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# State Emergency Management Plan (EMPLAN)

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December 2023





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# Authorisation

The NSW State Emergency Management Plan (EMPLAN) is issued under the authority of the Minister for Emergency Services pursuant to the *State Emergency and Rescue Management Act 1989*. The plan is maintained by Emergency Services Coordination, NSW Premier's Department, on behalf of the State Emergency Management Committee.

**Chairperson**  
**State Emergency Management Committee**

**Approved**  
**The Hon Jihad Dib MP**  
**Minister For Emergency Services**

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# Introduction

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# Part 1 – Introduction

## NSW emergency management context

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- 101 NSW has an area of 800,642 km<sup>2</sup>, approximately 10% of the total Australian landmass. The landscape is highly diverse, ranging from arid through to temperate, tropical and alpine regions. For governance purposes, NSW also includes the subtropical Lord Howe Island, located approximately 600 km east of the Australian mainland in the Tasman Sea. The NSW mainland and island coastline borders stretch more than 2,100 km, from Tweed Heads in the north to Cape Howe in the south.
- 102 NSW's climatic conditions vary greatly across the state. Conditions range from hot and dry continental conditions in the west, through to the subtropical wet conditions in the north-east and the alpine cold of the south-east. NSW is subject to east coast lows, which can cause storms and flooding.
- 103 The Great Dividing Range has a significant impact on the state's climate. This impact, particularly on rainfall, results in 3 distinct climate zones:
- **the Coast** – a relatively mild climate, strongly influenced by the warm waters of the Tasman Sea and the East Australian Current
  - **the Ranges and Tablelands of the Great Dividing Range** – much of this area is above 1,000 m in elevation. The climate ranges from temperate in the north through to alpine conditions above 1,200 m in the south. Rainfall is more common east of 'the Divide'
  - **the Western Slopes and Plains** – a generally hot and dry climate with a cool winter. Rainfall tends to drop away and significant thunderstorm activity can be generated, particularly to the north.
- 104 The estimated resident population of NSW as of June 2022 is 8.15 million residents. NSW has the fastest growing population in Australia and grows by approximately 59,000 people annually. Approximately 66% of the state's population live in Greater Sydney. Greater Sydney spans 55,000 ha and includes metropolitan Sydney and surrounding areas up to and including the Blue Mountains, Wollondilly and Sutherland areas.<sup>1</sup>
- 105 In 2021, the household size in NSW was 2.6 people.<sup>2</sup> Trends in natural population growth will see the NSW population age over the next 40 years, with longer life expectancy at birth and lower fertility rates.<sup>3</sup>
- 106 NSW has Australia's largest population of Aboriginal and Torres Strait Islander people. In 2021, there were 278,043 people living in NSW who identified as Aboriginal or Torres Strait Islander. Mapping exposure to disasters illustrates that Aboriginal populations in NSW are already disproportionately exposed to disasters, with higher socio-economic indicators such as low-income households, overcrowding and chronic health needs compared with the non-Aboriginal population. Currently, there are approximately 6,000 Aboriginal people living

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1 <https://www.nsw.gov.au/about-nsw/key-facts-about-nsw>

2 <https://www.abs.gov.au/articles/snapshot-nsw-2021>

3 [https://www.treasury.nsw.gov.au/sites/default/files/2021-06/2021-22\\_nsw\\_intergenerational\\_report.pdf](https://www.treasury.nsw.gov.au/sites/default/files/2021-06/2021-22_nsw_intergenerational_report.pdf)



in 61 Discrete Aboriginal Communities across NSW. These communities are geographically and socially isolated and more than 60% are identified as being in high-risk disaster areas. A general, standard approach to emergency management is not appropriate for Aboriginal people and communities.

- 107 More than 275 languages are spoken, and 144 religions are practised in NSW. Just over a quarter (26.7%) of NSW residents were born overseas, with the top 5 countries of birth being England, India, China, New Zealand and the Philippines.
- 108 NSW shares its border with South Australia, Queensland, Victoria and the ACT, with more than 620,000 NSW residents living in border communities.
- 109 Emergency management arrangements should consider these factors to be appropriate and effective.
- 110 Between 2019 and 2022, NSW experienced a series of significant emergencies including the 2019–2020 bush fires, 2021 floods, COVID-19 pandemic and 2022 floods. The learnings from these events are being used by the NSW Government to inform future approaches to disasters.
- 111 Emergency management arrangements will also need to consider the impacts of climate change, which is expected to increase the frequency, duration and intensity of extreme weather events.
- 112 NSW recognises the critical role volunteers play in the performance of emergency management functions.

## Aim

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- 113 The State Emergency Management Plan (EMPLAN) describes NSW's approach to emergency management, governance and coordination arrangements, and roles and responsibilities of agencies. The plan is supported by hazard-specific sub plans and functional area supporting plans.
- 114 Although primarily for agencies with roles and responsibilities in emergency management, the EMPLAN is a useful reference for other entities, groups and people who are interacting with emergency management.

## Objectives

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- 115 Consistent with the *State Emergency and Rescue Management Act 1989* (SERM Act), the objectives of the EMPLAN are to:
  - a) provide clarity as to command and control, roles and coordination of functions in emergency management across all levels
  - b) emphasise risk management across the full spectrum of prevention, preparation, response and recovery
  - c) emphasise community engagement in the development and exercise of plans as well as in their operational employment
  - d) ensure that the capability and resourcing requirements of these responsibilities are understood
  - e) promote the continuous improvement of emergency management policy and practice at a state level, including by considering reviews and inquiries into emergency operations, exercises and training evaluations.

## Principles of emergency management

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116 The following key principles are applied to emergency management in NSW.

117 Comprehensive approach:



**Prevention:** includes identifying hazards, assessing threats to life and property, and taking measures to reduce potential loss to life or property.



**Preparation:** includes arrangements or plans to deal with an emergency or the effects of an emergency. This includes enhancing the capacity of agencies and communities to cope with the consequences of emergencies.



**Response:** includes the process of combating an emergency and of providing immediate relief for persons affected by an emergency. This ensures the immediate consequences of emergencies to communities are minimised.



**Recovery:** includes the process of returning an affected community to its proper level of functioning after an emergency. This may involve measures that support individuals and communities affected by emergencies in the reconstruction of physical infrastructure and restoration of physical, social, environmental and economic wellbeing.

118 The 4 phases of prevention, preparation, response and recovery (PPRR) are not linear, nor are they independent of each other. They overlap and support each other. For example, recovery will likely begin during the response phase and mitigation strategies may be considered during the recovery phase.

119 **Continuous improvement:** All agencies with responsibilities under the EMPLAN undertake continuous improvement, update plans and arrangements, and consider lessons learned from the testing and evaluation of plans, and from operational experience.

120 **Coordination and information sharing:** The NSW emergency management arrangements reflect a commitment to an all-hazards, all-agencies approach, which includes coordination and information-sharing across the full spectrum of PPRR, even though certain hazards may require specific plans and management. Lead agencies in each context will identify and involve partner agencies at the earliest opportunity to enhance planning and operational management.

121 **All-hazards:** The all-hazards approach is based on the principle that systems and methods of operation that work for one hazard are most likely to work for other hazards. It does not, however, prevent the development of specific plans and arrangements for hazards that require specialised approaches.

122 **All-agencies approach:** The all-agencies approach recognises that no one agency can address all the impacts of a particular hazard, either in a proactive or reactive sense. It is a lead agency's responsibility to coordinate the activities of the other organisations and agencies involved. These can be drawn from across all levels of government, as well as the non-government and private sectors.

123 **Aboriginal culture, land and people:** Aboriginal people, land, cultural knowledge and practices are valued as integral to all phases of emergency management. In developing emergency management plans at all levels, agencies and organisations should consider the specific needs of Aboriginal people and conduct ongoing consultation with Aboriginal groups.

- 124 **Local capability:** Responsibility for preparation and risk management rests at the local level in the first instance. Emergency response and recovery are conducted at the lowest level of effective coordination. Resources and support are augmented by region and state-level coordination as required.
- 125 **Community and stakeholder engagement:** Community and stakeholder engagement is a critical aspect of emergency management across the full spectrum of PPRR. Agencies will engage with the community and stakeholders to improve community understanding of these arrangements and promote disaster resilience.
- 126 **Roles and responsibilities:** To implement the comprehensive PPRR approach, roles and responsibilities are allocated to State Emergency Management Committee (SEMC) member agencies and, where applicable, to region and local equivalents. PPRR is complex and requires involvement from agencies and stakeholders in different ways. The allocation of key roles provides a clear structure for determining the lead agency and relevant Supporting Agencies for any given emergency. This enables joint planning across phases of an emergency lifecycle. The phases of PPRR are not distinct, often overlap and require involvement at different times. Roles and responsibilities are outlined in [Annexure 12](#), with further details in sub and supporting plans.
- 127 **Emergency risk management:** This is a process that involves dealing with risks to the community arising from hazards. It is a systematic method for identifying, analysing, evaluating and treating emergency risks. Risk treatments include a reduction in the frequency or consequence of risks through prevention and mitigation measures, and preparation, as well as provision for response and recovery should an emergency event occur.
- 128 **Disaster resilience:** Disaster resilience is an outcome derived from sharing responsibility between all levels of government, business, the non-government sector and the community, who then act on this basis prior to, during and after a disaster. Disaster resilience is significantly increased by active planning and preparation. A shared understanding of disaster risks at a community level is a vital precursor.
- 129 The benefits of resilience planning are that agency resources are focused on those most in need or at threat. Further, disaster planning and actions during a disaster are more effective because the community, which is in many ways best placed and best informed, is actively engaged in securing itself.
- 130 The links between community and government used to achieve resilience will vary, but should where possible be existing channels that work for each community.
- 131 Agencies operating under the EMPLAN promote disaster resilience by helping to understand and share risk information, by engaging communities in the development of plans and in their exercise, and by supporting the development by communities of local capabilities.
- 132 **Volunteers:** Volunteers, both formal and informal, play a critical role in emergency management across the full spectrum of PPRR.
- 133 This includes spontaneous volunteers, who are individuals or informal groups of people who contribute their assistance before, during or after a disaster, and are unaffiliated with any official emergency management or recovery organisation.

## Context

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### NSW's approach to emergency management

- 134 The EMPLAN sets out the state's comprehensive approach to emergency management, reflecting the size of NSW, the range of hazards it faces, the differing ways those hazards manifest and affect the community, and the range of agencies involved. The EMPLAN articulates the roles of agencies and stakeholders as well as the mechanisms by which they are coordinated.

### Allocation of roles

- 135 To support agencies and stakeholders in determining their roles and allocating resources, the comprehensive approach to emergency management is informed by risk management principles.
- 136 Information on roles and responsibilities is included in the legislative framework of the *State Emergency and Rescue Management Act 1989* (SERM Act) and agency-specific legislation. This is elaborated in the EMPLAN and the sub and supporting plans produced under it.
- 137 For identified hazards, such as fire and floods, the EMPLAN nominates Combat Agencies (see [Annexure 4](#)). The Combat Agencies lead the development of sub plans, documenting supporting roles across the PPRR spectrum.

### Coordination arrangements

- 138 The *State Emergency and Rescue Management Act 1989* recognises that Emergency Operations Controllers (EOCONs) will assume responsibility for controlling the response to an emergency when no specific Combat Agency is nominated, or when the Combat Agency requests the EOCON assume control. In certain cases, at a state level, the Minister may also direct that the State Emergency Operations Controller assume responsibility.
- 139 While the core NSW arrangements are tailored to deal with specific features of individual hazards, a standard approach is taken where possible.
- 140 While clarity of command and control is vital, there are also detailed arrangements in place to coordinate support for the Combat Agency. NSW's arrangements are set out in the EMPLAN, and emphasise collaboration, coordination and information sharing to support the lead agency.
- 141 In the preparation and planning stages, this is coordinated through Supporting Agency roles in hazard-specific and other plans.
- 142 In response operations, Supporting Agencies perform key roles that allow the Combat Agency to manage its core role of dealing with the hazard. Information sharing is vital to these cooperative arrangements. Combat Agencies operate their own control centres, and supporting roles are coordinated through an Emergency Operations Centre (EOC), which can be co-located. An EOC provides Supporting Agencies with a clear and consistent intelligence picture to support their planning. It may also facilitate logistic support for the operation.
- 143 The Australian Government and the other states and territory governments are important to NSW disaster response arrangements. The Australian Government supplies vital and unique support, such as military logistics and meteorology, while other jurisdictions may supply personnel to support operations. There are well established mechanisms to enlist and coordinate such support.

- 144 The Australian Government's Crisis Management Framework outlines its approach to prepare, respond and recover from crises. It takes a holistic approach to risk management, using an all-hazards approach that includes mitigating, planning and assisting states and territories where appropriate. The framework does not have authority over state arrangements.

### **Tiered structure**

- 145 A key aspect of NSW's approach is a tiered structure for emergency management. This means that emergency management occurs at the lowest effective level.

### **Emergency Operations Controller**

- 146 EOCON roles are performed at the state, regional and local level. While Combat Agencies are authorised and equipped to control most emergencies, they may request that control or coordination is assigned to an EOCON. The EOCON position, supported by the relevant EOC, will also help to coordinate the support required by a Combat Agency. At the state level, the State Emergency Operations Controller (SEOCON) is a member of the NSW Police Force senior executive.

### **Functional Areas**

- 147 Functional Areas represent key sectors and provide support to Combat Agencies. They conduct their own planning and preparation in addition to providing support during operations. During operations, their specialist support assists the Combat Agency to coordinate core activities (see [Annexure 12](#) for further information).

### **Recovery**

- 148 The recovery phase is complex as it covers social, economic, natural and built environments. NSW's arrangements emphasise the early commencement of recovery activity, and the joint information picture provided through the EOC system supports this principle. Recovery will be coordinated at the lowest effective level, but depending on the circumstances, the State Emergency Recovery Controller (SERCON) may direct government agencies.
- 149 Both the NSW and Australian governments provide a variety of forms of financial assistance to individuals and communities affected by emergencies.

### **Community and stakeholder engagement**

- 150 The community is a vital part of NSW emergency management arrangements. Agencies preparing plans under the EMPLAN will engage with the community and stakeholders; promote community understanding of the hazards they face; seek their input in the development of plans, especially at the local level; and involve communities and stakeholders in exercising these plans, where appropriate. This engagement enhances resilience, reduces exposure to hazards through mitigation, maximises community preparation to act effectively in the face of emergencies, and allows the emergency management arrangements to target their efforts at the places, times and populations most vulnerable to a disaster.

### **Community warnings**

- 151 Communicating timely and accurate warning information to the public is vital during emergencies. These warnings should include advice on appropriate and necessary actions and the likely impacts of an emergency.

- 152 Combat Agencies have statutory responsibilities to issue warnings and public information regarding hazards in their area of responsibility. All agencies should consider the provision of public information in their planning processes.
- 153 Public information and warnings are disseminated before, during and after an event using the full suite of traditional and social media. The same event may trigger different organisations to issue a warning pertinent to their agency role. Organisations should ensure that appropriate coordination occurs, in consultation with the Public Information Services Functional Area (PIFA), to ensure comprehensive information is issued.

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# Legislation

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# Part 2 – Legislation

## State Emergency and Rescue Management Act 1989

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201 The *State Emergency and Rescue Management Act 1989* (SERM Act) provides the general legal framework and governance for emergency management in NSW.

## Agency enabling legislation

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202 Some key hazard types (for example fire, bush fire, storms and floods) are assigned to specific agencies in agency enabling legislation. These Acts specify requirements about how the risks from these specific hazards are to be managed. These Acts include:

- *Fire and Rescue NSW Act 1989* (NSW)
- *Rural Fires Act 1997* (NSW)
- *State Emergency Service Act 1989* (NSW)
- *NSW Reconstruction Authority Act 2022* (NSW).

## Hazard-specific legislation

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203 Numerous other Acts are relevant, including those that allocate specific hazard management tasks to agencies. These Acts are:

- *Biological Control Act 1985* (NSW)
- *Biosecurity Act 2015* (NSW)
- *Coastal Management Act 2016* (NSW)
- *Dams Safety Act 1978* (NSW)
- *Dangerous Goods (Road and Rail Transport) Act 2008* (NSW)
- *Electricity Supply Act 1995* (NSW)
- *Energy and Utilities Administration Act 1987* (NSW)
- *Essential Services Act 1988* (NSW)
- *Gas Supply Act 1996* (NSW)
- *Local Government Act 1993* (NSW)
- *Health Services Act 1997* (NSW)
- *Liquid Fuels Emergency Act 1984* (Cth)
- *Marine Pollution Act 2012* (NSW)



- *Maritime Safety Act 1998* (NSW)
- *Protection of the Environment Operations Act 1997* (NSW)
- *Public Health Act 2010* (NSW)
- *Radiation Control Act 1990* (NSW)
- *Terrorism (Police Powers) Act 2002* (NSW)
- *Water NSW Act 2014* (NSW).

## State-level emergency governance arrangements

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### Cabinet standing committees

- 204 The Premier establishes Cabinet committees, which can act as a forum for executive crisis management and as a universal government coordination mechanism.
- 205 The Crisis Policy Committee of Cabinet provides a mechanism for the Premier to coordinate NSW Government strategic policy for significant emergencies or crises. Chaired by the Premier, it includes Ministerial representatives of key relevant portfolios, plus Commissioners and Secretaries as required and invited by their Ministers.
- 206 It provides overarching strategic leadership, makes decisions to address the implications and risks of a crisis, and determines the whole-of-government public communications strategy. The Crisis Policy Committee does not make operational decisions nor direct resources as part of Combat Agency counter disaster operations.
- 207 Sub and supporting plans should recognise the role of the Crisis Policy Committee as an escalation point within the emergency management arrangements.

### State Emergency Management Committee (SEMC)

- 208 The SEMC is a peak committee of officials that develops emergency management policy and oversees emergency management in NSW. While not directly engaged in operational responses, the SEMC has a role in convening, briefing and raising the situational awareness of its members during imminent or occurring emergencies. The SEMC's functions under the SERM Act are to:
- a) advise the Minister on all matters relating to the PPRR phases of emergencies (including the coordination of the activities of government and non-government agencies in connection with those matters)
  - b) review, monitor and advise the Minister on the adequacy of the provisions of the SERM Act relating to emergency management
  - c) provide strategic policy advice to the Minister in relation to emergency management
  - d) review, monitor and develop emergency management policy and practice at a state level and to disseminate information in relation to any such policy and practice
  - e) promote the continuous improvement of emergency management policy and practice at a state level, including through consideration of reviews and inquiries into emergency operations, exercises and training evaluations
  - f) review the EMPLAN and to recommend alterations

- g) endorse any state-level sub plans or supporting plans established under the EMPLAN
  - h) facilitate strategic state-level emergency management capability through inter-agency coordination, cooperation and information-sharing arrangements.
- 209 The roles and functions of the SEMC are translated as appropriate at the regional level through Regional Emergency Management Committees (REMCs), and at the local level through Local Emergency Management Committees (LEMCs). The SERM Act establishes regions, as well as REMC roles, functions and relationship to the SEMC. The local level is based on local government areas.

