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EMERGENCY OPERATIONS CENTRE

GUIDELINES



NSW Police Force



Incident & Emergency Management Command



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Summary

An Emergency Operations Centre (EOC) is a multi-agency centre established under the State Emergency and Rescue Management (SERM) Act 1989 to coordinate support to a combat agency during an emergency. The impact of some emergencies may be of a scale and complexity that exceeds the capability of the combat agency to manage using their own resources, thereby requiring a coordinated all-agencies response. Where there is no combat agency, the EOC will also control the overall response to the emergency through the relevant Emergency Operations Controller (EOCON). The State Emergency Operations Controller (SEOCON) has a responsibility to establish and control a State Emergency Operations Centre (SEOC). Regional Emergency Operations Controllers (REOCONs) and Local Emergency Operations Controllers (LEOCONS) are to establish respective Regional and Local EOCs.

This document will be maintained on behalf of the SEOCON, as the document owner, by the NSW Police Force Incident and Emergency Management Command (IEMC).

Document Control Sheet

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Purpose

The aim of this policy is to provide direction and enhance existing emergency management arrangements for the establishment, activation, operation, maintenance, and closure of EOCs at state, regional and local levels.

Scope

This policy relates to EOCs established at state, regional or local levels. It does not address the financial maintenance or physical construction of the facility.

Agency specific control centres or operations centres are not within the scope of this policy.

This policy takes an all hazards, all agencies approach and outlines the key requirements, principles, authorities, responsibilities and mechanisms for the establishment, activation, operation, and management of EOCs in NSW.

Whilst the SERM Act provides for the establishment of a SEOC, REOCs and LEOCs, all of which should be identified and established as 'preparation' measures, there will be occasions during emergency responses where an ad hoc EOC may be established as either a combined Regional/Local EOC or as an EOC across two or more Local Government Areas (LGAs) to suit the circumstances of a particular emergency or combination of emergencies. In all cases, EOCs are to comply with this policy.

1. Key Requirements and Principles

1.1 Requirements

EOCONs are sworn members of the NSW Police Force who have experience in emergency management. These officers are appointed under provisions contained within the SERM Act.

EOCONs are responsible for establishing and controlling EOCs from which to coordinate support to a combat agency or control the response to an emergency where there is no combat agency, or where the combat agency has requested or agreed to the EOCON assuming that responsibility.

The LEOCON's responsibility extends to where the emergency affects, or where they otherwise assume responsibility.

The REOCON's responsibility extends to where the emergency affects more than one LGA in the Region, or where they assume responsibility.

The SEOCON's responsibility extends to where the emergency affects more than one Region, or where they assume responsibility.

1.2 Principles

Notwithstanding the above requirements, the guiding principles to employ are:

- A. Control shall be established and maintained at the lowest effective level; and
- B. Flexibility should be exercised to ensure EOCs can be adequately staffed and resourced during the emergency.

If coordinating support at the request of a combat agency, it is preferable to locate an EOC close to the combat agency's Incident Management Team (IMT) to facilitate good communications with that agency and the Incident Controller (IC).

If the combat agency's IMT is controlling the response to the emergency over more than one LGA, the EOC will coordinate support to the same geographical area. In this case, the REOCON will determine, in consultation with the affected LEOCON/s, whether the EOC shall be controlled by the REOCON or a particular LEOCON.

If an emergency for which there is no combat agency extends over more than one LGA the REOCON, in consultation with the affected LEOCONs, shall determine:

- A. The appropriate location to establish the EOC.
- B. Whether the EOC shall be controlled by the REOCON or a LEOCON acting on their behalf.

The EOC shall be staffed by supporting agencies or Functional Area (FA) Liaison Officers (LOs) from state, regional or local levels, or a combination, dependent upon the requirements of the situation and as determined by the relevant EOCON.

2. Establishment

2.1 Identification of Possible Facilities

EOCONs are responsible for establishing and controlling their relevant EOCs. The EOCON, with the assistance of the Emergency Management Committee is to identify, in their area of responsibility, a range of facilities which may be utilised as an EOC.

If possible, EOCs should be located close to combat agency control centres or co-located if sufficient space and other required resources are available for both the combat agency and the EOC to operate independently. This facilitates good communication between the combat agency and the EOC when providing support. The separation between the combat agency control centre and the EOC should still be made clear in this instance.

It is preferable that identified facilities be publicly owned to ensure 24-hour access and the ability to set them up effectively.

A 'backup' EOC should be identified in each area to ensure flexibility, dependent upon the type and location of the situation and the area/s affected. This also provides for business continuity should a facility not be available at the time.

When suitable facilities are identified that are operated by an Emergency Service Organisation (ESO) or other government agency (e.g. NSW Rural Fire Service, NSW State Emergency Service), consultation and negotiation should occur at the local level in the first instance. Formal agreements should be developed between agencies as deemed appropriate.

2.2 Location

When determining the physical location of the EOC, EOCONs should refer to the emergency risk management process, ensuring that the site is ideally located outside of the potential hazard impact area, and remains safe and accessible during times of emergency. This may include considerations for whether the EOC (or access roads) are physically located near bushland or in a flood effected area. There should be suitable parking facilities to enable access to EOC staff.

2.3 Virtual EOCs

Where possible, attendance in person from agencies to physical EOCs should be requested. However, in some instances it may be appropriate to host a virtual EOC through a video-calling platform. The decision to hold an EOC virtually rests with the relevant EOCON.

2.4 Physical Requirements

Refer to the annexures that supplement this policy, which details size, layouts, physical resource requirements, utilities, and communication systems.

2.5 Capital Funding

Where suitable facilities are unable to be identified or additional equipment is needed to ensure they meet necessary standards, funding may be sourced through State and Commonwealth initiatives. Any additional funding requests outside standard operating budgets should be directed through the appropriate chain to the State Emergency Management Committee (SEMC).

3. Activation

3.1 Authority to Activate

Authority to activate an EOC is vested in the relevant EOCON.

The most appropriate EOC facility is to be activated taking into consideration the combat agency IMT location, and the geographical area over which operations need to be undertaken.

It must be realised that the EOC's area of interest/concern may:

- A. Vary or be greater than that of the IMT which may be narrowly focussed on a single impact site,
- B. Cover more than one LGA.

3.2 Reasons for Activate

The EOCON may activate the EOC to:

- A. Monitor an incident or emergency operation,
- B. Coordinate support to the combat agency at their request,
- C. Control an emergency operation where there is no combat agency or where the combat agency has requested or agreed to the Emergency Operations Controller assuming responsibility for control,
- D. Plan and prepare to manage the consequences of an emergency,
- E. Provide a point of communication and reporting,
- F. Comply with a direction to do so by a higher EOCON,
- G. Conduct and prepare an impact assessment following an emergency,
- H. Provide or coordinate support to the recovery process at the request of the person managing the recovery process.

3.3 Levels of Activation

Level	Status	Comment
White	Monitor	Normal use of facility, including for activities such as a conference room, training, etc
Yellow	Alert	Heightened state of readiness and preparedness activities undertaken
Red	Operational	Commitment of EOC staff & resources to monitor, support or control emergency activities
Green	Stand Down	Process to return the centre to normal business (White)

When referring to a level of activation in ordinary context, the 'status' term should be preferred to provide context to the level (i.e. the EOC is now Operational).

3.4 Decision to Close

Authority to close the EOC is vested in the relevant EOCON. The EOCON will determine the need to maintain activation of the EOC to control or coordinate support for ongoing activities related to an emergency.

If the EOC has been activated in support of a combat agency, the EOCON will consult with the combat agency Incident Controller (IC) prior to any decision to close the EOC.

