

# **Emergency Management Team Arrangements**

***-- for all emergencies --***

**(December 2014)**

**Emergency Management Commissioner**

in conjunction with the government member agencies of the  
State Emergency Management Team



TRIM ID CD/14/458000\*

## Document history

Date	Summary of Changes	Author
May 2009	Practice Note – Emergency Management Team	Office of the Emergency Services Commissioner
July 2013	Update, reformat and retitle	Fire Services Commissioner
October 2014	Update to align the document with the Emergency Management Act 2013, the updated State Emergency Response Plan and to include continued operations across the emergency management phases of readiness, response and recovery.	Emergency Management Commissioner
December 2014	Update to IEMT and REMT templates to include Traffic Management as standing EMT agenda item.	Emergency Management Commissioner

An electronic copy of this document can be found at <http://www.emv.vic.gov.au/procedures/incident-management/>

# TABLE OF CONTENTS

1	Introduction to the document .....	1
1.1	Purpose .....	1
1.2	Authority .....	1
1.3	Scope .....	1
1.4	Context .....	1
1.5	Incorporating future policy and legislative change .....	1
2	State strategic control priorities.....	2
3	The role of the EMT .....	2
3.1	Three tiers of EMT.....	2
3.2	The purpose of an EMT .....	2
3.3	The benefits of an EMT .....	3
3.4	Forming an EMT.....	3
3.5	The level of involvement of the EMT .....	4
4	EMT structure.....	5
4.1	EMT Chair .....	5
4.1.1	Chair for each phase of emergency management .....	5
4.1.2	Duties of the Chair .....	5
4.2	EMT membership .....	6
4.2.1	Agencies to be represented .....	6
4.2.2	Selection of representatives .....	6
4.2.3	Inclusion of local government .....	7
4.2.4	Inclusion of key business or critical infrastructure operators .....	7
4.2.5	Community representation.....	7
4.2.6	Relationship between EMT and emergency planning committees.....	7
4.3	EMT membership at each tier .....	7
4.3.1	IEMT membership.....	7
4.3.2	SEMT and REMT membership .....	8
5	EMT operations.....	8
5.1	Concept of operations .....	8
5.2	Outputs .....	9
5.3	Linkage with existing emergency management plans .....	9
5.4	Communications between the EMT tiers .....	10
5.5	EMT exercising.....	10
5.6	EMT debriefing .....	10
	Appendix A - Summary of the focus of EMT at each tier .....	11
	Appendix B – Incident EMT template .....	12
	Appendix C – Regional (or Area-of-Operations) EMT template .....	13
	Appendix D – State EMT template .....	14

Appendix E - Case studies of EMT operating at different tiers .....	15
Case study of an IEMT (small scale event at incident scene).....	15
Case study of an IEMT (in Incident Control Centre).....	15
Case study of a Regional EMT .....	16
Case study of an State EMT.....	17

# 1 Introduction to the document

## 1.1 Purpose

The Emergency Management Team Arrangements 2014 (**EMT Arrangements**) detail the arrangements for the establishment and operation of EMT.

The EMT Arrangements 2014 update the information in the EMT Arrangements 2013 and the superseded Practice Note - Emergency Management Team (OESC May 2009).

The update relates to the changes consequential to the introduction of the *Emergency Management Act 2013* (**EM Act 2013**) and the learning from the Hazelwood Mine Fire Inquiry 2014.

The arrangements are scalable and flexible to cater for the range of emergencies Victoria is likely to experience.

## 1.2 Authority

The Emergency Management Commissioner has developed the EMT Arrangements 2014 under section 50 of the *Emergency Management Act 2013*.

A primary source of information on EMT is the State Emergency Response Plan (**SERP**), Part 3 of the Emergency Management Manual Victoria (**EMMV**). The Emergency Management Commissioner has approved the SERP under delegation from the Minister for Police and Emergency Services in accordance with section 53(3) of the EM Act 2013.

The EMT Arrangements are a sub-plan of the SERP. They are referenced in Part 8 Appendix 10 of the EMMV and are posted on the Emergency Management Victoria (**EMV**) website.

## 1.3 Scope

The EMT Arrangements apply to:

- all types of emergency (defined in the EM Act 2013)
- EMTs at the incident, regional and state tiers of emergency management
- the readiness, response and recovery phases of emergency management.

## 1.4 Context

The EMT Arrangements provide information additional to the information contained in the SERP.

## 1.5 Incorporating future policy and legislative change

In December 2012, the Victorian Government produced the White Paper on Victorian Emergency Management Reform (White Paper) proposing changes to Victoria's emergency management arrangements.

The first stage of reform was the introduction of the EM Act 2013, which established Emergency Management Victoria (**EMV**) as the overarching body for Victoria's emergency management sector and the Emergency Management Commissioner accountable for ensuring the response to major emergencies is systematic and coordinated.

Future changes to the State emergency management arrangements are likely and revisions to the EMT Arrangements may be necessary to ensure they align and comply with policy and legislative changes.

