recovery Taskforce | Established under section 24C of the *Emergency Management Act 2006* and lead by a State Recovery Coordinator (see below).<br><br>A temporary Tasmanian Government business unit established after a significant natural disaster or other emergency to support affected communities and coordinate a whole-of-government recovery effort. |
| region | The northern region, the north-western region or the southern region of Tasmania, further defined in the *Acts Interpretation Act 1931*. |
| Regional Emergency Management Committee | A Regional Emergency Management Committee established under section 14 of the *Emergency Management Act 2006*. |
| Regional Controller | The Regional Emergency Management Controller appointed under section 17 of the *Emergency Management Act 2006*. |

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| Register.Find.Reunite | Australian Government service operated by Australian Red Cross that registers, finds and reunites family, friends and loved ones after an emergency. Previously known as the National Registration and Inquiry System (NRIS). |
| relief | The provision of material aid and emergency medical care necessary to save and preserve lives and enable families to meet their basic needs. |
| resources | Includes any plant, vehicle, animal, apparatus, implement, earthmoving equipment, construction equipment, other equipment of any kind, persons, agency, authority, organisation or other requirement necessary for emergency management (section 3 - *Emergency Management Act 2006*). |
| Response Management Authority (RMA) | Specified agency responsible for resolving an incident. |
| resilience | The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management. |
| response | Actions taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimised, and that people affected are given immediate relief and support. |
| risk assessment powers | Powers specified in sections 37-39 of the *Emergency Management Act 2006*. Powers under risk identification and assessment authorisation are extensive and not easily summarised here. Refer to sections 37-39 for full details. |
| situational awareness | Situational awareness involves not only an understanding of the current emergency incident but also forecasting how it could evolve, to provide advance warning of impending threats and to facilitate the planning of response and mitigation strategies. |
| span of control | Span of control is a concept that relates to the number of groups or individuals that can be supervised by one person (see AIIMS – above). |
| special emergency powers | Powers specified in Schedule 2 of the *Emergency Management Act 2006*. If authorised under a declaration of a state of emergency, these powers mean that the State Controller or the Regional Controller affected by the declaration of a state of emergency can direct resources to persons involved in emergency management and take such actions considered appropriate for emergency management. |
| Standard Operating Procedures (SOP) | A set of directions detailing what actions could be taken, as well as how, when, by whom and why, for specific events or tasks. |
| State Controller | State Emergency Management Controller, appointed under section 10 of the *Emergency Management Act 2006*. |

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| State Control Centre | A facility where whole-of-government emergency management policy and strategy is coordinated during operations and/or exercises. Previously known as the State Crisis Centre (changed 2016). |
| state of alert | A state of alert declared under Division 3A of the *Emergency Management Act 2006* for occasions where there is a significant threat of an emergency in Tasmania, or there is credible information that an emergency, existing outside Tasmania, may impact on Tasmania. |
| state of emergency | A state of emergency declared under Division 4 of the *Emergency Management Act 2006* for occasions where an emergency, or significant threat of emergency, exists within Tasmania, and that special emergency powers <u>may</u> be required. |
| State Emergency Management Committee (SEMC) | Established under section 7 of the *Emergency Management Act 2006*. A management committee which institutes and coordinates policy, arrangements and strategies for State-level emergency management; coordinates/oversees the management of emergencies that affect more than one region and other emergencies; and identifies and promotes opportunities for improvement in emergency management. |
| State Recovery Advisor | Appointed under section 24A of the *Emergency Management Act 2006*. |
| State Recovery Coordinator | Appointed under section 24D of the *Emergency Management Act 2006.* |
| State Special Emergency Management Plan | A plan approved by the approving authority under section 35 of the *Emergency Management Act 2006*, as amended or substituted from time to time. |
| statutory authority | A body or authority, whether incorporated or not, which is established or constituted by or under an Act or under the royal prerogative, being a body or authority which, or of which the governing authority, wholly or partly comprises a person or persons appointed by the Governor, a Minister or another statutory authority, but does not include a Government department (section 3 – *Emergency Management Act 2006*). |
| statutory service | Includes: the SES; Ambulance Tasmania; Tasmania Fire Service; Tasmania Police; a Council; or another body constituted under an Act or a Commonwealth Act; a Government agency or a part of a Government agency whose role usually includes emergency management, or which is, or may be, in a particular emergency, required to participate in emergency management (section 3 - *Emergency Management Act 2006*). |
| Strategic Directions Framework 2020-2025 | The SEMC Strategic Directions Framework 2020-2025 describes the strategic priorities of the SEMC relating to disaster resilience and emergency management in Tasmania.  The Framework is aligned with the Tasmanian Disaster Resilience Strategy and the TEMA. |