The EOCON should consider the following when deciding to close the EOC:

- A. Whether the combat agency still requires support from the EOCON,
- B. Can the support required can be controlled or coordinated without the need for an EOC remaining at 'Red' status,
- C. Has the EOCON determined that the coordination of any other ongoing support to the response is no longer required,
- D. Has the EOCON determined that the coordination of initial and ongoing support to recovery is no longer required,
- E. Have demobilisation arrangements been put in place to stand-down any resources being controlled or coordinated by the EOCON
- F. Can the EOCON hand over any resources that were coordinated by the EOC to an appropriate agency
- G. If they have been directed to do so by a higher EOCON.

During combat agency managed operations, the relevant combat agency IC is responsible for conducting an After-Action Review (AAR) with all involved agencies. For EOCON controlled emergencies, this practice should be undertaken by the EOCON. Guidelines regarding the conduct of AARs and other lessons management activities are available from the NSW Police Force Incident & Emergency Management Command.

4. Operations

4.1 Governance Structure

Whilst an EOC is active, the relevant EOCON is responsible for the overall direction and control of the centre. EOCs and their structures are scalable and flexible according to the size, nature, and complexity of the emergency. EOCONs may delegate some of their functions to others within the principle of span of control, recognising the need to delegate functions which is often necessary to resolve large-scale emergencies.

4.2 Operational Expenditure

Expenditure of funds by ESO or FAs involved in EOC functions during an emergency is to be met in the first instance by the providers of resources from within their normal operating budgets. Should the expenditure be of such magnitude as to prevent providing agencies from continuing their normal operations for the remainder of the financial year, the Treasurer may provide supplementation, but agencies cannot be guaranteed that funding will be provided.

Urgent expenditure outside the scope of ESO or FAs may be directed to the SEOCON for consideration.

In the event the EOC is activated in support of a combat agency, then the combat agency will meet any reasonable costs directly related with the operating costs of the EOC (e.g. catering and expendable items).

4.3 Procedures

The EOCON is to ensure that Standard Operating Procedures (SOPs) are developed for the facility or facilities that are identified as suitable for utilisation as an EOC, including any arrangements for a 'virtual' EOC. These procedures should be made with the support of Local and Regional Emergency Management Officers (LEMOs/REMOs). These procedures may include, but not limited to, facility activation, rostering, management, and reporting.

4.4 Communication

It is the responsibility of the EOCON and Combat Agency to maintain close liaison and communication from the earliest possible opportunity in an actual or imminent emergency. This will ensure situational awareness and assist in determining the need for an EOC to be activated.

Should a determination be made to activate an EOC, the EOCON will ensure the following are advised at the earliest opportunity:

- A. Members of the relevant Emergency Management Committee,
- B. Next higher EOCON,
- C. Any lower level or neighbouring EOCONs that are or may be affected,
- D. Relevant LEMO/REMO,
- E. Next higher EOC,
- F. Any lower EOCs that are active, and
- G. Other stakeholders as appropriate.

All involved ESOs, FAs and stakeholders are required to participate in the EOC to ensure effective and timely communications are established and maintained.

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In the event an EOC is activated in support of a Combat Agency, it is the responsibility of the IC to maintain close communication with, and provide regular briefings to, the EOCON. This may include, but not limited to, the status of the operation, supporting requirements and prognosis. The EOCON will ensure this information is disseminated to members of the EOC and relevant stakeholders.

Communication procedures and the systems that support communications should be tested regularly as part of the process to assess the operational readiness of the EOC.

4.6 Situation Reports

EOCON's are required to ensure that regular situation reports (SITREPs) are developed and disseminated to appropriate parties using the template provided in the annexures. The frequency of these SITREPs will be dependent on the impact and duration of the emergency.

4.7 Impact Assessment

After the impact of an emergency, an assessment of the impact of the emergency on the affected community needs to be undertaken. The EOCON is available to support the impact assessment process upon request of the combat agency.

When the impact assessment is delegated to the EOCON, the EOC will assist the EOCON in the assessment. Information from the combat agency, supporting agencies and FAs will all be required to inform the impact assessment.

The assessment should be regularly reviewed and updated as the situation evolves to achieve a comprehensive assessment.

4.8 Information Management

Information management is the ability to control information in and out of the EOC. Systems are to be established and implemented to ensure effective information collection, collation, interpretation, dissemination and storage.

Electronic Medium - Needs to ensure information can be entered, analysed, and disseminated in real time or with limited time delays. Intranet or web-based information transfer and storage software best facilitates this with hard copy/paper-based systems utilised for continuity purposes when electronic systems fail.

Security of Information – Some records and information created and utilised in an EOC can be sensitive in nature. The management of records and files related to the EOC functioning requires a secure environment for retaining data and the ability to ensure backup of information files. Processes, systems, and guidelines need to be established to ensure that all records in all formats are managed and retained with access and security issues in mind. In order to ensure information is secure and to facilitate the sharing of information with other Commonwealth agencies, the NSWPF has adopted the 2020 updates to the Protective Security Police Framework (PSPF). These updates simplify security classifications and commenced 11 January 2021. NSWPF personnel must apply the new security classifications to all documents and emails.

Information Proprietor - All records created within the EOC environment remain the property of the EOCON of which retention, security and management may be delegated to a LEMO/REMO or SEOC support staff.

This includes any information, including emails and other electronic information transmitted on agency's computer systems when working in the EOC. Copies of any such emails and transmissions

should be downloaded, printed and/or copied to the EOC for retention by the EOC in accordance with the Information Retention requirements.

Information Retention – All information collected, created, and processed within an EOC environment is to be retained as per the NSW Police Force record authority (Functional Retention and Disposal Authority DA220), including where documents are retained by local government at local level on behalf of a LEOCON.

4.9 Incident Control System

Incident Control Systems (ICS) are flexible, scalable response structures that provide a common operating framework within which people can work together effectively to manage an emergency. There are two main ICS frameworks used by agencies in NSW, being the Incident Command and Control System Plus (ICCS+) and the Australasian Inter-Service Incident Management System (AIIMS). In an EOC, people may be drawn from multiple agencies who do not routinely work together.

When a team is developed under an Incident Control System, the team may be referred to as an Incident Management Team (IMT).

For emergencies under the control of a combat agency, the combat agency will form their own IMTs to control the emergency. The role of the EOC is to provide support to the combat agency and manage the strategic consequences of the emergency. In these circumstances, the ICS functions may not always be required within an EOC.

During emergencies for which the EOCON is in control, the EOC will have to manage all aspects of the emergency including both tactical and strategic considerations. On these occasions, the EOC may be required to appoint ICS functions. The functions appointed will be dependent on the nature, scale and complexity of the emergency, and the level of EOC (local, regional, or state).

Personnel from any agency may be appointed to ICS functions within an EOC by the EOCON. A sample EOC framework is contained in the annexure.

4.10 Roles and Responsibilities

Emergency Operations Controller (EOCON)

The relevant EOCON is responsible for the overall control and direction of the EOC.

Responsibilities include:

- A. Monitoring significant incidents or emergencies, where control and support coordination remains with the responsible combat agency, to ensure an effective response if further support is required,
- B. Activation and control of an EOC.
- C. Controlling the emergency response where:
 - a. the EOCON is designated as in control under the EMPLAN; or
 - b. there is no designated combat agency; or
 - c. where the EOCON has assumed control of the emergency from the combat agency.
- D. Managing the overall direction and control of the centre,
- E. Coordinating the Impact Assessment if requested by the combat agency,
- F. Providing regular situation reports (SITREPs) to the next higher EOCON as required,
- G. Appointing a Site Controller/s as required

Emergency Management Officer (LEMOs/REMOs)

The Emergency Management Officer (EMO) is the executive officer to the EOCON. The role of the EMO is to advise, support and assist the EOCON to monitor, control and coordinate emergency response operations, as necessary. In performing their duties, the EMO is responsible to the EOCON. Responsibilities include:

- A. Providing executive support and operational advice to the EOCON as required,
- B. The ongoing management of the EOC and its facilities including administrative measures relative to the EOC,
- C. Providing an ongoing monitoring service to ensure that the EOCON is aware of incidents with the potential to develop into emergencies,
- D. Arranging and coordinating formal operational debriefs,
- E. Lessons management activities at the conclusion of an EOC activation.