## 2 State strategic control priorities

The Emergency Management Commissioner has identified priorities to underpin all planning and operational decisions made during the management of emergencies in Victoria. The State strategic control priorities provide clear direction on the factors that must be considered and actioned during any emergency.

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

The priorities are:

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

## 3 The role of the EMT

### 3.1 *Three tiers of EMT*

EMTs are named and located as follows:

- Incident EMT (**IEMT**), located at the incident scene or in an Incident Control Centre
- Regional EMT (**REMT**) or Area of Operations EMT (where an Area of Operations is established), located at the Regional Control Centre
- State EMT (**SEMT**), usually located at the State Control Centre or other location determined by the control agency.

This document uses the term EMT as a collective term referring to an EMT at any of the three tiers.

EMTs at each tier may be established across the readiness, response and recovery phases of emergency management.

**Appendices A, B, C and D contain information and a template for each tier of EMT.**

### 3.2 *The purpose of an EMT*

An EMT provides support to the EMT Chair (the controllers/coordinators for the respective phase of emergency management at the particular tier, who are responsible for directing the actions of agencies) with a wide information base.

The EMT is a whole-of-government forum that coordinates the activities of agencies with roles and responsibilities in emergency management in order to present the community with a unified approach from government during the readiness for, response to and recovery from an emergency.

The forum assists the EMT Chair to more easily identify risks, establish priorities, and identify actions to mitigate the priority risks and the agencies responsible for action. This information forms the basis of a whole-of-government plan for managing the particular phase of the emergency.

The EMT Chair will task support agency or functional commanders to implement a strategy or to provide resources in support of these strategies. Support agency commanders then implement the allocated strategy through their respective command structures, and report back to the EMT Chair as to the success or otherwise of the strategy.

The EMT Chair will include the strategies and the actions of all agencies in the relevant plan (e.g. Incident Action Plan).

### **3.3 *The benefits of an EMT***

The EMT has many benefits compared with a single agency approach, for example:

- Controllers/coordinators can better plan and integrate consequence management, whole-of-government communications and relief and recovery activities with traditional response activities.
- The strategy to manage the emergency at each tier will be better prioritised and should address all the risks of the emergency.
- Clear accountabilities for action can be established across all agencies with a role in the emergency.
- Each agency is able to meet its emergency management obligations while coordinating its activities with those of a range of other agencies.
- Duplication and overlap in service provision will be reduced and gaps identified.
- The total resources used to manage an emergency can be accounted for and their activities prioritised.
- It delivers better situational awareness and unified messaging across all involved agencies and to government and the community.
- Where an emergency is reasonably expected, agencies can coordinate their readiness arrangements and be better prepared.

### **3.4 *Forming an EMT***

The SERP states that where an emergency requires a response by two or more agencies, the Incident Controller, Regional Controller or Emergency Management Commissioner is responsible for forming and chairing an EMT at their respective response management tier, if activated in response to the emergency.

The SERP also states an EMT may be established in readiness where a major emergency is reasonably expected.

In practice, where a major emergency is anticipated or has occurred, EMTs are established at the three tiers and operate on a continuing basis throughout the readiness, response and recovery phases of emergency management, although their focus and Chair will change.

### 3.5 The level of involvement of the EMT

The level of potential impact or consequence of an emergency is a factor in the level of involvement of EMT at each tier, as indicated in the diagram below.

	POTENTIAL FOR MAJOR IMPACT OR CONSEQUENCES			
	LOW	MODERATE	HIGH	EXTREME
SEMT				
REMT				
IEMT				

**Table 2: The level of risk or consequence triggering the level of EMT involvement**

A risk management process can assist to identify potential significant impacts or consequences of an emergency. Information previously gathered through the Emergency Management Planning Committee risk assessment process would provide a good starting point.

Examples of 'significant impact or consequence' are:

- Potential or actual impact on a community, for example:
  - Injury or fatalities
  - Health issues
  - Displacement or damage
  - Impact on vulnerable communities
  - Impact on tourists
- Potential or actual need for an evacuation
- Potential or actual impact on community infrastructure or assets providing essential services, such as:
  - Telecommunication
  - Transport/roads
  - Water, electricity or gas
  - Food supplies
  - Finance services
  - Community facilities
- Potential or actual impact, which could incur economic cost, on activities such as:
  - Agriculture or industry
  - Tourism
  - Other sources of individual livelihood and economic production
- Impact on environmental and conservation assets.



## 4 EMT structure

### 4.1 EMT Chair

#### 4.1.1 Chair for each phase of emergency management

The following table indicates the EMT Chair for each phase of emergency management. Note the Chair may also be the nominee of the identified role.

EMTs are activated at each tier and for each phase only as required.