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| Support Agency | Organisations that are responsible for the delivery and/or coordination of specific functional capabilities as agreed with Management Authorities. Support Agencies command their own resources in coordination with the Management Authority, as required. Support Agencies have specific capabilities or resources that address the need for a relevant support function. |
| TasALERT | Tasmania Government's official emergency website that brings together information from emergency services and government agencies. |
| TasNetworks | Government Business Enterprise that operates electricity transmission and distribution networks within Tasmania. |
| TasWater | Was formed through the amalgamation of the three Tasmanian Water and Sewerage Corporations (owned by local government Municipal Councils) and became a single state-wide water and sewerage corporation in 2011. |
| Tasmanian Disaster Resilience Strategy 2020-2025 | The Tasmanian Disaster Resilience Strategy complements the TEMA and aligns with the international Sendai Framework for Disaster Risk Reduction and related national frameworks such as the National Strategy for Disaster Resilience and the National Disaster Risk Reduction Framework. |
| Tasmanian Emergency Management Plan (TEMP) | Superseded by the TEMA (in 2019) as the approved arrangements for emergency management in Tasmania per section 32 of the *Emergency Management Act 2006*. |
| validation | Activities that are conducted to assess or review the effectiveness of emergency management arrangements. Standard validation activities include exercises, operational debriefs, workshops, and reviews. |
| vehicle | Includes: a car, truck, bus or other motor vehicle; or a ship, boat or other vessel; or an aeroplane or other aircraft; or a bicycle; trailer or wagon; or any other means of transport, however propelled, other than an animal (section 3 - *Emergency Management Act 2006*). |
| warning | Dissemination of message signalling imminent hazard which may include advice on protective measures. |
| wildlife | Includes any animal or plant living or growing in the wild, including a feral animal; or any carcass, dead remains or part of any wildlife; or any egg, sperm, seed, flower, fruit or material obtained from any wildlife (section 3 - *Emergency Management Act 2006*). |
| worker | A generic term used to describe people who perform defined functions for an organisation or system, including staff, volunteers and contractors/consultants. |

# 8.2 Acronyms

The table below lists acronyms that are commonly used in Tasmanian emergency management. This list is not intended to be exhaustive and not all of these acronyms are used in these arrangements.

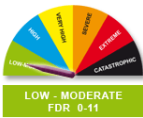| Acronym | Stands for… |
|---|---|
| AARC | Affected Area Recovery Committee |
| ABS | Australian Bureau of Statistics |
| ACCC | Australian Crisis Coordination Centre |
| ADF | Australian Defence Force |
| AEMO | Australian Energy Market Operator |
| AHMPPI | Australian Health Management Plan for Pandemic Influenza |
| AIIMS | Australasian Inter-service Incident Management System |
| AMSA | Australian Maritime Safety Authority |
| ANZCTC | Australia New Zealand Counter-Terrorism Committee |
| ANZEMC | Australia New Zealand Emergency Management Committee |
| AQUAVETPLAN | Australian Aquatic Animal Disease Plan |
| AT | Ambulance Tasmania (of DoH) |
| AUSCONPLAN-SPRED | Australian Contingency Plan for Radioactive Space Re-entry Debris |
| AUSVETPLAN | Australian Veterinary Emergency Plan |
| BoM | Bureau of Meteorology |
| CAG | Council of Attorneys-General |
| CBRN | Chemical, Biological, Radiological, Nuclear |
| ChemPlan | National Marine Chemical Spill Contingency Plan |
| CIP | Critical Infrastructure Protection |
| COAG | Council of Australian Governments |
| COMDISPLAN | Australian Government Disaster Response Plan |
| COMRECEPLAN | Australian Government Plan for the Reception of Australian Citizens and approved Foreign Nationals Evacuated from Overseas |
| DA | Department of Agriculture (Australian Government) |
| DACC | Defence Aid to the Civil Community |
| DFACA | Defence Force Aid to Civilian Authorities |
| DH | Department of Health (Australian Government) |