Liaison Officer (LO)

1. A LO is a person, nominated by an agency, organisation, or FA, to represent that agency, organisation, or FA at an EOC.
2. LOs maintain communication with and conveys directions/requests to, their organisation or FA, and provides advice on the status, capabilities, actions and requirements of their organisation or FA. LOs also serve as a source of gathering intelligence from within their agency during emergency operations.

Responsibilities include:

- A. Advising the EOC on the operational capabilities, resources, and operating procedures of the agency or FA represented,
- B. Providing operational information and intelligence from the agency or FA represented,
- C. Committing their agency or FA resources to a tasking,
- D. Conveying EOCONs tasking directions and priorities to the agency or FA represented for implementation,
- E. Obtaining the latest information from the agency or FA represented in the current operation situation and requirements,
- F. Keeping EOC staff informed on the agency or FA deployment status, resources available for tasking, support required and future intentions,
- G. Maintaining communication links between the EOC and the agency operations centre or FA command/coordination centre, as well as the equivalent LOs at higher and/or lower EOCs.

Operations Officer

1. An Operations Officer will typically only be required in an EOC where the EOCON has control of the whole or part of the emergency operations.
2. Operations are the 'doers,' where the objectives of the EOCON are accomplished.
3. The Operations Officer is charged with carrying out control direction.

Responsibilities include:

- A. Achieving the EOCONs intent and objectives,
- B. Directing tactical operations,
- C. Participating in the planning process,
- D. Modifying IAPs to meet contingencies,

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- E. Providing intelligence to planning and control (if there is no separate intelligence function)

Logistics Officer

1. The Logistics Officer considers the forecasting of, and provides acquisition and allocation of resources, including facilities, services, and materials, in support of the response to, and resolution of, an incident. It also involves the administration and financial management of resources, including their release once they are no longer required.
2. Once human, technical, and mechanical resources are obtained, the management of those resources is turned over to the Planning and Operations functions

Responsibilities include:

- A. Co-ordinating support from other agencies, as required
- B. Managing and prioritising human and physical resources in accordance with policies and processes
- C. Forecasting future personnel or logistics needs
- D. Managing the establishment, administration, finance, and information management requirements
- E. Resourcing the incident including adequate administrative support (e.g. consumables, equipment, and personnel)
- F. Monitoring the availability, and current use of resources, while considering personnel welfare
- G. Planning and arranging for future resourcing requirements
- H. Confirming resources used during an incident are accounted for.

Planning Officer

1. The Planning Officer is responsible for the development of plans to successfully achieve objectives and includes consultation within and across agencies to ensure plans are manageable and achievable. When there is not an expanded intelligence function, the planning officer usually performs intelligence responsibilities.
2. Responsibilities include:
 - A. Maintaining accurate resource status,
 - B. Gathering and analysing situation data,
 - C. Providing displays of situational awareness,
 - D. Estimating future probabilities,
 - E. Preparing alternative strategies,
 - F. Conducting planning meetings, and
 - G. Compiling and distributing approved action plans.

Public Information Officer

1. The Public Information function ensures there is consistent and timely messaging regarding the incident to the community during the incident management process. Public Information should provide direction and reassurance to the community.

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2. When a combat agency is controlling the response to an emergency, the combat agency is responsible for the management of public information. However, the combat agency may request some public information management duties through the Public Information Functional Area Coordinator (PIFAC).
3. Responsibility for management of public information rests with the EOC when the EOCON is in control of the emergency. The EOC may appoint a Public Information Officer from any agency in this instance.

Responsibilities include:

- A. Delivering consistent, accurate and clear messages to the community, from a single source
- B. Recognising cultural and linguistic diversity when developing and delivering messages to communities
- C. Supporting agencies to work together to provide consistent messages to the community
- D. Informing the community of the incident and associated risks, together with any action that may be required
- E. Monitoring and maintaining 'real-time' awareness of open-source information (e.g. social media)
- F. Managing media representatives
- G. Contributing to the 'real time' accuracy of messages released to the community, considering cultural and linguistically diversity
- H. Communicating with agencies involved in the incident to ensure the delivery of coordinated and consistent messages.

Investigations Officer

1. Investigations determine the cause of an incident, and/or determine factors which have contributed to the impact of and response to the emergency.

Responsibilities include:

- A. Supporting collaboration between agencies
- B. Noting that investigations may occur in several different areas at the same time, and as such, appropriate investigational coordination should be required
- C. Contributing to the identification of risks and threats
- D. Understanding investigations may continue after the incident is resolved
- E. Implementing appropriate investigation management frameworks
- F. Maintaining collaboration between agencies
- G. Maintaining continuity and sustainability of investigations, and
- H. Assisting in protecting the integrity of emergency sites.

Intelligence Officer

1. Intelligence officers are involved in the timely collection and collation of information, its analysis, and dissemination as intelligence. They support decision making and future planning in relation to the management and resolution of the emergency and to identify potential threats and impacts.

Responsibilities include:

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- A. Confirming intelligence objectives and priorities are aligned to the EOCON's intent,
- B. Consulting relevant intelligence sources,
- C. Identifying and monitoring risks and threats,
- D. Advising of other incidents and issues that may impact on the emergency,
- E. Informing agencies of the current emergency and potential changes,
- F. Identifying the impact of the emergency upon the affected community,
- G. Advising of other incidents and operational issues that may impact upon the emergency
- H. Collecting, collating, and analysing information
- I. Recording and disseminating intelligence
- J. Identifying, managing, and monitoring risks and threats.

4.11 Recovery Arrangements

During the response phase, the NSW Reconstruction Authority will receive a briefing from the EOC or Combat Agency Control Centre regarding recovery implications. The SERCON may, in consultation with or at the request of the Combat Agency Controller and/or Emergency Operations Controller (EOCON), deploy a Recovery LO to the most appropriate EOC

An EOC may remain activated and staffed appropriately to support the immediate actions and functions of a Recovery Committee. This should be considered by the relevant EOCON and emergency management committee when determining the need for coordinated recovery.

Where an EOC is activated to support both response and recovery operations, the EOCON and recovery staff will liaise closely to ensure appropriate coordination of resources and avoid duplication.

5. Maintenance

5.1 Operational Readiness

To ensure the operational readiness of EOCs, annual audits are to be undertaken of identified facilities. These audits are the responsibility of the EOCON and are to be conducted with members of relevant Emergency Management Committees. Audits are to be conducted utilising the template which supplements this policy and must be completed at least once per calendar year.

5.2 Training and Exercising

The capability of the EOC to operate effectively depends upon the maintenance of sufficient and appropriately trained personnel and the regular testing of the facility and systems through the conduct of exercises.

An EOC is always a multi-agency facility. Agencies that deploy personnel to perform roles within an EOC are to ensure such personnel are appropriately trained in working in a multi-agency EOC environment. NSW Premier's Department provide a range of courses that meet the skills and qualifications required for working within an EOC environment.

Under the direction of the EOCON, the relevant level emergency management committee is to ensure that exercising of the EOC functions and agency staff supporting those functions is undertaken annually.

Annexure 1 – EOC Layout Guidelines

Facility

The EOCON must ensure that any facility identified as a possible EOC can comply with occupational health and safety legislation and regulations. Consideration should be given to ensuring adequate facilities are available.