	<b>Readiness for particular hazards</b>	<b>Response (one emergency)</b>	<b>Response (multiple disparate emergencies or controller not identified)</b>	<b>Recovery</b>
<b>SEMT</b>	EMC (Class 1 and 2 emergencies)  VicPol (warlike acts, terrorism, hijack, siege or riot)	EMC (A Class 1 and 2 emergency)  VicPol (warlike act, terrorism, hijack, siege or riot)	EMC (Class 1 and 2 emergencies)  VicPol (warlike acts, terrorism, hijack, siege or riot)	EMC (Class 1 and 2 emergencies)  VicPol (warlike acts, terrorism, hijack, siege or riot)
<b>REMT</b>	RC (if appointed)	RC	RERC	RRC
<b>IEMT</b>	IC (if appointed)	IC	MERC (or IERC in first response)	MRM

EMC = Emergency Management Commissioner (Chair the SEMT for Class 1 and 2 emergencies)

RERC = Regional Emergency Response Coordinator

MERC = Municipal Emergency Response Coordinator

IERC = Incident Emergency Response Coordinator

RC = Regional Controller

IC = Incident Controller

RRC = Regional Recovery Coordinator

MRC = Municipal Recovery Manager

VicPol = Victoria Police (Chair SEMT for warlike acts, terrorism, hijack, siege or riot)

The identified Chair (or their nominee) will establish and chair the EMT and, where necessary, arrange to handover to the Chair for the next phase of emergency management.

#### 4.1.2 Duties of the Chair

The EMT Chair should:

- notify the EMT member agencies and identify those to be represented in the EMT
- identify the need for EMT meetings and issue invitations
- chair and lead the EMT meeting

- consider establishing sub-groups within the EMT to analyse specific areas of impact or consequence, such as evacuation, health support, provision of community support etc
- keep EMT meeting minutes, including a record of attendances, decisions made and their justification, and a log of actions and responsibilities
- incorporate EMT meeting outcomes into the respective incident, regional or state plan
- communicate with the emergency response coordinator at the respective tier to resolve issues and escalate them, if required, to the next tier of emergency management
- convey decisions and priorities to EMT Chairs at lower level tiers of emergency management,
- follow-up on actions required from individual responsible agencies
- plan the transition from response to recovery
- ensure debriefs and after action reviews are conducted, documented and communicated, when required
- decide when to conclude the activities of the EMT for the emergency or to handover the Chair position for the next phase of emergency management.

Issues between agencies should be resolved by either the controllers or the EMT. The EMT Chair should escalate unresolved issues to the Chair of the EMT at the next tier of emergency management for attention.

## **4.2 EMT membership**

### **4.2.1 Agencies to be represented**

At each tier, the EMT generally comprises the senior operational representative of agencies with a role or responsibility in the management of an emergency or its consequences. Membership is flexible to allow for the range of service providers responding to different types of emergency. The services provided by some agencies are hazard specific, while others provide services during every type of emergency.

Part 7 of the EMMV describes the role and responsibilities of agencies in specific types and phases of emergencies and provides the basis for controllers to identify agencies to be included. All affected agencies, including both government and non-government agencies, should either have a representative in the EMT or be advised of its outcomes by the EMT Chair.

Representatives of affected local government, communities and major business or infrastructure should also be included.

Not all agencies will have representatives at each tier. For example, where the potential for significant consequences or capacity issues exist, an agency may escalate management of their responsibilities directly to the regional or state tier.

Where an agency cannot send a representative to attend meetings in person (for example, due to distance), agencies can nominate another agency to represent their interests or the EMT Chair can arrange for the agency representative to dial into a teleconference.

### **4.2.2 Selection of representatives**

Consistent EMT representation assists the EMT representatives to build relationships and work more efficiently and effectively with the representatives of other agencies during emergencies.

Agencies should ensure their EMT representatives:

- Are authorised to contribute on behalf of the agencies they represent.
- Understand the potential risks and consequences of the emergency on the portfolio responsibility or service provision of the agencies they represent.

- Are comfortable speaking in public and answering general questions on behalf of the agencies they represent.

Agencies should attempt to provide consistent representation to EMT wherever possible and induct them on the role of the EMT within State emergency management arrangements. Agencies could also consider an arrangement where an experienced EMT representative mentors a new representative throughout their initial period of EMT representation.

EMT representatives are responsible for communicating the outcomes of EMT meetings to the agencies they represent, in order to give effect to the decisions made by the EMT.

### **4.2.3 Inclusion of local government**

Local councils have a relief and recovery role, as well as broader statutory roles which may be relevant to the emergency, including roles as infrastructure manager, in building control, and environmental health. Councils are also the primary source of information about the community, community networks, infrastructure and industry in the local area. The inclusion of local knowledge of this type is essential for managing the consequences of an emergency.

Local government representation must be invited to attend each EMT, other than to the field based IEMT, with representation either by the affected municipalities at incident or regional level or by the Municipal Association of Victoria at State level.

### **4.2.4 Inclusion of key business or critical infrastructure operators**

The emergency may affect major businesses or critical infrastructure in the area, with flow-on effects to business continuity and the wider community, either directly or indirectly.

Where the emergency involves a major business or critical infrastructure, the EMT Chair must invite the operator to attend EMT meetings to ensure a partnership approach to the resolution of the emergency between government, agencies, business and the community.