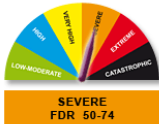| | |
|---|---|
| DHA | Department of Home Affairs (Commonwealth) (Australian Government) |
| DMC | Deputy Municipal Coordinator |
| DoC | Department of Communities |
| DoE | Department of Education |
| DoH | Department of Health |
| DoJ | Department of Justice |
| DoTF | Department of Treasury and Finance |
| DPAC | Department of Premier and Cabinet |
| DPAC | Department of Prime Minister and Cabinet (Australian Government) |
| DPFEM | Department of Police, Fire and Emergency Management |
| DPIPWE | Department of Primary Industries, Parks, Water and Environment |
| DRF | Disaster Recovery Funding (Australian Government) |
| DSG | Department of State Growth |
| DSL | Dangerous Substances Location |
| DSS | Department of Social Services (Australian Government) |
| DVI | Disaster Victim Identification |
| ECC | Emergency Coordination Centre |
| EMA | Emergency Management Australia (Australian Government) |
| EMP | Emergency Management Plan |
| EMSC | Emergency Management Steering Committee |
| EOC | Emergency Operations Centre |
| EPA | Environment Protection Authority (a division of DPIPWE) |
| FSST | Forensic Science Service Tasmania |
| GA | Geosciences Australia (Australian Government) |
| GIS | Geographic Information Systems |
| IMT | Incident Management Team |
| JOSS | Joint Operations Support Section (ADF) |
| LAEIRP | Live Animal Export Incident Response Plan |
| LGAT | Local Government Association of Tasmania |
| MAST | Marine and Safety Tasmania |
| MC | Municipal Coordinator |
| MCPEM | Ministerial Council for Police and Emergency Management |

| MRC | Municipal Recovery Coordinator |
|---|---|
| MECC | Municipal Emergency Coordination Centre |
| MHF | Major Hazard Facility |
| MRT | Mineral Resources Tasmania |
| NCTP | National Counter-terrorism Plan |
| NECC | National Emergency Call Centre |
| NEM | National Electricity Market |
| NEMEP | National Electricity Market Emergency Protocol |
| NGERAC | National Gas Emergency Response Advisory Committee |
| NGERP | National Gas Emergency Response Protocol |
| NGO | Non-Government Organisation |
| NLFERP | National Liquid Fuel Emergency Response Plan |
| NMOSC | National Marine Oil Spill Contingency Plan |
| OPSMAN 1 | Defence Operations Manual: Visits to Australia by Nuclear Powered Warships |
| OSEM | Office of Security and Emergency Management (of DPAC) |
| PHS | Public Health Services (DoH) |
| PIU | Public Information Unit (of DPAC) |
| PPRR | Prevention and Mitigation, Preparedness, Response and Recovery |
| PWS | Parks and Wildlife Service (division of DPIPWE) |
| RAF | Request for Additional Funds |
| RCR | Road Crash Rescue |
| RSRC | Regional Social Recovery Coordinator |
| RECC | Regional Emergency Coordination Centre |
| REMC | Regional Emergency Management Committee |
| SCC | State Control Centre |
| SDF | Strategic Directions Framework |
| SEMC | State Emergency Management Committee |
| SES | State Emergency Service |
| SEWS | Standard Emergency Warning Signal |
| SHHSEC | State Health and Human Services Emergency Committee |
| SITREP | Situation Report |
| SOP | Standard Operating Procedure |