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# Planning and policy framework

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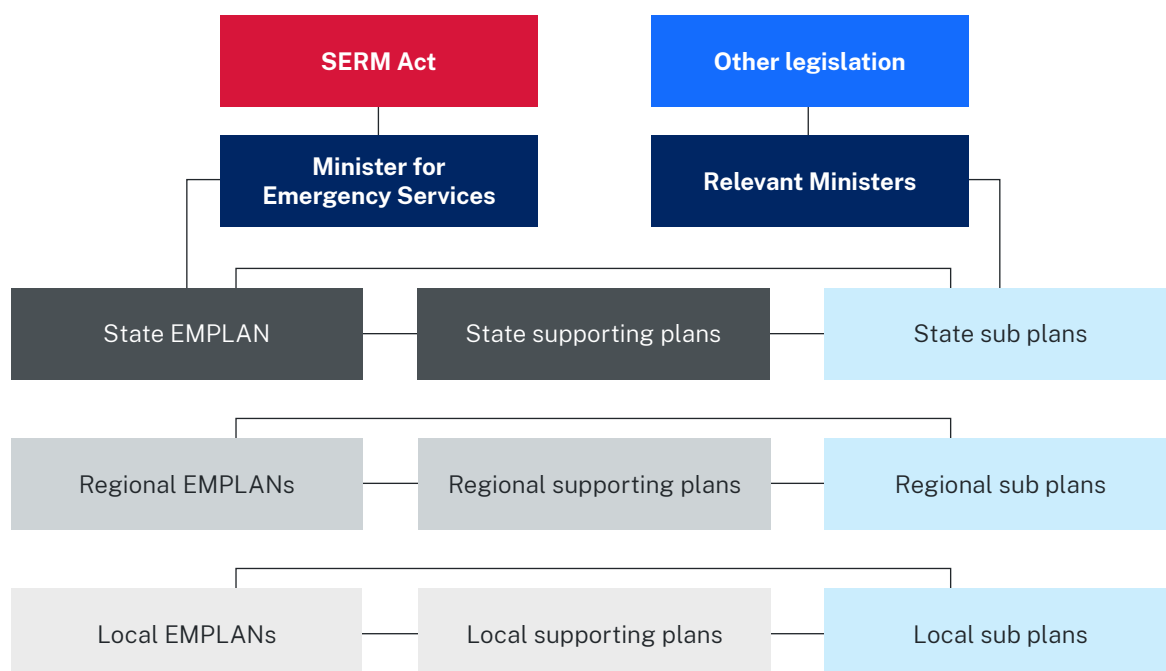
# Part 3 – Planning and policy framework

- 301 NSW’s planning and policy framework consists of a range of policy and legislative guidance, which is translated through the tiered emergency management structure.
- 302 At the highest level, NSW participates in national policy setting for emergency management via National Cabinet, the Australia-New Zealand Emergency Management Committee, and peak hazard and other groups.
- 303 The state-level context is set via a combination of the SERM Act, the *NSW Reconstruction Authority Act 2022* and other legislation, government priorities and policies endorsed by the SEMC.
- 304 The tiered structure of plans ensures planning and policy consider the participants, resources and hazards relevant to each particular level. It ensures that agencies undertake and document planning with an accurate awareness of the support available.

## Emergency management policy

- 305 Consistent with the objectives of the EMPLAN as outlined in the SERM Act and related legislation, the EMPLAN establishes a framework of sub plans, supporting plans, related policy instruments and guidelines.

**Figure 2 – Legislative and planning framework**



- 306 A register of plans and policies is kept and maintained at [www.nsw.gov.au/emergency/rescue-and-emergency-management](http://www.nsw.gov.au/emergency/rescue-and-emergency-management)

## State sub plans

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- 307 The SEMC endorses sub plans to the EMPLAN.
- 308 A sub plan is required for a specific hazard or event. Sub plans may be prepared when the management arrangements required to respond to a hazard or event differ from the general coordination arrangements set out in the main or supporting plans for the area. A sub plan may be required where the planning is more specialised or detailed than can be provided for in the EMPLAN.
- 309 All sub plans must take a comprehensive approach to emergency management by considering all PPRR stages.

## State supporting plans

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- 310 The SEMC endorses supporting plans to the EMPLAN.
- 311 Each Functional Area maintains a supporting plan, which describes their capabilities in emergency management and how the controlling or coordinating authority can access those capabilities.
- 312 The supporting plan outlines the arrangements for coordinating government agencies, non-government organisations (NGOs) and private sector entities that agree to make their resources available as either a Participating Organisation or Supporting Agency.
- 313 All supporting plans must take a comprehensive approach to emergency management, by considering all PPRR stages, appropriate to their context.

## Emergency management policy and guidelines

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- 314 Implementing NSW's emergency management arrangements requires the development of policies and guidelines that apply across the sector.
- 315 These policies and guidelines are approved by the SEMC. In addition, Combat Agencies and Functional Areas will develop their own policies and guidelines to reflect their own requirements.

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# Roles and responsibilities

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# Part 4 – Roles and responsibilities

- 401 The Minister for Emergency Services is responsible for:
- ensuring that adequate measures are taken by government agencies to prevent, prepare for, respond to, and assist recovery from emergencies
  - coordinating the activities of government agencies in taking those measures
  - arranging for the preparation and review of the EMPLAN from time to time.
- 402 The SERM Act defines emergency service organisations and establishes 10 Functional Areas.
- 403 The Functional Areas are:
- Agricultural and Animal Services
  - Education Services
  - Energy and Utility Services
  - Engineering Services
  - Environmental Services
  - Health Services
  - Public Information Services
  - Telecommunications Services
  - Transport Services
  - Welfare Services.
- 404 The *NSW Reconstruction Authority Act 2022* provides that the NSW Reconstruction Authority (NSW RA) will facilitate community resilience to the impact of disasters in NSW through prevention, preparedness and adaptation. Part of NSW RA's functions is reconstruction and recovery following disasters and other emergencies, including assisting the Minister administering the SERM Act and the SERCON to exercise their functions in relation to recovery under the Act.

## State Emergency Management Committee (SEMC)

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- 405 The SEMC convenes, briefs and raises the situational awareness of its members in respect of emergencies. The SEMC has functions and responsibilities prescribed under the SERM Act.
- 406 The SEMC provides strategic and operational advice to the Minister for Emergency Services to inform relevant Cabinet committees. Functional Areas and Combat Agencies have an important role to play in providing expert advice to the SEMC and their respective Ministers for relevant Cabinet committees.



## State Emergency Operations Controller (SEOCN)

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- 407 The SEOCN is a member of the NSW Police Force Senior Executive Service, and is responsible for:
- establishing and controlling a State Emergency Operations Centre (SEOC)
  - controlling emergency response operations at state level, where the SEOCN is the designated Controller or where there is no designated Combat Agency
  - at the request of the Combat Agency primarily responsible for controlling the response to an emergency, carrying out functions for the purposes of controlling the response to the emergency
  - providing advice to the Minister regarding emergencies, including whether or not a declaration of a 'State of Emergency' may be necessary
  - ensuring EOCNs are carrying out their responsibilities for impact assessments
  - coordinating immediate relief activities during the response as requested by the Combat Agency.

## State Emergency Recovery Controller (SERCON)

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- 408 The SERCON is the Chief Executive Officer of NSW RA, as defined in the SERM Act, and is responsible for:
- overseeing the preparation and maintenance of NSW recovery policies, arrangements and plans, unless otherwise prescribed in hazard-specific plans
  - liaising closely with the Combat Agency and SEOCN during the response phase of an emergency
  - assuming responsibility for controlling the recovery from an emergency, where the SERCON is designated to
  - assisting a recovery agency that is primarily responsible for controlling the recovery from an emergency
  - considering the need for recovery operations (in consultation with the Combat Agency and SEOCN if the response is still ongoing) and coordinating recovery needs assessments, if required
  - appointing, overseeing and supporting Regional Recovery Coordinators as needed
  - chairing the State Recovery Committee to coordinate recovery activities at the state level
  - monitoring and reporting to the Minister on the progress of recovery.
- 409 The State Recovery Committee oversees and directs state-level recovery coordination and statewide preparedness for recovery.

## Region level

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### Regional Emergency Management Committees (REMCs)

- 410 For emergency management purposes, the state is divided into Emergency Management Regions. In each of these regions, an REMC has been constituted, which reflects the composition of the SEMC (were appropriate), and which is representative of the emergency management resources available in the region.

- 411 Each REMC consists of:
- the Regional Emergency Operations Controller (REOCON) for the region, who is to be the Chairperson of the committee
  - the Chairperson of the LEMC for each local government area in the region
  - a senior representative of each Emergency Services Organisation operating within the region
  - a representative of each Functional Area, where determined appropriate by the respective state-level Functional Area representative on the SEMC
  - representatives of any other agency or organisation as determined by the REMC.
- 412 The REMC is responsible for:
- reviewing and monitoring emergency management practice across the region, consistent with information on emergency management policy and practice disseminated by the SEMC
  - reviewing and preparing plans for the region that are, or are proposed to be, sub plans or supporting plans established under the EMPLAN
  - developing, conducting and evaluating regional emergency management exercises for the purpose of testing sub plans or supporting plans established under the EMPLAN in respect of the region
  - making recommendations about and assisting in the coordination of training in relation to emergency management across the region
  - facilitating regional-level management capability through inter-agency coordination, cooperation and information-sharing arrangements
  - assisting the REOCON for the region in their role of establishing a Regional Emergency Operations Centre (REOC)
  - preparing plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the region (noting the responsibility for planning by Combat Agencies)
  - carrying out other functions as assigned by the SEMC.
- 413 In the exercise of its functions, the REMC is responsible to the SEMC.
- 414 The REOCON is to be a police officer holding the position of Region Commander (Assistant Commissioner), who is appointed by the Commissioner of Police.
- 415 The NSW Police Force is required to provide executive support for each REMC and the REOCON in the region concerned. The personnel providing support are termed Regional Emergency Management Officers (REMOs).
- 416 The REOCON is to establish and maintain an EOC/s. The EOC is the focal point for activities, similar to those conducted at the SEOC. It is used to either control operations or coordinate support. The REOCON is responsible for ensuring that the EOC is activated to an appropriate level whenever there is an emergency operation and regional-level support resources may be required.
- 417 Ideally, the region (or intermediate level) structure of agencies and Functional Areas should reflect the Emergency Management Regions. Where this is not possible for operational or administrative reasons, the REOCON should ensure the control and coordination arrangements for emergency operations are designed to take this into account.

## Regional Emergency Operations Controller (REOCON)

- 418 The Region Commander of Police for each Emergency Management Region is appointed as the REOCON. The REOCON is responsible for the overall control and coordination of emergency response operations at a regional level for which the REOCON is the designated controller. The REOCON is also the designated controller where there is no designated Combat Agency, or where it is necessary to coordinate 2 or more local-level operations that are controlled by EOCON, or when directed by the SEOCON.
- 419 Regional-level controllers of agencies/organisations with a Combat Agency role are to establish their own control/coordination centres in accordance with the structure of their organisations, from which to:
- control/coordinate emergency operations for which they have been designated in this plan as the Combat Agency
  - coordinate the provision of support and resources required
  - provide support and resources to the REOCON consistent with the REOCON's role.

## Regional Emergency Management Officer (REMO)

- 420 The REMO provides executive support to the REMC and to the REOCON. They focus on both strategic and tactical aspects of emergency management and support emergency management operations, the EOCON, site controller or Combat Agency.

## Local level

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### Local Emergency Management Committees (LEMCs)

- 421 The SERM Act recognises that the involvement of local government in all stages of an emergency is critical (i.e. in all the PPRR stages). Therefore, the emergency management structure and arrangements at the local level are based on local government areas (or combined local government areas).
- 422 An LEMC consists of:
- the General Manager of the local government/council (or equivalent officer where it does not have a General Manager), who is Chairperson of the committee
  - the Local Emergency Operations Controllers (LEOCONs) for the relevant local area(s)
  - senior representatives of each emergency service organisation operating in the relevant local area(s)
  - representatives of Functional Areas, where the respective Functional Area representative on the SEMC determines it appropriate and resources permit
  - representatives of any other agency or organisation as determined by the General Manager of the council or the Minister.
- 423 The LEMC is responsible for:
- a) executing emergency management policy and coordinating emergency management practice at a local level, consistent with information on emergency management policy and practice disseminated by the SEMC
  - b) reviewing and preparing plans in respect of the relevant local government area that are, or are proposed to be, sub plans or supporting plans established under the EMPLAN

- c) developing, conducting and evaluating local emergency management exercises for the purpose of testing sub plans or supporting plans established under the EMPLAN in respect of the local government area
  - d) making recommendations about and assisting in the coordination of training for emergency management in the relevant local government area
  - e) facilitating local-level emergency management capability through inter-agency coordination, cooperation and information-sharing arrangements
  - f) assisting the area's LEOCON in the role of establishing and controlling a local emergency operations centre
  - g) preparing plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the local government area (noting the responsibility for planning by Combat Agencies)
  - h) considering Aboriginal outcomes in emergency management planning
  - i) planning for the effective and efficient coordination of volunteers (noting the responsibility of volunteer coordination by combat and recovery agencies).
  - j) carrying out other functions as assigned by the SEMC
  - k) collaborating with Local Aboriginal Land Councils to prepare and review plans that sit outside local government regulation and service provision.
- 424 In the carriage of its function, the LEMC will engage with its community and stakeholders to improve their understanding of these arrangements and promote emergency preparation and resilience. Engaging with the community will also increase the LEMC's understanding of local experience, needs, strengths and capabilities.
- 425 Council is required to provide executive support for the LEMC and the LEOCON in its area. The officers providing this support are termed Local Emergency Management Officers (LEMOs)
- 426 Local government roles include:
- convening the LEMC and Recovery Committees
  - working with state agencies to identify and prioritise risk mitigation options
  - undertaking an all-hazards approach to emergency risk management.
- 427 In the exercise of its functions, the LEMC is responsible to the REMC.

### **Local Emergency Operations Controller (LEOCON)**

- 428 The LEOCON is appointed for a local government area (or combined local government areas) by the REOCON.
- 429 The person appointed must be a police officer stationed within the region in which the local government area is located and, in the opinion of the REOCON, must have experience in emergency management.

### **Local Emergency Management Officer (LEMO)**

- 430 The LEMO or principal executive support officer is appointed by council to provide executive support to the LEMC and to the LEOCON. The LEMO, a non-voting member of the LEMC, answers to the Chair of the LEMC and to the LEOCON during emergency operations and events controlled by the LEOCON.

## Emergency Services Organisations

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- 431 As defined in the SERM Act, an Emergency Services Organisation means the following:
- NSW Ambulance
  - Fire and Rescue NSW
  - a fire brigade within the meaning of the *Fire and Rescue NSW Act 1989*
  - NSW Police Force
  - NSW Rural Fire Service
  - NSW State Emergency Service
  - Surf Life Saving NSW
  - VRA Rescue NSW
  - Volunteer Marine Rescue NSW
  - an agency that manages or controls an accredited rescue unit
  - a non-government agency that is prescribed by the regulations for the purposes of this definition.
- 432 These groups perform a wide range of emergency management functions at different levels under the EMPLAN. These agencies cooperate and share information relevant to the task across the PPRR spectrum.
- 433 Emergency Services Organisations perform hazard management tasks across PPRR. They maintain operational capabilities as well as the capacity to plan and conduct major operations. They are enabled by legislation to perform their roles under the EMPLAN.
- 434 Certain Emergency Services Organisations are appointed as Combat Agencies, giving them primary responsibility for managing the risks posed by a particular hazard type. Combat Agencies may require the support of other agencies; this is reflected in planning and activity across the PPRR spectrum for that hazard. See [Annexure 4](#).

## Functional Areas

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- 435 As defined in the SERM Act, a Functional Area is a category of service involved in PPRR. Functional Areas are business units within NSW Government agencies that, consistent with the scope of their portfolio, perform specific emergency management functions. This may be to support Combat Agencies to resolve the consequence of an emergency, or to provide emergency risk management leadership within a sector. They have critical roles across the full PPRR spectrum. Recognition of their roles under the EMPLAN is not necessarily explicit in agency legislation; however, they derive their authority from the SERM Act and the EMPLAN.
- 436 Functional Areas usually support Combat Agencies or other Functional Areas during emergency operations. It is critical they are engaged in all stages of PPRR for their relevant hazard type.
- 437 Functional Areas maintain effective relationships with the private and not-for-profit sectors to ensure effective PPRR relevant to their responsibilities. For this reason, they are not limited to supporting Combat Agencies in emergencies, but may in effect perform a Combat Agency role in dealing with an emergency event, such as a supply chain crisis or infrastructure failure.
- 438 Depending on the nature of the emergency, some organisations can operate as both a Combat Agency and a Functional Area.

## Functional Area Coordinators

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- 439 A Functional Area Coordinator is an SEMC member who is appointed by Cabinet on the recommendation of the Minister for the sponsoring agency and the Minister for Emergency Services.
- 440 A Functional Area Coordinator is responsible for the establishment of the respective Functional Area Sub Committee. The role of the Functional Area Sub Committee is to assist the Functional Area Coordinator in planning for Functional Area support and resources for emergency response and recovery operations. The requirement for Functional Area Sub Committees below state level will be determined by the State Functional Area Coordinator.
- 441 The Functional Area Coordinator is also responsible for developing and maintaining appropriate risk management measures across the PPRR spectrum for hazards relevant to their responsibilities, and for engaging in relevant intergovernmental forums that address emergencies arising from specific hazards and risks.
- 442 A Functional Area Coordinator is responsible for the coordination of Functional Area support and resources for emergency response and recovery operations. By agreement with Participating Organisations and Supporting Agencies within the Functional Area, the Functional Area Coordinator has the authority to commit the resources of those organisations or to coordinate their response.

## Supporting Agencies

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- 443 Supporting Agencies are responsible for providing specialist services and resources to Agency Controllers and Functional Area Coordinators for emergency response and recovery operations in line with their service delivery responsibilities and within the bounds of their business-as-usual work.
- 444 A Supporting Agency can be committed by a Combat Agency or Functional Area to undertake a specific function and to lead, coordinate and direct activities within their remit.
- 445 Where Supporting Agencies are committed, the agreed roles, tasks and responsibilities of the Supporting Agency should be recorded in Combat Agency or Functional Area plans in consultation with the Supporting Agency.
- 446 Supporting Agencies are responsible for developing and maintaining appropriate capability across the PPRR spectrum. They are responsible for developing and maintaining appropriate planning and risk management measures through intergovernmental and industry collaboration, and are to be appropriately resourced to deliver their responsibilities.
- 447 Supporting Agencies include government departments or statutory authorities as outlined in [Annexure 12](#).
- 448 A Supporting Agency may be appointed by the Minister as a member of the SEMC.
- 449 Supporting Agencies are encouraged to participate in regional and local emergency management committees in their capacity as Supporting Agencies and in accordance with the SERM Act.
- 450 A Supporting Agency does not refer to a Functional Area or Combat Agency in a supporting role to another Functional Area or Combat Agency.
- 451 A Supporting Agency will not speak on behalf of a Functional Area or Combat Agency that they are supporting.

## Participating Organisations

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- 452 Participating Organisations have given formal notice to Agency Controllers or Functional Area Coordinators that they are willing to participate in emergency response and recovery operations under the direction of the Controller of a Combat Agency, or Coordinator of a Functional Area, or an EOCON, and with levels of resources or support as appropriate to the emergency operation.
- 453 Where such resource coordination arrangements exist, the agreed roles, tasks, responsibilities and access arrangements for the Participating Organisations are to be recorded in Combat Agency or relevant Functional Area supporting plans.
- 454 Participating Organisations include government departments, statutory authorities, volunteer organisations and other agencies listed as Participating Organisations in a supporting plan.

## Specialist support

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- 455 There may also be organisations that have indicated a willingness to participate and provide specialist support resources. Where such coordination arrangements are required for the conduct of emergency response and recovery operations, the agreed roles, tasks and responsibilities of these organisations should be recorded in Combat Agency or Functional Area plans.

## Other stakeholders and considerations

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### Agencies containing or supporting Functional Areas

- 456 NSW Government agencies containing or supporting Functional Areas, or that provide critical personnel or resources to Functional Areas, acknowledge these responsibilities and the impact that this support may have on the provision of core services during an emergency.

### Central agencies

- 457 The Cabinet Office, Premier's Department and NSW Treasury ensure that the Premier and Treasurer endorse emergency management issues at a whole-of-government level.

### Local government

- 458 Given the principle that emergency management and risk management should be conducted at the lowest effective level, local government has a key role across the PPRR spectrum. The Office of Local Government is a member of the SEMC.
- 459 The role of local government includes:
- convening LEMC and Recovery Committees
  - working with state agencies to identify and prioritise risk mitigation options
  - undertaking an all-hazards approach to emergency risk management.
- 460 Recognising that local councils have many other tasks to perform, state agencies support councils with resources, personnel and advice.