Resources

The physical resources required to support operations in an EOC include but are not limited to the following:

- A. Display Boards/Monitors/Televisions
- B. Stationery
- C. Computers
- D. Audio / visual equipment
- E. Plans and Manuals (physical and digital copies)
- F. Printers/Scanners (Black/White and Colour)
- G. Signage
- H. ICS Tabards

Communications Systems

An EOC is a centre of communication which provides the ability to communicate and confer between individuals and agencies involved in an emergency operation.

Communications systems and processes are used to support the primary business needs of an EOC. These include:

- A. Mobile phones
- B. Landline phones
- C. High speed internet connection

If telecommunications become unavailable due to a remote location or damage to infrastructure, the TelcoFAC may be able to assist with deployable assets.

EOC Layout

The layout of the EOC should best utilise the available facility to facilitate information flow. This includes ability to provide situational awareness and allow command and control as well as support functions.

Layout 1: Boardroom

Centre staff amass around a single table, u-shaped or oval-shaped assembly of workstations. The focus of this layout is with participants facing towards each other for enhancement of communication and direct interaction.

This layout is specifically suited to small management teams with the control element located within the boardroom layout or within close proximity.

Access and visibility to displays restricted to direct forward display for sections of the management team or where movement of participants is required for complete information appreciation.

This layout is predominately used in areas with limited space or are for other administrative functions of an organisation to which an EOC utilise the space through default due to limited options. This layout historically supports a paper-based communication and management system.

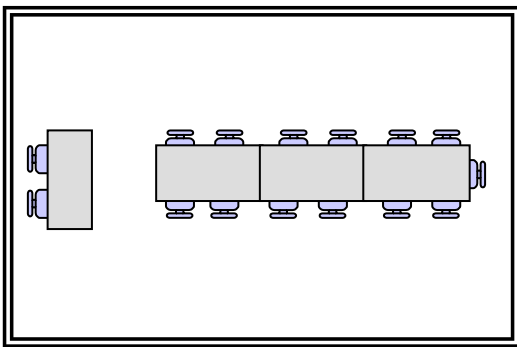


Fig 1: Boardroom Example 1

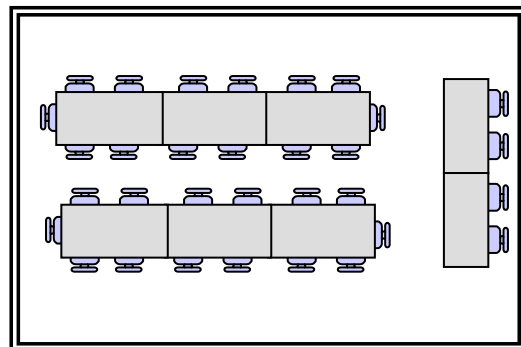


Fig 2: Boardroom Example 2

Strengths

- Encourages collaboration through discussion and interactions
- Focus onto the information sharing
- Team focuses on solution finding

Weaknesses

- Little conversational space or privacy
- Constant exposure to noise
- Imposition on personal space
- Can lead to not only physical discomfort but also distraction to productive mental processing

Layout 2: Stadium

Staff are located along the walls, forming an outer ring facing inward toward the table. The central open area is sometimes the central point for information display or management and affords a more 'friendly' environment to modular/focused discussions or task orientated groups.

When this layout is used as a default, with specific tables allocated to agencies or functional areas, there is a tendency for liaison officers at those tables to unconsciously have expectation of others to move to them rather than consolidate discussion and solution finding groups.

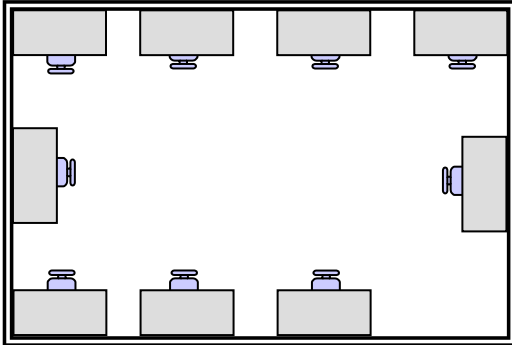


Fig 3: Stadium Example 1

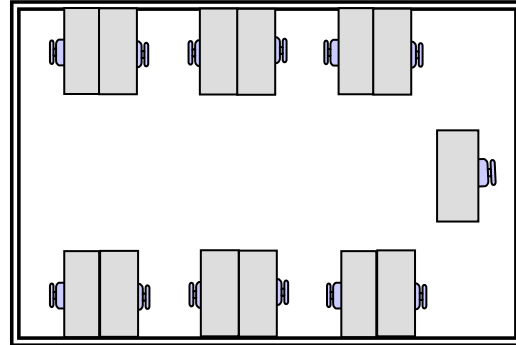


Fig 4: Stadium Example 2

Strengths

- Ability for tasking for solution finding and collaboration for task actions can be better facilitated
- Some privacy and noise control through distancing

Weaknesses

- Little consolidation of effort
- Larger team collaboration is harder to facilitate
- Staff may create 'silos' in which they work

Layout 3: Mission Control

This model lends itself to a more comparative style of information management based around technology as the key transfer and visual mediums utilised. This is due to the effect monitors have on blocking forward communications across a room and directs staff to sideways communications. Staff are in rows and module style side-by-side facing toward an area accommodating visual displays for generic information sharing.

The direction of the curved model can also influence the sense of focus bearing external output versus inter-personal collaboration. This model, more appropriate for technological based information management, needs to also be supported by appropriate space and area that encompass multiple personnel gatherings in an arena that encourages discussion.

This layout exemplifies the tactical or tasked based actions related to information and less on the collaborative approach for planning and problem solving.

The tendency may be for the display of information to override the overall analysis and integration of the information into the decision-making process. Due to this a strong control function needs to ensure collaboration, analysis, and validation of information to ensure it is incorporated into the decision-making process rather than dictating to it.

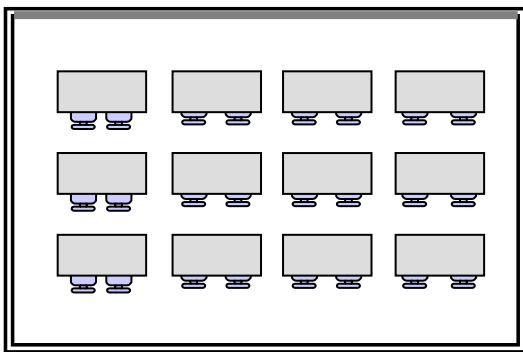


Fig 5: Mission Control Example 1

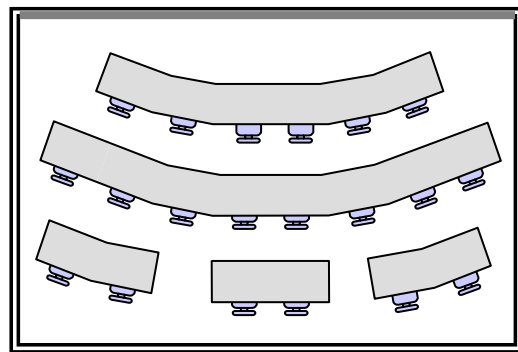


Fig 6: Mission Control Example 2

Strengths

- Forces the focus onto the information collection
- The control element is part of the integrated layout but can be reinforced through obligatory withdrawal for briefings and modular discussions.

Weaknesses

- Tendency of staff to interact less by face-to-face and have more reliance upon the technology to communicate information.
- Can lead to singular intellectual processing of information that the decision-making process is based on rather than collaborative or team processing and analysis.

Layout 4: Marketplace

The marketplace model is basically a collection of small Boardroom-style tables scattered across a large space. Each table has a specialized function, and coordination is accomplished by communicating (frequently by getting up and walking) between tables.

This allows workgroup dynamics to be utilised with the decision makers defining management by physical movement around the space/area. It also lends itself to collaboration of personnel as well as between workgroups.