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| SRCT | Special Response and Counter-terrorism (TASPOL) |
| TASPOL | Tasmania Police |
| TasPorts | Tasmanian Ports Corporation |
| TEIS | Tasmanian Emergency Information Service |
| TEMA | Tasmanian Emergency Management Arrangements |
| TFS | Tasmania Fire Service |
| TGP | Tasmanian Gas Pipeline Company |
| THS | Tasmanian Health Service (DoH) |
| TRRA | Tasmanian Relief and Recovery Arrangements |
| WOG | Whole Of Government |
| WST | WorkSafe Tasmania |

# 9. Appendices

## Appendix 1: Warnings Summary

| Warning Type | When | Who | How |
|---|---|---|---|
| **Emergency Alert** | | | |
| **Emergency Alert** | Signals imminent danger and used to alert the community. May include advice on protective measures. | RMA | Mobile phone and landline telephones in by billing address within a selected geographic location. and / or Mobile phones located within a selected geographic area. |
| **Extreme Heat** | | | |
| **Extreme Heat Warning** | During times when the BoM's three day extreme heat service forecasts extreme heat conditions for major populations. | DoH | DoH website, TasAlert and media outlets. |
| **Fire Danger Rating** | | | |
| **Low - Moderate Fire Danger Rating (FDR 0-11)**  | Fires breaking out today can be controlled easily. There is little risk to people and property. | TFS | TFS website, TasAlert and media outlets. |
| **High Fire Danger Rating (FDR 12-24)**  | Fires breaking out today can be controlled. People in the path of a fire are unlikely to be killed or seriously injured if they take shelter. Well-prepared and actively defended homes can offer safety during a fire. | TFS | TFS website, TasAlert and media outlets. |

| | | | |
|---|---|---|---|
| **Very High Fire Danger Rating (FDR 25-49)** | Some fires breaking out today will spread rapidly and be difficult to control. There is a possibility that people in the path of a fire will be killed or seriously injured. Some homes may be destroyed. However, well-prepared and actively defended homes can offer safety during a fire. | TFS | TFS website, TasAlert and media outlets. |
| **Severe Fire Danger Rating (FDR 50-74)** | Some fires breaking out today will spread rapidly and be uncontrollable. People in the path of a fire may be killed or seriously injured. Some homes are likely to be destroyed. However, well-prepared and actively defended homes can offer safety during a fire. | TFS | TFS website, TasAlert and media outlets. |
| **Extreme Fire Danger Rating (FDR 75-99)** | Some fires breaking out today will spread rapidly and be uncontrollable. People in the path of a fire may be killed or seriously injured. Many homes are very likely to be destroyed. Only well-constructed, well-prepared and actively defended homes are likely to offer safety during a fire. | TFS | TFS website, TasAlert and media outlets. |
| **Catastrophic Fire Danger Rating (FDR >100)** | Some fires breaking out today will spread rapidly and be uncontrollable. There is a high likelihood that people in the path of a fire will be killed or seriously injured. Many homes are very likely to be destroyed. Even the best prepared homes will not be safe today. | TFS | TFS website, TasAlert and media outlets. |
| **Fire messages** | | | |
| **Advice** | **'Bushfire Advice'** message – this will advise you that a fire has started but there is no immediate danger, and includes general | TFS | TFS website, TasAlert and media outlets. |