### **4.2.5 Community representation**

The EMT Chair should consider the impact of the emergency on the local economy and environment, and identify the groups most affected by the emergency, for example local businesses or tourism operators, and include these groups. Representatives of existing local groups would make effective representatives.

Note that this is different to the 'local knowledge' input into the IMT, which relates to the provision of operational and tactical advice.

### **4.2.6 Relationship between EMT and emergency planning committees**

Many member agencies of EMTs are also members of Municipal, State, or Regional Emergency Management Planning Committees. A key function of these committees is to identify the risks and likely consequences of an emergency across the respective state, region or locality and to plan mitigation action, prior to an emergency.

## **4.3 EMT membership at each tier**

### **4.3.1 IEMT membership**

At first response to an incident involving several agencies, either the Incident Emergency Response Coordinator (senior member of the Victoria Police on scene) or the Incident Controller will form an IEMT, which will comprise the on-scene agency commanders. The IEMT will plan the activities of each agency, ensuring they are coordinated.

Where the incident has the potential to become a major emergency or to have significant consequences, the first response Incident Controller will transfer control to an Incident Controller located in an Incident Control Centre (ICC), supported by an Incident Management Team. Once this occurs, the Incident Controller will establish an IEMT with representation from a broader range of agencies than the field-based IEMT.

EMT Chairs need to be mindful that not all agencies will have sufficient personnel to send a representative to EMT at all three tiers and may not have a representative at the IEMT.

The IEMT usually comprises;

- Incident Controller
- Municipal Emergency Response Coordinator (or delegate)
- Support agency commanders (or their representatives)
- Health Commander (functional commander of supporting health agencies)
- Municipal Recovery Manager (or representative)
- local government representative
- other specialist persons as required, including representatives of industry groups or critical infrastructure representatives as appropriate.

IEMT representatives can represent either a single agency or a functional area. For example, if agencies with similar responsibilities (e.g. a group of agencies involved with road management) consolidate and nominate a single agency to represent their interests, the decision-making processes at EMT can be more efficient and effective. This approach is common in some industry sectors, for example, a Health Commander represents all health related agencies.

There are a number of non-government agencies with a key role in emergency management. For example, Red Cross coordinate emergency relief, and therefore should be included in the EMT where the provision of relief is required.

### **4.3.2 SEMT and REMT membership**

Because there are many agencies with roles and responsibilities in managing major emergencies and their consequences, SEMT and REMT will generally comprise functional representatives, although the involvement of individual agencies may be requested.

Government departments or agencies with coordination or portfolio responsibility for a functional area, such as pre-hospital response, health, water, transport or roads, usually undertake functional representation.

Each functional representative represents several agencies and holds responsibility for bridging the communications between the EMT and the agencies represented. This includes representing the agency at EMT meetings and communicating the outcomes of the EMT meeting to the agency.

A representative of Emergency Management Joint Public Information Committee (EMJPIC) usually attends SEMT to facilitate the provision of coordinated state-level information about the emergency. EMJPIC ensures that the state-level messages from all agencies involved in the management of emergency response, recovery and the consequences of the emergency are included in the key messages to the public.

## **5 EMT operations**

### **5.1 Concept of operations**

The IEMT supports the IEMT Chair by providing information on the risks and potential consequences of the emergency, assisting to identify priorities, helping to plan mitigation actions and clarifying agency responsibilities. Where the emergency involves significant risks or consequences, and particularly where these are unable to be mitigated, the IEMT Chair will escalate these to the Chair of the REMT.

With the support of the REMT, the REMT Chair will evaluate and prioritise the risks and consequences escalated from across the region (noting there may be several incidents running concurrently), develop a regional plan to manage these and allocate actions and responsibilities accordingly. The REMT Chair will escalate significant risks and consequences, especially those not mitigated at the regional tier, to the Emergency Management Commissioner.

The SEMT will do its own planning to identify and manage significant consequences. It will use the information provided by the REMT and will, in turn, provide information to assist the REMT.

With the support of the SEMT, the Emergency Management Commissioner will evaluate and prioritise the risks escalated from across the state and develop a whole-of-government approach to their management. This may include sourcing resources from the Commonwealth, other states or internationally. The Emergency Management Commissioner will report significant State risks to the Minister for Police and Emergency Services.

## **5.2 Outputs**

The EMT assists the EMT Chair at each tier to develop a plan outlining the strategy for managing the particular phase of the emergency. The plans:

- identify the key risks and consequences of the emergency
- identify priority risks
- outline the actions of agencies and their capacity to implement these actions
- identify risks that cannot be managed and that need to be referred to the next tier of emergency management.

These plans include:

- readiness plans e.g. State and Regional Monthly Readiness Plans developed for some specific hazards such as bushfire and flood
- response plans e.g. the Incident Action Plan, Regional Strategic Plan and State Strategic Plan
- recovery plans e.g. Municipal Recovery Plan, Regional Recovery Plan and State Recovery Plan.