The layout can complement both paper based and electronic mediums which creates versatility. This layout has similar strengths and weakness to the Stadium layout.

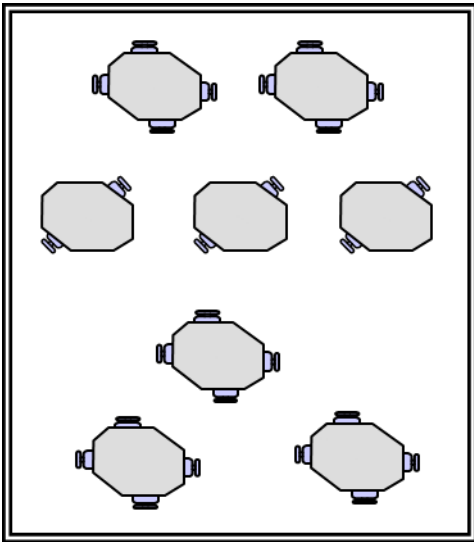


Fig 7: Marketplace Example

Strengths

- Ability for tasking for solution finding and collaboration for task actions can be better facilitated
- Some privacy and noise control through distancing

Weaknesses

- Larger team collaboration is harder to facilitate
- Staff may create 'silos' in which they work

Layout 5: Bulls Eye

The Bull's Eye model elaborates the Boardroom design with more extensive staff support at tables laid out in an approximation of concentric circles around the main table. Each staff section is seated behind their representatives at the main table.

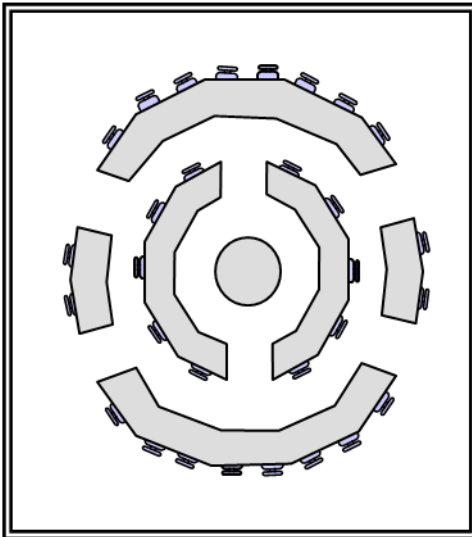


Fig 8: Bulls Eye Example

Strengths

- Encourages collaboration through discussion and interactions
- Focus onto the information sharing
- Ability to balance between privacy and noise control and collaboration

Weaknesses

- Takes a lot of floor space and not possible in smaller EOCs
- Will need more visual displays to allow all in room to have information in their field of vision

Annexure 2 - EOC Board Layout Examples

Situation Board

Correct as at: [dd/mm/yyyy hh:mm]

EVENT

What happened and when

LOCATION

Exact location

Give boundaries if over a large area (Display overview map of area)

CONTROL

Who is in charge

Where located

What means of communication

Liaison Officer locations

SUMMARY

Overview

Specific threats/hazards

What has been done

What needs to be done

What is planned to be done

Other problems

SUPPORT SERVICES OPERATING

List supporting Organisations

Contact Board

Correct as at: [dd/mm/yyyy hh:mm]

ORGANISATION/ PERSON/RESOURCE	PHONE/S	FACSIMILE	EMAIL	REMARKS

Resources Board

Correct as at: [dd/mm/yyyy hh:mm]

RESOURCE TYPE	QTY	AVAILABILITY	LOCATION	ALLOCATION/REVIEW/ REMARKS

Access Board

Correct as at: [dd/mm/yyyy hh:mm]

ROAD/RAIL/AIR/WATER	OPEN / CLOSED	DETOUR or ALTERNATE	REMARKS (incl. when expect to re-open)

Significant Events Board

Correct as at: [dd/mm/yyyy hh:mm]

SERIAL	DATE/TIME ALLOCATED	EVENT	RESPONSIBILITY	COMPLETED	REMARKS

Task Allocation Board

Correct as at: [dd/mm/yyyy hh:mm]

TASK	PRIORITY	ALLOCATED TO	ACTION FINISHED

Victim Status Board

Correct as at: [dd/mm/yyyy hh:mm]

LOCATION	TYPE	REMARKS
	NO. DECEASED NO. INJURED NO. Red (immediate life-threatening injuries) NO. Yellow (Less serious) NO. Green (Walking injured) NO. TRAPPED NO. EVACUEES NO. DISPLACED NO. UNACCOUNTED FOR	Comments re movements actions etc

Essential Services Board

Correct as at: [dd/mm/yyyy hh:mm]

SERVICE	REMARKS
Electricity Water Gas Sewerage Fuel Communications	

Annexure 3 - EOC Operational Readiness Audit Template

Location:

Month / Year

Conducted By:



RESOURCE / ISSUE	INDICATOR	OUTCOME	COMMENT
Availability and access	Immediate access available on a 24-hour year-round basis.		
	Key holder details confirmed.		
Alternate EOC	Alternate facility identified.		
Audio Visual equipment	Commercial and/or Subscription Television available.		
	Commercial Radio available.		
	Data Projector available.		
	Smart Boards available.		
Back Up power	Emergency generator available.		
	UPS attached to computers.		
Bathroom facilities	Toilet facilities available.		
Clock	24 hours clock clearly visible to all within EOC.		
Communications devices	Appropriate number of landlines available.		
	Adequate mobile phone service.		
Contact lists	Current and available within EOC.		
EOC SOPs	Current and available within EOC.		
Furniture	Quantities adequate for expected personnel numbers.		
	In good and working condition.		
Information Technology	Appropriate number of computers available.		
	Teleconferencing available (webcam, microphone).		
	Printer available.		
	Wi-Fi tested and access passwords available.		
	Photocopier available.		