| | information to keep you up to date with developments. | | |
|---|---|---|---|
| **Watch and Act** | **'Bushfire Watch and Act'** message – this represents a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family. | TFS | TFS website, TasAlert and media outlets. |
| **Emergency Warning** | **'Bushfire Emergency Warning'** – this will indicate that people in specific locations are in danger and need to take action immediately, as they will be impacted by fire. This message may be preceded by an emergency warning signal (a siren sound). | TFS | TFS website, TasAlert and media outlets. |
| **Public health warnings** | | | |
| **Public health related emergency** | During times when there is an imminent, emerging or actual public health emergency. | DoH | DoH website, TasAlert and media outlets. |
| **Standard Emergency Warning Signal (SEWS)** | | | |
| **SEWS** | Limited to significant emergency situations and is only for providing urgent safety messages. Four criteria should all be present to confirm that the use of the signal is appropriate: 1. Potential for loss of life and/or a major threat to a significant number of properties or the large-scale environment; 2. Impact has occurred or is expected within 12 hours; 3. A significant number of people need to be warned; and 4. One or more phenomena are expected to be destructive. | DPFEM Media & Comms or TasGov PIU | SEWS (sound) and verbal/written messaging through media outlets |

| Terrorism | | | |
|---|---|---|---|
| National Terrorism Threat Advisory System (NTTAS) | A scale of five levels to provide advice about the likelihood of an act of terrorism occurring in Australia. | Aust Gov | All media outlets, TasALERT |
| **Tsunami** | | | |
| **No threat** | An undersea earthquake has been detected, however it has not generated a tsunami, or the tsunami poses no threat to Australia and its offshore territories. | BoM | BoM website, TasAlert and media outlets. |
| **Marine Alert and Land Alert** | Warning of potentially dangerous waves, strong ocean currents in the marine environment and the possibility of only some localised overflow onto the immediate foreshore. | BoM | BoM website, TasAlert and media outlets. |
| **Marine Warning and Land Warning** | Warning for low-lying coastal areas of major land inundation, flooding, dangerous waves and strong ocean currents. | BoM | BoM website, TasAlert and media outlets. |
| **Weather warnings** | | | |
| **Flood / severe weather** | When forecast and updated / re-issued as and when required. | BoM | BoM website, TasAlert and media outlets. |
| **Fire weather** | Issued when the rating on the Fire Danger Rating scale is expected to exceed thresholds agreed to with fire agencies. | BoM | BoM website, TasAlert and media outlets. |

*Table 25: Warnings summary*

# Appendix 2: Summary of main categories of powers under the *Emergency Management Act 2006*

| Risk identification and assessment powers (section 36-39) | |
|---|---|
| Brief description | Allows the State EM Controller to authorise entry by a specified authorised officer to inspect a specified place, premises or vehicle, or a class of places, premises or vehicles connected with the place, structure, source or situation that may be a potential hazard or risk activity.<br><br>Once authorised, the authorised officer has certain powers to impose risk mitigation requirements on the owner of, person in charge of or person responsible for the place, structure, source or situation, or person carrying on the risk activity. |
| Approval authority | State EM Controller |
| Reason/justification for approval | State EM Controller considers that a place, structure, source or situation may be a potential hazard or that an activity may be a potential risk activity that might cause, contribute to or aggravate an emergency. |
| Duration | As stipulated in the authority. |
| Extensions | State EM Controller, as required but conditions at section 37(2) must be met for the extension. |
| Conditions/other requirements | <ul><li>Minister must be informed if entry requires notice to be given (i.e. Occupier consent not initially given).</li><li>Authorisation and any amendments must be in writing and include all details (including the nature of the risk, the authorised officer) – copy must be provided to the occupier.</li><li>Consent must be provided by occupier unless:<ul><li>3 days written notice is provided; or</li><li>the premises is open to the public.</li></ul></li><li>State EM Controller must report to the Minister all occasions these powers have been authorised each year (section 63).</li><li>Minister must report to Parliament all occasions these powers have been authorised each year (section 63).</li></ul> |