## **5.3 Linkage with existing emergency management plans**

The plans developed by the EMT Chair at each tier should link with the information in the existing fire and emergency management plans i.e.:

- Municipal and Regional Emergency Management Plans
- Municipal, Regional and State Fire Management Plans
- other sub-plans of the SERP, such as the state plans for specific types of hazard.


These plans identify key risks within a jurisdictional area and include the associated treatments to mitigate these risks.


During an emergency response, the EMT can use the information developed by these planning committees to assist in identifying the likely risks and consequences of the emergency.

It would also be beneficial if the agency representatives on the emergency and fire management planning committees were also the agency representatives on the related EMT.

The table below shows the linkage between the plans prepared before, during and after emergencies at each tier of emergency management, using bushfire as an example.

	Before	During		After
	Preparedness	Readiness	Response	Recovery
<b>State</b>	State Emergency Response Plan State Emergency Relief and Recovery Plan	Monthly Readiness Plan	State Strategic Plan	State Recovery Plan
<b>Regional</b>	Regional Emergency Management Plan Regional Fire Management Plan	Monthly Readiness Plan	Regional Strategic Plan	Regional Recovery Plan
<b>Municipal/ Incident</b>	Municipal Emergency Management Plan Municipal Fire Management Plan	Agency readiness plans	Incident Action Plan	Municipal Recovery Plan


  
 Shared information on consequences, mitigation actions and agency capacity


  
 Reporting on consequences, mitigation actions and agency capacity

#### 5.4 **Communications between the EMT tiers**

The IEMT, REMT and SEMT communicate with each other through their respective Chairs. Information communicated includes:

- significant risks and consequences
- the strategy to manage the risks and consequences
- the adequacy of resourcing to manage the risks
- plans (e.g. Incident Action Plans and Regional Strategic Plans)
- state and regional priorities and directions.

#### 5.5 **EMT exercising**

Regular training and practice will improve EMT understanding of:

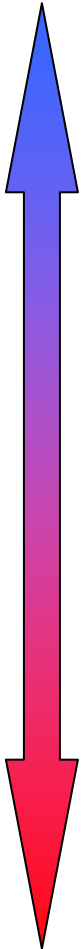
- the role, responsibilities and capacity of each agency
- the likely risks and consequences of emergencies
- preventative actions that agencies can take to reduce the consequences of an emergency.

#### 5.6 **EMT debriefing**

Following a major event or at least annually, the relevant EMT Chair/Chairs should arrange for an EMT debrief in order to improve performance.

# Appendix A - Summary of the focus of EMT at each tier

**STRATEGIC**                      **proactive**                      **long-term**                      **outcome focus**                      **judgement**                      **large-scale**



	Location	When	Trigger	Focus	Reports
SEMT	Usually in the SCC	Readiness Response Recovery	Where there are risks / potential consequences of state significance	<ul style="list-style-type: none"> <li>To facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergencies affecting the State</li> <li>To identify strategic State risks and consequences and plan the actions of agencies to manage these risks and consequences</li> <li>To support the EMC to develop a state strategic plan for the management of the emergency, outlining high level actions of all agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Minutes – attendances, a record of decisions made (including justification), actions and responsibilities</li> <li>The EMC will resolve issues and will report significant issues to the Minister for Police and Emergency Services.</li> </ul>
REMT	Usually in a RCC in a Victorian government region	Readiness Response Recovery	Where there are risks / potential consequences of regional significance	<ul style="list-style-type: none"> <li>To facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergencies affecting the region</li> <li>To identify regional risks and consequences and plan the actions of agencies to manage these risks and consequences</li> <li>To support the REMT Chair develop a regional strategic plan for the management of the emergency, outlining the regional tier actions of all agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Minutes – attendances, a record of decisions made (including justification), actions and responsibilities</li> <li>The REMT Chair will resolve issues or escalate as required.</li> </ul>
IEMT	At either the incident scene or in an ICC	Readiness Response Recovery	Whenever there is multi-agency activation	<ul style="list-style-type: none"> <li>To support the IEMT Chair in determining and implementing appropriate incident management strategies for the emergency</li> <li>To support the IEMT to incorporate the actions of all agencies in a plan to resolve the emergency.</li> </ul>	<ul style="list-style-type: none"> <li>Minutes – attendances, a record of decisions made (including justification), actions and responsibilities</li> <li>The IEMT Chair will resolve issues and escalate as required.</li> </ul>

**TACTICAL**                      **responsive**                      **short-term**                      **the present**                      **technical skills**                      **small-scale**