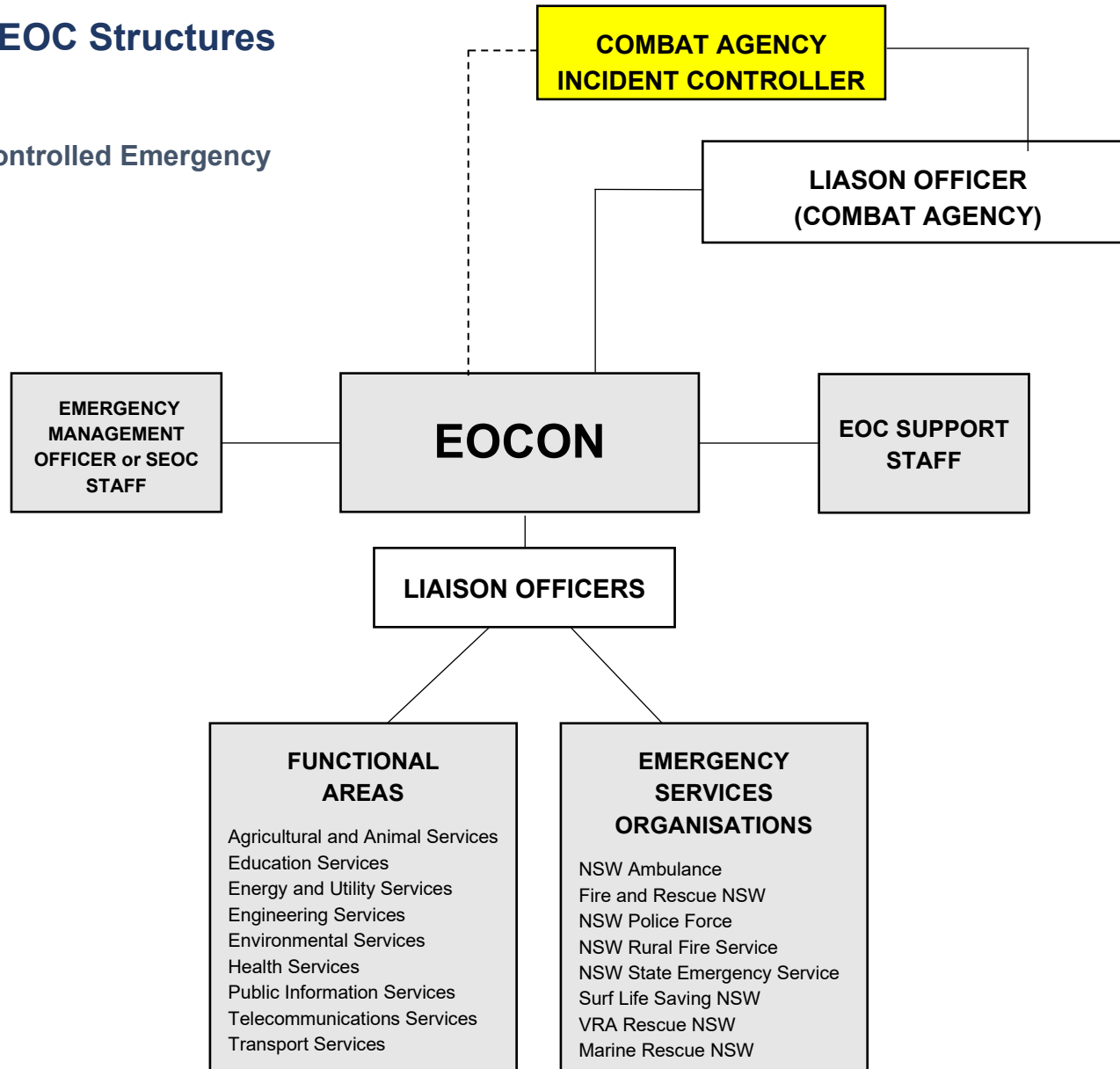
OFFICIAL

RESOURCE / ISSUE	INDICATOR	OUTCOME	COMMENT
Kitchen facilities	Kitchen area offering refrigeration, light meal cooking and tea/coffee facilities available.		
Maps & Geospatial	Large, laminated map/s of Local Government Area(s) available.		
	Dedicated Geospatial Information System (GIS) computer / system available.		
	Plotter / A3 Printer networked to GIS system.		
Meal area	Suitable area available for staff to consume meals.		
Meeting / debrief area available	Discrete area available for meetings and debrief.		
Parking	Secure parking available.		
	Height restrictions noted.		
	All weather parking available.		
Plans	Current hardcopies located in EOC.		
	Electronic versions available through digital means.		
Rest area	Discrete area available to allow for staff stand down.		
Security	Security of EOC able to be facilitated.		
Stationery	Sufficient supplies available for each workstation.		
Tabards	Access to full set of appropriate tabards for position holders and agency liaison officers.		
Whiteboards	Number of whiteboards to depict information.		
Work Health & Safety	Risk assessment undertaken to ensure safe working environment.		