## Emergency powers – section 40-41 and Schedule 1

| | |
|---|---|
| Brief description | Allows the State EM Controller (and specified Regional EM Controllers during a declared state of emergency) to authorise the exercise, by one or more specified authorised officers, of certain specified emergency powers from Schedule 1 of EM Act. |
| Approval authority | State EM Controller |
| Reason/justification for approval | State EM Controller must be satisfied on reasonable grounds that an emergency (includes potential emergency) is occurring or has occurred in Tasmanian and that the powers are necessary to:<br><br>• Protect persons from distress, injury or death; or<br>• Protect property or the environment from damage or destruction. |
| Duration | Up to 7 days unless sooner revoked. |
| Extensions | Up to 7 days with consent of the Minister. |
| Conditions/other requirements | • Minister must be informed.<br>• Authorisation may be oral or in writing, but if it is oral it is to be confirmed in writing as soon as practicable and must include all details (include the appropriate authorised officer(s) able to exercise the powers, the specific emergency powers that may be exercised, timings, area etc.) – copy must be provided to affected Regional EM Controllers and authorised officers who may exercise the powers.<br>• State EM Controller must report to the Minister all occasions these powers have been authorised each year (section 63).<br>• Minister must report to Parliament all occasions these powers have been authorised each year (section 63). |

## State of Alert and emergency powers (section 41A-41D)

| | |
|---|---|
| Brief description | Allows the State EM Controller to declare a state of alert under which specified emergency powers may be exercised by the relevant Regional EM Controller, or any person or class of persons that the State EM Controller thinks fit.<br><br>The emergency powers may only be exercised for the purposes of making necessary preparations, or to mitigate risks, in relation to an emergency.  If a state of alert has been declared, the relevant Regional EM Controller may authorise the exercise of all, or any, emergency powers (unless the State EM Controller has directed otherwise). |
| Approval authority | State EM Controller |
| Reason/justification for approval | The State EM Controller must be satisfied on reasonable grounds that there is a significant threat of an emergency occurring in Tasmania; or is satisfied on credible information that an emergency that may impact on Tasmania is occurring, or may occur, outside Tasmania. |
| Duration | As stipulated in the declaration, but not exceeding 7 days.  A declaration may be revoked at any time. |
| Extensions | For one or more further periods, each of which does not exceed 7 days. |

| Conditions/other requirements | • A declaration (as well as any extension, amendment or revocation) may be oral or in writing. If oral, it is to be confirmed in writing as soon as practicable.<br>• The declaration is to specify the emergency powers that may be exercised by a Regional EM Controller, or any person or class of persons that the State Controller thinks fit.<br>• The State EM Controller and relevant Regional EM Controller are to manage the emergency in accordance with any relevant emergency management plan and as s/he considers appropriate.<br>• The Regional EM Controller is to take action as required by any relevant emergency management plan, or take immediate action to use, direct and coordinate resources to counter the likely effects of the emergency.<br>• The relevant Municipal EM Coordinator is to advise and assist the Regional EM Controller. |
| --- | --- |

## Special emergency powers (section 42-45)

| Brief description | Allows the Premier of Tasmania to authorise within a declaration of state of emergency certain special emergency powers from Schedule 2 of the EM Act that may be exercised by the State EM Controller and/or Regional EM Controllers (as specified in the declaration). These powers apply to major emergencies. |
| --- | --- |
| Approval authority | Premier |
| Reason/justification for approval | The Premier may declare a state of emergency if he or she is satisfied, on reasonable grounds, of one or more of the following:<br>• that an emergency, or a significant threat of an emergency, is occurring or has occurred in Tasmania;<br>• that the existing circumstances require, or may require, the exercise of special emergency powers. |
| Duration | Up to 14 days (up to 12 weeks for a major animal/human disease emergency) unless the declaration is sooner revoked by the Premier. |
| Extensions | Up to 14 days (up to 12 weeks for a major animal/human disease emergency). |
| Conditions/other requirements | • Declaration may be oral or in writing, but if it is oral it is to be confirmed in writing as soon as practicable and must include all details (including the authorised officers and specific special emergency powers that may be exercised, timings, area, etc.) – copy must be provided to the persons who may exercise these powers.<br>• State Emergency Management Committee must review the ongoing need for a declaration exceeding 4 weeks and then every 2 weeks and advise the Premier accordingly.<br>• State Controller must report to the Minister all occasions these powers have been authorised each year (section 63).<br>• Minister must report to Parliament all occasions these powers have been authorised each year (section 63). |