## Local Aboriginal Land Councils

- 461 Local Aboriginal Land Councils have a key role across emergency management as the owners of Discrete Aboriginal Communities and as the largest land-owner in many local government areas.
- 462 Recognising that Local Aboriginal Land Councils have many tasks to perform, state agencies support LALCs with resources, personnel and tasks.
- 463 In developing emergency management plans at all levels, the specific needs of Aboriginal peoples should be considered and ongoing consultation undertaken with Aboriginal groups.

## Cross-border considerations

- 464 People and businesses in NSW border communities can be impacted if neighbouring jurisdictions have different approaches to emergency policy and service delivery. In applying emergency management arrangements, agencies should ensure the needs of cross-border communities are considered and consult the Office of the Cross-Border Commissioner if appropriate. The Cross Border Commissioner is an advocate for cross-border communities, businesses and organisations and helps to identify, analyse and resolve cross-border issues including in relation to emergency management. Relevant emergency management plans should consider principles including the following:
- attendance of interstate emergency services on REMCs in all border regions
  - methods of information exchange between agencies in different jurisdictions
  - reference to any memoranda of understanding between NSW emergency services and counterparts in other jurisdictions.

## Australian Government

- 465 The primary responsibility for the protection of life, property and the environment rests with the states and territories, which are the first responders to incidents within their jurisdictions. Australian Government support is sought when the state's capacity is insufficient.
- 466 There are a number of mechanisms through which the Australian Government may provide support to states and territories during a crisis. Support may be provided through different Australian Government agencies, such as the Bureau of Meteorology.
- 467 The Australian Government provides recovery funding support, conducts research, and coordinates cross-sector and cross-jurisdictional responses. Australian Government assistance, both physical and financial, is generally provided on the request of the affected state and/or territory. The Australian Government may also provide financial and other assistance directly to individuals affected by an emergency.
- 468 The Australian Government is also responsible for a number of national plans. The Australian Government Disaster Response Plan (COMDISPLAN) details the coordination arrangements for the provision of Australian Government assistance in the event of a disaster or emergency in Australia or its offshore territories, regardless of the cause.
- 469 Under the COMDISPLAN arrangements, states and territories can request assistance from the Australian Government for things such as transport, logistics, disaster stores and specialised equipment. Requests for assistance under COMDISPLAN are made to the Department of Home Affairs via the SEOCAN and require the approval of the Minister responsible for emergency management. The staff of the SEOC develop the requests on behalf of/in consultation with the Combat Agency and SEOCAN.



## Defence Assistance to the Civil Community (DACC)

- 470 Defence Assistance to the Civil Community (DACC) provides for Defence assistance to states and territories. There are 6 levels of DACC assistance. Categories 1 to 3 are for assistance where there is a direct threat to life and/or property, whereas categories 4 to 6 are for non-emergency assistance.
- 471 DACC assistance under categories 1 to 3 might include the deployment of Australian Defence Force (ADF) personnel, equipment and/or major assets (such as aviation and maritime) to supplement the local resources in combating emergencies or disasters such as floods and fire. DACC does not provide for the use of force, other than in self-defence.
- 472 Requests for emergency local support where there is immediate threat to life or property can be made directly from local government authorities to a local Defence commander-administrator. Known as DACC Category 1, this support can be sustained for 48 hours by local arrangement. DACC Category 2 applies to assistance beyond this period and for a more extensive or continuing disaster response. DACC Category 3 assistance relates to the recovery phase of disaster management. Requests for DACC category 2 and 3 assistance are made to the Australian Government via the SECON, who is the approving officer for NSW. The Joint Operations Support Staff (JOSS) NSW is the Defence point of contact for emergency DACC in NSW at the state level.

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Prevention

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5

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# Part 5 – Prevention

## Definition

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501 The prevention phase (in relation to the PPRR phases of emergency management) includes identifying hazards, assessing threats to life and property, and taking measures to reduce potential loss to life or property.

## All-hazards approach

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502 Prevention is the reduction, elimination or mitigation of emergency risks using an all-hazards approach before an emergency event occurs.

503 In addition to natural hazards, there are technological hazards such as infrastructure failure, specific hazard sites and specific events. Breaking hazards down in this way enables mitigation measures to be more clearly articulated.

## Emergency risk management

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504 Emergency risk management (ERM) is a systematic process of identifying, analysing, assessing, treating and mitigating risk to people, property and the environment. The process begins with an understanding of the hazards and produces a range of treatment options to minimise the impact of – or, if possible, eliminate – the resulting risk.

505 The *Emergency Risk Management Framework* provides a common approach and principles for emergency risk management in NSW.

506 ERM is achieved by reducing, eliminating or mitigating the effect of the risks, either individually or in combination. This includes:

- responding to hazards, for instance, reducing bush fire fuel loads
- addressing the physical exposure of an asset or community to a hazard, for instance, encouraging building above the typical flood level of a catchment, or developing community understanding of when to evacuate or stay away from areas under threat
- responding to the exposure and vulnerability of these assets, for instance, by improving the resistance of structures to fire or water.

507 Mitigation means measures taken in advance of, or after, a disaster, aimed at decreasing or eliminating its impact on society and the environment. It should be a multi-agency, multi-hazards approach. Mitigation can occur through business-as-usual activities such as policy, regulation, infrastructure and community engagement. A multi-agency approach can help mitigate risks holistically. Mitigation is important in the context of the growing social, economic and environmental costs of major emergencies and the increasing impacts of climate change.

- 508 The ERM process requires the engagement of and consultation with federal, state and local governments and government agencies, businesses, NGOs, communities and affected populations. In NSW, ERM is the process approved by the SEMC for assessing all hazards using methods that are in accordance with relevant international standards.
- 509 The management of many emergency risks is governed by NSW and federal legislation or policy. Prevention activities can be led by local government, a NSW Government agency or through a legislated committee structure.
- 510 The *Emergency Risk Management Framework* supports agencies to understand the full risk picture at their relevant level, and to ensure hazard-specific prevention and mitigation activity is coordinated. Similarly, lessons learned from response and recovery phases provide important insights for future prevention activities.
- 511 Refer to the *Emergency Risk Management Framework* for more information.

## State Disaster Mitigation Plan

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- 512 The State Disaster Mitigation Plan provides guidance about the mitigation of disasters across the state, including setting priorities for action as prescribed in the *NSW Reconstruction Authority Act 2022*.
- 513 The State Disaster Mitigation Plan operates in parallel with the mitigation responsibilities of the Combat Agencies and their legislative responsibilities.
- 514 Disaster Adaptation Plans are developed at an organisational, regional and local level, having regard to guidance on the mitigation of disasters in the State Disaster Mitigation Plan.
- 515 The State Disaster Mitigation Plan and Disaster Adaptation Plans provide a link between land use and infrastructure planning, and emergency management planning.
- 516 Consideration is to be given to the State Disaster Mitigation Plan and Disaster Adaptation Plans when reviewing sub and supporting plans, and as part of local and regional emergency management planning.

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Preparation

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6

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# Part 6 – Preparation

## Definition

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601 The preparation phase in relation to the PPRR phases of emergency management includes arrangements or plans to deal with an emergency or the effects of an emergency.

## Scope

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602 Disaster preparation is the responsibility of the whole community – government and not-for-profit agencies, business and industry, local communities, individuals and households. Preparation activities delivered in partnership between all agencies, organisations and communities help build engaged and resilient communities.

603 Key elements of preparation include:

- planning
- capability development
- training
- exercises
- building community resilience
- risk communication.

## Planning

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604 The Policy and Planning Framework is described in [Part 3](#) of this plan. Plans are maintained for specific hazards and the support requirements related to them. State sub plans and supporting plans are shown in [Annexure 5](#).

605 Sub plans address the management of the hazard across the full PPRR spectrum, noting that, in most cases, this will involve a range of agencies in varying roles. Each Combat Agency for a hazard will prepare a sub plan for that hazard.

606 Sub plans detail the roles and responsibilities of all relevant agencies, and how command and control is exercised, and include arrangements for the handover of responsibility between local, region and state levels. Where there are tiered plans at the state, region and local level, they must be integrated. Plans should be developed with input from the community and include information on the community's role.

607 EMPLANs at all levels, as well as sub plans and supporting plans must be formally reviewed on a regular basis. Reviews may be formal and extensive, or based around an assessment following an exercise or operation.



## Capability development

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- 608 The SEMC is responsible for facilitating state-level emergency management capability. Agencies maintain capability assessment and development processes to meet the requirements identified in their plans. Capabilities may be based on personnel, equipment or systems. Capabilities are tested and evaluated in exercises.
- 609 Capability development should be informed by considerations including but not limited to the following:
- taking an all-hazards view – including natural hazards, terrorism and cyber-attacks
  - understanding the continuum of risks associated with a major to catastrophic emergency – for example, before, during and after an event
  - using current and future state scenario analysis to understand risk
  - understanding the environment and context when determining consequences, for example, geographic, climatic, social, political, demographic and community
  - identifying interdependencies, for example, how power interruption will impact transport, communications, hospitals and water supply
  - identifying who and what will be impacted by a major to catastrophic emergency, and for how long, through methods such as forecasting and scenario testing
  - understanding the diversity of the workforce, which may include staff and volunteers
  - identifying both preventative and mitigating controls to manage risks
  - understanding how to develop and implement effective preventative and mitigating controls.
- 610 Following emergency operations, agencies should collect, analyse and share information relating to the event to identify opportunities for improvements in capability. Refer to the *Capability Development Framework for NSW Emergency Management Sector* for more information.

## Training

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- 611 Emergency management training courses are available in NSW. A range of courses are available to emergency services personnel and volunteers, and government/non-government agency staff with emergency management responsibilities.
- 612 Agencies should identify their training needs under the EMPLAN and its subordinate plans and ensure an appropriate level of skill and knowledge is maintained.

## Exercises

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- 613 Exercises are conducted at all levels and involve all agencies, providing an opportunity to ensure that plans are robust and understood, and that there are adequate capabilities and resources to implement them. Lessons from exercises are fed back into planning processes. As appropriate, exercises should test elements of plans that require public involvement and communication, and, if appropriate, include public representation.

- 614 Exercises are part of preparedness, and should be used to enhance capability and contribute to continuous improvement. They provide an opportunity to identify and exercise the skills, resources, infrastructure, equipment, systems and plans necessary to respond to and recover from hazards.
- 615 Training and exercising should be undertaken on a routine basis to ensure agencies are familiar with and understand the emergency arrangements and to provide for an ongoing review of arrangements. Exercises may be field based, discussion (desktop) or functional, and should be appropriate for the scale of anticipated emergencies.
- 616 Exercises should also be conducted when:
- a plan or set of arrangements within a plan is new, or there have been significant technology changes impacting the plan
  - substantial changes have occurred or are imminent:
    - to the plan or interfacing plans or related legislation
    - to key personnel, positions or functions across PPRR
    - relevant to new or emerging sources of risk.
- 617 A structured approach to exercise management will:
- ensure exercises are coordinated and conducted in a systematic way
  - reduce duplication of exercise management activities within and across government agencies
  - maximise resources across agencies
  - allow learnings from the findings of exercises conducted across government
  - ensure a consistent approach across the emergency management sector.
- 618 Exercise planning should consider the risks, hazards, roles and responsibilities relevant to particular agencies, organisations or jurisdictions. Objectives could be set to assess capability gaps or issues as identified through the agency's capability analysis. Agencies could exercise different capabilities each year, unless previously exercised capabilities need to be reassessed to determine improvements in operational performance.

## Continuous improvement

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- 619 Continuous improvement includes establishing a learning culture that supports capturing observations and insights from monitoring, debriefing and reviewing activities – before, during and after events – which are then analysed for trends, risks and lessons. Debriefing and lessons learned must be documented, analysed and acted upon across all levels of emergency management arrangements.
- 620 Consistent approaches to lessons management encourage adaptability and flexibility across all levels of government. Lessons learned are often transferable across multiple agencies. During any operational response, personnel involved are encouraged to record activities where there are lessons to be learned.

- 621 Lessons management should consider the following guiding principles:
- strong governance, leadership and commitment
  - learning from experience involves an objective review of a system, a process or organisational performance, not the performance of an individual or team
  - reliance on stakeholder collaboration
  - validation that lessons are learned and changes are sustained
  - evidence-based decision making
  - a culture that supports learning and sharing, enabling stakeholders to leverage off each other's capabilities and experience.
- 622 Monitoring, evaluation and reporting activities during and after an emergency can include:
- timely debriefing of officers, teams and agencies. These could be internal or multi-agency as appropriate
  - reviews of the effectiveness of the coordination, control, consequence management and communications functions
  - an operation or system-level review
  - independent assurance activities.
- 623 Refer to the *Lessons Management Framework for NSW Emergency Management Sector* for more information.

## Debriefs

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- 624 Representatives of relevant community, business and industry groups may be invited to debriefs, where possible.
- 625 Debriefs may occur where:
- significant injury has been sustained by responders or the public, or where there was a significant actual risk (near miss)
  - substantial resources were engaged
  - significant operational gaps were identified
  - significant property damage occurred
  - there were issues related to the recovery phase.
- 626 Debriefs should form a routine practice. They could identify key stakeholders and address organisational issues, and could look to both strengths and weaknesses to guide future training and development. Points to be considered include:
- what went well
  - what did not go well and why
  - if there was sufficient capacity and capability across key functions of emergency response and recovery, and any other related issues
  - how to address any gaps identified
  - effectiveness of inter-agency cooperation
  - performance/adequacy of communications and equipment.

## Building community resilience

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- 627 A resilient community is one in which all community members are involved and empowered to share responsibility in preparing for, responding to, and recovering from emergencies or disasters.
- 628 Resilient communities are better able to withstand a crisis event and have an enhanced ability to recover from its residual impacts.
- 629 Community engagement may 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 personal responsibility for managing risks and preparation for emergencies
  - develop awareness of emergency management arrangements and assistance measures
  - encourage community participation in volunteering and infrastructure protection activities.

## Risk communication

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- 630 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 bush fire seasons or for emergent risk such as a floods campaign. When considering risk communication, agencies should address the various methods of providing information to the public, including public meetings and multi-media broadcasts.

## Engagement with the public

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- 631 Government shares responsibility with individuals and the community for disaster resilience and reducing risk. Often, this responsibility is not equally shared. While individuals and communities have roles to play, they do not control the levers required to reduce some disaster risks.
- 632 Agencies should engage with the community in a culturally appropriate, inclusive and accessible way during all phases of PPRR to support shared responsibility.
- 633 When engaging with the public during emergency operations, agencies should focus on the protection of life and the facilitation of safe and accessible evacuation.
- 634 Government agencies should coordinate to ensure that messaging is consistent. Through community involvement, agencies educate their stakeholders, networks and communities on potential emergency risks, impacts, personal responsibility and preparedness measures relevant to their area of responsibility. This promotes community resilience by enabling and encouraging the community to undertake PPRR activities.
- 635 The Australian Warning System (AWS) is a national approach to information and warnings during emergencies like bush fire, floods, storms, extreme heat and severe weather. Warnings from agencies should follow the standardised icons, terminology and principles set out by the AWS. The 3 warning levels of AWS are advice, watch and act, and emergency warning.

- 636 Agencies should specifically consider how to provide community warnings and public information to community groups with diverse communication and accessibility needs that could impair their capacity to access, understand and act on the warnings/public information provided. The groups include (but are not limited to) people with disability, such as people who are deaf or hard of hearing, people who are blind or have low vision, or people with physical disability.
- 637 A Combat Agency's public information response to an emergency will be in accordance with their relevant sub plan, including their responsibility to manage public information. A Combat Agency can request assistance from the PIFAC in coordinating public information.
- 638 To help build resilient communities, agencies should:
- raise awareness in high-risk areas about the importance of planning and preparing
  - raise personal awareness of risks and the importance of adequate insurance
  - increase the adoption of preparedness measures and appropriate response behaviours in high-risk areas
  - increase community understanding of how to prevent, prepare for, respond to and recover from the hazards they may face
  - anticipate undesired actions and behaviours among the community, recognising the complex reasons people make decisions
  - facilitate community involvement in emergency management, including through the use of volunteers
  - raise awareness among high-risk population groups about the importance of planning and preparing.
- 639 A prepared and resilient community should have comprehensive information about local hazards and risks, including those who are exposed and most at risk. It is important to establish effective partnerships and working relationships in a community prior to emergencies. It is also important that the community understands where to go in the event of an emergency, and what supports are available to assist them to evacuate and follow emergency directives.
- 640 Agencies should promote the use of websites and applications in the community to enhance communication with the public. For example:
- the Hazards Near Me NSW application provides current information about local emergencies including bush fires, floods, tsunamis and advice on what to do to stay safe
  - the NSW Government Emergency website ([www.nsw.gov.au/emergency](http://www.nsw.gov.au/emergency)) provides information on emergency services and assistance available to those impacted by emergency
  - the Get Ready NSW website ([www.nsw.gov.au/emergency/get-ready](http://www.nsw.gov.au/emergency/get-ready)) provides information on emergency preparedness for individuals and community to better protect themselves from a range of natural disasters.
- 641 Agencies also need to develop consistent and robust two-way communication channels with communities across the phases of emergency management.

## Engagement with non-government organisations

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- 642 NGOs are essential partners to government in emergency management. Sometimes, these partnerships are formalised through contracts or memorandums of understanding. Emergency management groups at all levels should consider the role of NGOs.
- 643 In engaging with NGOs, agencies should consider principles including but not limited to:
- understanding the context
  - using community-led approaches
  - having NGOs participate in formal NSW Government coordination mechanisms where relevant, i.e. local and regional committees or sub-committees.
  - communicating effectively by ensuring two-way communication occurs
  - assessing and building preparedness, prevention, response, recovery and resilience
  - considering NGOs' workforce capability and capacity
  - considering equity in selecting partner NGOs.
- 644 NGOs often have a comprehensive understanding of local contexts through their connections, relationships, local networks and knowledge. In some circumstances, NGOs can provide assistance in the form of emergency relief funds, shelter, accommodation or household supplies.
- 645 NGOs may partner with emergency services and government organisations across all aspects of emergency management, with a particular focus on the preparation and response phases.
- 646 Where possible, all offers of, or requests for, assistance with community recovery should be coordinated through the identified recovery structure to avoid duplication of effort or confusion.
- 647 At the state level, the SERCON will undertake this coordination in the recovery phase. Combat Agencies may engage with NGOs in the response phase.

## Engagement with business and industry

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- 648 Industry and business play an important role across the 4 phases of emergency management.
- 649 Industry and businesses include primary producers as well as owners and operators of essential services and critical infrastructure like communications, food, water and power. The latter can play a pivotal role in emergency management as they own and operate essential services or critical infrastructure.
- 650 Critical infrastructure includes physical facilities in the transport, electricity, gas, water, wastewater and liquid fuel sectors; supply chains; information technologies; and communication networks, which, if destroyed, degraded or rendered unavailable for an extended period, would significantly impact social or economic wellbeing, hinder the response and recovery phases or affect national defence/security.
- 651 It is essential that industry and businesses mitigate and anticipate risks by developing emergency management and business continuity plans and comply with relevant industry legislation, standards and codes.

- 652 In developing supporting plans, agencies should identify key industries that may contribute to the effective operation of the plan. Engagement with industry should consider the following principles:
- share information to promote mutual understanding and trust across industry, local government and state government
  - understand cross-sector dependencies and collectively work to address sectoral vulnerabilities and resilience gaps
  - engage with industry to undertake PPRR activities in line with a risk management program
  - review supply chain risks and consider options to ensure the supply of essential goods in times of emergency or disaster
  - understand that Discrete Aboriginal Communities are responsible for essential water, sewerage and road reserve infrastructure and may not have the required resources to manage or restore these services.
- 653 Government could consider supply chain vulnerabilities that affect health, safety, wellbeing, economic stability and viability.
- 654 It is important to ensure there are clear roles and leadership managing supply chains after an emergency. Functional Areas may also engage with critical infrastructure operators through sub-committees and working groups where there is alignment with the sector group.