## Appendix B – Incident EMT template

<b>Trigger</b>	Whenever there is multi-agency activation, the Incident Controller, Emergency Response Coordinator (Incident or Municipal), or Municipal Recovery Manager initiates the IEMT, issues invitations and chairs IEMT meetings.	
<b>Purpose</b>	The IEMT fosters situational awareness across all agencies at the incident. The IEMT supports the EMT Chair in determining and implementing appropriate incident management strategies for the emergency. The IEMT Chair will then task support agency or functional commanders to implement a strategy or to provide resources in support of these strategies. Support agency commanders then implement the allocated strategy through their respective command structures, and report back to the IEMT Chair as to the success or otherwise of the strategy. The EMT Chair will include the strategies and the actions of all agencies in the relevant plan (e.g. Incident Action Plan).	
<b>Meetings</b>	When multiple agencies respond on-scene to an incident, the first contact between the Incident Controller and support agencies represents the formation of an IEMT. Where the control of the incident transfers to an ICC, the IEMT meets more formally either face to face or via video or teleconference.	
<b>Agencies represented</b>	<p>The IEMT will usually comprise:</p> <ul style="list-style-type: none"> <li>• Incident Controller</li> <li>• support agency commanders (or their representatives)</li> <li>• Health Commander (functional commander of supporting health agencies)</li> <li>• Municipal Recovery Manager (or representative)</li> <li>• Emergency Response Coordinator (or representative)</li> <li>• local government representative</li> <li>• other specialist people, such as representatives of affected local community and industry groups.</li> </ul> <p>Part 7 of the EMMV details agency responsibilities during emergencies.</p>	
<b>Agenda</b>	Welcome / introduction/attendance/apologies	Chair
	Actions from the previous meeting and issues resolution	Chair
	<p>Situation awareness:</p> <ul style="list-style-type: none"> <li>• situation overview</li> <li>• situation prediction</li> <li>• proposed objectives and strategies</li> <li>• command, control and coordination arrangements</li> </ul>	Chair
	<p>Risks and consequences to:</p> <ul style="list-style-type: none"> <li>• the community</li> <li>• public infrastructure</li> <li>• the economy, including agriculture</li> <li>• the environment</li> <li>• agency or government reputation</li> </ul> <p>Other emerging issues, risks or consequences</p>	All agencies
	Relief and recovery	Municipal councils
	Traffic management	Chair / Victoria Police
	Community information and engagement	Information Officer
	Confirm objectives / alignment with statement of State Intent	Chair
	Reporting and next meeting	Chair
<b>Minutes</b>	Minutes will include attendances, a record of decisions made (including justification), actions and responsibilities. The Chair or MERC will resolve issues and escalate as required.	
<b>References</b>	EMMV Parts 3 and 7. Municipal Emergency Management Plans etc.	



## Appendix C – Regional (or Area-of-Operations) EMT template

<b>Trigger</b>	Whenever there is a multi-agency activation that has the potential for regional significance, the Regional Controller (or delegate), Regional Emergency Response Coordinator (or delegate) or Regional Recovery Coordinator (or delegate) will initiate the REMT, issue invitations and chair the REMT.	
<b>Purpose</b>	<p>The role of the REMT is to:</p> <ul style="list-style-type: none"> <li>• facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergency(s) affecting the region</li> <li>• identify risks and consequences</li> <li>• facilitate the achievement of the State Controller's Intent</li> <li>• develop a strategic regional plan outlining the regional actions of all agencies</li> <li>• to maintain a log and keep an audit trail.</li> </ul>	
<b>Meetings</b>	Meetings are usually held at the RCC.	
<b>Agencies represented</b>	<p>The REMT usually comprises the government departments or agencies with coordination or portfolio responsibility for a functional area such as pre-hospital response, health (Regional Health Commander), water transport or roads to represent those agencies within the function from a whole-of-region perspective. A senior representative of all affected municipal councils should attend. The REMT Chair may also invite other organisations, government agencies or individuals with specialist knowledge, including representatives of affected industry groups.</p> <p>Prior to the meeting, the Chair should distribute situation summaries. All representatives should plan a summary of their activities and related risks and issues, for the agency or portfolio area, to present at the meeting.</p>	
<b>Agenda</b>	Welcome / introduction/attendance/apologies	Chair
	Actions from the previous meeting and issues resolution	Chair
	<p>Situation awareness:</p> <ul style="list-style-type: none"> <li>• situation overview</li> <li>• situation prediction</li> <li>• intended strategic intent (short &amp; long term priorities)</li> <li>• readiness (region, municipal, incident).</li> </ul> <p>Command, control, coordination arrangements</p>	Chair
	<p>Risks and consequences to</p> <ul style="list-style-type: none"> <li>• the community</li> <li>• public infrastructure</li> <li>• the economy</li> <li>• the environment</li> <li>• agency or government reputation.</li> </ul> <p>Other emerging issues, risks or consequences</p>	All agencies
	Relief and recovery	DHS / Red Cross
	Traffic management	Chair / Victoria Police
	Community information and engagement	Information Officer
	Confirm alignment of regional strategic intent with statement of State Intent	All agencies
	Reporting and next meeting date	Chair
<b>Minutes</b>	Minutes are to include attendances, a record of decisions made (including justification), actions and responsibilities. The Chair or RERC will resolve issues and escalate as required.	
<b>Reference</b>	EMMV Parts 3 and 7. Regional Emergency Management Plans et al.	