# Appendix 3: Significant emergencies in Tasmania

| Event | Consequence summary |
|---|---|
| August 1875<br><br>Ship sinking – King Island | 408 dead.  The sinking of the *Cataracqui* represents the largest number of lives lost in a peacetime emergency in recorded Australian history. |
| October 1912<br><br>Copper mine fire<br><br>Queenstown | 42 deaths and 30 injuries. Of the 170 miners underground, 70 escaped up the main shaft. Another 58 miners survived (rescued after spending about 107 hours underground after the fire started). Interjurisdictional support for the rescue came from Ballarat and Bendigo. Diving equipment and expertise supported the search. Contributing factors for the consequences included the lack of a warning system and limited egress points. |
| March 1918<br><br>Pandemic influenza ('Spanish Flu')<br><br>Australia | Estimated to have infected half of the world's population and killed over 40 million people with a mortality rate of greater than 2.5%. |
| April 1929<br><br>Flooding<br><br>Northern Tasmania | 22 dead. The flooding resulted in the greatest loss of life for any single Tasmanian flood event. 4500 people in Launceston were evacuated. Infrastructure destroyed/damaged included Duck Reach Power Station, suspension bridge in the Cataract Gorge and numerous road and rail bridges. Serious flooding also occurred elsewhere in the State. |
| March 1946<br><br>Aviation crash – Hobart | 25 dead.  1 aircraft destroyed. |
| February 1967<br><br>Bushfires ('Black Tuesday') - Southern Tasmania | 64 dead, 900 injured.  80 000 animals dead.  1400 homes destroyed. 264,270 hectares burnt. |
| September 1974<br><br>Boiler explosion - Sandy Bay | Seven dead.  Mt St Canace Convent partially destroyed. |
| January 1975<br><br>Structural collapse - Hobart | 12 dead. The Tasman Bridge repair took two years and cost approximately $44 million.  It was officially re-opened on 8 October 1977, however, more holistic recovery took 20 years to address the significant social dislocation and psychological affects. |
| February 1981<br><br>Bushfires - West Coast | 39 homes, one community hall and one caravan destroyed, 13,500 hectares burnt. Significant community recovery effort mounted by the State Government. |