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Response

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# Part 7 – Response

- 701 The response phase includes the process of combating an emergency and providing immediate relief for people affected. It encompasses actions to reduce the threat to life, property and the environment following the onset of an emergency. This can include pre-onset mobilisation and related activity. Response activity is usually based on pre-existing sub and supporting plans, which are scalable and flexible.
- 702 Immediate relief refers to the provision of essential support to meet the basic and immediate needs and safety of people and animals affected by, or responding to, an emergency.

## General

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- 703 The arrangements detailed in this part of the EMPLAN are aimed at ensuring the control and coordination of emergencies are effective, regardless of the hazard or scale.
- 704 Control and coordination may be managed using the principles of Incident Control System, adapted to suit individual agency requirements.
- 705 A more detailed set of response arrangements are published as sub plans to the EMPLAN.
- 706 Immediate relief for impacted communities will be provided during the response phase and may coincide with initial recovery activities.
- 707 The Combat Agency – or EOCON, when in control or requested by the Combat Agency – coordinates relief activities conducted by agencies. These include, but are not limited to:
- providing basic needs such as:
    - shelter (including emergency accommodation)
    - food and water
    - communications
    - medical treatment
    - essential medicines
    - social and psychological services
  - make-safe and priority works to critical assets and infrastructure (for example, energy, water, sewerage and gas) relevant to public safety and humanitarian necessity
  - establishing and managing evacuation centres, including large-animal evacuation centres
  - animal welfare activities, including for native wildlife
  - public health measures, to support the immediate needs of disaster-affected people, such as those relating to air quality and pre-hospital on-site medical support
  - immediate critical repairs to transport networks to re-establish access to essential services and reconnect any cut-off communities
  - providing financial assistance to individuals for immediate and essential needs.
- 708 The immediate relief activities undertaken by a Combat Agency are subject to their expertise and remit. In some circumstances, Combat Agencies may direct appropriate agencies to undertake certain relief activities.

## Types of operations

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### Combat Agency–controlled

- 709 Each Combat Agency is responsible for specific hazards (see [Annexure 4](#)) and is responsible for controlling the response operations for those particular hazards. Controlling the response involves providing overall direction of activities being undertaken by participating agencies and individuals.
- 710 Combat Agencies have specific provisions within their governing legislation to carry out their respective functions. The EMPLAN serves as a mechanism to facilitate support for such agencies.
- A Combat Agency Incident Controller is the single person/entity responsible for controlling and coordinating emergency response measures undertaken within the extent of the authority of the agency as defined in the relevant Act, EMPLAN and relevant sub plans. They are the final authority in decision-making in relation to the incident or emergency within their area of responsibility. The Combat Agency Incident Controller will regularly consult with the relevant EOCON to determine the activity and support operations required to manage the emergency. This includes ensuring operational strategies and tactics are developed to meet the operational objectives.
  - A Combat Agency develops operational plans communicates them to relevant stakeholders in a timely manner.
  - Combat Agencies should establish arrangements for liaising with Supporting Agencies in consultation with appropriate EOCON(s).
- 711 The Combat Agency Incident Controller establishes an Incident Management Team, which may be under the Incident Control System concepts, to help them determine the strategies, priorities and actions required in response to the incident or emergency.
- 712 The Combat Agency Incident Controller has responsibility for ensuring that the EOCON, members of the relevant Emergency Management Committee and relevant stakeholders are kept informed.

### Emergency Operations Controller–controlled

- 713 The control of operations for which no Combat Agency has been identified is the responsibility of the respective EOCON.
- 714 EOCONs do not normally assume control of an operation from a designated Combat Agency unless the situation cannot be contained and a change of control is likely to improve it. In any case, a change of control at any level requires consultation between the SEOCON and the State Controller of the Combat Agency, and agreement from the latter, with arbitration from the Minister as required.
- 715 In the event that an EOCON has assumed control of an operation that would normally be the responsibility of a Combat Agency, control may be passed back to the Combat Agency at a suitable stage.

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# Control and coordination



# Part 8 – Control and coordination

## Establishment

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- 801 Combat Agencies and Functional Area Coordinators are to establish individual control/coordination centres from which to effectively:
- control and coordinate emergency operations for which they have been designated in the EMPLAN as the responsible Combat Agency
  - coordinate agency support to Combat Agencies during emergency operations.
- 802 Communication and information flow between control/coordination centres is important.
- 803 An EOC is the established centre from which an EOCON either controls an emergency operation, or coordinates support for the Combat Agency or Functional Area.
- 804 In particular, the SEOC is the focal point for:
- processing requests for assistance from Combat Agencies, Functional Areas and EOCs that cannot be dealt with at a lower level
  - coordinating operational support requirements from or between Australian Government, state/territory and region levels (noting that agency-level inter-jurisdictional arrangements are also in place)
  - disseminating information to all levels of government, SEMC members and other relevant stakeholders at the direction of the SEOCON
  - coordinating any external resources required to support operations and the response to an emergency as requested.
- 805 When functioning in support of a SEOCON-controlled operation, the SEOC will, in addition to the above functions, also be the focal point for:
- collecting and interpreting information to create intelligence related to the operation
  - disseminating information and intelligence to stakeholders involved in the emergency response
  - planning for the operation, including determining and allocating priorities for responding agencies including Emergency Service Organisations, Functional Areas and other Supporting Agencies.

## Liaison arrangements

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- 806 A Liaison Officer means a person nominated by an agency, organisation or Functional Area to represent that agency, organisation or Functional Area at a control centre, EOC or coordination centre.

- 807 A Liaison Officer maintains communication with and conveys directions/requests to their organisation or Functional Area, and provides advice on the status, capabilities, actions and requirements of their organisation or Functional Area. Where appropriate, Liaison Officers have the authority to commit their agency's resources. Liaison Officers also serve as a source for gathering intelligence from within their agency during emergency operations.
- 808 At the request of a Combat Agency Incident Controller or EOCON, agencies are to provide a Liaison Officer at the combat agency control centre or EOC on a continuous basis for the duration of the operation (if necessary).
- 809 If possible, EOCs should co-locate with a Combat Agency's control centre as a first preference. This increases the ability of the EOCON and Combat Agency incident controller to collaborate and enables reduced resourcing (as fewer Liaison Officers are required).
- 810 During Combat Agency-managed operations, if co-location is not practical, the Combat Agency Incident Controller will determine, in consultation with the EOCON, whether Liaison Officers are required at the control centre, EOC or both. This will depend on requirements, to ensure the most effective communication and coordination capabilities.
- 811 In the event an agency cannot deploy a Liaison Officer but is directed to participate in a Combat Agency control centre or EOC operations, the agency must ensure that reliable communications are maintained with the control centre or EOC.

## Incident management

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- 812 Emergency response operations may be managed using the Incident Control System principles. This provides a common operating framework within which people can work together effectively to manage an incident. These people may be drawn from multiple agencies and may not routinely work together.
- 813 The purpose of command, control and coordination arrangements in the response phase is to ensure sufficient resources are deployed, coordinated and responding to an emergency, and that the consequences of the emergency are being managed in a coordinated way.

## Key incident management concepts

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### Management by objectives

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

### Functional management

- 815 Within an incident management structure environment, there are several key components: Control, Planning, Operations, Public Information, Logistics, Intelligence, Finance and Investigations. Many organisations have pre-planned structures developed to suit their needs, with additional elements or sub-elements.

## Span of control

816 Agencies effectively manage people, their responsibilities and the emergency operations through a span of control, which determines the number of resources, people or systems that they can effectively manage. This ensures reporting streams and information exchange do not become overloaded or overwhelmed.

## Effective reporting

817 Agencies will establish a reporting process to improve situational and tasking information, recognise accountability, ensure effective information flow, coordinate operational efforts and enhance operational safety.

## Notification arrangements

818 Combat Agency Incident Controllers are to advise the relevant EOCON(s) whenever an event occurs, or is likely to occur, which does or may:

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

## Stages of mobilisation

819 The recognised stages and actions of mobilisation are listed below. Due to the nature of the event and time constraints, the Alert and/or Standby stages may be bypassed; however, it is necessary that monitoring occurs at all times. The Combat Agency (or EOCON if no designated Combat Agency is identified) will determine the stages of mobilisation.

Phase	Action
<b>Alert</b>	<p><b>Trigger</b></p> <p>The Combat Agency or EOCON receives advice on operations that could escalate into an actual or imminent emergency or could require support.</p> <ul style="list-style-type: none"><li>• The Combat Agency or EOCON:<ul style="list-style-type: none"><li>– monitors the situation and the adequacy of resources to cope with it</li><li>– ensures intelligence on the emergency is being collected, analysed and disseminated to and from control centres and EOCs.</li></ul></li><li>• The Combat Agency or EOCON informs relevant Agency Controllers and Functional Area Coordinators, as appropriate.</li><li>• The EOCON activates the EOC to an appropriate state of readiness and location (if necessary).</li></ul>



Phase	Action
<b>Call out</b>	<p><b>Trigger</b> The Combat Agency or EOCON determines that formal control operations or support is required.</p> <ul style="list-style-type: none"> <li>• The Combat Agency or EOCON: <ul style="list-style-type: none"> <li>– activates the Combat Agency control centre or EOC to the required state of readiness</li> <li>– activates the relevant agencies and Functional Areas and requests Liaison Officers to report to the Combat Agency control centre or EOC as appropriate</li> <li>– ensures all stakeholders are kept fully informed of progress, developments and strategies</li> <li>– ensures impact assessments and planning for recovery operations occurs concurrently</li> <li>– coordinates support to the Combat Agency, other agencies or Functional Areas engaged in response operations</li> <li>– ensures public information and media management occurs.</li> </ul> </li> <li>• Liaison Officers maintain contact with their respective agencies and respond with resources as directed by the Combat Agency or EOCON.</li> <li>• The SEOCON will inform the Minister and recommend the declaration of a State of Emergency where appropriate.</li> </ul>
<b>Stand down</b>	<p><b>Trigger</b> The Combat Agency or EOCON determines that support is no longer required.</p> <ul style="list-style-type: none"> <li>• The Combat Agency or EOCON: <ul style="list-style-type: none"> <li>– advises all stakeholders as appropriate</li> <li>– arranges for the media and public to be informed</li> <li>– advises the procedures for an operational debrief.</li> </ul> </li> <li>• The SEOCON will inform the Minister and recommend either the revocation of the State of Emergency (if declared), or extension to cover the period of recovery operations.</li> </ul> <p>In consultation with the SERCON, the Combat Agency or EOCON advises all stakeholders of the identified arrangements that will apply during recovery operations.</p>

## State of Emergency

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- 820 The SERM Act provides for the declaration of a ‘State of Emergency’, which may be declared by the Premier for up to 30 days over the entire, or parts of, the state, when significant and widespread danger to life and/or property exists.
- 821 Such declarations are made on the advice of the Minister and SEOCN; however, consultation is to occur with the Combat Agency Incident Controller (or its coordination centre) and other relevant stakeholders.
- 822 Where a declaration is made, the Minister may appoint any person/agency to take control of an emergency. This may include leaving the Combat Agency responsible for ongoing control of the incident, with a broader range of powers afforded to the State Incident Controller in accordance with the declaration.
- 823 Following the declaration of a State of Emergency, the Minister is responsible for controlling and coordinating the activities of such government agencies, and the allocation of such available resources of the government, as the Minister considers necessary for responding to the emergency.
- 824 For that purpose, the Minister may direct any government agency to do or refrain from doing any act. The declaration of a State of Emergency affords additional and exceptional powers to emergency services officers and special protections.
- 825 It should be noted that other NSW Acts provide for the declaration of a State of Emergency. These should not be confused with a declaration under the SERM Act.

## Evacuation

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- 826 Evacuating persons and/or animals from an area of danger or potential danger is a possible strategy for mitigating the impact of a hazard.
- 827 An assessment of the imminent danger to the community, and the need to evacuate, must be completed prior to the decision to evacuate. Agencies that manage or control evacuation arrangements under any sub-plan are to ensure that such arrangements do not conflict with overall evacuation policy.
- 828 Detailed information relating to evacuation arrangements are included in the Evacuation Management Guidelines maintained by the SEMC.

## Road closures

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- 829 Organisations with the authority to close roads and the circumstances when that authority can be used are identified in the relevant response arrangements sub-plan.
- 830 When an authorised person closes, opens or regulates traffic flow on a road, the Transport for NSW Transport Management Centre is to be notified, together with any other appropriate organisations, including the NSW Police Force. This is to ensure that changing road conditions can be communicated to the public in a timely fashion and that the broader transport network is managed accordingly. Authorised persons are given authority by legislation/delegation to open, close or regulate traffic flow on local, regional and state roads.

## Assessment of impacts from emergencies

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- 831 Impact assessment involves collecting, interpreting and analysing social, built, economic and natural impacts to a community or communities. It is scalable to the emergency and is a continuous and dynamic process of ongoing information collection and assessment.
- 832 Impact assessments should consider information regarding the scale of the damage to assets/infrastructure, both public and private, and the criticality of the asset/infrastructure to the community, to inform recovery priorities.
- 833 In consultation with the Combat Agency, the SEOCON or SERCON will activate the Data Sharing Arrangements for all hazards that require a significant and coordinated response.
- 834 The Emergency Information Coordination Unit is the central point for processing, collating and distributing spatial damage assessment data across the built, social, economic and natural domains.
- 835 Sharing impact assessment data builds situational awareness, reduces duplication of effort, increases data accessibility and improves data analysis.
- Data may be shared to inform recovery and the transition from response to recovery.
  - Data may be shared with the Participating Organisations and the private sector in their support of relief and recovery activities, in accordance with privacy legislation.
  - Data should be provided to and shared by critical infrastructure operators for mutual benefit and to support relief and recovery processes.
- 836 Detailed timeframes and procedures for impact assessment are to be documented in *Impact Assessment Guidelines* maintained by the SEMC.

### Rapid damage assessment

- 837 A rapid damage assessment is an essential first step in providing accurate and timely information on the extent of damage, to inform ongoing response and recovery.
- 838 The Combat Agency, or EOCON when in control, will lead rapid damage assessments.
- 839 Rapid damage assessment lists damage to property, businesses and infrastructure, which is represented spatially through GPS locations and street addresses. It does not provide any context or analysis around the damage.
- 840 It should be conducted as soon as possible following a hazard impact, where such assessment is required, and once safe access to the affected area, building or infrastructure is possible. In some circumstances, it may be appropriate for information gathered during a rapid damage assessment to inform the declaration of a natural disaster.
- 841 It is the responsibility of the Combat Agency, or EOCON when in control, to coordinate rapid damage assessments in collaboration with Functional Areas and, if required, local government. The EOCON, when not in control, is available to support this process on request of the Combat Agency.
- 842 The rapid damage assessment of each private or public asset/infrastructure should cover the extent of damage. Rapid damage assessments enable the Combat Agency, EOCON and SERCON (or delegate) to determine whether the impacts can be managed locally or if formal recovery arrangements and a more detailed impact assessment is required.

## Impact assessment

- 843 As soon as the full extent of the damage has become apparent and is able to be assessed, a more comprehensive assessment of impact and consequent recovery needs may be undertaken. Impact assessment should be scalable to the emergency.
- 844 Impact assessments provide an analysis of how damage has been sustained across the recovery domains outlined below, and can be conducted at a local, regional or state level.
- 845 The Combat Agency, or EOCON when there is no designated Combat Agency, will coordinate local government area impact assessment in collaboration with the local government authority, Functional Areas, and other agencies with responsibilities for impact assessment as outlined in the EMPLAN and *Impact Assessment Guidelines*. The EOCON is available to support impact assessment on request of the Combat Agency. This may involve collaborating with business and industry where appropriate.
- 846 The SERCON, in consultation with the Combat Agency and SEOCON, will determine if a more comprehensive impact assessment is required. The SERCON will be responsible for recovery needs assessments.
- 847 In some cases it may become apparent that no formal recovery is required, and an impact assessment is unnecessary.
- 848 Where required, the impact assessment is to consider which recovery domains are appropriate and capture data including (but not limited to) that shown in the table below and in collaboration with Recovery sub-committees.

Recovery domain	Activity	Impact data	Responsible agency
<b>Social</b>	Individuals	Individuals who are displaced and attend evacuation centres or apply for/receive emergency accommodation	Welfare Services Functional Area
	Individuals	Individuals requiring medical assistance	NSW Health
	Individuals	Individuals accessing disaster support	Service NSW
<b>Economic</b>	Businesses, industries and sectors	Economic impact Effect on business	Department of Regional NSW
	Primary industries	Effect on primary industry infrastructure including livestock, crops, fences	Department of Regional NSW, Primary Industries and Local Land Services
	Tourism	Effects on tourism	Department of Regional NSW

Recovery domain	Activity	Impact data	Responsible agency
<b>Built</b>	Overarching coordination on built domain data		Infrastructure NSW
	Structural damage	Buildings damaged, including homes, commercial and industrial	Combat Agency with rapid damage assessment teams (Engineering Services Functional Area)
	Energy and gas utilities	Effect on energy and gas services	Energy and Utility Services Functional Area
	Telecommunications	Effect on telecommunications infrastructure	Telecommunications Services Functional Area
	Water and wastewater services	Effect on water and wastewater services	Energy and Utility Services Functional Area
	Transport services	Effect on transport infrastructure including roads, rail and ports	Transport Services Functional Area
	Health services	Effect on hospitals and primary health care facilities	NSW Health
	Education	Effect on education facilities including primary, secondary and tertiary	NSW Department of Education
<b>Natural</b>	Environment	Effect on the natural environment including national parks, coastline, native animals and native vegetation	Environmental Services Functional Area, Transport Services Functional Area
	Biodiversity and ecosystems	Effect on biodiversity and ecosystems	Environmental Services Functional Area
	Cultural heritage	Effect on cultural heritage	Environmental Services Functional Area
	Waste and pollution	Effects of waste and pollution (including air) on the environment	Environmental Services Functional Area, Fire and Rescue NSW, Transport NSW, Port Authority of NSW

849 Impact assessment will support an effective transition from response to recovery. The responsible recovery agency, SERCON or Recovery Coordinator will consider any impact assessment in determining the need for recovery arrangements.

850 NSW RA monitors the cumulative impact of disasters on the state, including by collecting and storing data about the impact, or likely impact, of disasters as outlined in the *NSW Reconstruction Authority Act 2022*.

## Transition from response to recovery

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- 851 The transition from response to recovery is a shift from protecting human life and supporting the immediate needs of the community to establishing longer term, more sustainable recovery arrangements. Response and recovery can overlap.
- 852 The transition from response to recovery occurs at the lowest level possible depending on the extent of the impacts (i.e. local, region or state). It will be flexible, in line with the nature of the emergency, and may be staged, with response and recovery operations occurring simultaneously.
- 853 Response activities should consider the need to facilitate recovery. In this respect, the Combat Agency, EOCON and SERCON should work cooperatively to share information to inform decisions.
- 854 The SERCON (or delegate) in agreement with the Combat Agency, or EOCON when there is no designated Combat Agency, will agree on the most effective arrangements for commencing recovery processes.
- 855 The recovery structure will reflect the scale of the emergency and occur at the lowest level possible. The *NSW Recovery Plan* provides further details.
- 856 The Combat Agency, or EOCON when there is no designated Combat Agency, determines that the response has been completed and agrees with the SERCON/Recovery Coordinator to accept the handover.
- 857 There may not always be a clear point where control transitions from a Combat Agency or EOCON to the responsible recovery agency, SERCON or Recovery Coordinator.
- 858 Recovery planning commences as early as practicable in the response phase. The SERCON may deploy a Recovery Liaison Officer to the Combat Agency operations centre/EOC to assist in the transition to recovery.
- 859 Where possible, the handover process should be in writing with clear responsibilities and funding arrangements outlined. This could be based on impact area or local government area. The transition from response to recovery should occur:
- when the emergency is sufficiently controlled and the area made safe, with significant threats and disruption to community life, property and/or the environment reduced
  - when the Combat Agency, or EOCON if in control of the emergency, has appropriately briefed the responsible recovery agency, SERCON or Recovery Coordinator
  - in accordance with the NSW Recovery Plan or relevant sub plans.
- 860 Relief activities may be ongoing during the early stages of recovery. Where there has been a formal transition to recovery, the recovery agency, SERCON or Recovery Coordinator will take on the coordination of relief activities being undertaken by the relevant Functional Area, Combat Agency, or other government departments.
- 861 As part of the transition, the Combat Agency and relevant Functional Areas should prepare relevant documents and reports.