## Appendix D – State EMT template

<b>Trigger</b>	Whenever there is a multi-agency activation in readiness for or in response to an emergency with the potential for regional significance, the Emergency Management Commissioner (or delegate) will initiate the SEMT, issue invitations and chair the SEMT meetings. For warlike acts, terrorism, hijack, siege or riot, the Victoria Police will Chair the SEMT.	
<b>Purpose</b>	The SEMT provides the following function: <ul style="list-style-type: none"> <li>to facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergency(s)</li> <li>to identify and manage strategic risks and consequences</li> <li>to develop a State Strategic plan outlining the high level actions of all agencies.</li> </ul>	
<b>Meetings</b>	Meetings are usually held at the SCC.	
<b>Agencies represented</b>	<p>The SEMT has a similar agency composition to the REMT except that the most senior person (or their delegate) in the agency at the state tier of emergency management represents the agency.</p> <p>The SEMT usually comprises the government department or agency with coordination or portfolio responsibility for a functional area such as pre-hospital response, health (Regional Health Commander), water, transport or roads to represent those agencies within the function from a whole-of-region perspective. A representative of the Municipal Association of Victoria may represent affected municipal councils (but not all e.g. Melbourne City Council). A representative of EMJPIC ordinarily attends. The Chair may also invite other organisations, government agencies or individuals with specialist knowledge, including representatives of affected industry groups.</p> <p>Prior to the meeting, the Chair should distribute situation summaries. All agencies should plan a summary of their activities and related risks and issues, for the agency representative to present.</p>	
<b>Agenda</b>	Welcome/introduction/attendance/apologies	Chair
	Actions from the previous meeting and issues resolution	Chair
	Situation awareness: <ul style="list-style-type: none"> <li>incident overview</li> <li>incident prediction</li> <li>intended strategic intent (short &amp; long term priorities)</li> <li>readiness (state, region, municipal, incident)</li> <li>command, control, coordination arrangements.</li> </ul>	Chair
	Risks and consequences to <ul style="list-style-type: none"> <li>the community</li> <li>public infrastructure</li> <li>the economy</li> <li>the environment</li> <li>agency or government reputation</li> </ul> Any other emerging risks or issues	All agencies
	Relief and recovery	DHS/Red Cross
	Community information and engagement	Information Officer/EMJPIC
	Confirm strategic intent	Chair
	Reporting and next meeting	Chair
<b>Minutes</b>	Minutes are to include attendances, a record of decisions made (including justification), actions and responsibilities. The EMC will resolve issues.	
<b>Reference</b>	EMMV Parts 3 and 7. State plans etc.	

## **Appendix E - Case studies of EMT operating at different tiers**

### ***Case study of an IEMT (small scale event at incident scene)***

Following a rural car accident, responders from the Victoria Police, the Country Fire Authority, State Emergency Service and Ambulance Victoria meet at the incident scene.

The Victoria Police agency commander assumes the role of Incident Controller and forms an IEMT with the other agency commanders at the scene.

The Incident Controller consults with the IEMT about the key risks of the incident e.g.

- Fuel hazard
- Trapped and injured person
- Potential for a traffic accident in the vicinity.

The IEMT assists the Incident Controller to identify priorities. The Incident Controller then allocates roles and each agency commander implements the plan through their agency command structure.

### ***Case study of an IEMT (in Incident Control Centre)***

During a bushfire, the first response Incident Controller has assessed the situation as potentially affecting communities and public infrastructure (water treatment plant) and has transferred control to an Incident Controller working in an ICC. The Department of Environment and Primary Industries, Country Fire Authority, Metropolitan Fire Brigade and Victoria Police are providing support.

The Incident Controller calls a meeting of the IEMT in the ICC, comprising:

- Incident Controller
- support agency commanders
- Health Commander (functional commander of health agencies)
- Municipal Emergency Response Coordinator
- Municipal Recovery Manager
- local government representative
- a representative of the regional water authority.

The Incident Controller meets with the IEMT, who provides information on the potential risks and consequences of the incident e.g.:

1. The need for the community to get timely and accurate warnings and information.
2. The need to protect the community through the evacuation of houses and management of traffic on roads in the path of the fire.
3. The need to prepare for the possibility of fatalities and injuries.
4. The need for the welfare of displaced persons to be managed, including an assessment of expected emergency relief needs.
5. The potential impact on the town's water supply (during the fire and in the future).

The Incident Controller identifies priorities for the management of the incident, in line with the State Controller's Intent and responsibilities are allocated to agencies.

The Incident Controller includes the information provided by the IEMT in the incident action plan and provides a situation report to the Regional Controller. The Regional Controller and State Response Controller will monitor the situation but will only become involved where the bushfire has the potential to become a major fire.

Agency commanders implement the plan through their agency command structures.

## ***Case study of a Regional EMT***

A flood is affecting a considerable part of a Victorian government region (Hume) and the VICSES has established several Incident Control Centres in the affected area (Euroa, Wangaratta and Shepparton) to manage the emergency.