| | |
|---|---|
| February 1982<br><br>Bushfires<br><br>All regions | One fire related death, two houses, one shack and 38 outbuildings destroyed. In addition to 3000 sheep killed, there was damage to farm equipment, fences, 5000 hectares of pastures, large areas of forest and some construction equipment. ADF troops deployed to assist from 5/7 Battalion from the Royal Australian Regiment. Special State of Emergency declared, which was the only declaration of this kind made under the Emergency Services Act 1976. |
| July 1995<br><br>Oil spill – 'Iron Baron', Hebe Reef Northern Tasmania | Between 325-550 tonnes of heavy fuel (or bunker) oil were spilled in Bass Strait over a 20-day period, which included the initial grounding as well as the salvage operations. This resulted in significant environmental impact to wildlife, especially sea birds, with a large number affected. The full financial cost is unknown, but BHP and insurers lost over $30 million (the ship was valued at $21 million). |
| 28 April 1996<br><br>Mass shooting<br><br>Port Arthur | 35 dead, 37 injured<br><br>Australians reacted to the event with widespread shock and horror, and psycho-social recovery has been incredibly challenging. The political effects included dramatic changes to firearm controls and licensing, increased profile of mental health in the community and ongoing debate about the role of the media in covering such tragedies. |
| April 2006<br><br>Mine collapse - Beaconsfield | One dead. Significant lessons identified related to working with the media, and multi-agency/organisation response operations involving State agencies with the privately owned mine management over an extended period (approximately two weeks). |
| December 2006<br><br>Bushfires<br><br>East Coast | One dead. 27 homes destroyed and 50 damaged. Forestry Tasmania lost approximately $50 million worth of production timber. There was significant damage to State road assets at St Marys Pass with recovery continuing into 2009 at an estimated cost of $1.5 million. |
| September 2007<br><br>Structure fire (Myer)<br><br>Hobart | A structure fire destroyed the historic 1836 building and resulted in significant and ongoing disruption to trade in the central business district. It is estimated that the fire cost $100 million (damage to buildings and lost trade), with more than 200 local businesses registering for information in the days after the fire. A significant number of these required additional support to clean up and re-open. While Myer relocated its stores and recommenced trading within a couple of months of the fire, the original site remained empty more than sevenyears after the event. |
| 2009<br><br>Influenza A/H1N1 pandemic | Over 500,000 confirmed cases worldwide, including more than 37,000 in Australia. Tasmania experienced more than 1000 confirmed cases, more than 100 hospitalisations, and seven associated deaths. The largest and longest health led multi-agency response in Tasmania in recent times. |
| January – August 2011<br><br>Floods | Flash flooding and major riverine flooding across the north of the State caused an estimated $26 million damage to property.* |

| | Record rainfall was associated with one of the top three La Nina events since records commenced in 1876. *Does not include private property damage.* |
|---|---|
| January 2013<br><br>Bushfires<br><br>(Forcett / Dunalley)<br><br>Southeast Tasmania | More than 60 bushfires burnt across Tasmania and spread across 40,000 hectares, resulting in widespread loss of homes, businesses, public infrastructure and flora and fauna, and causing an estimated $150 million of damage.<br><br>The municipalities of Sorell and Tasman were particularly affected with 320 properties either damaged or destroyed. The recovery effort was the most significant seen in Tasmania since the 1967 bushfires and was formally captured in the '*Transition to Long Term Recovery Report*' produced by the Bushfire Recovery Taskforce and the '*Review of Recovery Arrangements*' produced by the Tasmanian Government. |
| January - February 2016<br><br>Bushfires | In January and February 2016, thousands of lightning strikes were recorded and started multiple fires in exceptionally dry conditions. From 13 January to 15 March 2016 a total of 145 vegetation fires affected approximately 126,800 hectares across Tasmania, including approximately 19,800 hectares (around 1.3%) of the Tasmanian Wilderness World Heritage Area (TWWHA). |
| June – July 2016<br><br>Floods | Three people died during the floods that impacted a number of areas in the State, particularly the Mersey River and associated catchments between the 4 -7 June 2016.<br><br>The floods caused approximately $180M damage to houses, farms, livestock and infrastructure.  There were also very significant impacts on the environment. |
| 2018<br><br>Biosecurity – Queensland Fruit Fly incursion | Tasmania's $50M stone fruit export marked was under threat from a fruit fly outbreak.<br><br>The detection of Queensland fruit fly on the Tasmanian mainland and Flinders Island led to a statewide alert for the pest. Approximately 60km of the State's Northern coast was placed under quarantine with control zones established in a 15km radius around confirmed fruit fly sightings.<br><br>Tasmania's fruit fly pest free area status remains unchanged. |
| December 2018 – January 2019<br><br>Bushfires<br><br>Southern region | A significant number of bushfires, many in remote locations including TWWHA (88,227ha), were ignited as a result of lightning strikes in late December and early January.<br><br>The 2018-19 fire season was unprecedented in the total area burnt (210,310ha) and extraordinary in duration, with firefighting activities undertaken for over 80 days, much of it in remote areas. Approximately 3 percent of the total area of the State was impacted by fire. |