862 The Combat Agency, or EOCON if in control of the emergency, will document:

- a summary of events
- damage assessment data and any known impacts
- ongoing response activities (including relief activities)
- areas of risk
- requirements for continuing volunteer and surge workforce coordination.

863 The EOCON will support the Combat Agency if requested.

864 Relevant Functional Areas will document:

- a summary of activities leading to the transition point
- impacts within their portfolio area
- ongoing plans for response/recovery activities, in consultation with the SERCON or Recovery Coordinator (if appropriate).

865 Relief and recovery messaging is to be integrated with response information as early as possible. Communication to the public should support the transition from response to recovery. In larger scale events, the announcement of the transition can be delivered through a variety of mediums including broadcast, print media and social media, to keep the community informed about the progress of recovery and who is in charge.

## Stand down and after-action review

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866 During Combat Agency–managed operations, the relevant Combat Agency Controller is responsible for issuing the stand down and conducting an operational after-action review of all involved agencies.

867 The Combat Agency Controller is also to provide the relevant EOCON with a report on the operation.

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Recovery

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# Part 9 – Recovery

## Definition

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- 901 Recovery is the process of returning an affected community to its proper level of functioning after an emergency. It will generally commence during and overlap with the response phase.

## Scope

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- 902 Recovery is complex and reflective of the scale of the impacts and recovery needs of the community. It involves the coordinated process of supporting affected communities in the reconstruction of the built environment and the restoration of emotional, social, economic, built and natural environment wellbeing.
- 903 A recovery operation aims, as far as possible, to assist the affected community to manage its own recovery, while recognising that there may be a need for external technical, physical and financial assistance.
- 904 Recovery activities often begin spontaneously within a community. Formal recovery operations are intended to provide structure for what would otherwise be ad-hoc assistance offered to people affected by emergencies.
- 905 Unlike the response phase of an emergency, where the efforts of a small number of organisations are focused on saving lives and property, recovery is characterised by a complex array of issues and a much broader range of involved organisations and stakeholders. Recovery programs and processes can have a lasting impact on the community and are often costly in terms of financial and other resources.

## NSW Recovery Plan

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- 906 Full details of the NSW recovery arrangements are included in the *NSW Recovery Plan*, a supporting plan to the EMPLAN.
- 907 The Recovery Plan is maintained by NSW RA as the lead agency for reconstruction and recovery following disasters and emergencies in NSW.
- 908 The NSW RA provides operational support to the SERCON during recovery and, in particular, to local, region and state-level recovery committees. It also provides policy, administrative and operational support to the State Recovery Committee and its various subcommittees.

909 The principles of recovery are set out in the *NSW Recovery Plan* as follows:

- understand the context
- recognise complexity
- use community-led approaches
- coordinate all activities
- communicate effectively
- recognise and build capacity.

## Planning for recovery

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910 The recovery process is made more effective when information about resources and equipment has previously been compiled. This involves a continuum of monitoring and gathering information about supply chains, suitable locations, assets and resources. Reconnaissance conducted during and immediately after a disaster event, at the same time as the impact assessment process, enables such information to be gathered so that logistic planning for communities can be carried out more efficiently at a local level.

911 Effective recovery requires planning and management arrangements that are accepted and understood by recovery agencies and the community. Emergency Management Committees at all levels are responsible for considering recovery arrangements that might be applicable as part of emergency management planning processes.

912 Recovery plans should be prepared as part of the normal emergency management planning process, building on the emergency risk management study for the local area. They should identify local recovery management structures, actions, roles and responsibilities, and be consistent with relevant state-level plans. Recovery plans and the results of impact assessment form the basis for detailed recovery action plans prepared following an emergency.

913 Recovery should consider the concept of betterment or 'build back better' to increase resilience, by integrating disaster risk reduction measures into the restoration of assets and societal systems.

## Recovery committees

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914 The Recovery Committee is the strategic decision-making body for the recovery. It is formed when an impact assessment indicates that a formal recovery operation will be required.

### Local level

915 During the response phase, the NSW RA will be briefed by the EOC or Combat Agency control centre regarding recovery implications, and will consider the need to establish a Local Recovery Committee. The NSW RA will consider any impact assessments to determine recovery arrangements and needs.

## **Region level**

- 916 If an emergency affects several local government areas, NSW RA will be briefed by the relevant EOC or Combat Agency control centre regarding recovery implications, and will consider the need to establish a Regional Recovery Committee. The NSW RA will consider any impact assessments in determining the need for recovery arrangements.

## **State level**

- 917 The State Recovery Committee provides strategic oversight and guidance to recovery efforts following disasters that exceed local and regional capacity.

## **Recovery centres**

- 918 Recovery centres are one-stop shops, providing a single point of contact for information and assistance for people affected by disasters.
- 919 Recovery centres may be established to help provide services to the community. The decision to establish a recovery centre will be made by the SERCON.

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Logistics and financial  
arrangements

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# Part 10 – Logistics and financial arrangements

## Logistics

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- 1001 Logistics planning is an integral part of emergency planning, particularly for agencies responsible for maintaining supply chains for isolated or impacted communities. The robustness of supply chains needs to be assessed in the planning and preparation phase, with aerial or ground reconnaissance to verify whether supply chains have been impacted by a disaster event.
- 1002 Where practicable, existing delegations should be used in accordance with normal procedures for acquiring and supplying goods and services. If a requirement for goods or services is beyond the resources of Agency Controllers and Functional Area Coordinators, the requirement is to be referred to the SEOC. Requisitions referred to the SEOC are to be authorised by the requesting State Agency Controller or Functional Area Coordinator, or appointed delegate. The SEOC may establish a Logistic Support cell in accordance with EOC policy.

## Expenditure and recovery of funds

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- 1003 Expenditure of funds by agencies or Functional Areas during emergency response or recovery operations is to be met in the first instance by the providers of resources from within their normal operating budgets.
- 1004 Should the expenditure be of such a magnitude as to prevent the providing agencies/ Functional Areas from continuing their normal operations for the remainder of the financial year, the Treasurer may provide supplementation, but departments cannot be guaranteed that funding will be provided.
- 1005 NSW RA may reimburse certain expenditures incurred during emergency response or recovery operations. These are generally limited to expenditure items provided under the *NSW Disaster Assistance Guidelines* or which are otherwise eligible under the Australian Government's Disaster Recovery Funding Arrangements (DRFA).
- 1006 The state partially recovers eligible disaster response and recovery expenditures under the DRFA, providing a natural disaster declaration is made and set thresholds are met. So claims can be made under the DRFA in a timely manner, agencies are to follow any expenditure reporting requirements advised by NSW RA. These include expenditures funded from an agency's own appropriation. For budgeting purposes, agencies/Functional Areas may also be required to provide regular estimates of natural disaster relief and recovery expenditures.

- 1007 Agencies/Functional Areas are required to implement adequate control procedures for disaster expenditures and to maintain appropriate supporting documentation. NSW RA engages the Audit Office of NSW to conduct an audit of these expenditures as a requirement under the DRFA.
- 1008 Public Trading Enterprises with clear commercial objectives, such as State Owned Corporations, are generally not eligible for funding assistance except in extraordinary circumstances.
- 1009 Financial assistance may be provided to NGOs under the *NSW Disaster Assistance Guidelines*. This includes assistance for sporting and recreation clubs, volunteer groups and community recovery groups.

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# Annexures

1. Acronyms and abbreviations
2. Emergency Management Regions
3. Concept of emergency operations
4. Combat Agencies and specific control responsibilities
5. Functional Areas and supporting plans
6. Supporting Agencies
7. Format for declaration and revocation of a State of Emergency
8. Emergency declarations in legislation
9. Request to the media to use the Standard Emergency Warning Signal
10. Guidance for the application of property powers
11. Definitions
12. Detailed roles and responsibilities

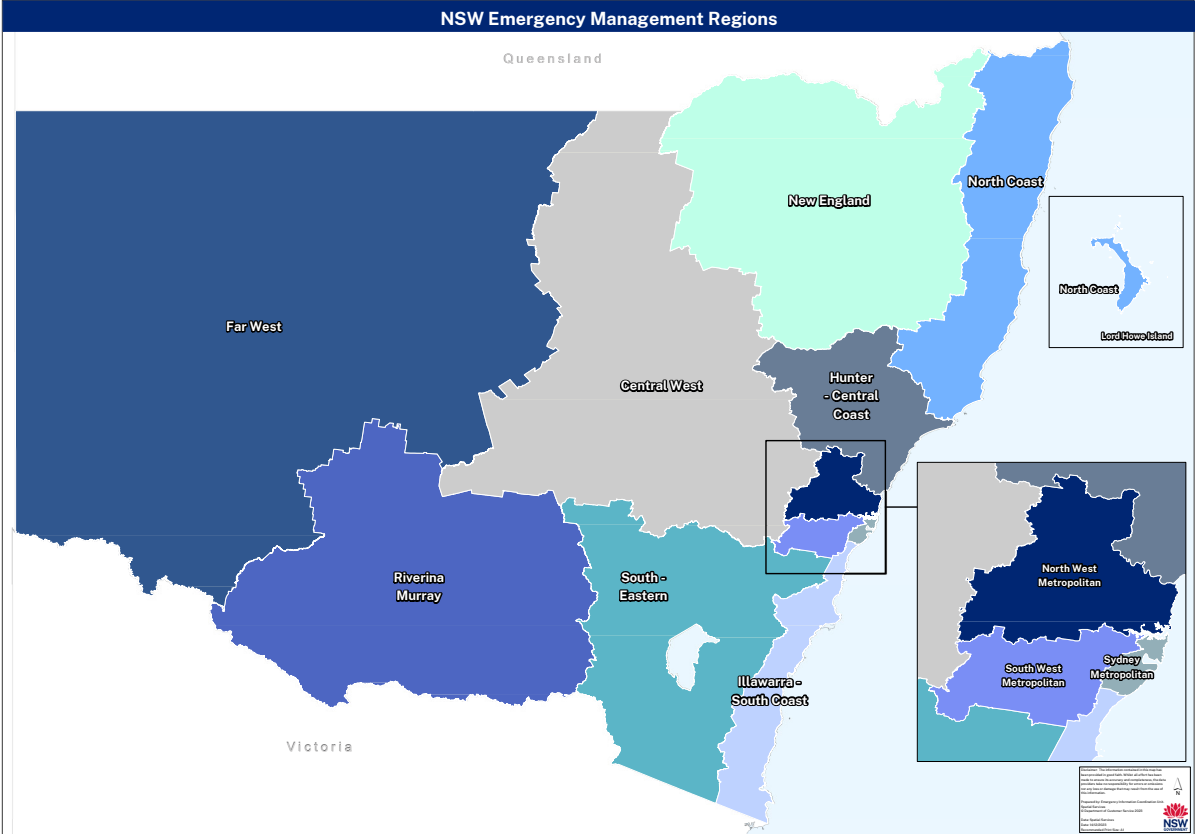
# Annexure 1

## Acronyms and abbreviations

<b>AWS</b>	Australian Warning System
<b>COMDISPLAN</b>	Australian Government Disaster Response Plan
<b>DACC</b>	Defence Assistance to the Civil Community
<b>DRFA</b>	Australian Government's Disaster Recovery Funding Arrangements
<b>EMPLAN</b>	State Emergency Management Plan (this document)
<b>EOC</b>	Emergency Operations Centre
<b>EOCON</b>	Emergency Operations Controller
<b>ERM</b>	Emergency risk management
<b>LEMC</b>	Local Emergency Management Committee
<b>LEMO</b>	Local Emergency Management Officer
<b>LEOCON</b>	Local Emergency Operations Controller
<b>NGO</b>	Non-government organisation
<b>NSW</b>	New South Wales
<b>NSW RA</b>	NSW Reconstruction Authority
<b>PIFAC</b>	Public Information Services Functional Area
<b>PPRR</b>	Prevention, preparation, response and recovery
<b>REMC</b>	Regional Emergency Management Committee
<b>REMO</b>	Regional Emergency Management Officer
<b>REOC</b>	Regional Emergency Operations Centre
<b>REOCON</b>	Regional Emergency Operations Controller
<b>SEMC</b>	State Emergency Management Committee
<b>SEOC</b>	State Emergency Operations Centre
<b>SEOCON</b>	State Emergency Operations Controller
<b>SERCON</b>	State Emergency Recovery Controller
<b>SERM Act</b>	State Emergency and Rescue Management Act 1989

# Annexure 2

## Emergency Management Regions



# Annexure 3

## Concept of emergency operations

Type of emergency operation	Control	Support	Information/ liaison
<p><b>Combat Agency–managed</b></p>	<p>The Combat Agency controls the operation and may request other agencies or the EOCON to assume responsibility for controlling specific elements.</p> <p>Agency personnel supporting the Combat Agency may be under the command of the Combat Agency or the EOCON, and carry out support tasks as directed. There will be circumstances where the agency providing support will command their own elements and carry out tasks as directed.</p>	<p>Support tasks that can be foreseen are agreed and reflected in Combat Agency plans, EMPLANS, sub plans and supporting plans where applicable.</p> <p>Unforeseen support can be coordinated by the EOCON, or the Combat Agency can deal directly with agencies providing support. In the latter case, the EOCON must be kept informed.</p>	<p>It is the responsibility of the Combat Agency to ensure that the EOCON and the supporting Emergency Services Organisations and Functional Area Coordinators are kept informed of the situation.</p> <p>The EOCON, and agencies supporting the Combat Agency, provide liaison and resources to Combat Agency operations centres as required.</p> <p>Supporting Agencies carrying out tasks under the coordination of an EOCON provide liaison to the EOC as required.</p>
<p><b>Operations controlled by the EOCON</b></p> <p>Where there is no designated Combat Agency identified for an emergency, the response is controlled by the EOCON (for example an earthquake).</p> <p>EOCON roles are performed at the state, regional and local level.</p> <p>The SERM Act provides that the SEOCON may assume responsibility for controlling the response to an emergency from the Combat Agency primarily responsible under the EMPLAN, at the request of the Combat Agency or the Minister.</p>	<p>The EOCON controls the operation and coordinates resources. Individual agencies command their own resources and carry out tasks as directed. There will be circumstances where the EOCON may command resources provided by other agencies.</p>	<p>Support is provided by Functional Areas. The EOCON may request other agencies to coordinate support.</p>	<p>It is the responsibility of the EOCON to ensure that the Emergency Services Organisations and Functional Area Coordinators are kept informed of the situation.</p> <p>Agencies provide liaison to EOCs as required.</p>

# Annexure 4

## Combat Agencies and specific control responsibilities

<b>Emergency</b>	<b>Responsible agency</b>
Acts of terrorism	NSW Police Force
Aviation emergency	EOCON
Biosecurity (animal and plant)	Department of Regional NSW, Primary Industries
Chemical, biological, radiological or nuclear emergency – HAZMAT	Fire and Rescue NSW
Cyber security emergency	EOCON
Electricity supply emergency	Department of Climate Change, Energy, the Environment and Water
Fire (within a fire district)	Fire and Rescue NSW
Fire (within rural fire district)	NSW Rural Fire Service
Flood	NSW State Emergency Service
Food safety	NSW Food Authority
Hazardous material – on land and inland waterways	Fire and Rescue NSW
Hazardous material – coastal waters	Transport for NSW – Maritime or Port Authority of NSW
Heatwave	SEOCON to coordinate
Law enforcement during a declaration	NSW Police Force
Major structure collapse	Fire and Rescue NSW
Marine oil and chemical spills	Transport for NSW – Maritime or Port Authority of NSW
Mine emergency	EOCON
Native wildlife	NSW Environment Protection Authority
Natural gas supply disruption	Department of Climate Change, Energy, the Environment and Water
Pandemic	NSW Health
Search and rescue	NSW Police Force
Storm	NSW State Emergency Service
Terrorist act	NSW Police Force
Tsunamis	NSW State Emergency Service

**EOCONs** control the response to emergencies that are not assigned a Combat Agency.

# Annexure 5

## Functional Areas and supporting plans

Functional Area	Responsible agency	Plan
Agriculture and Animal Services	Department of Regional NSW, Primary Industries	Agriculture and Animal Services Functional Area Supporting Plan
Education Services	Department of Education	Education Services Functional Area Supporting Plan (to be developed)
Energy and Utility Services	Department of Climate Change, Energy, the Environment and Water	Energy and Utility Services Functional Area Supporting Plan
Engineering Services	Department of Regional NSW, NSW Public Works	Engineering Services Functional Area Supporting Plan
Environmental Services	Environment Protection Authority	Environmental Services Functional Area Supporting Plan
Health Services	NSW Health	Health Services Functional Area Supporting Plan
Public Information Services	Public Information Coordinator, Public Affairs Branch, NSW Police Force	Public Information Services Functional Area Supporting Plan
Telecommunication Services	Department of Customer Service, NSW Telecommunications Authority	Telecommunication Services Functional Area Supporting Plan
Transport Services	Transport for NSW	Transport Services Functional Area Supporting Plan
Welfare Services	Department of Communities and Justice	Welfare Services Functional Area Supporting Plan

\* Ministers for agencies that administer Functional Areas are responsible for ensuring appropriate resourcing and effectiveness.

Purpose	Minister*
Details the control and coordination arrangements for the use of agricultural resources available within the state in response to, and initial recovery from, the impact and effects of any emergency.	Minister for Agriculture
Under development.	Minister for Education and Early Education
Outlines the coordination arrangements for managing severe, sudden and/or widespread disruptions to the supply of energy and utility services (electricity, gas, liquid fuels, water and waste water) that require a significant and coordinated response to restore supply.	Minister for Energy
Identifies the state-level arrangements necessary to effectively and efficiently coordinate the mobilisation of all engineering resources available within the state for emergency response and initial recovery operations.	Minister for Regional NSW
Focuses on the protection of the environment during emergencies. It applies throughout NSW, including its inland and state waters.	Minister for Environment
Details the arrangements for the coordination of Health support during an emergency.	Minister for Health
Details the arrangements for coordinating the collection, collation and dissemination of public information in a multi-agency emergency that is under the control of an EOCON.	Minister for Emergency Services
Provides the blueprint for coordinating emergency telecommunications support and resources for communities, Emergency Services Organisations and other essential services across the 4 phases of an emergency.	Minister for Customer Service and Digital Government
Identifies the state-level arrangements needed to effectively and efficiently coordinate the mobilisation and deployment of all transport resources available within the state for emergency response and initial recovery operations.	Minister for Transport
Describes and details preparedness measures and arrangements for providing welfare services during the response to and recovery from emergencies in NSW.	Minister for Housing

# Annexure 6

## Supporting Agencies

Supporting Agency	Purpose	Minister
<b>Service NSW</b>	To coordinate the provision of customer-centric services to individuals, households and businesses during and after emergencies in NSW.	Minister for Customer Service and Digital Government
<b>Department of Regional NSW</b>	To represent business and all industry sectors, and support them to be better prepared for emergency events.	Minister for Regional NSW
<b>Aboriginal Affairs NSW</b>	To represents the voices of Aboriginal people and communities across PPRR, to support them to be better prepared in response to emergencies.	Minister for Aboriginal Affairs and Treaty
<b>Multicultural NSW</b>	To coordinate integrated responses to issues associated with cultural diversity.	Minister for Multiculturalism
<b>Crown Lands</b>	Responsible for a portfolio of Crown land, built assets and infrastructure; property management; and the oversight of Crown land managed by local councils, and statutory and volunteer land managers.	Minister for Lands and Property
<b>Emergency Information Coordination Unit</b>	A single coordination point for spatial data and intelligence across the NSW emergency management sector.	Minister for Customer Service and Digital Government

\* Ministers for Supporting Agencies are responsible for ensuring appropriate resourcing and effectiveness.