The Regional Controller, operating from the Regional Control Centre at Benalla, provides active oversight of the emergency. There are many support agencies from all parts of government assisting with the management of the emergency.

The Regional Controller calls a meeting of the REMT, comprising:

- Regional Controller
- Regional Emergency Response Coordinator
- Regional Recovery Manager
- Regional Health Commander
- Regional agency commanders for:
  - Country Fire Authority
  - Department of Environment and Primary Industries
  - State Emergency Service
  - Victoria Police
- the following agencies
  - VicRoads
  - Public Transport Victoria
  - Department of Education
  - Regional Tourism Board
  - North East Water and Goulburn Valley Water
  - SP Ausnet (energy)
  - Red Cross
  - representatives from council/s covering Wangaratta, Benalla, Euroa and Shepparton local councils

The Regional Controller consults with the REMT (not duplicating the discussions of the IEMT, which will be more tactical) and identifies significant regional risks and consequences, for example:

1. The risk of the community receiving uncoordinated and conflicting information and the need for regional coordination of community and media information for things such as relief services and support, school closure, road closures, power outages etc.
2. The risk of high priority areas not having the necessary resources and the need to prioritise and allocate scarce resources (e.g. police water rescue specialists).
3. A potential shortage of replacement resources to relieve local resources, who have been working for several days without a break, and the need to source state resources.
4. Impact on local economy long term and the need to apply for disaster relief funding.

The Regional Controller identifies priorities, in line with the State Controller's Intent, and the REMT agencies determine responsibilities and desired outcomes. This is documented in a Regional Strategic Plan.

The Regional Controller documents the information in a regional (risk and consequence) plan and provides a report on the unresolved issues to the State Controller.

Agency representatives communicate with their agencies and coordinate the achievement of the priorities and actions their function has been allocated.

## ***Case study of an State EMT***

During January, the Bureau of Meteorology has indicated Victoria will face, over the next fortnight, a period of extreme heat, followed by widespread storms and unstable conditions posing a widespread extreme bushfire risk.

The Chief Health Officer has issued a heat health alert for the forthcoming weather.

The Emergency Management Commissioner, the State Response Controller (for bushfire) the State Controller (for heat) and all agencies are making arrangements in advance of the forthcoming conditions, which are at least a week away, so that the whole of government is ready for these events.

The Emergency Management Commissioner calls a SEMT meeting, advising agencies it is a meeting for 'readiness' purposes. The following positions and agencies are invited:

- Emergency Management Commissioner
- State Response Controller (for bushfire)
- State Controller (for heat)
- Senior Police Liaison Officer
- Chief Health Officer
- State Health Commander
- State Recovery Coordinator
- Red Cross (relief coordination)
- Bureau of Meteorology severe weather forecaster
- State commanders for the following agencies:
  - Country Fire Authority
  - Department of Environment and Primary Industry
  - Metropolitan Fire Brigade
  - State Emergency Service
  - Victoria Police
- representatives of the following agencies
  - Emergency Services Telecommunication Authority (ESTA)
  - Department of Transport, Planning and Local Infrastructure
  - Public Transport Victoria
  - VicRoads
  - Department of State Development, Business and Innovation
  - Department of Justice
  - Department of Premier and Cabinet
  - Department of Education
  - Parks Victoria
  - Department of the Environment and Primary Industries (biosecurity, water, agriculture etc)
  - Tourism Victoria
  - Municipal Association of Victoria
  - Emergency Management Joint Public Information Committee (EMJPIC) representative

The Emergency Management Commissioner chairs the meeting, clarifying that the purpose of the meeting is to make arrangements in readiness for the forthcoming events.

The SEMT identifies potential risks and consequences, including:

- it is a school holiday period, meaning:
  - there will be a lot of tourists in rural and coastal areas
  - children who reside in rural areas will be home, some unsupervised
- people in the vulnerable communities category will be at risk from heat issues
- there will be pressure on hospitals and health services
- bushfire fuels across the state will dry in the heat, prior to the period of high-risk bushfire weather
- Victoria's energy demand will potentially exceed supply
- there will be pressure on Melbourne's transport system
- there is potential for a Code Red fire danger day and this will impact on a range of agency arrangements
- response resources arrangements need to be in place.

The Emergency Management Commissioner identifies the priorities for this period, which are:

1. The need to issue consolidated state messages and warnings about the forthcoming risks with sufficient timelines and information so that the community can undertake advance preparations to mitigate the risk.
2. Protection of the community, particularly:
  - protection of tourists and vulnerable communities located in high bushfire and other hazard risk areas
  - protection of vulnerable communities in urban areas facing health risks from the heat
3. The security of supply of essential services such as energy, water, transport and telecommunications.
4. Ensuring emergency response arrangements and resources are ready for immediate activation in the areas of greatest risk during the high-risk period.

Each agency reports on the arrangements they will be making to mitigate the risks that are within their sphere of control.

The arrangements are documented in a State Risk and Consequence Plan.

The Emergency Management Commissioner sets expectations regarding the timing of the SEMT Situation Report.