OFFICIAL

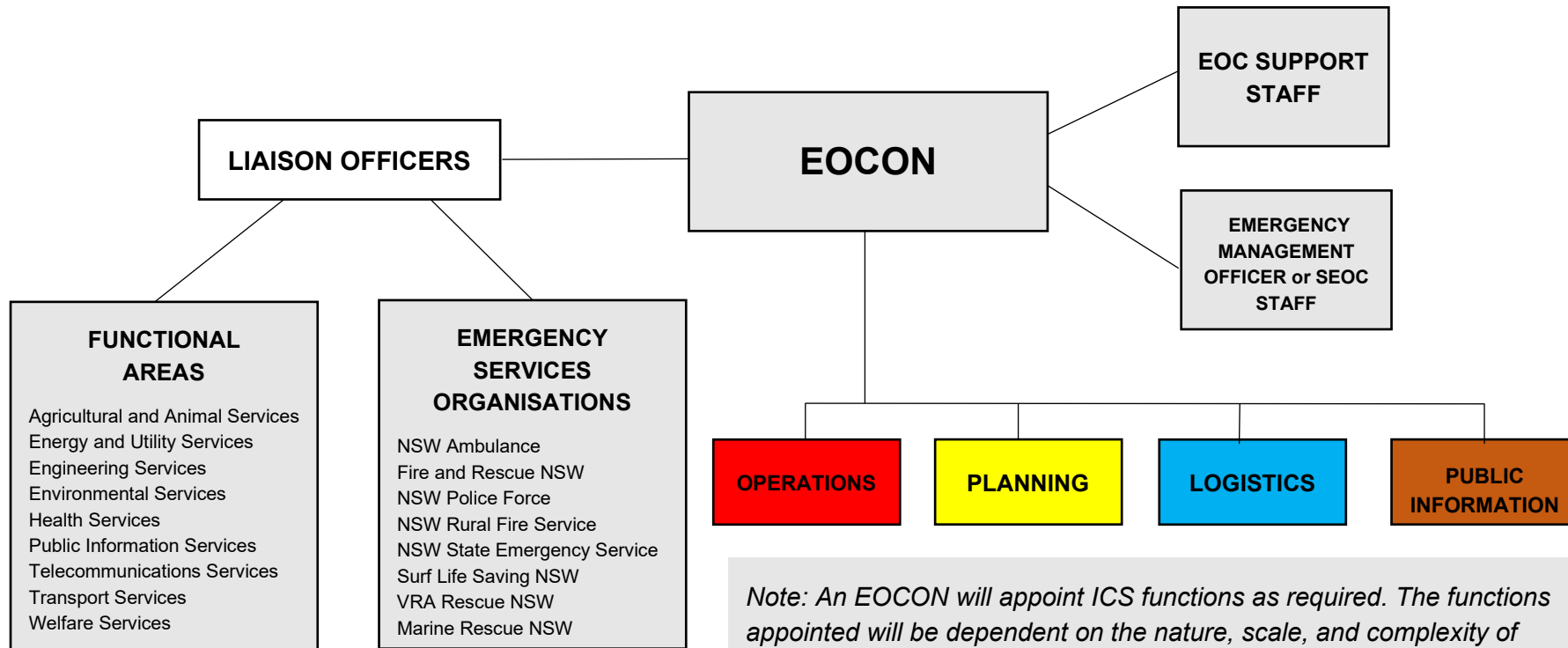
Annexure 4 – EOC Structures

Sample Structure:
Combat Agency Controlled Emergency



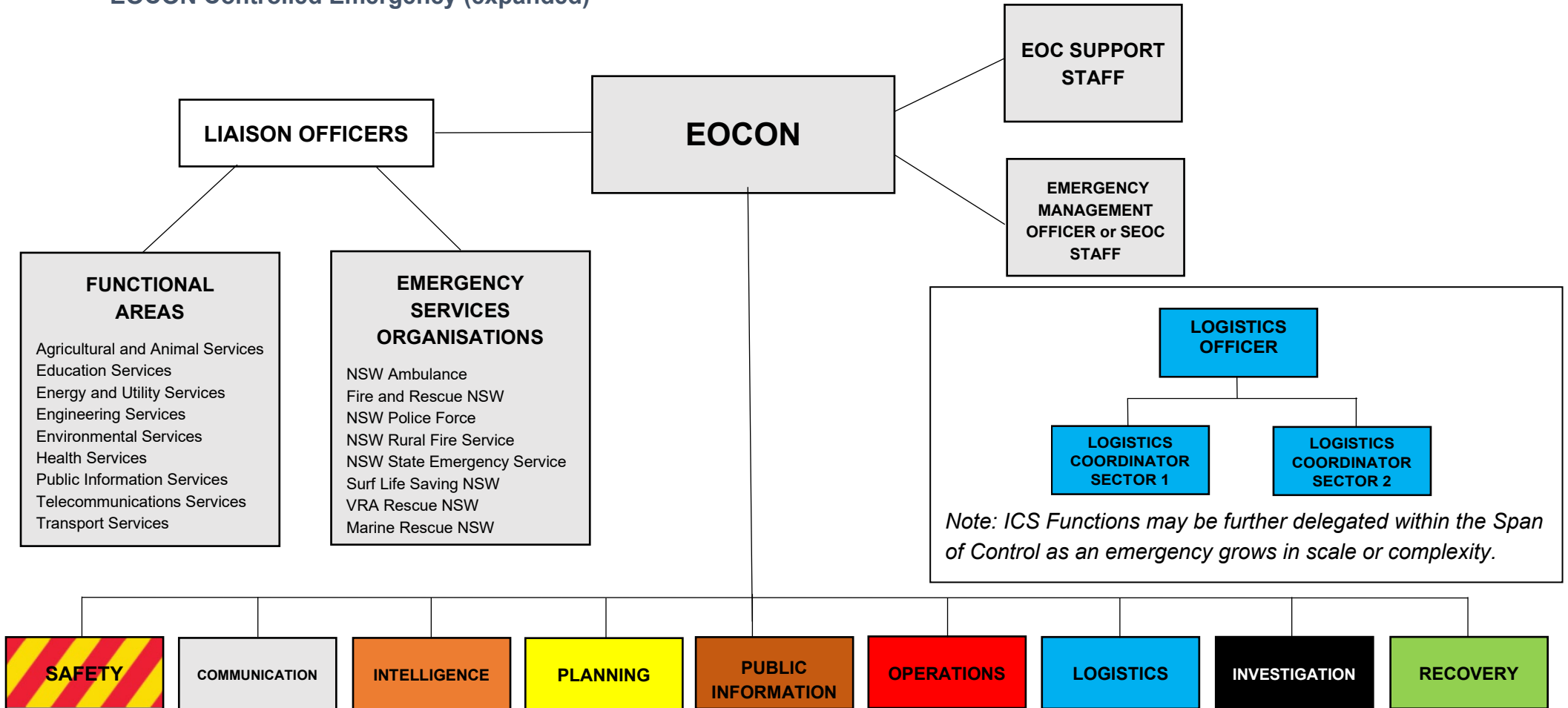
OFFICIAL

Sample Structure:
EOCON Controlled Emergency



Note: An EOCON will appoint ICS functions as required. The functions appointed will be dependent on the nature, scale, and complexity of the emergency. The above is an example only.

Sample Structure:
EOCON Controlled Emergency (expanded)



Annexure 5 - EOC Forms

- Attendance Register
- Document Register
- File Cover
- Impact Assessment
- Operations Log
- Record of Conversation
- Situation Report (SITREP)
- Task/Resource Request
- Emergency Action Plan



EOC FILE COVER

Incident No. /

INCIDENT / EVENT NAME	
	SUPPORT <input type="checkbox"/>
	CONTROL <input type="checkbox"/>
LOCATION	
ACTIVATION	
GREEN	
RED	
YELLOW	
FOLIO	BRIEF DESCRIPTION
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	

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**Emergency Management Region
[INSERT NAME] Emergency Operations Centre
IMPACT ASSESSMENT [#]
as at**

EOC Location		EOC Status	
Type of Event			
Local Govt Areas Involved			
Combat Agency (CA)		Date Event Commenced	dd / mm / yyyy
CA Event Name			

The impact statement will evolve over time as the operational picture becomes clearer. This is a statement of what has been observed or reported

Delete tables not required for this reporting period

SOCIAL

	Total Qty	Originating Location	Hospitalised	Injury Types	Validation
Fatalities		# Location Name # Location Name			Confirmed by [Agency] or Reported by [Agency]
Serious Injuries		# Location Name # Location Name # Location Name	# Hospital Name # Hospital Name		Confirmed by [Agency] or Reported by [Agency]
Minor Injuries		# Location Name # Location Name # Location Name	# Hospital Name # Hospital Name		Confirmed by [Agency] or Reported by [Agency]

Enter additional paragraphs of information if required.

DISPLACED

Location/Area	Qty	Displaced at:	Relocated to:	Estimated Displacement Period
Insert rows as required		Date & Time		Days, Hours, Weeks
		Date & Time		Days, Hours, Weeks

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

OFFICIAL

This information is unknown / unconfirmed / assumed
Enter additional paragraphs of information if required

INCONVENIENCED

Location/Area	Qty	Reason	Estimated Displacement Period
Insert rows as required		i.e. transport, utility failure	Days, Hours, Weeks
		i.e. transport, utility failure	Days, Hours, Weeks

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed
Enter additional paragraphs of information if required

EVACUATIONS

Status	Evacuation Centre Location	Address	Est. Capacity	Potential Numbers	# at Centre / # DVR
Open or Closed	Insert rows as required				# / #
Open or Closed					# / #

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed
Enter additional paragraphs of information if required

ACCOMMODATION REQUIREMENTS

Current Location/Area	LGA	Short Term	Medium Term	Long Term
Insert rows as required		Qty	Qty	Qty
		Qty	Qty	Qty

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed
Enter additional paragraphs of information if required

ISOLATIONS

LGA	Location	No People	Commenced	Estimated Isolation Period
Insert rows as required			Date & Time	Days, Hours, Weeks

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OFFICIAL

			Date & Time	Days, Hours, Weeks
--	--	--	-------------	--------------------------

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

DOMESTIC ANIMALS

	Total Qty	Originating Location	Types	Requiring Accommodation
Fatalities		# Location Name # Location Name	# Type # Type	
Injured		# Location Name # Location Name	# Type # Type	# Type # Type
Displaced		# Location Name # Location Name	# Type # Type	# Type # Type

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

PROPERTY

HOMES *including public housing stock and relocatable homes*

Location	Damage Types and Qty	Portion Uninhabitable
Township, Suburb or Locality	##Type of damage ##Type of damage	# Inhabitable / Total # damaged
Insert more rows as required		

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

BUSINESSES

Location	Damage Types and Qty	Business Types
Township, Suburb or Locality	##Type of damage ##Type of damage	## Type ## Type
Insert more rows as required		

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

OFFICIAL

STOCK Goods and Animals

Location	Damage Types and Qty	Stock Type
Township, Suburb or Locality	##Type of damage ##Type of damage	## Type ## Type
Insert more rows as required		

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

CROPS Including forestry

Location	Damage Types and Qty	Crop Type
Township, Suburb or Locality	##Type of damage ##Type of damage	## Type ## Type
Insert more rows as required		

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

OTHER STRUCTURES Fences, Sheds, Garages, Barns, Animal Shelters etc

Location	Damage Types and Qty	Type
Township, Suburb or Locality	##Type of damage ##Type of damage	## Type ## Type
Insert more rows as required		

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

MOTOR VEHICLES

Location	Damage Types and Qty
Township, Suburb or Locality	##Type of damage ##Type of damage
Insert more rows as required	

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

INFRASTRUCTURE

ELECTRICITY

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Location	Nº of Consumers & Type	Estimated Reconnection
Township, Suburb, Locality, Street	## - Domestic ## - Commercial ## - Industrial	
Insert more rows as required		

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

WATER SUPPLY

Location	Nº of Consumers effected	Estimated Reconnection
Township, Suburb, Locality, Street		
Insert more rows as required		

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

SEWERAGE

Location	Nº of Consumers effected	Estimated Reconnection
Township, Suburb, Locality, Street		
Insert more rows as required		

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

GAS

Location	Nº of Consumers effected	Estimated Reconnection
Township, Suburb, Locality, Street		
Insert more rows as required		

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

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TELECOMMUNICATIONS

Location	N ^o Consumers effected	of	Estimated Reconnection	Service Type
Township, Suburb, Locality, Street				Landline, Mobile, Tower etc
Insert more rows as required				