# Annexure 7

## Format for declaration and revocation of a State of Emergency

### Annexure 7A – Format for declaration of a State of Emergency

*State Emergency and Rescue Management Act 1989*

#### **ORDER DECLARING A STATE OF EMERGENCY**

I, \_\_\_\_\_ Premier of the State of NSW,

pursuant to Section 33(1) of the *State Emergency and Rescue Management Act 1989*, declare that a State of Emergency exists in the following local government areas:

Council of \_\_\_\_\_

Council of \_\_\_\_\_

This Order has effect immediately on its being made and remains in force for a period of 30 days from the date of making this order, unless revoked sooner.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ in the year \_\_\_\_\_

**Premier**

**Annexure 7B – Format for revocation of a State of Emergency**

*State Emergency and Rescue Management Act 1989*

**ORDER REVOKING STATE OF EMERGENCY**

I, \_\_\_\_\_ Premier of the State of NSW,  
pursuant to Section 33 (2) of the *State Emergency and Rescue Management Act 1989*, revoke the Order of declaring a State of Emergency for the following Local Government areas:

Council of \_\_\_\_\_

Council of \_\_\_\_\_

This Order has effect immediately on its being made.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ in the year \_\_\_\_\_

**Premier**

# Annexure 7C – Delegation of powers by the Minister during a State of Emergency

## DELEGATION

*Section 10 of the State Emergency and Rescue Management Act 1989*

I, \_\_\_\_\_ Minister for Emergency Services,  
delegate my powers under Division 4, Part 2 of the *State Emergency and Rescue Management Act 1989* to \_\_\_\_\_ for the State of Emergency declared on \_\_\_\_\_ in the \_\_\_\_\_ local government area under Section 33 of the *State Emergency and Rescue Management Act*.

This delegation is valid for the period the State of Emergency remains in force unless revoked on an earlier date.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

# Annexure 8

## Emergency declarations in legislation

Legislation	State of Emergency – operates in relation to	Authorised by/power to direct
<i>State Emergency and Rescue Management Act 1989 (SERM Act)</i>	Emergency – as defined in that Act [paragraph 4], and in this plan	<p>The Premier may, by order in writing, declare that a state of emergency exists in the whole, or in any specified part or parts, of NSW in relation to that emergency. (SERM Act)</p> <p>The Minister for Emergency Services is responsible for controlling and coordinating the activities ... and resources ... (SERM Act).</p>
<i>Essential Services Act 1988 (ES Act)</i>	Essential services – as defined in that Act [paragraph 4], and in this plan	The Governor may, by order in writing, declare that a state of emergency exists in relation to the essential services. Any such order shall specify the Minister who may give directions ... (ES Act, Part 2).
<i>Dams Safety Act 1978 (DS Act)</i>	Prescribed dam – listed as Schedule 1 of that Act	The Minister (Regional Water) may, by order in writing, declare that a state of emergency exists in respect of the prescribed dam (DS Act 21(1)).
<i>Local Government Act 1993 (LG Act)</i>	Water, sewerage and drainage works and facilities – Part 3, Division 2 of that Act (relates to council dams)	Section 62 of that Act provides ‘powers of Minister (Local Government) during emergencies’ (without definition of an ‘emergency’) in relation to an emergency that exists that constitute a threat to public health or public safety ... and concurred with by the Minister for Health (LG Act 62(2)).
<i>Community Welfare Act 1987 (CW Act)</i>	The provision of community welfare services for disaster victims – as defined in that Act 37(1) and 38	The Minister (Emergency Services) may, by order in writing, declare a disaster to be a disaster (CW Act 37A) ... And the Secretary may... take steps ... the purpose of coordinating the provision of community welfare services for disaster victims... (CW Act 38).

Legislation	State of Emergency – operates in relation to	Authorised by/power to direct
<i>Energy and Utilities Administration Act 1987</i>	Declaration of energy supply emergency (Part 6, Emergency provisions, section 24)	The Premier may, by written order, declare an energy supply emergency if satisfied that— the supply of a form of energy or energy resources to the State or part of the State is disrupted to a significant degree, or the supply of a form of energy or energy resources to the State or part of the State is at risk of disruption to a significant degree, or due to a cyber security incident the operations of a person that supplies a form of energy within the State are disrupted to a significant degree, or are at risk of disruption to a significant degree.
<i>Electricity Supply Act 1995</i>	Management of electricity supply emergencies (Part 7A, s94A Declaration of electricity supply emergency)	The Premier may, by order in writing, declare an electricity supply emergency if the Premier is satisfied— <ul style="list-style-type: none"> <li>a) that the supply of electricity to all or any part of the State is disrupted to a significant degree, or</li> <li>b) that there is a real risk that the supply of electricity to all or any part of the State may be disrupted to a significant degree, or</li> <li>c) there is a cyber security incident that affects or is likely to affect 1 or more of the following that is responsible for a significant supply of electricity to all or part of the State— <ul style="list-style-type: none"> <li>– a distribution system,</li> <li>– a distributor,</li> <li>– an electricity generator,</li> <li>– a transmission operator,</li> <li>– a transmission system, or</li> </ul> </li> <li>d) there is a cyber security incident of a type prescribed by the regulations.</li> </ul>

# Annexure 9

## Request to the media to use the Standard Emergency Warning Signal

Format of request to the media to use Standard Emergency Warning Signal (SEWS). All requests to the media will contain the name, appointment and telephone number of the authorising officer and the formal warning message. Use of this proforma (see following page) is mandatory.

### **Upon receipt of a SEWS email:**

- If in doubt, confirm the message is not a hoax by contacting the author.
- Begin the broadcast by playing the SEWS for 15 seconds.
- Broadcast the emergency announcement verbatim.
- Repeat the broadcast of the SEWS, followed by the emergency announcement, twice at 5-minute intervals, unless requested otherwise by the authorising officer.
- Cancellation of the request is to be confirmed by the issuing authority.

## REQUEST TO BROADCAST AN EMERGENCY ANNOUNCEMENT USING THE STANDARD EMERGENCY WARNING SIGNAL (SEWS)

This is a formal request to broadcast the following emergency announcement preceded by SEWS.

Please broadcast this message verbatim every \_\_\_\_\_ minutes for the next \_\_\_\_\_ hour(s) This use of the SEWS is authorised by:

\_\_\_\_\_ (name)

\_\_\_\_\_ (appointment)

This message may be confirmed by telephoning \_\_\_\_\_ (telephone No.)

### EMERGENCY ANNOUNCEMENT

This is an official announcement for

\_\_\_\_\_ (Area) Issued by

\_\_\_\_\_ (Appointment/Agency)

Concerning the \_\_\_\_\_ (Emergency description)

### MESSAGE TEXT

Optional details

\_\_\_\_\_ (What has happened, where, when)

\_\_\_\_\_ (What has been done to date)

\_\_\_\_\_ (What actions are proposed)

### PUBLIC SAFETY MESSAGES

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(This section to include any actions the public should take to protect life and property)

This emergency announcement was issued by \_\_\_\_\_  
appointment/agency

**STAY TUNED TO THIS STATION FOR FURTHER INFORMATION**

# Annexure 10

## Guidance for the application of property powers

Under the *State Emergency and Rescue Management Act 1989* and the *State Emergency Service Act 1989*

**Guidelines are to be read in conjunction with the relevant act.**

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### Introduction

1. Within the State of New South Wales there is provision under the *State Emergency and Rescue Management Act 1989* (SERM Act) for the Premier to declare a **State of Emergency**. The area involved may include the whole of the state or any part thereof and is referred to as an **emergency area**.
2. During a State of Emergency, additional powers are available to an 'emergency services officer', **who must be authorised** by the Minister for Emergency Services. An emergency services officer may, for the purposes of protecting persons from injury or death or protecting property, direct or authorise certain activities in an emergency area. For example, the Minister may direct or authorise an emergency services officer to direct the closure of roads or public/private places, or the shutting off/disconnection of water, gas or electricity.
3. The SERM Act empowers directing officers to exercise powers relating to property in certain circumstances during an emergency in a danger area which is **not** subject to a declaration of a State of Emergency.
4. The *State Emergency Service Act 1989* (SES Act) empowers the Commissioner of the NSW State Emergency Service to authorise a 'senior emergency officer' to exercise powers in respect to emergencies resulting from floods or storms, and **when directed** by the State Emergency Operations Controller, civil defence and to deal with an emergency for which there is no responsible Combat Agency.
5. When contemplating the exercise of the following powers, the authorised officer should consider appropriate consultation, wherever practicable, with the responsible agencies as well as environmental, historical, heritage and cultural conservation concerns.
6. The respective Emergency Services Organisations are to develop specific instructions for the application of these guidelines within each organisation.



# Annexure 11

## Definitions

NOTE: The definitions used in this plan are sourced from the *State Emergency and Rescue Management Act 1989* (SERM Act), other NSW legislation, and The Macquarie Dictionary (Second Edition, 1991). Where possible, the reference source is identified as part of the definition.

### **Agency**

means a government agency or a non-government agency (see definitions below).

### **Agency Controller**

in this plan, means the operational head of the agency, identified in this plan as the Combat Agency, who has command of the resources of the particular agency.

### **Casual volunteer**

means a person who:

- a) assists an accredited rescue unit in carrying out a rescue operation with the consent of the person in charge of the rescue operation, or
- b) assists on his or her own initiative in a rescue operation or otherwise in response to an emergency in circumstances in which the assistance was reasonable given.

### **Combat Agency**

means the agency identified in the EMPLAN as the agency primarily responsible for controlling the response to a particular emergency.

### **Command**

in this plan, means the direction of members and resources of an agency/organisation in the performance of the agency/organisation's roles and tasks. Authority to command is established by legislation or by agreement with the agency/organisation. Command relates to agencies/organisations only, and operates vertically within the agency/organisation.

### **Concept of Operations**

in this plan, refers to the Controller's general idea or notion, given the anticipated problems of the effects of the event, of how the emergency response and recovery operation is to be conducted. It is a statement of the Controller's operational intentions, and may be expressed in terms of stages/phases of the emergency operation.

### **Control**

means the overall direction of the activities, agencies or individuals concerned. Control operates horizontally across all agencies/organisations, functions and individuals. Situations are controlled.

### **Coordination**

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

### **Discrete Aboriginal Community**

refers to a former mission or reserve that is a geographic location, bounded by physical or cadastral (legal) boundaries, and populated by Aboriginal people, with housing and infrastructure that is owned and managed by a Local Aboriginal Land Council (LALC) or Aboriginal organisation.

### **Disaster**

means an occurrence, whether or not due to natural causes, that causes loss of life, injury, distress or danger to persons, or loss of, or damage to, property. (Source: *Community Welfare Act 1987*)

### **EMPLAN**

means the *NSW State Emergency Management Plan* (this document). The objective of the EMPLAN is to ensure the coordinated response to emergencies by all agencies having responsibilities and functions in emergencies.

### **Emergency**

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

- a) endangers, or threatens to endanger, the safety or health of persons or animals in the state, or
  - b) destroys or damages, or threatens to destroy or damage, any property in the state, or
  - c) causes a failure of, or a significant disruption to, an essential service or infrastructure
- being an emergency which requires a significant and co-ordinated response.

For the purposes of the definition of 'emergency', property in the state includes any part of the environment of the state. Accordingly, a reference in the Act to:

- a) threats or danger to property includes a reference to threats or danger to the environment, and
- b) the protection of property includes a reference to the protection of the environment.

### **Emergency Officer**

means the Commissioner of the NSW State Emergency Service or a person appointed as an Emergency Officer under Section 15 of the *State Emergency Service Act 1989* (SES Act). A person may be appointed as an Emergency Officer even if not a member of the NSW State Emergency Service. (Source: SES Act)

### **Emergency Operations Centre**

means a centre established at the state, region or local level as a centre of communication and as a centre for the coordination of operations and support during an emergency.

### **Emergency Risk Management**

in this plan, means the process approved by the State Emergency Management Committee and published in the NSW Implementation Guide for Emergency Management Committees.

### **Emergency Services Officer**

means a Police Officer, an officer of Fire and Rescue NSW of or above the position of station commander, an officer of the NSW State Emergency Service of or above the position of unit commander, or a divisional executive officer or the Director, Operations of that Service, a member of the NSW Rural Fire Service of or above the position of deputy captain, or a REMO, a member of NSW Ambulance of or above the rank of station officer.

### **Emergency Services Organisation**

means NSW Ambulance, Fire and Rescue NSW, a fire brigade within the meaning of the *Fire and Rescue NSW Act 1989*, NSW Police Force, NSW Rural Fire Service, NSW State Emergency Service, Surf Life Saving NSW, VRA Rescue NSW, Volunteer Marine Rescue NSW, an agency that manages or controls an accredited rescue unit, or a non-government agency that is prescribed by the regulations for the purposes of this definition.

### **Essential services**

for the purposes of the *Essential Services Act 1988*, means a service that consists of any of the following:

- a) the production, supply or distribution of any form of energy, power or fuel, or of energy, power or fuel resources
- b) the public transportation of persons or freight
- c) the provision of fire-fighting services
- d) the provision of public health services (including hospital or medical services)
- e) the provision of ambulance services
- f) the production, supply or distribution of pharmaceutical products
- g) the provision of garbage, sanitary cleaning or sewerage services
- h) the supply or distribution of water
- i) the conduct of a welfare institution
- j) the conduct of a prison
- k) a service declared to be an essential service under subsection (2)
- l) a service comprising the supply of goods or services necessary for providing any service referred to in paragraphs a) – k).

### **Functional Area**

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

- a) Agriculture and Animal Services
- b) Education Services
- c) Energy and Utility Services
- d) Engineering Services
- e) Environmental Services
- f) Health Services
- g) Public Information Services
- h) Telecommunications Services
- i) Transport Services
- j) Welfare Services.

### **Functional Area Coordinator**

in this plan, means the nominated coordinator of a Functional Area, tasked to coordinate the provision of Functional Area support and resources for emergency response and recovery operations, who, by agreement of Participating Organisations and Supporting Agencies within the Functional Area, has the authority to commit the resources of those organisations.

### **Government agency**

means:

- a) a Public Service agency
- b) a public authority, being a body (whether incorporated or not) established by or under an Act for a public purpose, other than:
  - I) the Legislative Council or Legislative Assembly or a committee of either or both of those bodies
  - II) a court or other judicial tribunal
- c) the NSW Police Force
- d) a local government council or other local authority
- e) a member or officer of an agency referred to in paragraphs a) – d) or any other person in the service of the Crown who has statutory functions, other than:
  - I) the Governor, the Lieutenant-Governor or the Administrator of the State
  - II) a Minister of the Crown
  - III) a Member of the Legislative Council or Legislative Assembly or an officer of that Council or Assembly
  - IV) a judicial officer.

### **Hazard**

in this plan, means a potential or existing condition that may cause harm to people or damage to property or the environment.

### **Hazardous material**

means anything that, when produced, stored, moved, used or otherwise dealt with without adequate safeguards to prevent it from escaping, may cause injury or death or damage to property. (Source: *Fire and Rescue NSW Act 1989*)

### **Hazardous material incident**

means an actual or impending land-based spillage or other escape of hazardous material that causes or threatens to cause injury or death or damage to property. (Source: *Fire and Rescue NSW Act 1989*)

### **Incident**

in this plan, means a localised event, either accidental or deliberate, which may result in death or injury, or damage to property, which requires a normal response from an agency or agencies.

### **Incident Control System**

means an operations management system using common language and procedures that allows agencies to retain their own command structure. The key principles are management by objectives

and span of control using key functions of Control, Operations, Planning, Logistics, Intelligence, Finance and Investigations.

**Lead agency**

means the agency that has overall leadership in a given situation. It could be a Combat Agency, a Functional Area or another agency (for example in a recovery).

**Liaison Officer**

in this plan, means a person, nominated or appointed by an organisation or Functional Area to represent that organisation or Functional Area at a control centre, Emergency Operations Centre, coordination centre or site control point. A Liaison Officer maintains communications with and conveys directions/requests to their organisation or Functional Area, and provides advice on the status, capabilities, actions and requirements of their organisation or Functional Area.

**Local Emergency Management Committee**

Means the committee constituted under the SERM Act for each local government area. It is responsible for the preparation of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the local government area (Local EMPLAN) for which it is constituted. In the exercise of its functions, any such committee is responsible to the relevant Regional Emergency Management Committee.

**Local Emergency Operations Controller**

means a police officer appointed by the Regional Emergency Operations Controller as the LEOCON for the local government area.

**Local government area**

means an area within the meaning of the *Local Government Act 1993* and includes combined local government areas as referred to in section 27 of the SERM Act.

**Logistics**

in this plan, means the range of operational activities concerned with supply, handling, transportation and distribution of materials. It is also applicable to the transportation of people.

**Minister**

means the Minister for Emergency Services.

**Mitigation**

means measures taken in advance of, or after, a disaster aimed at decreasing or eliminating its impact on society and the environment.

**Non-government agency**

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

**Participating Organisation**

in this plan, means the government departments, statutory authorities, volunteer organisations and other agencies that have given formal notice to either Agency Controllers or Functional Area Coordinators that they are willing to participate in emergency management response and recovery operations under the direction of the Controller of a Combat Agency or Coordinator of a Functional Area, with the levels of resources or support as appropriate to the emergency operation.

**Plan**

in this plan, means a step-by-step sequence for the conduct of a single or series of connected emergency operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions and is a promulgated record of a previously agreed set of roles, responsibilities, functions, actions and management arrangements. The designation 'plan' is usually used in preparing for emergency operations well in advance. A plan may be put into effect at a prescribed time, or on a signal, and then becomes the basis of the emergency operation order for that emergency operation.

**Preparation**

in relation to an emergency, includes arrangements or plans to deal with an emergency or the effects of an emergency.

**Prevention**

in relation to an emergency, includes identifying hazards, assessing threats to life and property, and taking measures to reduce potential loss to life or property.

**Public awareness**

the process of informing the community as to the nature of a hazard and actions needed to save lives and property prior to and in the event of disaster.

**Recovery**

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

**Region**

the state is divided into such regions as the Minister may determine by order published in the Gazette. Any such order may describe the boundaries of a region by reference to local government areas, maps or otherwise.

**Regional Emergency Management Committee**

means the committee constituted under the SERM Act, which is responsible for preparing plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the region (Region EMPLAN) for which it is constituted. In the exercise of its functions, any such committee is responsible to the State Emergency Management Committee.

**Regional Emergency Operations Controller**

means the Region Commander of Police appointed by the Commissioner of Police as the REOCON for the Emergency Management Region.

**Relief (immediate)**

refers to the provision of essential support to meet the basic and immediate needs and safety of people and animals affected by, or responding to, an emergency.

**Rescue**

means the safe removal of people or domestic animals from actual or threatened danger of physical harm.

**Rescue unit**

means a unit (comprising a group of persons) that carries out rescue operations for the protection of the public or a section of the public.

**Response**

in relation to an emergency, includes the process of combating an emergency and of providing immediate relief for people affected by an emergency.

**Risk**

is a concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.

**Risk assessment**

means the process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria.

**Risk management**

means the systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk.

**Site Controller**

is the senior police officer present at the site (or delegate), or a police officer assigned by the relevant Emergency Operations Controller. A Site Controller manages human and physical resources in support of the Combat Agency or Emergency Operations Controller to aid effective operations at the site of an incident or emergency.

**Spontaneous volunteers**

are individuals or informal groups of people who contribute their assistance before, during or after a disaster, and are not affiliated with any official emergency management or recovery organisation.

**State of Emergency**

means a state of emergency declared by the Premier under Section 33(1) of the SERM Act (as amended).

NOTE: Other NSW legislation provides for a declaration of an emergency, which has different meanings and different authorities as outlined in that specific legislation. These are the *Essential Services Act 1988*, *Dams Safety Act 2015*, and *Rural Fires Act 1997* (as amended).

**Sub plan**

In this plan, means an action plan required for a specific hazard, critical task or special event. It is prepared when the management arrangements required to deal with the effects of the hazard, critical task or special event differ from the general coordination arrangements set out in the main or supporting plans for the area.

**Supporting Agency**

in this plan, means the government departments and statutory authorities that provide specialist services to Agency Controllers or Functional Area Coordinators across hazards and functions. They are required to provide this support in line with their service delivery responsibilities.

**Supporting plan**

in this plan, means a plan prepared by an agency/organisation or Functional Area that describes the support to be provided to the controlling or coordinating authority during emergency operations. It is an action plan that describes how the agency/organisation or Functional Area is to be coordinated to fulfil the roles and responsibilities allocated.

# Annexure 12

## Detailed roles and responsibilities

### NSW Police Force

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**SEMC representative:** Deputy Commissioner/State Emergency Operations Controller, NSW Police Force

#### Roles and responsibilities

The NSW Police Force is the Combat Agency for search and rescue, and counter terrorism activities, and coordination in circumstances where no other agency has legislated responsibility during emergencies.

Under the SERM Act, the SEOCON is the Commissioner of Police, or a member of the NSW Police Force Senior Executive Service and is responsible for controlling an emergency affecting more than one region or for which the SEOCON assumes responsibility.

#### Response

- The SEOCON is to establish and control a SEOC, which has:
  - communication facilities for independent control and coordination of regions
  - discrete facilities for communication with heads of Emergency Services Organisations and Functional Areas
  - independent communications with the public broadcasting media network, and
  - independent media information facilities
- Protect people from injury or death, and property from damage as per relevant sections of the *Police Act 1900* (NSW)
- Investigate people committing or intending to commit a criminal act
- Maintain records detailing the circumstances of an emergency and recording any criminal or suspected criminal activity
- Take appropriate action as per relevant legislation pertinent to the emergency
- Coordinate relief activities for impacted communities when the EOCON is in control or when requested by the Combat Agency
- Establish evacuation centres under the Major Evacuation Centre Guidelines
- Manage disaster victim registration programs
- Staff at the SEOC will activate Register.Find.Reunite (RFR) for the registration of affected persons



## Recovery

- Identify disaster victims

## Supporting Agency role

- Provide policy support and conduct training pertinent to emergency management for relevant agencies and the community

# NSW Ambulance

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**SEMC representative:** Commissioner NSW Ambulance

Further detail can be found in the supporting plan.

## Roles and responsibilities

### Supporting Agency role

- Provide a coordinated ambulance response to an incident or emergency, establish a structured and coordinated command system and undertake prioritised casualty management. Responsible for out-of-hospital management of all casualties including establishing casualty triage, treatment and transport. As determined by the State Rescue Board, provides accredited rescue units.

### Prevention

- In partnership with other agencies, work to identify community risks and establish plans (including business continuity plans) to mitigate those risks
- Attend local, regional, state, Local Health District and NSW Health emergency management committee meetings to assist with risk identification and contingency planning

### Preparation

- Undertake internal and multi-agency training and exercising to ensure emergency plans and arrangements are appropriate and capabilities are adequate
- Review business continuity plans regularly to ensure they are current and relevant and will maintain continuity of operations during an emergency

### Response

- Immediate relief: provide ambulance transport and out-of-hospital emergency response to an incident site
- Ensure there is out-of-hospital capability and capacity to respond to emergencies
- Provide specialist services including:
  - aeromedical fixed and rotary wing
  - rescue and medical retrieval
  - external agency support: Urban Search and Rescue, NSW Police Force specialist units, Fire and Rescue NSW, NSW Rural Fire Service Remote Area Firefighting Team (RAFT), NSW State Emergency Service
- Under NSW HEALTHPLAN, the State Ambulance Services Controller is responsible for controlling and coordinating out-of-hospital emergency ambulance services during an emergency

- Provide ambulance and/or health commander to multiagency incident management teams
- Provide communications and transport for the health response

### Recovery

- The SERCON may request the State Health Services Functional Area Coordinator to provide health services support for recovery operations. Assessment of the request may result in NSW Ambulance being identified as an appropriate health service for deployment
- Undertake appropriately timed reviews and debriefing to inform lessons management and continuous improvement processes

## Fire and Rescue NSW

**SEMC representative:** Commissioner, Fire and Rescue NSW

### Roles and responsibilities

In relation to Fire Districts, prescribed in the *Fire and Rescue NSW Act 1989*, Fire and Rescue NSW (FRNSW) is the designated Combat Agency for taking all practicable measures for preventing and extinguishing fires and protecting and saving life and property in case of fire.

It is the designated Combat Agency for land-based hazardous material incidents (and to any fires that may result from them) that occur anywhere in the state except on prescribed waters, in accordance with Sections 4 (2) and (3) and 5A (2) of the *Fire and Rescue Act 1989*. A hazardous material incident that occurs in or on a building, bridge or other structure, or on any body of water (not being part of prescribed waters) is taken to be land-based.

As determined by the State Rescue Board, FRNSW provides accredited rescue units. It is responsible for the NSW Hazardous Materials/Chemical Biological, Radiological, Nuclear Emergency Plan and the NSW Major Structure Collapse Sub Plan.

### Prevention

- In accordance with Section 5A of the *Fire and Rescue NSW Act 1989*, it is the duty of the Commissioner to take all practical measures to prevent fires and protect life and property from fire or hazardous material incidents. This is achieved through numerous preventative strategies including:
  - identifying and addressing the safety needs of at-risk community groups
  - running effective community education events, projects and campaigns
  - conducting local station-based community prevention and engagement activities
  - developing strategic partnerships to enhancing community safety
  - increasing community and business preparedness and resilience in emergencies
  - providing regulatory, advisory and compliance inspection services for the built environment
  - undertaking fire investigation and research to inform safety programs and reduce arson
  - researching, identifying and addressing major community risks
  - conducting pre-incident planning at high-risk facilities to increase occupant and fire fighter awareness and preparedness

## Preparation

- Train and equip residents within FRNSW Fire Districts living near the bushland–urban interface to prepare themselves, their families and their property for bush fires as part of the Community Fire Unit program
- Undertake bush fire hazard reduction activities to decrease fuel between homes and surrounding bushland. Hazard reduction burns are conducted in cooperation with the NSW Rural Fire Service, NSW National Parks and Wildlife Service, local councils and other land managers
- Provide regulatory, advisory, inspection and investigation services in relation to buildings, infrastructure projects, major hazard facilities and dangerous goods sites across NSW
- Participate in multi-agency exercises designed to prepare emergency services to respond effectively to local hazards, as well as broad threats to the community including terrorism

## Response

- Respond to calls of fire, hazardous material incidents, rescues and other emergencies
- Take all practicable measures to protect life, property and the environment from emergency incidents, whether or not fire is involved
- Undertake role of Combat Agency for structure fires in Fire Districts
- Undertake role of Combat Agency for hazardous materials incidents throughout NSW
- Undertake role of Combat Agency for incidents covered by the NSW Hazardous Materials/ Chemical Biological, Radiological, Nuclear Emergency Plan
- Undertake role of Combat Agency for incidents covered by the NSW Major Structure Collapse Sub Plan
- In accordance with Section 5A(4) of the *Fire and Rescue Act 1989*, FRNSW is also authorised to:
  - as directed by the State Emergency Operations Controller, deal with an emergency where no other agency has lawful authority to assume command of the emergency operation, and
  - carry out, by accredited brigades, rescue operations allocated by the State Rescue Board, and
  - assist the State Emergency Operations Controller to carry out emergency management functions relating to the prevention of, preparation for and response to emergencies, and to assist the State Emergency Recovery Controller to carry out emergency management functions relating to the recovery from emergencies, in accordance with the SERM Act, and
  - assist, at their request, members of the NSW Police Force, NSW Rural Fire Service, NSW State Emergency Service or NSW Ambulance in dealing with any incident or emergency, and
  - maintain effective liaison with all Emergency Services Organisations, and
  - carry out such other functions as may be assigned to the Commissioner by or under this or any other Act, or by the State Emergency Operations Controller or the Minister

## Recovery

Recovery is implicit in all prevention, preparation and response activities within FRNSW.

- Assist in any other response or recovery operations for which FRNSW's training and equipment is suitable, for example, providing emergency water supplies and pumping equipment, storm and flood response, bush fire response and assistance to NSW Ambulance
- Assist in any recovery operations aligned to FRNSW's capabilities, including natural disaster and humanitarian relief, Remote Pilot Aircraft System (RPAS) and high-volume pumping equipment
- Provide damage assessment personnel and participate in the impact assessment process

## NSW Rural Fire Service

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**SEMC representative:** Commissioner, NSW Rural Fire Service

The NSW Rural Fire Service (NSW RFS) is the Combat Agency for fires in rural districts.

### Roles and responsibilities

#### Prevention

- Manage hazard reduction and mitigation programs
- Enact legislative declarations (for example, total fire bans)
- Facilitate and maintain hazard complaints on public and private land
- Provide arson/fire prevention community awareness and education campaigns
- Provide approvals and conditions regarding development applications in bush fire-prone areas

#### Preparedness

- Facilitate Bush Fire Coordinating Committee and Bush Fire Management Committees
- Review and maintain State Bush Fire Sub Plan
- Develop local plans and supporting arrangements (for example, Community Protection Plans)
- Develop inter-agency and interstate agreements
- Provide community awareness and education
- Identify, establish and promote awareness of Neighbourhood Safer Places
- Conduct training for Section 44 Incident Controllers
- Develop and implement engagement and supporting strategies for vulnerable communities/ individuals

#### Response

- Conduct firefighting response to fires within Rural Fire Districts
- Oversee coordinated firefighting arrangements
- Control of section 44 Bush Fire

- Coordinate aviation assets and taskings through the NSW State Air Desk, except NSW Police Force and NSW Ambulance aircraft
- Provide warnings of bush fires for public information through various methods
- Coordinate catering support and base camp accommodation for firefighters
- Provide trained fire investigators
- Provide Remote Aerial Fire Fighting Teams (RAFT) and Rapid Aerial Response Teams (RART)

### Recovery

- Coordinate initial damage assessment within bush fire-affected areas
- Provide trained and equipped damage assessment personnel
- Oversee initial make-safe arrangements within bush fire-affected areas
- Participate in the Impact Assessment process
- Participate in recovery committees (where appropriate)
- Administer fire trail/floods disaster works on behalf of NSW Treasury

## NSW State Emergency Service

**SEMC representative:** Commissioner, NSW State Emergency Service

### Roles and responsibilities

#### Combat Agency role

- Deal with floods (including the development of floods warning systems) and coordinate the evacuation and initial welfare of affected communities
- Prepare for and coordinate the response to the impact of storms, including the evacuation and initial welfare of affected communities
- Prepare for and coordinate the response to tsunami impacts, including the evacuation and initial welfare of affected communities

#### Prevention

- Work with land-use planning and consent authorities to advocate that the risks arising from floods, storms and tsunamis are considered, to prevent the creation of intolerable impacts of these hazards on the community
- Work with the community to assist them in building their own resilience, with the aim of avoiding risks in respect to floods, storms and tsunamis

#### Preparation

- Undertake research, risk assessment and emergency planning for floods, storms and tsunamis, to develop and implement educational and other community capacity-building programs, and to establish public warning and information management systems for these hazards
- Develop operational capability including recruiting and training members, equipping units, and establishing facilities and management systems for floods, storms, tsunamis and the rescue functions assigned to the NSW SES

## Response

- Lead the response to actual or imminent threats of floods, storms or tsunamis to protect people's safety and health and to protect property from damage in respect of these hazards, and to provide rescue services as directed by the State Rescue Board
- As directed by the SEOC, deal with an emergency where no other agency has lawful authority to assume command of the emergency operation

## Recovery

- Ensure that there is a seamless transition between NSW SES-led response operations and any related recovery activities in the event of floods, storms or tsunamis
- Support recovery operations and established recovery committees
- Ensure that after all significant flood, storm and tsunami events there is focus on learning from these experiences aimed at continuous improvement in the PPRR cycle

## Department of Regional NSW, Primary Industries

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**SEMC representative:** Primary Industries Biosecurity, and Agriculture and Animal Services Functional Area Coordinator

Further detail can be found in the supporting plan.

### Roles and responsibilities

#### Combat Agency role

The Department of Regional NSW, Primary Industries (DPI) ensures there is adequate prevention, preparedness, and control and coordination of the response and initial recovery for:

- emergency and major endemic outbreaks of animal and plant pests and diseases, and invasive species
- food safety emergencies.

#### Functional Area role

NSW DPI coordinates the Agriculture and Animal Services Functional Area by providing services to primary industries, animal holding establishments and animal owners in the community for all hazards. These services are provided to minimise impact to primary production, ensure animal welfare, and assess impacts to aid recovery.

#### All phases

- Communicate with primary producers, community, primary industries key stakeholders, and local, state and national government agencies.

#### Prevention

- Build awareness of emergency prevention and preparedness by primary industries and the community.
- Restrict the entry of biosecurity threats through:
  - working with Australian Government border agencies to strengthen border controls

- strengthening biosecurity science and research to rapidly identify new or emerging biosecurity threats
- working with interstate jurisdictions to implement appropriate risk mitigation measures at the state borders
- ensuring shared responsibility of managing border controls and ensuring compliance with the *Biosecurity Act 2015* by industry sectors
- working with government, industry and community to protect the economy, environment and community through raising awareness, surveillance programs and reporting hotlines to report suspect or suspicious pests and diseases

NSW Food Authority:

- License, audit and inspect primary production, manufacturing and handling of food
- Provides safe food practices information to increase community awareness

### Preparedness

- Contribute to reviews of national biosecurity plans and arrangements, maintain links with key primary industry stakeholders, and contribute to industry and disease/pest biosecurity plans
- Contribute to national food regulatory working groups and reviews including the National Food Incident Response Protocol and NSW Health/DPI Foodborne Illness Response Protocol
- Provide local, regional, state and national representation on various biosecurity and emergency management committees
- Ensure the operational readiness of facilities, and diagnostic and research laboratories
- Coordinate and participate in training and exercising
- Stockpile critical resources and document processes and systems to manage response data
- Provide advice to animal owners, primary producers, peak bodies, industry, and sector interest groups through education and awareness programs

### Response

- Identify pests, diseases and invasive species that may harm human health, primary production and/or the environment, then eradicate or reduce their impact through ongoing management of the pest, disease or invasive species
- Provide damage information to peak industry bodies and sector interest groups for recovery, and compensations in some biosecurity emergencies under Part 19 of the *Biosecurity Act 2015*
- Contain food safety outbreaks/hazards, protect public health and safety, and prevent widespread contamination of food and farms
- Protect domestic/international market access and prevent loss of confidence in the food supply
- Identify at-risk animals and agriculture and support warning and preparedness measures
- Immediate relief: minimise impact to primary production and ensure animal welfare needs are met:
  - coordinate support to primary producers, animal holding establishments and animal owners in the community, including evacuation care
  - provide emergency feed and water

- conduct surveillance and relocation of animals
- coordinate assessment, emergency veterinary care and the humane destruction of affected animals, and coordinate the disposal of carcasses
- prioritise critical repairs to supply chain systems and networks that connect primary producers to consumers
- Assess the damage to primary production to inform recovery activities and (agricultural) natural disaster declarations

### Recovery

- Partner with affected industry sectors and peak bodies to return businesses to production and assist with market access, including surveillance programs, compliance activities, communication, research programs, and the delivery of on-ground recovery/resilience projects and/or workshops for specific industries
- Coordinate, conduct and submit primary industries natural disaster damage impact assessments
- Inform agricultural natural disaster declarations
- Initially, attend recovery centres and recovery committees until agency representation is arranged
- Administer transport subsidies to primary producers for declared natural and/or agricultural emergencies or disasters through the Rural Assistance Authority (part of NSW DPI)

## NSW Telco Authority

**SEMC representative:** Telecommunications Services Functional Area Coordinator

Further detail can be found in the supporting plan.

### Roles and responsibilities

The Telecommunications Services Functional Area coordinates the response to significant and widespread telecommunications outages caused by hazards that may endanger the safety of the public or emergency responders. It acts as a conduit between telecommunications carriers and Emergency Services Organisations to manage critical communications in emergencies, by facilitating:

- the protection of critical infrastructure
- the deployment of network augmentation
- safe access to telecommunications infrastructure.

### All phases

- Provide 24-hour emergency coordination of telecommunications support during emergencies and incidents, operating across the full spectrum of hazards and through the phases of emergency management

### Prevention

- Source intelligence assessments of hazards and risks to telecommunications infrastructure and participate in critical communications infrastructure protection programs



## Preparedness

- Support Combat Agencies and Functional Areas to develop and implement preparation and response plans
- Regularly liaise with Australian Government agencies and national carriers and broadcasters
- Conduct business-as-usual preparation tasks relating to incident management, capability development and operational risk and intelligence
- Conduct in-house and external training and exercises
- Undertake debriefs and after-action reviews, documenting learnings and incorporating them into future operating policies, plans and procedures

## Response

- Immediate relief: coordinate the response to telecommunications outages that may endanger the safety of the public or emergency responders
- Provide hazard and intelligence information to telecommunications carriers
- Seek initial assessments from telecommunications carriers and the Public Safety Network on the potential impacts of an emergency on critical infrastructure
- Coordinate timely restoration or augmentation of critical telecommunications and Public Safety Network services
- Coordinate telecommunications advice and intelligence between relevant organisations
- Deploy liaison officer(s) to operations centres
- Coordinate access to inoperable or damaged critical telecommunications infrastructure to restore services

## Recovery

- Support telecommunication carriers to access damaged or destroyed infrastructure over an extended period, if required
- Coordinate telecommunications advice and intelligence between relevant organisations on ongoing disruptions to telecommunications services and reconnection times
- Facilitate telecommunications services for disaster recovery centres, and base camps and temporary accommodation facilities for responders and volunteers, and organise and coordinate multi-agency and multijurisdictional information sharing, as required

## Department of Regional NSW, NSW Public Works

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**SEMC representative:** Engineering Services Functional Area Coordinator

Further detail can be found in the supporting plan.

### Roles and responsibilities

#### Functional area role

- Identify the necessary arrangements at the state level to coordinate the effective and efficient mobilisation of all engineering resources available within NSW for emergency response and initial recovery operations

## **Prevention**

- Provide input to legislation, codes, standards and guidelines developed at the national and state levels of government and through industry
- Provide input to appropriate government policies
- Undertake appropriate hazard identification/emergency risk management
- Identify prevention and/or mitigation options
- Advise on the development of various Emergency Management Plans, working committees, studies and inquiries

## **Preparedness**

- Maintain the Engineering Services Functional Area Supporting Plan
- Analyse potential hazards and necessary preparation, and review past operations for lessons observed and to identify areas for improvement
- Be involved in relevant emergency management committees and working groups
- Liaise with other states and territories
- Identify and undertake relevant engineering and emergency management training

## **Response**

- Provide engineers to support Combat Agencies, including supporting Urban Search and Rescue Task Forces
- Conduct initial assessment of potential impact on infrastructure and essential community assets and potential engineering response
- Immediate relief: undertake emergency works including protection, make-safe and temporary repair works as requested by Combat Agencies and other Functional Areas
- Appoint and deploy staff and assets at appropriate times
- Assess the need for and activate the Engineering Services Coordination Centre

## **Recovery**

- Establish and maintain communications with the SERCON and assist with the management of recovery projects as requested
- Conduct and assist in post-emergency make-safe operations as required, noting that these may commence during the response phase
- Establish recovery centres and manage and/or coordinate the clean-up in significantly affected communities when requested by the SERCON
- Assist with the assessment of recovery assistance grants for individuals and local government, such as Disaster Recovery Funding Arrangements
- Assist the NSW Reconstruction Authority and/or the affected local government area to collect and disseminate relevant recovery-related data in conjunction with the Emergency Information Coordination Unit

### Supporting Agency role

- Coordinate the provision of engineering resources in response to and recovery from emergencies, including providing project management services for sustained recovery operations
- Coordinate, monitor and report on the repair, reconstruction and relocation of public buildings and infrastructure as requested by Combat Agencies, other Functional Areas and agencies
- Coordinate the supply of goods and services in response to and recovery from an emergency

## Department of Climate Change, Energy, the Environment and Water

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**SEMC representative:** Energy and Utility Services Functional Area Coordinator

Further detail can be found in the supporting plan.

### Roles and responsibilities

The Energy and Utility Services Functional Area (EUSFA) within the Department of Climate Change, Energy, the Environment and Water coordinates the energy and utility sectors (electricity, gas, liquid fuels and water/wastewater) across PPRR.

### Combat Agency role

Responsible for the control and coordination of the System Black condition or electricity supply emergency management measures and is the final authority in decision-making in relation to the System Black condition or electricity supply emergency in NSW. A System Black is when power is lost to 60% of NSW or more.

### Functional Area role

EUSFA manages the provision of information and connection of key stakeholders relating to a potential or actual energy and/or utility and/or liquid fuels incident and/or emergency.

### Prevention

- Maintain emergency risk management systems for infrastructure
- Participate in the development of relevant prevention and response plans
- Participate in energy and utility service provider infrastructure programs and exercises

### Preparedness

- Assist in developing and maintaining the energy and utility services emergency management functional area, hazard and sub plans
- Develop and maintain internal operating procedures and plans for response to emergencies within the organisation
- Provide 24-hour contact information to the Energy and Utility Emergency Management Unit (EUEMU)/EUSFA and immediately advise of any changes to the contact information
- Participate in emergency management exercises

## Response

- Provide an initial assessment, situational awareness and intelligence on hazard impacts on the Participating Organisation's infrastructure to EUEMU/EUSFA as far as is reasonable, including information on:
  - the cause of impacts
  - the location of the impact
  - the geographic footprint of an event
  - the estimated number of customers affected
  - the estimated time to recover for failed major service provider infrastructure, and
  - whether assistance is required in accessing any sites
- Provide administrative and logistic support to its own personnel when responding to and recovering from an emergency
- Deploy Liaison Officers to emergency operations centres, when requested

## Recovery

- Collaborate with the EUSFA and the Emergency Services Organisations to facilitate access to damaged/impacted major service provider infrastructure requiring a protracted effort to restore
- Provide ongoing assessment of hazard impacts on the Participating Organisation's infrastructure, including information on:
  - the cause of impacts
  - the location of the impact
  - the geographic footprint of an event
  - the estimated number of customers affected
  - the estimated time to recover for failed major service provider infrastructure, and
  - whether assistance is required in accessing the site
- Participate in debriefing, with the objective of applying the knowledge in future emergency management operations

## NSW Environment Protection Authority

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**SEMC representative:** Environmental Services Functional Area Coordinator

Further detail can be found in the supporting plan.

### Roles and responsibilities

Determines measures to prepare for and aid in preventing incidents/emergencies that may impact on public health, native wildlife and the environment, and to facilitate the protection of the environment during emergency response and recovery.

## Functional Area role

The Environmental Services Functional Area Committee and working groups implement measures to minimise the impact of incidents and emergencies on the environment. This is achieved by:

- identifying and assessing environmental hazard(s), occurrence and vulnerability
- undertaking pre-emptive, proactive and reactive actions that can reduce environmental vulnerability and impacts during emergencies
- mitigating consequences and environmental impacts due to disaster reduction actions during prevention, preparation, response and recovery
- informing consideration of environmental impacts in Combat Agency and lead agency decision-making processes
- developing partnerships and collaborative approaches
- providing advice and information to stakeholders on protecting, enhancing or remediating the environment.

## Prevention

- Regulate or aid in regulating scheduled activities that may cause significant environmental impact, dangerous goods transport, pesticide use, hazardous waste, contaminated land and radiation control
- Develop legislation, policy and programs that reduce risks to the environment from routine activities and incidents
- Undertake compliance programs and audits and conduct post-response operations following incidents or emergencies involving hazardous materials
- Develop regulatory programs to address areas requiring improvement

## Preparedness

- Ensure the continued development of emergency and incident management capability to respond to and recover from hazardous materials incidents and emergencies
- Conduct and participate in agency and inter-agency incident response exercises

## Response

- Provide environmental advice to Combat Agencies to limit the impact of incidents and emergencies on the environment
- Immediate relief: limit the impact of the emergency on the environment and provide humane care to native wildlife
- Provide initial advice to communities, Combat Agencies and clean-up strike teams on impact to the environment, including air and water quality, waste management and contaminants on land

## Recovery

- Care for and rehabilitate native wildlife
- Coordinate assistance for the clean-up of the environment – such as waste in waterways and on land, riverbank rehabilitation, contaminated land, Aboriginal land
- Convene the State Recovery Waste and Environment Sub-Committee

**SEMC representative:** State Health Services Functional Area Coordinator

Further detail can be found in the supporting plan.

### **Roles and responsibilities**

#### **Combat Agency role**

- NSW Health is the Combat Agency for human health emergencies and pandemic

#### **Functional Area role**

- The Health Services Functional Area ensures whole-of-health capability to prevent, prepare for, respond to and recover from emergencies
- The Health Services Functional Area will coordinate health resources during emergencies
- The provisions of NSW HEALTHPLAN will be applied

### **Prevention and preparedness**

The Health Services Functional Area:

- maintains plans, policies and procedures including the NSW HEALTHPLAN and the whole-of-government pandemic plan (sub plan to the EMPLAN)
- provides representation on state and national emergency management committees including the Australian Health Protection Principal Committee
- provides training and exercising for the NSW Health system

### **Response**

The Health Services Functional Area:

- immediate relief: delivers health services to affected communities during the response phase of an emergency, while also maintaining business-as-usual services across the state
- coordinates the mobilisation of all health resources in response to emergencies including pre-hospital on-site medical support, public health resources and mental health resources
- coordinates the health communications response for prevention, preparation, emergency response and subsequent recovery from the impact of events
- provides Liaison Officers to Emergency Operation Centres as requested

### **Recovery**

The Health Services Functional Area:

- coordinates and provides health services for recovery operations as required
- participates in recovery committees as required

**SEMC representative:** Public Information Services Functional Area Coordinator (PIFAC)

Further detail can be found in the supporting plan.

### Roles and responsibilities

Collate and implement a communications strategy during an incident/emergency in line with the Public Information Supporting Plan and provide support to all agencies as required regarding public information.

#### Prevention

- Build awareness of emergency prevention and preparedness as a Combat Agency
- Support other agencies with public information regarding emergency prevention and preparedness as required

#### Preparedness

- Conduct training for internal media/communications officers regarding their roles and responsibilities as a public information officer during an incident/emergency
- Conduct multi-agency public information training for media/communications officers, EOCONs and other emergency management-related stakeholders as required
- Conduct and participate in local, regional and state-level exercises testing public information arrangements
- Assist Combat Agencies in developing communications strategies during an incident/emergency

#### Response

- Assist Combat Agencies in developing and implementing a communications strategy during an incident/emergency
- Provide advice and guidance to Combat Agencies/Supporting Agencies during an incident/emergency
- Provide a whole-of-government approach to public information and be liaison between the Combat Agency and Supporting Agencies
- Assist EOCONs with media-related issues during an incident/emergency
- Liaise with the Recovery Public Information Coordinator.

#### Recovery

- Conduct public information handover to the appropriate recovery agency and Recovery Public Information Coordinator
- Assist with public information regarding recovery as required

## Transport for NSW

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**SEMC representative:** Transport Services Functional Area Coordinator; Manager Marine Pollution and Emergency Response

Further detail can be found in the supporting plan.

### Roles and responsibilities

#### Combat Agency role

- Transport for NSW (Maritime NSW) is the Combat Agency under the Coastal Waters Marine Pollution Plan with responsibility for responding to incidents in Coastal Waters (marine oil or chemical spills, and maritime incidents with potential to create an oil or chemical spill into Coastal Waters).

#### Prevention

- Preventative powers and provisions of the *Marine Pollution Act 2012*, which reflect the International Convention for the Prevention of Pollution from Ships (MARPOL) at the state level
- Clearly define the responsibilities of the shipowner and governments in the event of an emergency
- Manage an incident management system.
- Manage national emergency towage arrangements and place of refuge arrangements
- A Port Safety Operating Licence issued to the Port Authority of NSW applies a number of controls to prevent accidents from occurring

#### Preparedness

- Maintain risk awareness, a State Coastal Risk Assessment and plans (state, regional and local) consistent with state and national arrangements
- Ensure operational readiness by maintaining a state response capability including identified State Response Team, training, exercises and equipment stockpiles
- Maintain the Oil Spill Response Atlas (OSRA), which provides information about sensitive areas
- Manage procedures and coordinate requests to access National Stockpile and stockpiles owned by other jurisdictions

#### Response

- Notify of a maritime incident, conduct an initial assessment and distribute information
- Monitor the incident, potential or actual, including undertaking aerial reconnaissance to enable rapid assessment of incidents
- Assess Place of Refuge requests of vessels involved, if required
- Implement measures to mitigate the impacts of the incident
- Establish an incident control centre and incident management team using Australasian Inter-service Incident Management System (AIIMS) principles including a Multi-Agency Incident Control Team for maritime incidents where Fire and Rescue NSW has a large commitment of personnel



- Maintain the safety of responders and the public
- Provide public information, stakeholder engagement and community liaison

### Recovery

Response and recovery operations aim, as far as possible, to return the environment to its pre-incident condition or to a state considered to be an acceptable outcome, covering environmental, economic, social and built environment considerations.

- Rehabilitate affected areas, return affected infrastructure to service where possible, support cost recovery and measure recovery over time
- Communicate incident impacts to the public and facilitate the restoration of services and facilitating related losses incurred by business
- Engage with the community to assist with assessment and rehabilitation processes and priorities
- Practise continuous improvement by conducting lessons management

### Functional Area role

- Coordinate the provision of transport services as required by a Combat Agency and other Functional Areas, while maintaining as far as practicable the normal operations and activities of public and commercial transport services.

### Prevention

- Identify vulnerable and critical assets (including transport modes, freight at all levels) and prioritise mitigation activities accordingly
- Undertake hazard identification and emergency risk assessments across Transport for NSW's modes and infrastructure
- Maintain asset and infrastructure standards that enable both asset resilience and prioritise mitigation, in line with a contemporary risk profile

### Preparedness

- Partner at local, state and federal levels to achieve asset resilience for emerging community and Combat Agency prevention, preparation, response and recovery needs
- Use Combat Agency and other validated intelligence to plan and deliver early/proactive mitigation works, including using communication functions to share preparation messaging
- Maintain a capability framework and operate within a lessons management framework

### Response

- Immediate relief:
  - prioritise critical repairs to the transport network to re-establish access to essential services and reconnect any cut-off communities
  - conduct make-safe and priority works to critical assets and infrastructure relevant to public safety and humanitarian necessity
  - re-establish critical freight routes to allow for essential re-supply
- Deploy assets and resources to support Combat Agencies and Supporting Agencies in the protection of life and critical infrastructure, while sharing Combat Agency communications across transport channels when utilising the transport network

- Provide appropriate liaison capability to EOCs
- Coordinate the provision of operational support for Combat Agencies, Functional Areas and Supporting Agencies
- Provide whole-of-network advice and information to Combat Agencies to inform all levels of decision-making
- Contribute to response planning (both real-time and future forecast) that involves the transport network, assets or resources (i.e. evacuation management)

### Recovery

- Make safe and prioritise works to critical assets and infrastructure relevant to public safety and humanitarian necessity, for example cut-off communities, critical re-supply freight routes
- Provide appropriate representation to recovery committees and frameworks at all levels
- Provide support for recovery activities and operationalise capability for recovery operations under the control of a relevant Recovery Controller or Coordinator
- Support immediate recovery operations as well as long-term recovery and resilience projects with the provision of relevant subject matter experts and resources (i.e. financial, project management, asset maintenance and delivery)
- Practise continuous improvement by conducting lessons management

## Department of Communities and Justice

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**SEMC representative:** Welfare Services Functional Area Coordinator

Further detail can be found in the supporting plan.

### Roles and responsibilities

The functional area is responsible for coordinating the provision of welfare services to disaster-affected people.

#### Functional area role

Welfare services are those provided to assist in the relief of personal hardship and distress to individuals, families and communities by meeting the immediate needs of disaster-affected people. These services may include food, clothing and shelter.

#### Prevention

The state Welfare Services Functional Area Coordinator (WelFAC), as a member of the SEMC, contributes to the review of emergency plans and policies that include arrangements for evacuation centres and the provision of disaster welfare services. WelFACs work with Combat Agencies and LEMCs to provide advice on planning for emergencies where evacuation centres and the provision of welfare services to disaster-affected people may be required.

#### Preparedness

The Welfare Services Functional Area contributes to preparedness planning at a state level through the SEMC and other working groups. The preparedness planning includes but is not limited to the following.

- Implement training to develop the knowledge and skills of Department of Communities and Justice welfare services officers and other agencies
- Ensure that Participating Organisations are resourced and conducting training of volunteers in key welfare services
- Conduct exercises to rehearse the coordination of the welfare services response and test the effectiveness of support arrangements
- Map capability and workforce sustainability
- Ensure there are adequate numbers of trained and available personnel to respond to emergencies
- Ensure operational preparedness with evacuation centre kits and on-call arrangements

## Response

- Immediate relief: These activities include but are not limited to providing:
  - emergency accommodation
  - emergency sustenance
  - material aid
  - personal support
  - multi-faith chaplaincy
  - child-safe places
  - essential food and grocery items for people in home quarantine or isolation
- Transition from emergency accommodation. These services may be provided through a variety of methods including:
  - evacuation centres
  - remotely managed evacuation centres
  - major evacuation centres
  - recovery centres
  - Service NSW Customer Care Service
  - community welfare outreach programs
  - NSW State Emergency Service resupply of flood-affected properties
  - airport reception centres

## Recovery

The functional area can provide various forms of support, as mentioned above, as well as welfare support within recovery centres – mainly focused on the provision of accommodation services and referral to housing support.

## Premier's Department

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**SEMC representative:** Deputy Secretary, Premier's Department

### Roles and responsibilities

#### Central coordination

- Policy coordination, including at the national level relevant to emergency management
- Provide secretariat support to the SEMC
- Coordinate capability development in the emergency services sector

## The Cabinet Office

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**SEMC representative:** Deputy Secretary, The Cabinet Office

### Roles and responsibilities

#### Central coordination

- Act as the policy conduit between national security forums, and emergency management agencies for the purpose of national security, Australian Government agencies and the Premier's Office
- Provide policy advice to the Premier on relevant Cabinet and Expenditure Review Committee submissions relating to emergency management and national security issues
- Support the convening and operation of meetings of the Crisis Policy Committee as necessary, including agenda setting
- Prepare statutory instruments that may be required in an emergency. In the event of domestic violence, the General Counsel confirms whether the legal tests for Australian Defence Force call out under the *Defence Act 1903* (Cth) are met

## NSW Reconstruction Authority

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**SEMC representative:** CEO, NSW Reconstruction Authority

### Roles and responsibilities

As outlined in the NSW Reconstruction Authority legislation, the authority leads 4 key disaster functions:

- Mitigation and adaptation including public infrastructure, homes and land-use planning, as well as the development of the State Disaster Mitigation Plan and Disaster Adaptation Plans
- Local preparedness including education and community information
- Community-centred recovery
- Long-term rebuilding and reconstruction

## Aboriginal Affairs NSW

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**SEMC representative:** Deputy Secretary, Aboriginal Affairs NSW

### Roles and responsibilities

Aboriginal Affairs NSW has an important role in ensuring the voices of Aboriginal people and communities are represented, but should not be considered the single source of information or be a substitute for direct consultation or engagement with Aboriginal communities or people.

Agencies can obtain guidance for engaging with Aboriginal communities, Local Aboriginal Land Councils and Aboriginal Community-Controlled Organisations from Aboriginal Affairs NSW.

## NSW Department of Education

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**SEMC representative:** Education Services Functional Area Coordinator

### Roles and responsibilities

The Educational Services Functional Area represents the education sector (public schools, independent schools, Catholic schools, TAFE and non-TAFE skills providers, higher education and early childhood education), shares information, promotes and facilitates recovery initiatives and coordinates liaison with the non-government school sectors.

#### Prevention

- Identify, assess and mitigate hazards
- Reduce the impacts of an emergency

#### Preparedness

- Maintain plans and procedures
- Conduct training and test exercises
- Maintain continuous improvement

#### Response

- Where possible, keep schools open to reduce the impact on the emergency services workforce and operations
- Advise and communicate with education and training providers and services
- Deploy Liaison Officers
- Manage learning sites

#### Recovery

- Coordinate recovery programs and support including coordinating rapid recovery assessments of impacted sites
- Deploy staff to recovery centres
- Conduct after-action reviews

## Department of Customer Service, Emergency Information Coordination Unit

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**SEMC representative:** Surveyor-General and Executive Director Spatial Services, Digital NSW

### Roles and responsibilities

Supporting Agency acting as a single coordination point for spatial data and intelligence across the NSW emergency management sector.

This includes the following:

- Lead agency to ensure the emergency management sector has the most reliable, informed and up-to-date spatial data and intelligence available to deal with all phases of emergencies and major events – facilitating situational awareness and informed decision-making through coordination of geospatial data and intelligence
- Collect, collate and share the spatial data and intelligence required by the emergency management sector to perform emergency planning, response and recovery for emergency events within NSW
- Provide geospatial capabilities to the emergency management sector through the Spatial Information and Mapping System (SIMS) – integrating the Emergency Services Spatial Information Library (ESSIL) database with analytics, reporting and live feeds
- Liaise with Service NSW as appropriate

## Multicultural NSW

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**SEMC representative:** CEO, Multicultural NSW

### Roles and responsibilities

Supporting Agency acting as single coordination point for integrated responses to issues associated with cultural diversity (referring to the cultural, linguistic and religious diversity of the people of NSW).

Multicultural NSW engages and communicates with the culturally and linguistically diverse community, including:

- providing interpreting and translation services
- monitoring/addressing risks and sharing relevant information relating to community harmony and resilience
- supporting affected communities/individuals

## Department of Regional NSW

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### Roles and responsibilities

Supporting agency representing business and all industry sectors.

#### Preparation

- Support businesses and industry to be better prepared for emergency events

#### Response and recovery

- Gather impact intelligence and data, complete economic impact assessments that inform the design of support packages and assist with the transition from response to relief to recovery
- Design and deliver recovery programs and initiatives to help impacted businesses, industries and major employers recover following emergencies
- Work with business to help them be more disaster-resilient

## Service NSW

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**SEMC representative:** Service NSW

### Roles and responsibilities

Supporting agency responsible for coordinating the provision of customer-centric services to support individuals, households and businesses be better prepared for emergencies, and during the response to and recovery from emergencies in NSW.

This includes the following.

- Provide one-stop-shop services across government (in person, on the phone and online) to support individuals, households and businesses impacted by emergencies to access information and navigate available disaster assistance
- Coordinate and provide direct customer support to individuals, households and businesses impacted by emergencies or disasters
- Coordinate community and business sentiment and impact data and intelligence to inform risk identification and support packages
- Liaise with Spatial Services Emergency Information Coordination Unit as appropriate

## Crown Lands

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### Roles and responsibilities

Supporting agency responsible for a portfolio of Crown land, built assets and infrastructure; property management; and the oversight of Crown land managed by local councils, statutory and volunteer land managers. The agency provides expertise and resources throughout the PPRR spectrum of emergency management.

This includes the following.

- Deploy liaison and intelligence officers to EOCs and incident management teams
- Provide advice on and access to Crown land assets and infrastructure
- Provide spatial and other data on:
  - NSW Crown Land–managed assets
  - hazard mapping for Crown land
  - Crown Land–managed fire trails
  - Crown roads
- Coordinate impact data and intelligence to inform recovery priorities and support packages
- Administer recovery grant programs in relation to Crown land



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## More information

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