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

TRANSPORT

Transport Type	Location	Cause	Estimated Reinstatement
Road, Rail, Water, Aviation	Township, Suburb, Locality, Street		Date & Time
Insert more rows as required			

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

FOOD SUPPLY *Includes supply lines*

Location	Type	N ^o of Consumers	Estimated Reinstatement
Township, Suburb, Locality, Street	List		Date & Time
Insert more rows as required			

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

Enter additional paragraphs of information if required

EDUCATION FACILITIES *including public housing stock and relocatable homes*

Facility Name	Location	Facility Type	Damage Type
	Township, Suburb, Locality, Street	Public/private/ special needs school, TAFE, University	
Insert more rows as required			

(Delete and complete as appropriate)

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This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or
This information is unknown / unconfirmed / assumed
Enter additional paragraphs of information if required

FUEL SUPPLIES

Location	Supplier	Type	Damage Type
		Retail or Depot	
Insert more rows as required			

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or
This information is unknown / unconfirmed / assumed
Enter additional paragraphs of information if required

COMMUNITY ASSETS

Asset Type	Location	Affecting N ^o People	Estimated Reinstatement
Hall, sporting facility, cultural asset etc	Township, Suburb, Locality, Street		Date & Time
Insert more rows as required			

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or
This information is unknown / unconfirmed / assumed
Enter additional paragraphs of information if required

ECONOMY

INDIVIDUALS (*microeconomic*)

Identify changes to spending patterns and employment following the emergency, what are the anticipated or measured changes to discretionary expenditure

BUSINESSES

Asset Type	Changes in Demand	Changes in Access	Changes to Distribution Systems	Changes to Supply Chains	Notes
Primary Production	Yes or No	Yes or No	Yes or No	Yes or No	
Retail	Yes or No	Yes or No	Yes or No	Yes or No	
Industrial	Yes or No	Yes or No	Yes or No	Yes or No	
Manufacturing	Yes or No	Yes or No	Yes or No	Yes or No	
Small Business	Yes or No	Yes or No	Yes or No	Yes or No	

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Tourism	Yes No	or	Yes No	or	Yes or No	Yes No	or	
Mining	Yes No	or	Yes No	or	Yes or No	Yes No	or	
Local Government	Yes No	or	Yes No	or	Yes or No	Yes No	or	

CENTRAL GOVERNMENT (*macroeconomic*)

Impact of central government decisions on confidence

ENVIRONMENT

NATURAL RESOURCES (*Damage to resources such as arable land, quarries, mines or water supplies*)

Enter information as required

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

BIODIVERSITY AND ECOSYSTEMS (*Such as habitat or foodstuff loss, destruction of plants and animals, changes in pest population dynamics*)

Enter information as required

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

WATERWAYS

Enter information as required

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

NATIVE ANIMALS

Enter information as required

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

NATIVE VEGETATION

Enter information as required

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]

or

This information is unknown / unconfirmed / assumed

WASTE AND POLLUTION (*Such as debris, garbage and spills*)

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Enter information as required

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

AMENITY VALUES AND CULTURAL HERITAGE *(Such as scenic lookouts, riverside walkways, conservation estate and culturally significant sites)*

Enter information as required

(Delete and complete as appropriate)

This information was confirmed by [Agency] / reported by [Agency] / estimated by [Agency]
or

This information is unknown / unconfirmed / assumed

RECOVERY ISSUES

Identify if there is likely to be a requirement for ongoing Recovery arrangements. If so, why?

RECOVERY REQUIREMENTS

Type	Required	Established	Notes
Recovery Centres	Yes or No	Location if already established	
Recovery Committee	Yes or No	Regularity of meeting if already established	
Recovery Coordinator	Yes or No	Local or District Appointed	

Enter additional paragraphs of information if required

FUTURE REPORTING

This is the FINAL REPORT to be issued from this EOC

or

The next report will be issued at DATE AND TIME

Prepared by: Name, Position

Released by: Name, Position

ATTACHMENTS

Maps and / or Diagrams



SITUATION REPORT [#]

[Name] Emergency Operations Centre

Covering [LGA's covered by the EOC] LGA

[dd/mm/yyyy]

Issued: [24 hr time - HH:mm]

SITUATION

[Explain the authority/reason the EOC has been activated]

[Provide a brief summary of overall threat/situation and specific identification of areas]

[Continue to add dot points as required or situation changes/escalates]

[Identify if an Operation/incident Action Plan has been developed by either the EOC or Combat Agency]

IMPACT ISSUES

Short outline identifying any consequences on the four environments of people, built, economic or environment. When multiple issue/s start to be identified then an Impact Assessment MUST be completed]

[When an Impact Assessment is produced then this section refers the reader to the latest Impact Assessment by indicating the date and number of the Impact Assessment]

CURRENT ACTIVITY

[Achievements to date? What activity is currently occurring? What is known? What is not known? Who/what resources are involved? Is there any local media/political interest?]

ACTIONS REQUIRED

[What actions have been requested of the EOC? Status of actions? List other actions being considered or discussed. Strategies developed/identified. What are the timeframes? What additional resources are required? etc]

ACTIONS OUTSTANDING

[Descriptors of what is being done to complete outstanding actions? Timeframes? What actions have not commenced? etc]

FUTURE CONSIDERATIONS

[Use a risk management approach to dot point considerations/consequences in probable scenarios/circumstances]

Prepared By:	Approved By:
[Name]	[Name]
[Position]	[Local or Region] Emergency Operations Controller

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Emergency Operations Centre TASK / RESOURCE REQUEST FORM

Register No.



Location:

Request No:

PERSON MAKING REQUEST		
Name:	Title / Agency:	Phone:
REQUEST DETAILS (Detailed description of task or resource)		
Location (Destination – where the task or resource is to be completed or delivered)		
Target Date & Time (Time for completion of task / delivery of resource)		
Contact Person (The name of the person taking delivery of the task / resource)		
Name:	Title / Agency:	Phone:
ACTION DETAILS		
Referred to (The person who will take action on the request)		
Name:	Title / Agency:	Phone:
Referred on:	(date)	at: (time)
Estimated Cost:	\$	
Recommended by		
Name:	Title / Agency:	Phone:
Approved by:		
Name:	Title / Agency:	Phone:
COMPLETION DETAILS		
Name:	Title / Agency:	Phone:
Completed on:	(date)	at: (time)
Final Cost:	\$	

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<Name> Emergency Operations Centre Emergency Action Plan (EAP)



Location: Date / Time <24hr dd mmm yyyy>

Period: <24hr dd mmm yyyy> to <24hr dd mmm yyyy>

SITUATION

Covers general and background information.

- Affected Area
- Hazards
- Victims
- Resources

OBJECTIVES

Provides a clear and concise statement of the task(s) to be accomplished.

EXECUTION

OBJECTIVE 1 - <text>

Strategy A – <text>

- 1.
- 2.

Strategy B – <text>

- 1.
- 2.

Strategy C – <text>

- 1.
- 2.

OBJECTIVE 2 - <text>

Strategy A – <text>

- 3.
- 4.

Strategy B – <text>

- 3.
- 4.

Strategy C – <text>

- 3.
- 4.

INSERT MORE OBJECTIVES AND STRATEGIES AS REQUIRED

ADMINISTRATION

<text>

COMMUNICATIONS

<text>

LOGISTICS

<text>

SAFETY

<text>

ADMINISTRATION

<text>

REPORTING

Progress on the strategies will be reported in EOC Situation Reports

DISSEMINATION

This EAP will be disseminated to the following stakeholders:

- <Combat Agency Name>
- SEOCON
- REOCON
- EOC stakeholder group
- NSW Police Force Emergency Management Unit
- Other parties as appropriate

This plan will be reviewed no later than <24hr dd month yyyy>

Plan Developed By:

Plan Approved By: