

Exercise Network

Session 1

15 June 2021

Exercise Network

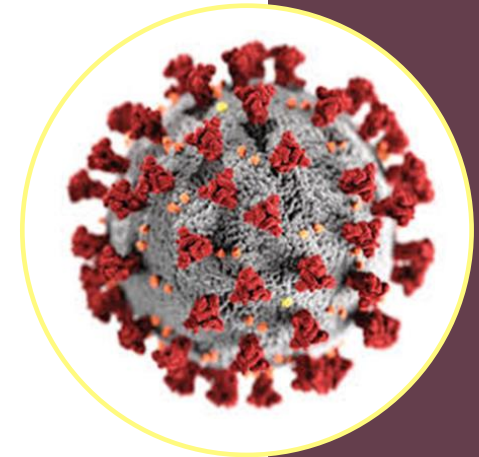
Session 1 Opening Note

Ben Byrne

Claire Hollis

Exercise background

- Virtual control centre, a COVID-19 workaround that demonstrated to be a valuable resource





The *purpose* of this session is to lay the foundation.

- Introduce the protocols
- Build proficiency for incident managers
- Think about:
 - a) the set up of a virtual control centre (VCC)
 - b) formation of the structure
 - c) establishing situational awareness in a virtual environment
- Practice with the initial steps of manoeuvring between channels, working together in a document and conducting briefings



Exercise design philosophy

- Validating protocols through practical application
- Multiple scenarios for all hazards proficiency and equal engagement
- Different scenario each time
- Incident Management Team first

Learning environment

- Open your mind to the concept
- Your contributions and active participation is invaluable
- Support each others learning and share insights



Structure of this session

Segment	Session 1 -
Introduction	20 mins
Theory/Protocols	20 mins
Scenario introduction	5 mins
Execute tasks	45 mins
Brief back	20 mins
Debrief	10 mins
Total	120 mins



Exercise Safety

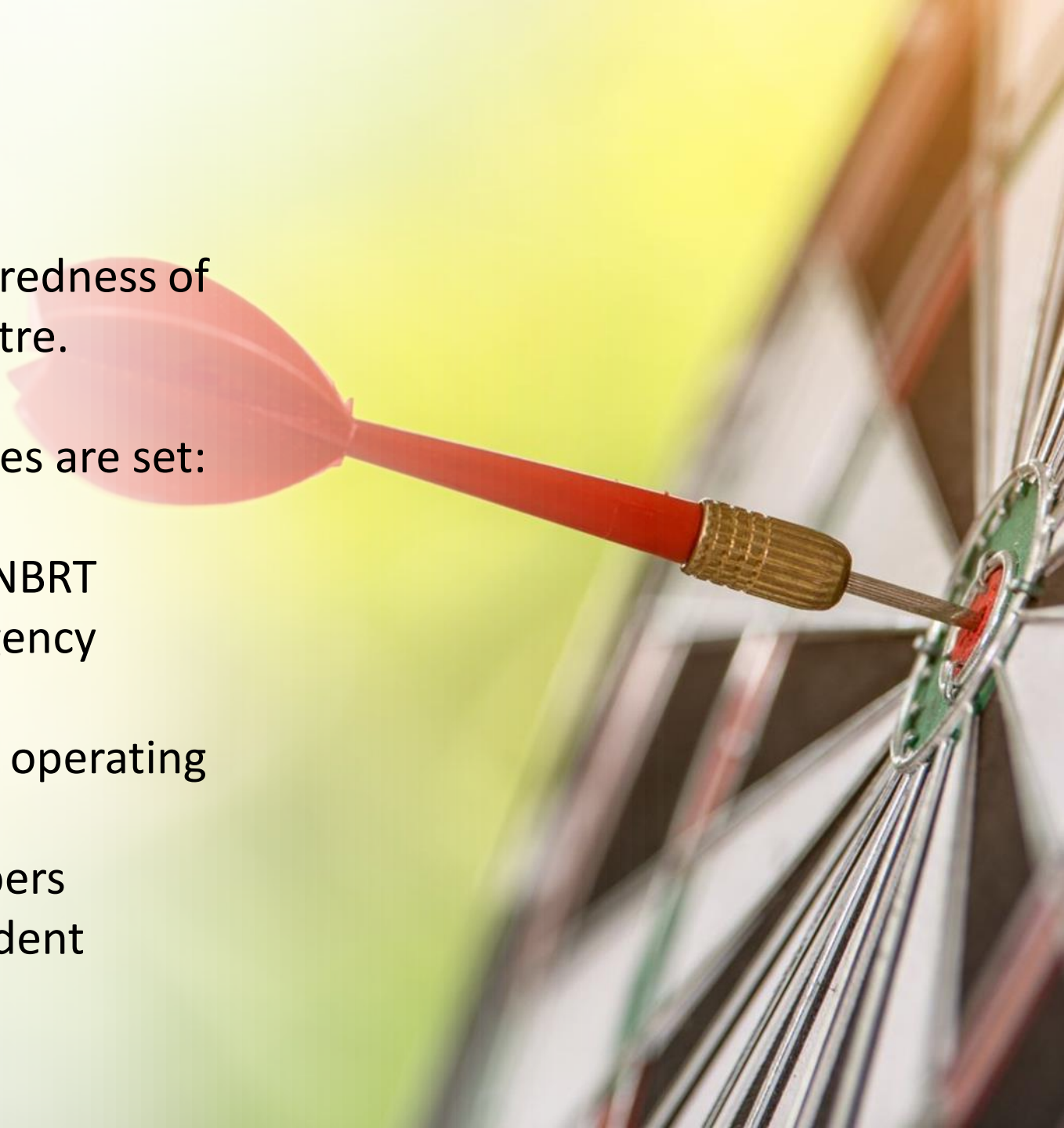
Operating in a virtual environment brings different safety challenges:

- any distress, distractions, disruptions call the safety officer:
 - Kristy Piper
 - kpiper@animalhealthaustralia.com.au
 - 02 6203 3931
- In case of any technical difficulties please contact:
 - Nicole Dash-Greentree
 - nicole.dash-greentree@awe.gov.au
 - 02 6272 4017
 - Karly O'Neill
 - Karly.oneill@daf.qld.gov.au
 - 0436 670 800
 - Technical support channel and table with contact details
- Remain hydrated, fed and fit!
- 3x No Duff for real emergency
- Respectful engagement



MS Teams

- Where bandwidth permits leave your camera on
- Maintain information security
- Notify absence/break/local disruption to your direct report
- Record all meetings
- Set your background
- Manage background noise

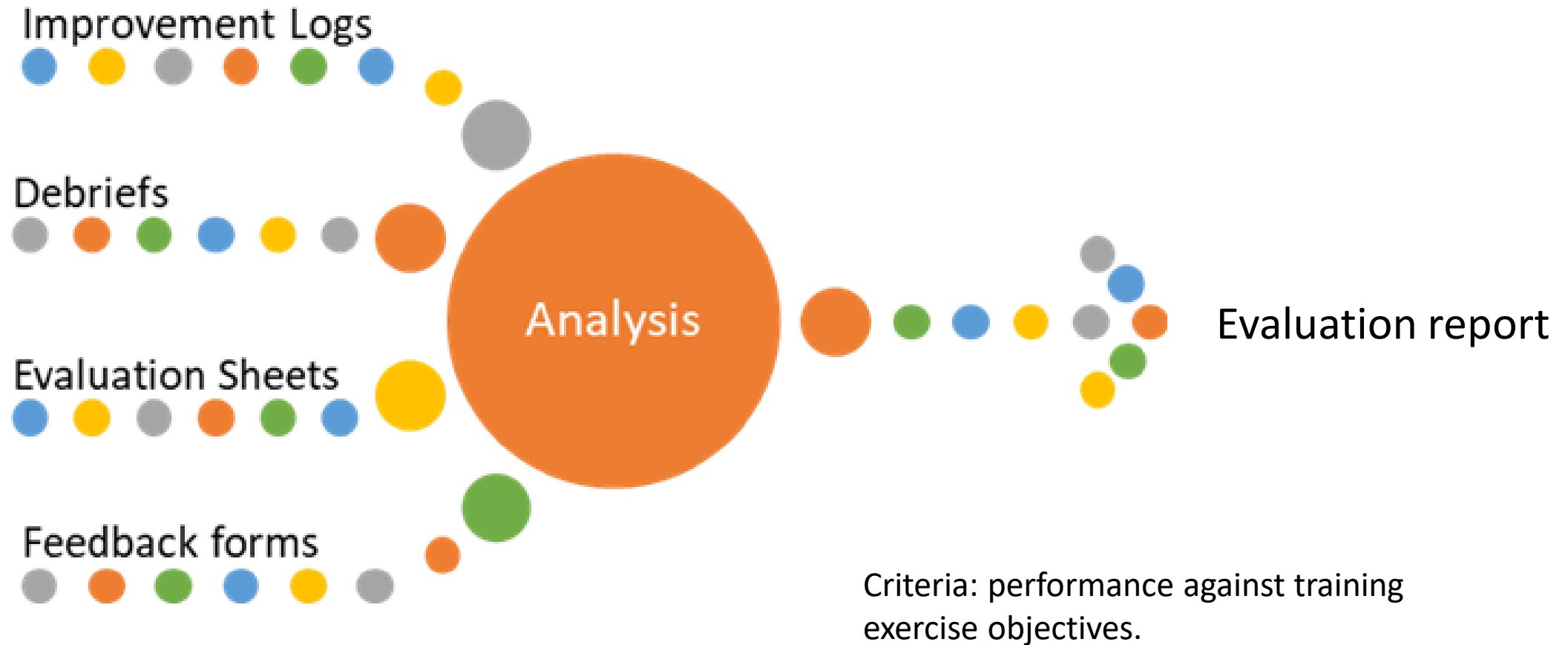


The aim of this exercise is to enhance preparedness of the NBRT to respond in a virtual control centre.

To achieve this aim the following objectives are set:

- a) Analyse needs, gaps and challenges for NBRT members managing a biosecurity emergency response in a virtual control centre.
- b) Formalise and test virtual control centre operating protocols.
- c) Build the capabilities of the NBRT members operating/deployed into in a virtual incident management environment.

Evaluation methodology





Introductions

Challenges of set up in a virtual world



Technical
proficiency of
responders



Reduced human
connection



Reduced ability to
monitor wellbeing
of responders



Information
management



Communication

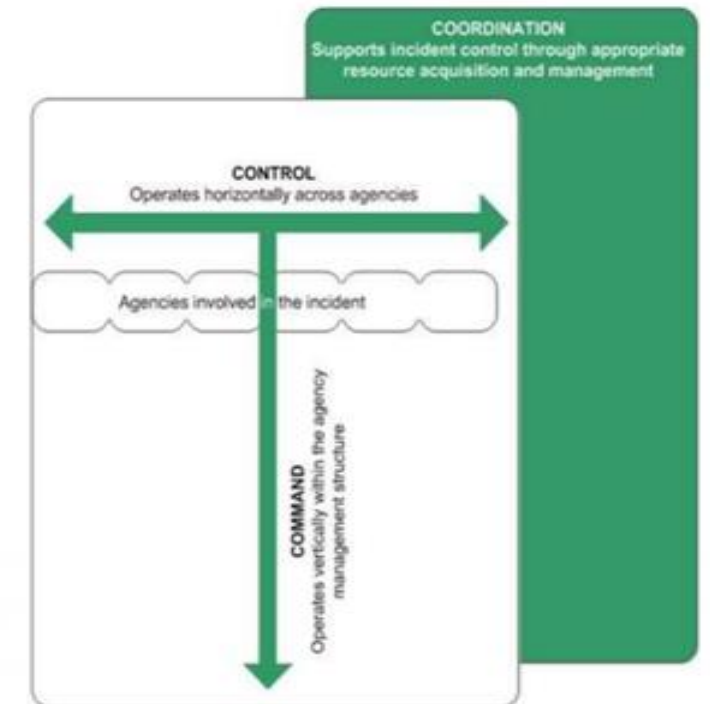


Situational
awareness

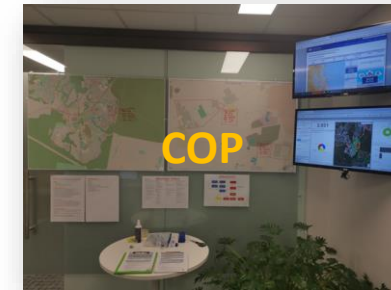
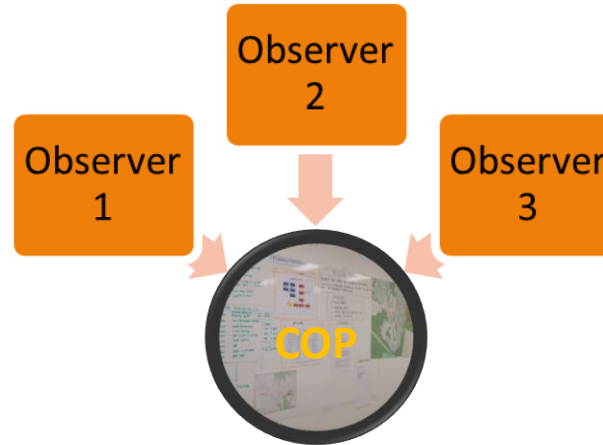
Structure

- Command
- Control
- Coordination
- Communication

What, how, when, who?



Shared Situational Awareness & the Common Operating Picture (COP)



Staff might have a different understanding of the situation due to their previous experience, knowledge, time of arrival at the VCC.

Measures need to be implemented to ensure a common understanding of the situation – Shared Situational Awareness (**Common Operating Picture**)

Protocols

Protocols are established to:

1. Have a common approach
2. Mitigate risk
3. Improve performance and outcomes
4. Achieve efficiency

Exercise Network

VCC Protocols – Final draft

8 June 2021



Background

- These protocols are developed to guide the incident management activities conducted in a Virtual Control Centre by NBRT representatives.
- The protocols are based on the learnings identified in various virtual control centre exercises, as well as NBRT consultations with members that have participated in virtual responses.
- The purpose of the protocols is to mitigate the risks of a virtual control centre response, as well as optimise the outcomes.

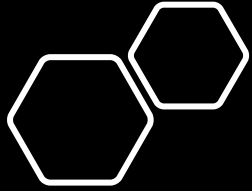
Risks

- Different safety hazards, including increased stress, fatigue, tense shoulders, back/headaches.
- Requires additional concentration to monitor screens and various areas where information is passed.
- The human connection that is made when working together in a physical control centre is disrupted
- Reduced non-verbal and social cues
- It is more difficult to get situational awareness
- Information gets missed more easily
- Version control is more complex
- Processes are different and clarity on 'how to do things' is needed





- These protocols aim to mitigate the risks identified by setting expectations of set up, adding roles and describing processes.
- These protocols should be used in conjunction with AUSVETPLAN, PLANTPLAN, Biosecurity Incident Management System and NBRT Interstate Deployment Arrangements.
- These protocols should be reviewed three-monthly to ensure they reflect the latest capabilities in MS Teams.

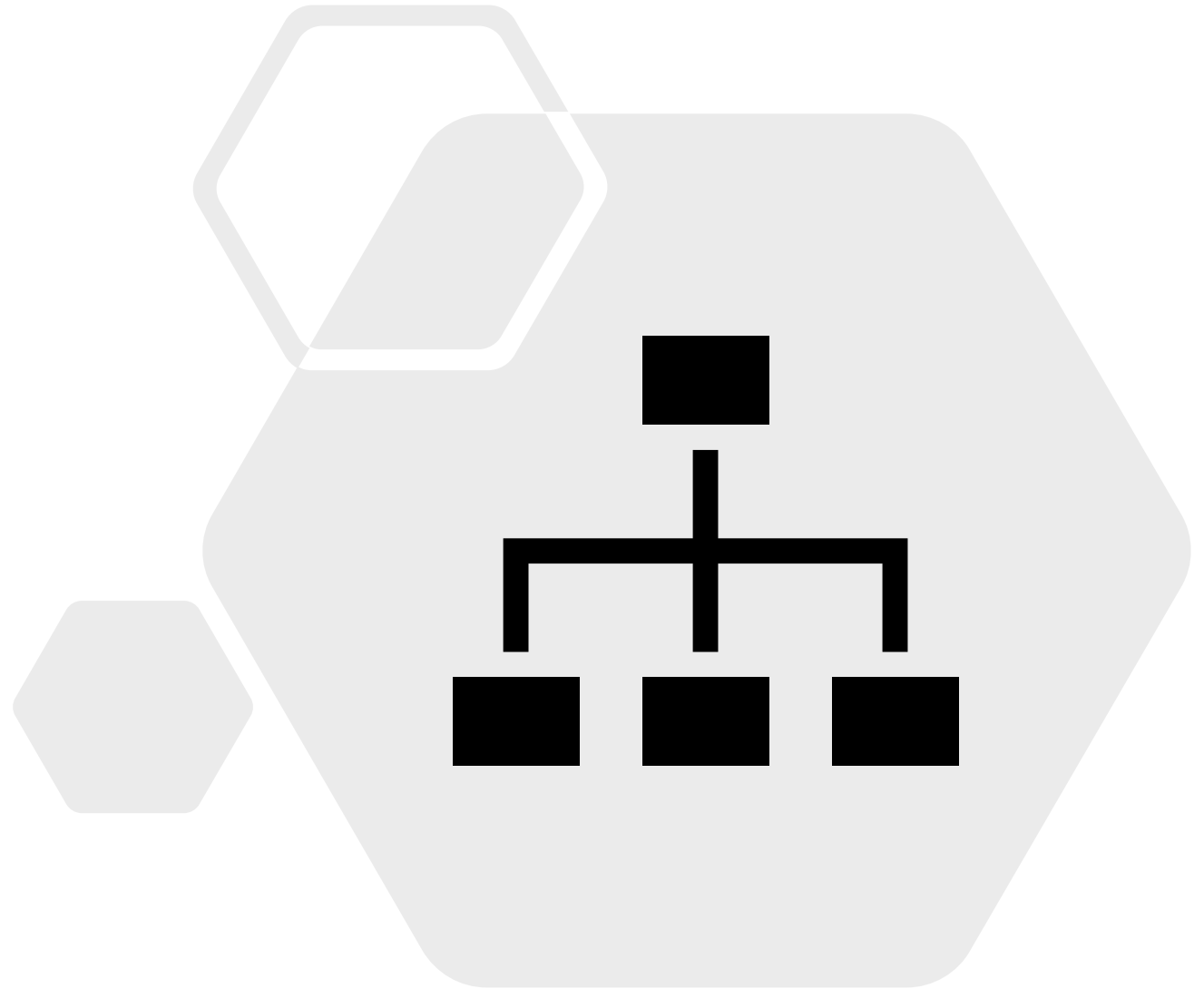


Code of conduct

- Where bandwidth permits leave your camera on
- Maintain information security
- Notify absence/break/local disruption to your direct report
- Record all meetings
- Confirm integration requirements with jurisdictional document/information management systems
- Do not store any unapproved documents in the COP
- Do not use any aspect of the VCC for social media posts, unless specific approval is obtained

Set Up

- Provide Induction/training to all staff
 - How to navigate MS Teams – Training document
 - VCC protocols
 - Safety and technical support
- All staff to set their background in the colour of the Function
- Manage your background noise
- IC to allocate the additional roles as required



Additional roles

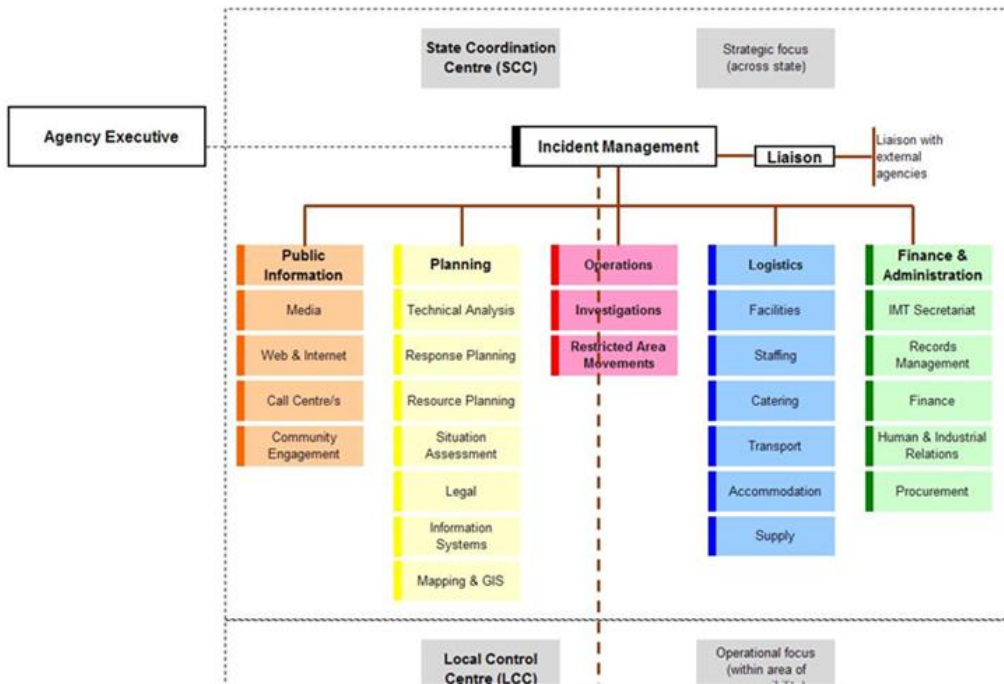
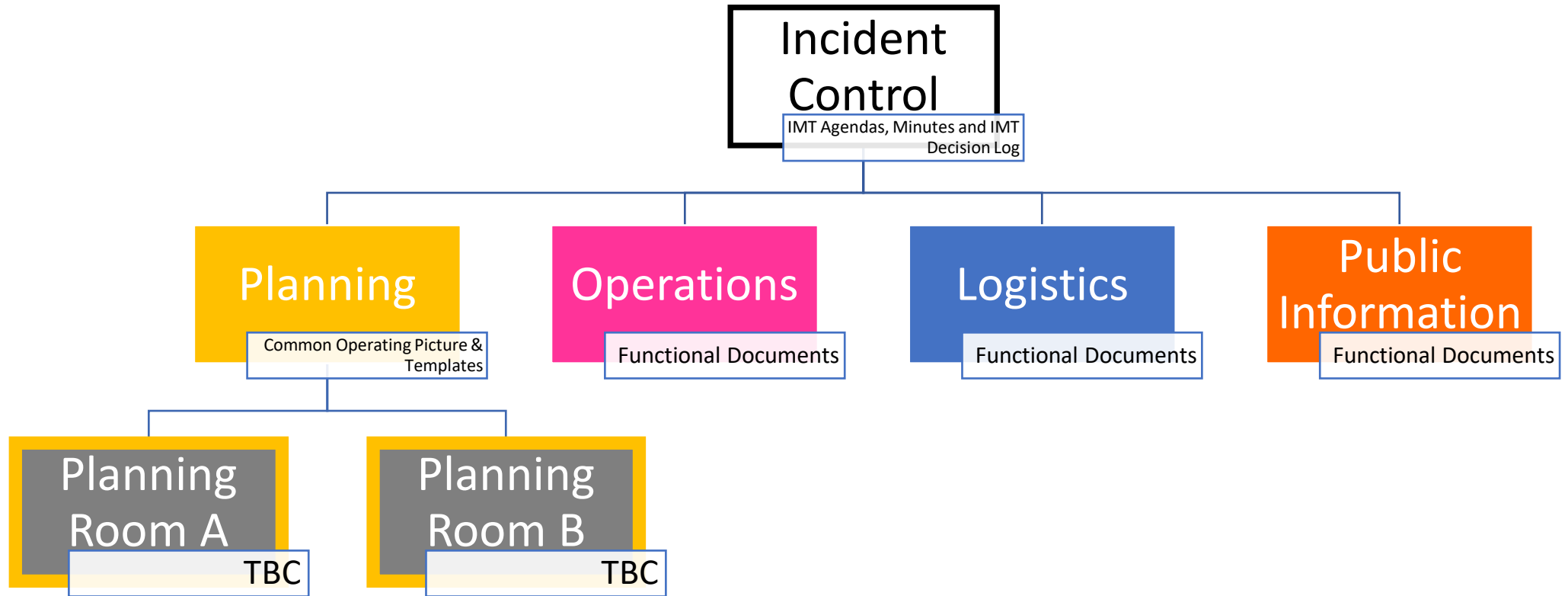


Fig. BIMS structure

Function	Role	Responsibilities
Safety	Virtual Safety Officer	<ul style="list-style-type: none"> Regularly check in with all members Conduct a safety check when a camera is switched off Facilitate the safety induction at the start of the shift Facilitate a safety debrief at the end of the shift
Planning	Information Compliance	<ul style="list-style-type: none"> Monitor and maintain version control Monitor, maintain and improve Information security Ensure consent to record meetings is received from all responders and all agencies Check that information is time-stamped
All Functions	Additional responsibility for existing role	Appoint one person in each function to be responsible for monitoring information in 'chat', 'activity' and 'files' and checking in with other channels to ensure no new information is missed.
Planning	COP Officer	<ul style="list-style-type: none"> Set Up and Maintain the virtual Common Operating Picture Ensure situational awareness is maintained across all Functions by regularly checking in and extracting any data that should be kept centrally. Manage use of the regulatory system used
Logistics	Technical Support Officer	<ul style="list-style-type: none"> Conduct the MS Teams induction/training Provide Technical Support Manage the Channels and File Folders Implement technical improvement initiatives
Area to be confirmed: Logs, Executive support or Admin?	Meeting moderator	<ul style="list-style-type: none"> Ensure all participants receive the meeting agenda when available Ensure meetings are recorded and recordings are filed Monitor raising of hands and comments made in 'meeting chat' and ensure the meeting chair is notified

VCC Structure



Note: Liaison and Finance and Admin are part of the BIMS structure and can be included when there is a need to scale up.

Incident Action Plan

STEP 1:

The IC is to select the team to work on the IAP from all the Functions and allocate them to a Planning Room.

STEP 2:

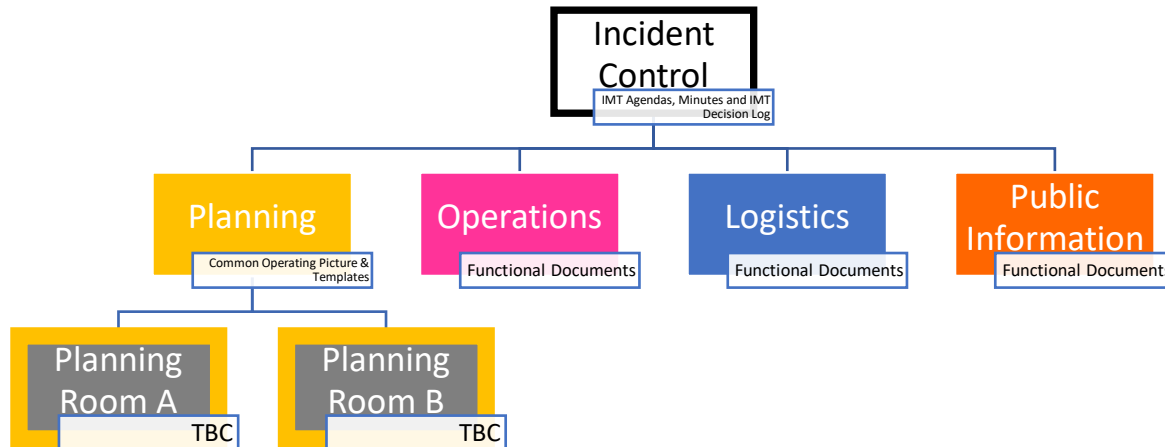
The selected staff attend the allocated Planning Room and open the Incident Action Plan template located in the 'Files' section of Planning.

STEP 3:

The team is to complete the IAP and once completed and approved by the Planning Manager move it to the 'for approval' folder in the Incident Control Channel. The Planning Manager is to send an @message to the IC that the IAP is ready for approval

Step 4:

The IC is to review the IAP and once approved relocate to the folder COP in Planning and issue a broadcast to inform all that the updated IAP is available.



Sitrep

STEP 1:

The IC is to select the team to work on the Sitrep from all the Functions and allocate them to a Planning Room.

STEP 2:

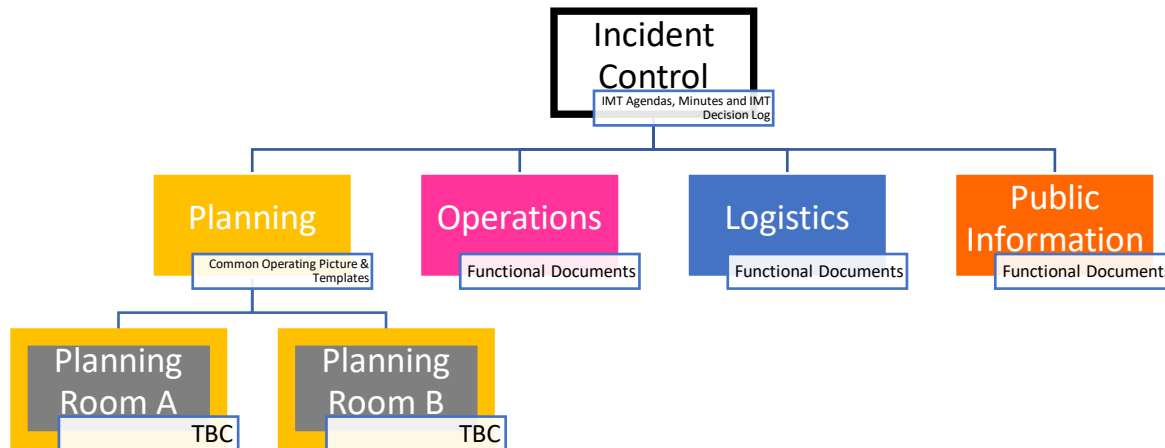
The selected staff attend the allocated Planning Room and open the Sitrep template located in the 'Files' section of Planning.

STEP 3:

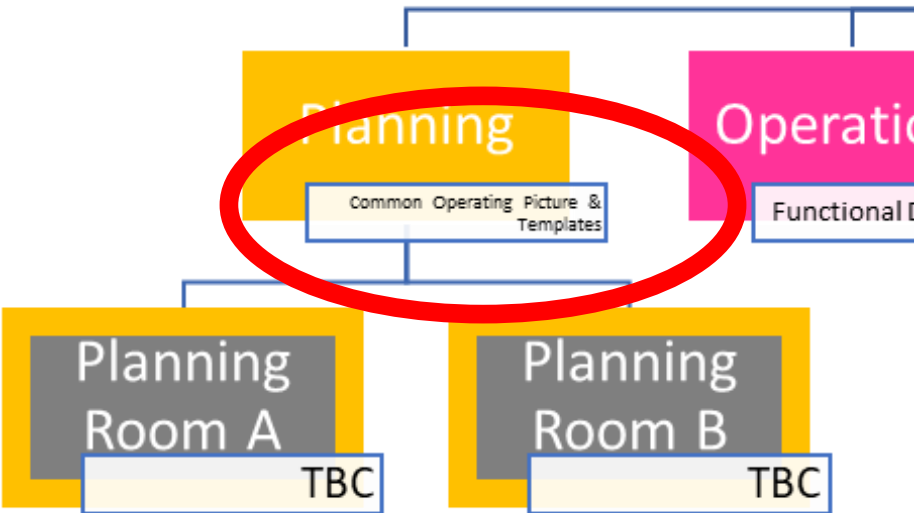
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Step 4:

The IC is to review the Sitrep and once approved relocate to the folder COP in Planning and issue a broadcast to inform all that the updated Sitrep is available.



Common Operating Picture



STEP:

The COP Officer from Planning is to collect and collate the verified and approved information for the COP and insert it into the COP folder.

The COP Officer is to regularly check that all information in the COP is verified, approved and up-to-date (most recent version).

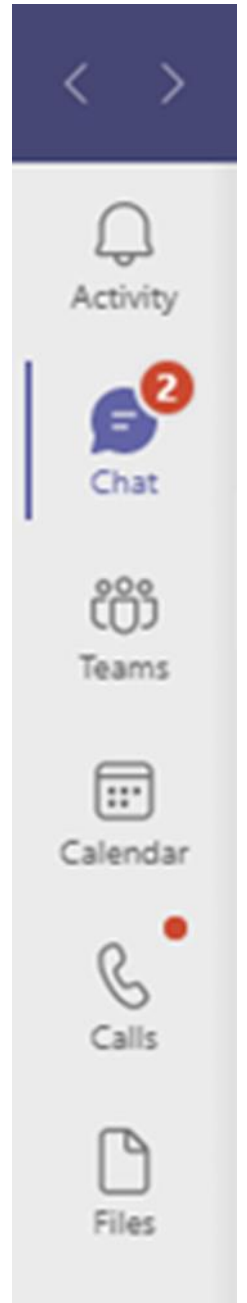
Situation	Direction	Coordination
Description of the event.	Daily Schedule	Org structure for the VCC and relevant contacts
Overview of impacts through registers, lists, graphs, maps.	Mission, Objectives and Strategies (can be included in the latest Incident Action Plan)	Multi agency coordination structure and contacts
Consider: Sitrep and Intel Report	Event specific response procedure if available.	Consider: Org structure for that shift Communication Plan Roster

Information monitoring

Each Person is responsible for monitoring the various areas where information is passed. One person per Function per shift must be specifically allocated to confirm every 15 minutes that no information has been missed. Areas that should be monitored are:

- Chat
- Activity
- @message
- COP

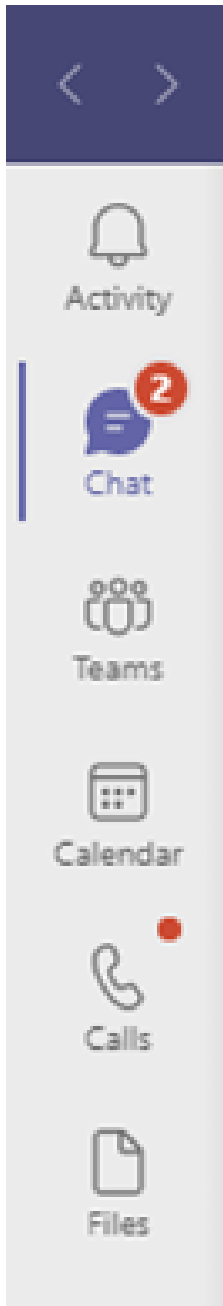
When detecting information that has been missed immediately inform your team and confirm with the IC that the information is known.

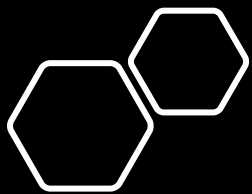


Communication options in Teams

- *Chat* – In Microsoft Teams you can send a message to one or more people using chat. The message can contain text, images, GIFs, a recorded voice message, a video clip – pretty much any type of media. The chat message is exclusive to the people in that chat.
- *Channel posts* – The other way to send a message is to write it in a channel post. It can be used for group communication in the Function.
- *The @mention* is the universal way to get someone's attention in Teams. You should use an @mention in a channel post every time you want to make sure the receiver is made aware that there is a message for them. The @message is mandatory to relay new important or 'hot' information.
- *Banner* – This is the little pop-up window that appears on the screen of your computer. This is the most noticeable (and disruptive) way to be notified.
- *Feed* – This is the list of activities that you can see by clicking "Activity" in the top left corner in Teams.
- *Email* – This is an email sent by Teams to your inbox informing you about the activity in Teams. An email can be sent directly to a channel post. Email out of scope for this exercise.

Note: The phone is always a good alternative too.





New important information

Communicating new information that is critical to the response is different in a virtual control centre. The two recommended methods are:

- @message to all
- 'Heads Up' meeting in the Incident Management Channel

Set your status

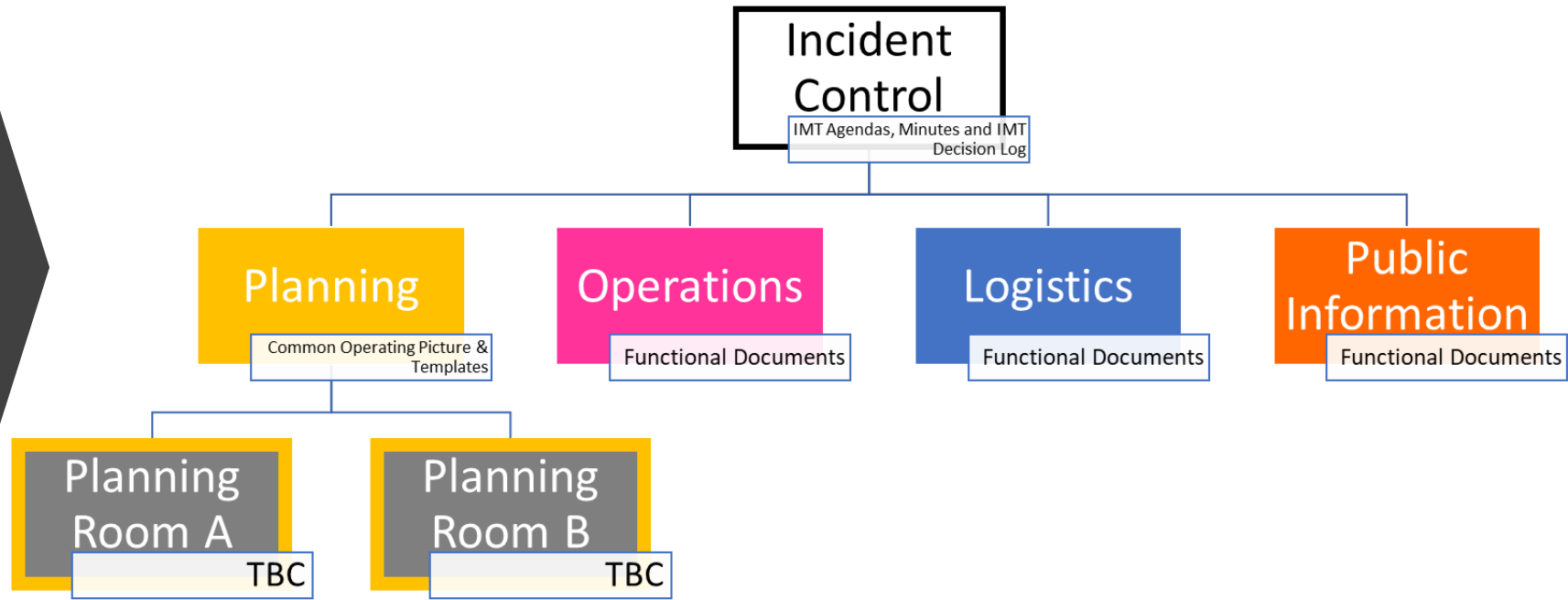
- *Available* – This is your green status, where you show others that you are online and available for calls, chats and so on.
- *Busy* – This is your red status which indicates to others that you are busy with something – either you have something booked in your calendar, or you are in a meeting or call. Even when your presence is set to Busy, you will receive pop-up notifications or so-called banners on your screen. You don't have to change the presence status to busy yourself, Teams will automatically do it for you if you have something scheduled in your calendar, or if you are in a meeting or a call.
- *Be right back* – This is your orange status which shows to others that you are not available at the moment but that you will be soon. This status is only set by you manually.
- *Away /Appear away* – This is another version of orange status which just shows you are away (without communicating that you will be right back). This status is set automatically by Teams if you haven't used your computer for ten minutes or more. You can also set this manually by selecting the "Appear away" status. This might be useful if you don't want to show others that you can't respond right away but you still want to get pop-up notifications.
- **NOT RECOMMENDED FOR USE IN INCIDENT MANAGEMENT:** Do not disturb – This is your "Do not enter" status, which indicates that you don't want to be interrupted. When your status is set to "Do not disturb" you don't get pop-up notifications at all – instead they are reverted to your activity feed. You should use this status when you want to focus and not be interrupted, or if you are presenting your screen and you don't want others to see pop-ups on your screen.



Safety management

- Take a regular exercise break
- Maintain access to water and food
- Function Leads to remind teams to regularly walk around and eat/drink.
- Check in on each other regularly
- Do debriefs after every shift and ensure safety and wellbeing is a separate agenda item

VCC structure





Task instructions

You have 45 minutes to:

1. Move into your group channel
2. Discuss the task
3. Prepare the brief and any required supporting documentation
4. Return to the General Channel for all groups to brief back on their tasks



StartEX

Scenario

- There has been a suspected highly volatile and fast spreading outbreak in a very remote area
- The severity of the event requires a control centre to be set up as soon as possible, target: 4–6-hour activation time
- The jurisdiction has requested NBRT to set up an interim VCC while a physical deployment is set in motion
- The LCC on location is expected to be complete in three days
- NBRT has committed to provide the IC, 2 Planning Officers, 2 Logistics Officers, 4 Operations Officers and a Public Information Officer in the VCC for the next three days
- Several representatives in the field are collecting impact reports
- There are various industry representatives that require regular updates

Task Group 1

Virtual deployment

Prepare a brief on the arrangements for virtual deployment:

Considerations:

- selection/setting up of the platform
- roles and responsibilities for a virtual control centre
- How VCC induction will be done
- Technical support arrangements

Think about:

- How do we incorporate use of function specific email?
- What do the protocols say and how would this work.
- How do you build a team in a virtual context (how do you go through forming, storming, norming, performing, how do you build a team relationship).

Performance is best with effective teams.

Task Group 2 Forming the structure

Develop a brief with your team on the formation of the structure.

Considerations:

- Map a coordination and communication structure – internal VCC and multi agency.
- How would we link our coordination in with the other agencies?
- Plan for key tasks, what would need to happen first? establish the approach.
- Determine what success would look like.

Task Group 3: Establishing situational awareness

Develop a brief with your team on how you will establish situational awareness while located remotely.

Considerations from an Incident Management perspective:

- How are the field tasks recorded and communicated to the VCC?
- How is information communicated from the field and from liaison agencies?
- How/who collate the information from the field and from liaison agencies?
- How/who would process it in the channels?
- How does unverified vs verified information get stored/labelled/displayed?



Brief back

- Group 1: Virtual deployment
- Group 2: Forming the structure
- Group 3: Establishing situational awareness

Thoughts about today



- What worked well?
- What was challenging?
- Is there anything we can do better tomorrow?

Exercise Network

Session 2

16 June 2021



Exercise Safety

Operating in a virtual environment brings different safety challenges:

- any distress, distractions, disruptions call the safety officer:
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 - 02 6203 3931
- In case of any technical difficulties please contact:
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 - Karly O'Neill
 - Karly.oneill@daf.qld.gov.au
 - 0436 670 800
 - Technical support channel and table with contact details
- Remain hydrated, fed and fit!
- 3x No Duff for real emergency
- Respectful engagement

Structure of this session

Segment	Session 2	Time
Introduction and Recap	10 mins	10:30-10:40
Process and practice refresher	20 mins	10:40-11:00
Scenario introduction	5 mins	11:00-11:05
Execute tasks	55 mins	11:05-12:00
Brief back	20 mins	12:00-12:20
Debrief	10 mins	12:20-12:30
Total	120 mins	



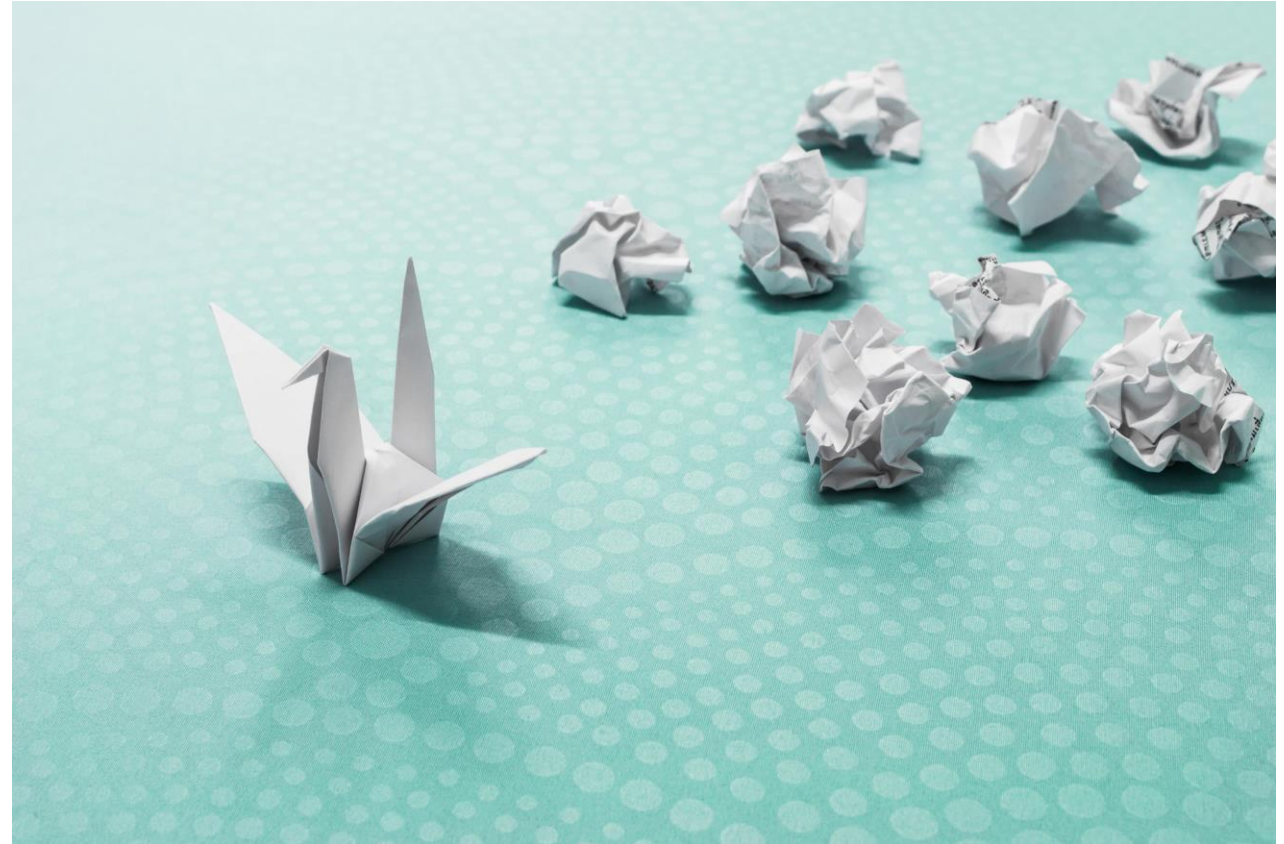
Recap

- **What did we learn from yesterday?**
 - Importance of induction and team building in the VCC
 - Extra roles and more resource heavy in IT support and in meeting/ channel/ file/records management
 - Increased need for communication protocols and planning
- **What will we do differently today?**

The *purpose* of this session is to practice and test.

Conduct the following key incident management activities to test the VCC protocols:

- Setting an operational tempo
- Building a Common Operating Picture (COP)
- Conducting a risk assessment
- Incident Action Planning



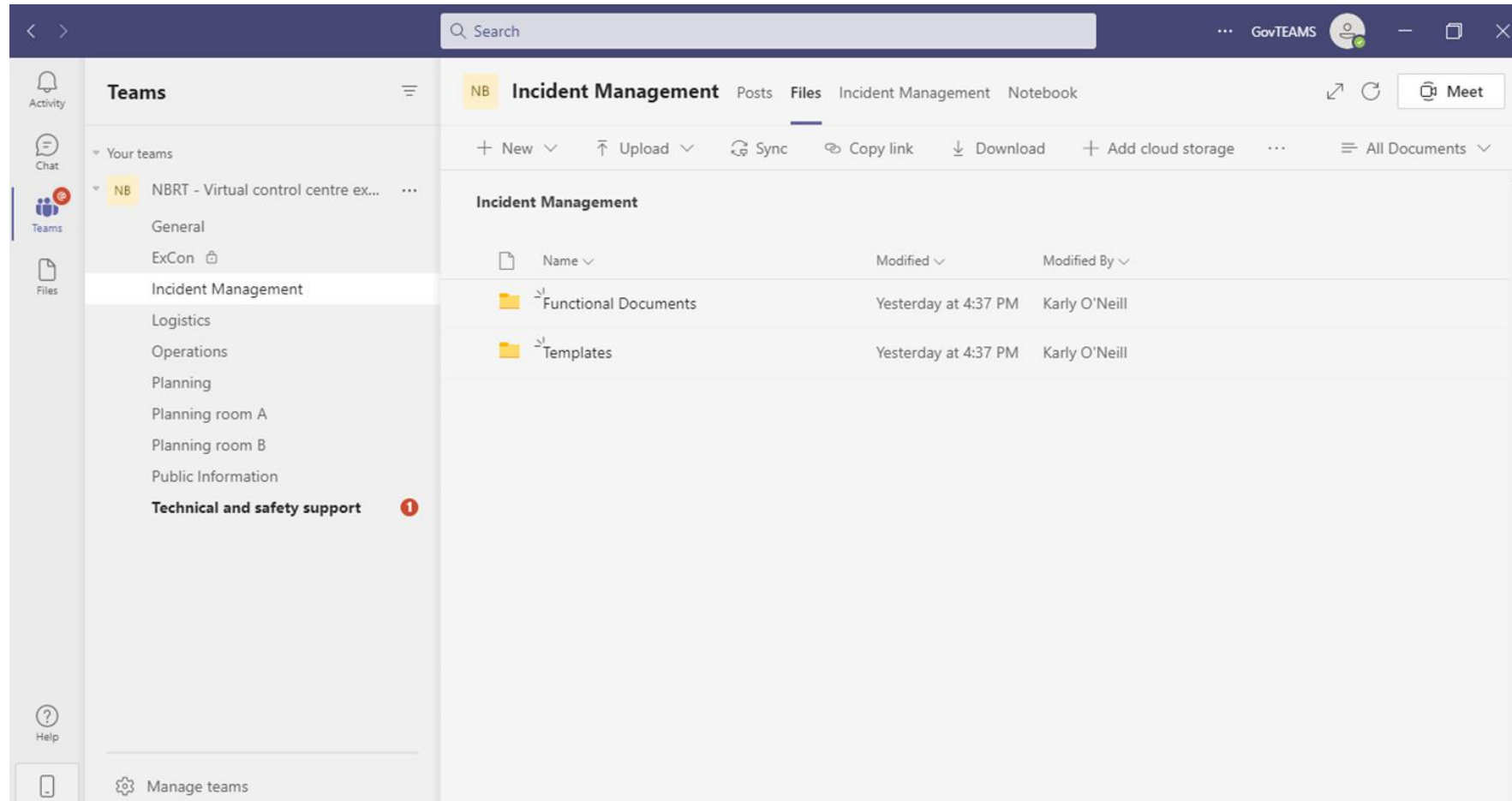
Introduction


What do you look after? Kids, pets,
vegetable garden?

Something curious about you



MS Teams Tips & Tricks





Introducing the
tasks for today





Situation when you activate

- Your team members might be feeling nervous, uncertain, unconfident
- Varying levels of technical proficiency
- Different personality types
- Different levels of training/experience
- Circumstances of the event –
 - An unfamiliar event
 - Potentially severe impacts



Operational tempo

Purpose is to establish a rhythm that gives direction, structure and calm, allowing for objectives to be achieved.

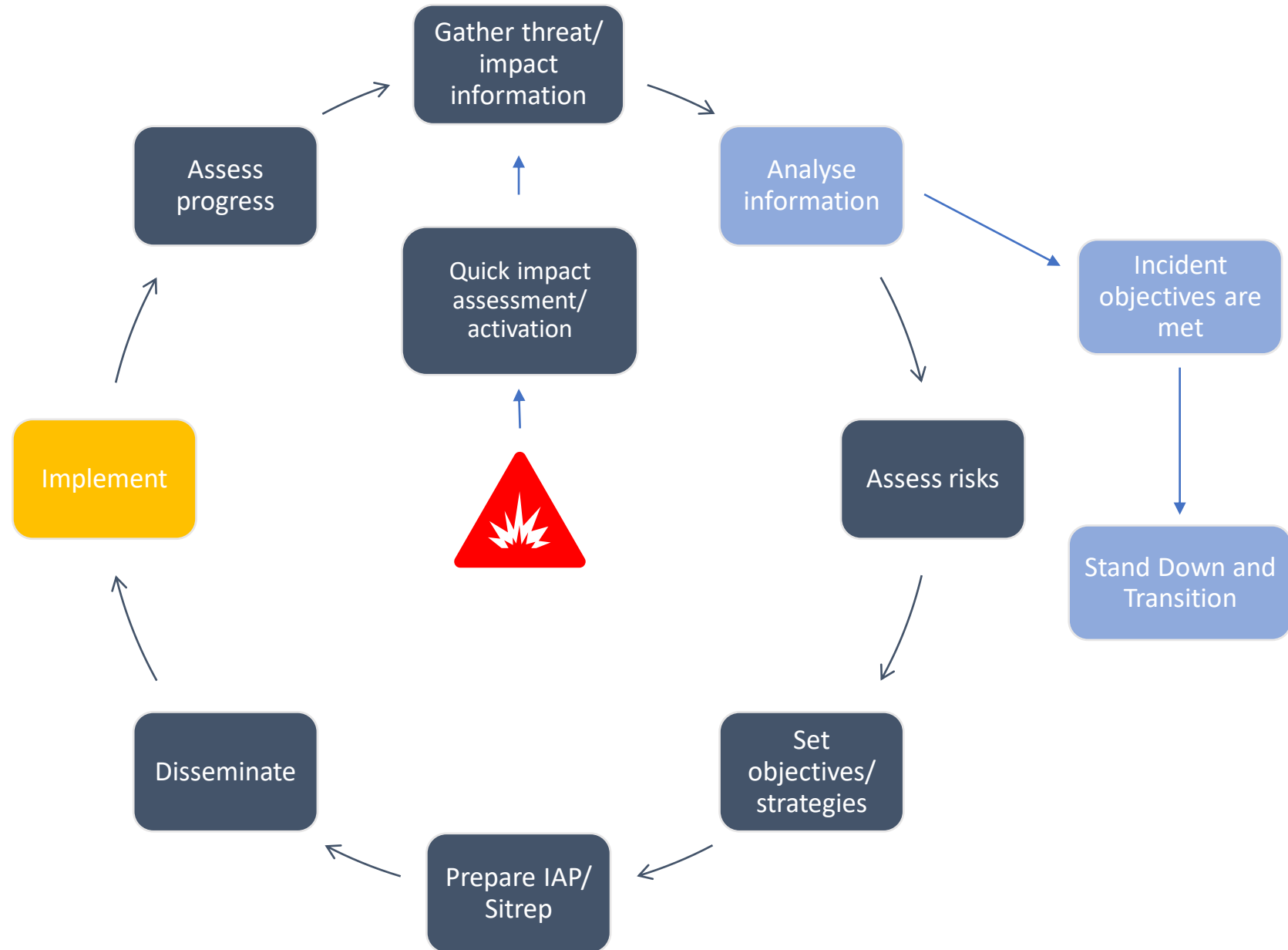
Tools to establish calm (operational tempo)

- Induction
- Daily schedule
- Regular meetings
- Common Operating Picture
- Planning process
- Record keeping
- Org structure
- Coordination structure
- Safety plan



The Planning Cycle

- Coordination (Ops)
- Resource management (Logs)
- Communication (PI)



AIIMS 2017

Risk

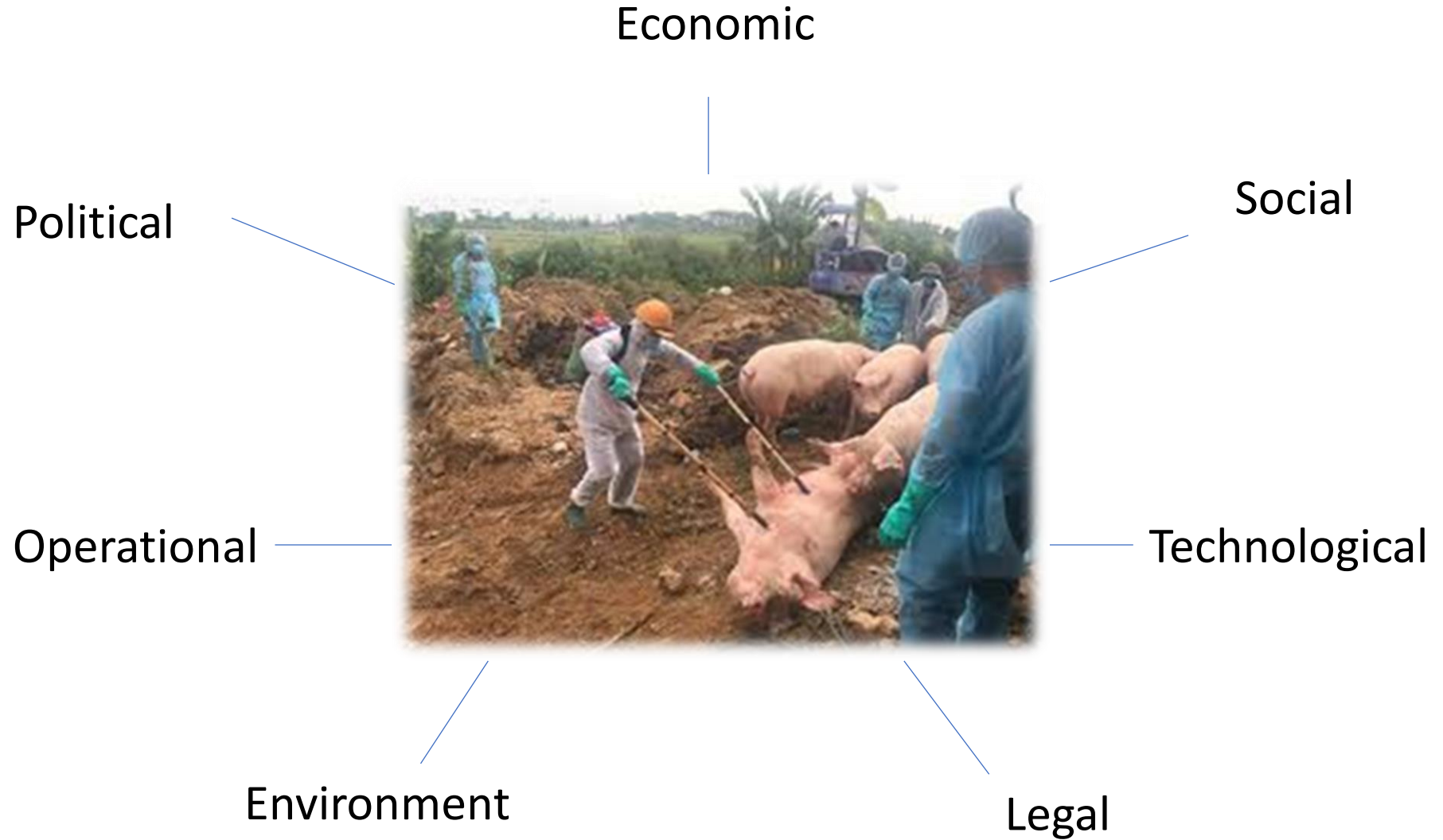
A *hazard* is a source or a situation with the potential for harm.

A *risk* is the chance of something happening that will have a negative effect. The level of risk reflects:

- the likelihood of the unwanted event
- the potential consequences of the unwanted event.



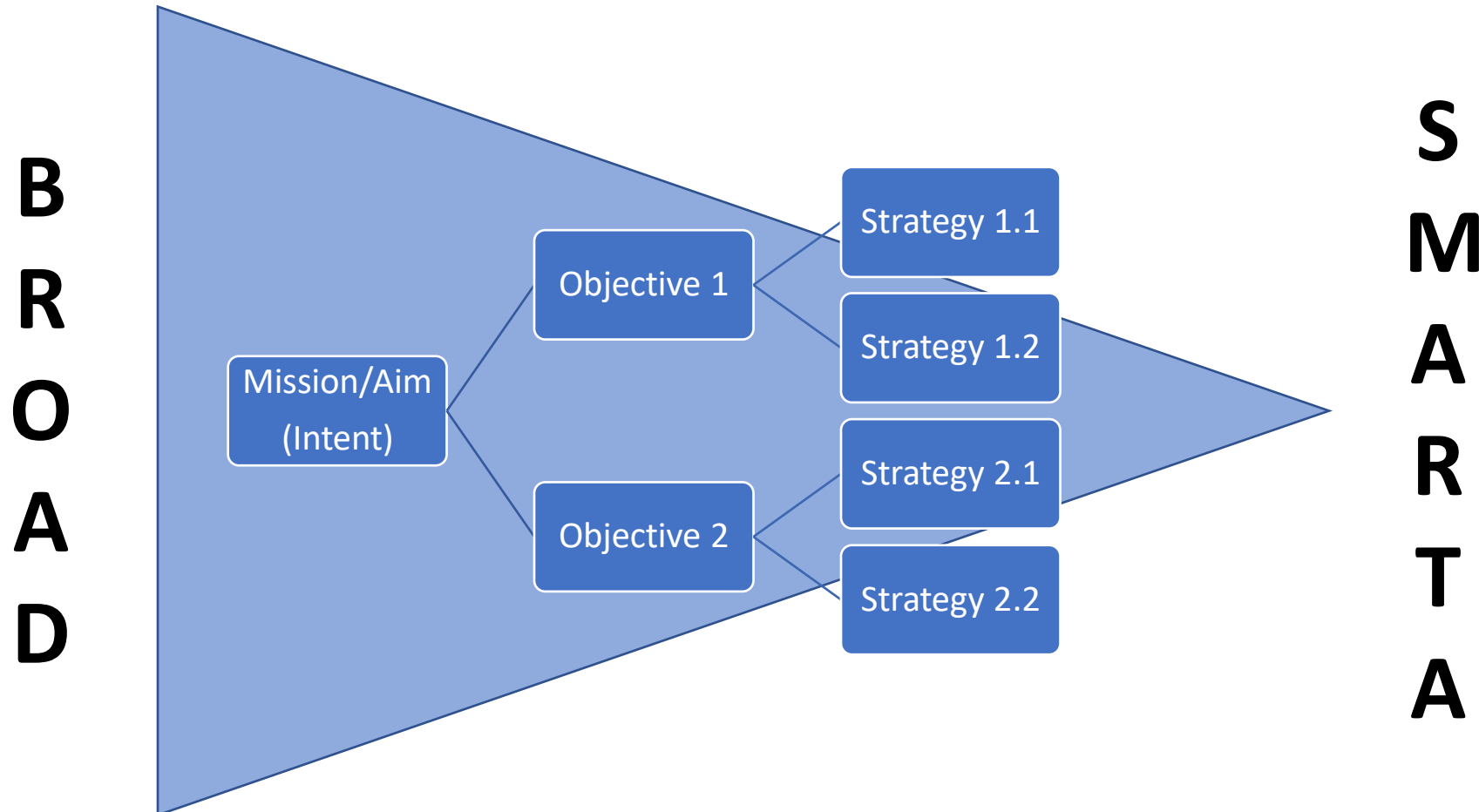
Consequences: PESTLEO



Incident Action Planning



Incident Action Plan (IAP)



IAP – Example 1



Let's Plan!



Situation: A house in a regional farming community was discovered with a Golden Apple Snail purchased from another property advertising pet 'black-bottom' snails on the internet. Both properties are now declared IP's and an LCC has been established.

Mission/Aim: Eradicate Golden Apple Snail (GAS) from region as quickly as possible.

Objective 1: Locate all properties already infested (or potentially infested) with GAS as soon as possible, through movement tracing and report investigations .

Response Strategies:

1a: Tracing and surveillance plan to locate all GAS will be developed by (time) (who)

1b: Samples of any suspect snail groups located will be forwarded to lab for positive identification by (who) (when).

1c: Control procedures, including the establishment of quarantine zones, will be implemented to contain the EPP asap (who)

IAP – Example 2



Let's Plan!



Situation: A large commercial piggery in your region reported illness and death in pigs. Subsequently, ACDP confirms a positive PCR for ASF and the property is deemed an IP.

Mission/Aim: Investigate and Contain the spread of ASF across the State.

Objective 1: Activate an LCC in support of the ASF response by 16:00.

Response Strategies: How? & Who?

1a:

1b:

1:c

IAP – Example 3



Let's Plan!



Situation: A Flood is predicted to impact on your community within the next six hours. The Emergency Operations Centre (EOC) has been activated.

Mission/Aim: Minimise the impact of the flood on the community .

Objective 1: Open an Evacuation Centre by 14:00.

Response Strategies: How? & Who?

1a:

1b:

1:c

Good Incident Action Planning Principles



The principles that should be observed when formulating an IAP:

- Keep it simple
- Ensure your Objectives relate directly to the Mission (Aim)
- Objectives are SMARTA
- Strategies (Tactics) are sequenced to ensure maximum efficiency and effectiveness
- Safety, Safety, Safety - Dynamic Risk Assessment
- Monitor, review and adjust



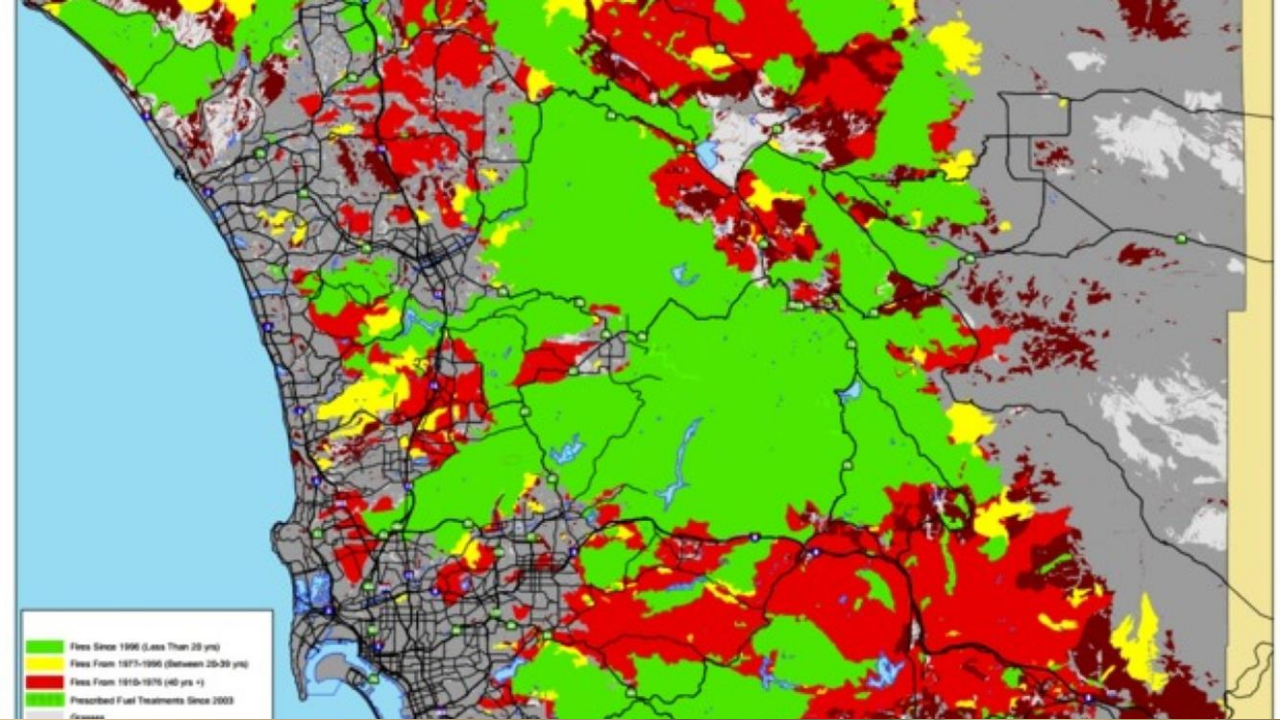
StartEX

Scenario: Cardinal Fires



- You are part of a response to a widespread bush fires. Your VCC is expected to report to the State's Emergency Management Committee (SEMC) that meets daily at 06:00, 12:00, 18:00. Prior to each meeting, the SEMC expects updates on your response objectives/strategies, as well as updated Sitreps.
- The inter-governmental communications network requires meetings to develop messaging twice daily at 05:00, 11:00 and 15:00.
- Social media is trending, with significant community outrage over the lack of Government support in the impacted regional areas.

A large wildfire burning through a forest at night, with bright orange flames and thick smoke rising from the trees. The fire is intense and widespread, consuming the vegetation and structures. The scene is dark, with the fire providing the primary light source. The smoke is thick and billowing, partially obscuring the trees in the background. The fire appears to be moving through the forest, with flames visible on the ground and within the canopy. The overall atmosphere is one of a major disaster.



Northern Fire Front – 04:30 (16 June)



<https://www.scienciamerican.com/article/climate-change-is-central-to-californias-wildfires/>

Northern Fire Front
(Air Obs – 09:00 16 June)



This aerial photograph captures a devastating fire front along a coastal region. A thick, dark line of smoke and ash rises from the burning land, which is bordered by the ocean. The fire front is visible as a bright, orange-yellow line along the coast, with large plumes of white and grey smoke billowing upwards. The ocean is visible on the left, and the land is covered in dense vegetation that is being consumed by the fire. The image is taken from an elevated perspective, showing the scale of the fire and its proximity to the water.

<http://www.abc.net.au/news/stories/2019/06/16/northern-fire-front-0900-16-june-2019-4111111>

EXERCISE ONLY

Community in the township of Alpha is under threat (10:00 16th June)



EXERCISE ONLY

Livestock Impact Areas (As at 10:00 16 June)

Alpha

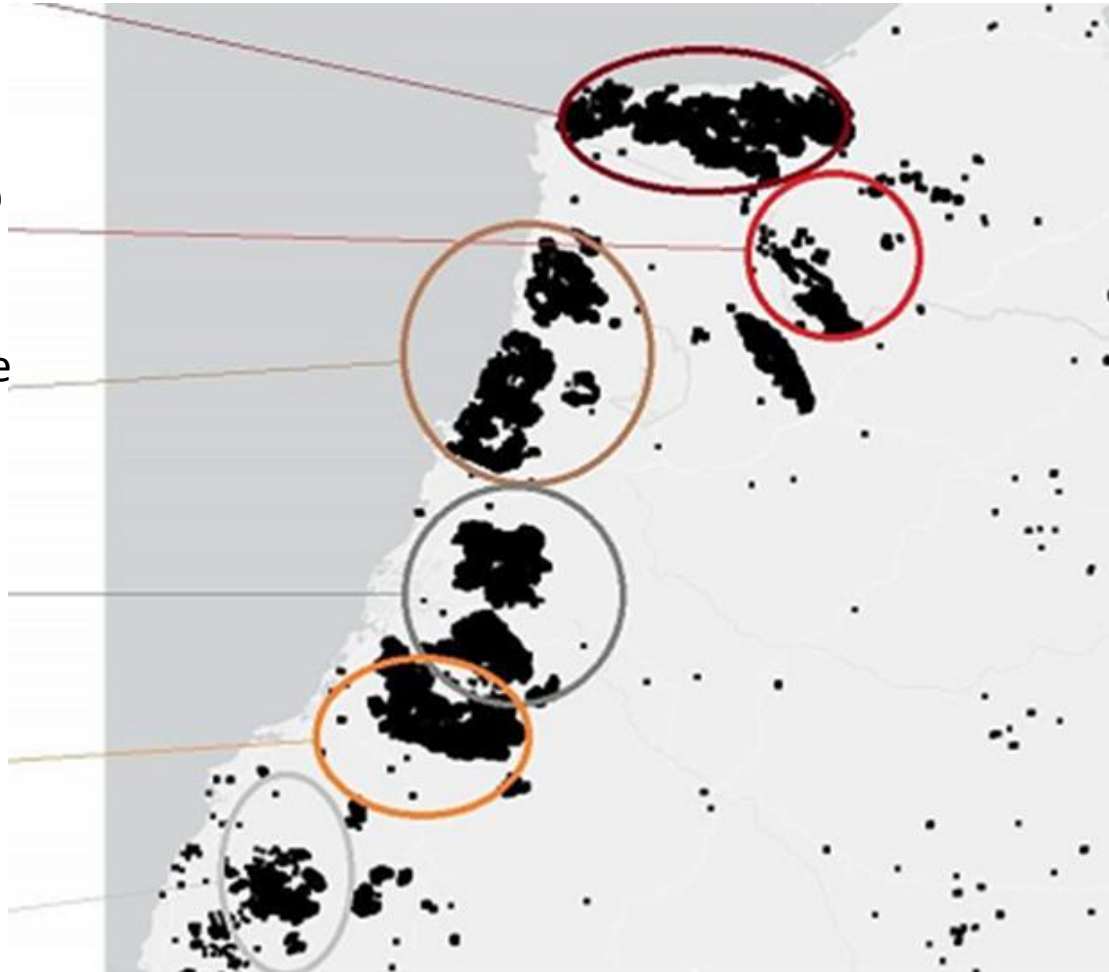
Bravo

Charlie

Delta

Echo

Golf



Agricultural Impacts (As at 10:00 16 June)



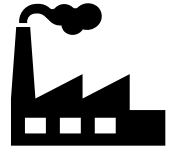
Summary Impacts (As at 10:00 16 June)

- Between 2000-3000 livestock deceased
- 14 livestock farms impacted (includes Beef & Dairy cattle stocks, sheep and a piggery)
- Three vineyards
- Five fruit/vegetable growers impacted (80% loss of crops)

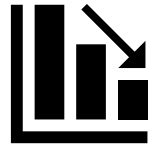
Agency Impact Reports (As at 10:00 16 June)



Several industrial buildings have been destroyed in the fire, including a chemical plant (the affected businesses employed about 1600 locals and utilised local transporters and suppliers.)



There is a loss of power across the area, assessment and recovery works are required by the power company until restoration can commence.



23 residential properties, a community hall, local church and local supermarket have been lost.



Water and sewerage grids have been impacted locally, including disruption of a mains water trunk between townships

Social Media



Prominent MP:
What are you doing
for my people?



We've lost our factory! Our livelihoods!



Government has turned it's back on the region!



Where are you government? Help us!

Incident Action Plan

STEP 1:

The IC is to select the team to work on the IAP from all the Functions and allocate them to a Planning Room.

STEP 2:

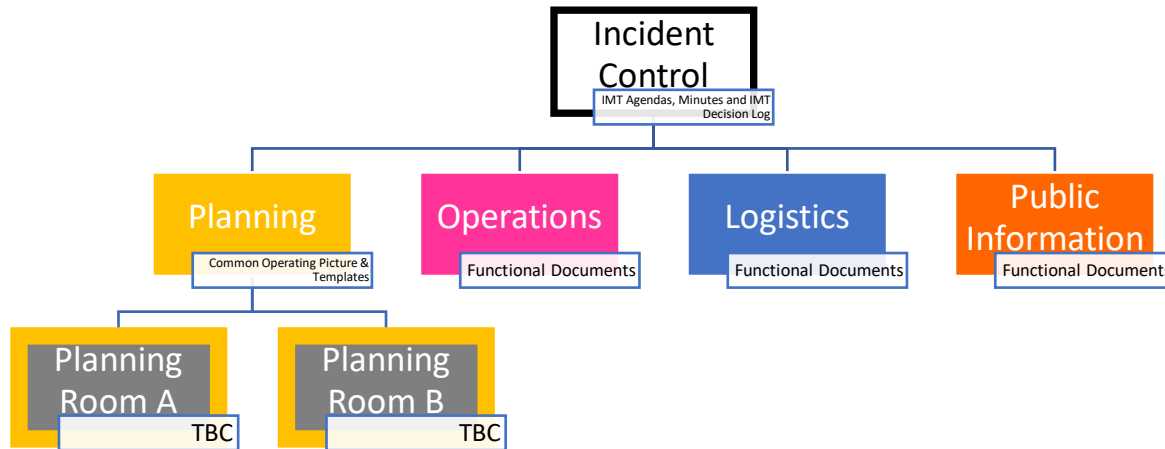
The selected staff attend the allocated Planning Room and open the Incident Action Plan template located in the 'Files' section of Planning.

STEP 3:

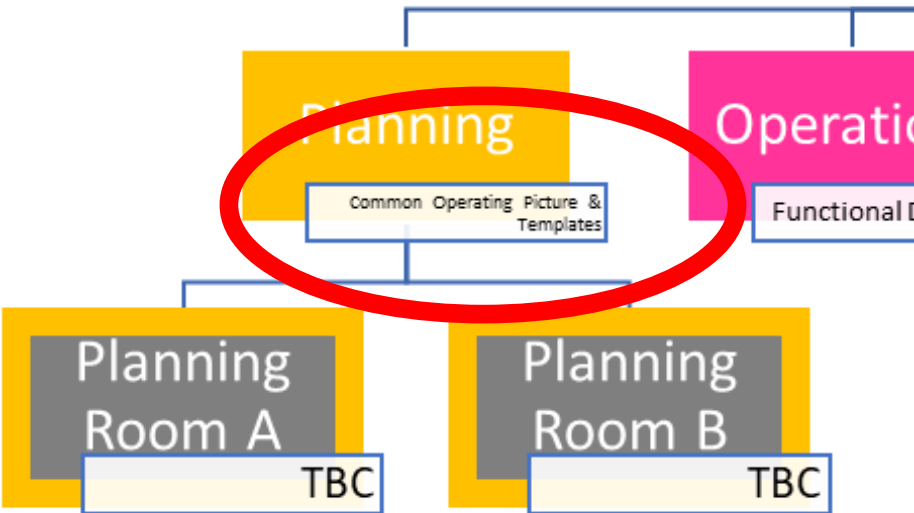
The team is to complete the IAP and once completed and approved by the Planning Manager move it to the 'for approval' folder in the Incident Control Channel. The Planning Manager is to send an @message to the IC that the IAP is ready for approval

Step 4:

The IC is to review the IAP and once approved relocate to the folder COP in Planning and issue a broadcast to inform all that the updated IAP is available.



Common Operating Picture



STEP:
The COP Officer from Planning is to collect and collate the verified and approved information for the COP and insert it into the COP folder.
The COP Officer is to regularly check that all information in the COP is verified, approved and up-to-date (most recent version).

Situation	Direction	Coordination
Description of the event.	Daily Schedule	Org structure for the VCC and relevant contacts
Overview of impacts through registers, lists, graphs, maps.	Mission, Objectives and Strategies (can be included in the latest Incident Action Plan)	Multi agency coordination structure and contacts
Consider: Sitrep and Intel Report	Event specific response procedure if available.	Consider: Org structure for that shift Communication Plan Roster

Group 1

- Capture the intelligence provided and set up a Common Operating Picture.
- Develop a schedule for the day that will enable an operational tempo – include deadlines, meetings, reporting times, media cycles and any other timings that are relevant. Implement this into your COP.

Group 2

Capture the impact information to:

- Conduct a PESTLEO
- Insert the AIM in the IAP
- Set two Objectives and relating strategies for the IAP
- Transition your IAP into the COP

First Steps

- Introduce each other
- Appoint a leader and a scribe
- There is a need to collaborate between groups in forming the COP
- It is about the process, outcomes and the protocols, not the products.



Brief back

Thoughts about today



- What worked well?
- What was challenging?
- Is there anything we can do better?

Northern Fire Front – 04:30 (16 June)



South Eastern Fire Front (23:00 15 June)



Northern Fire Front
(Air Obs – 09:00 16 June)

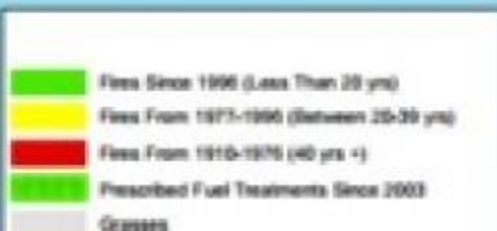


Northern Fire Front

Active Bushfires

(as at 19:00 15 June)

South Eastern Fire Front

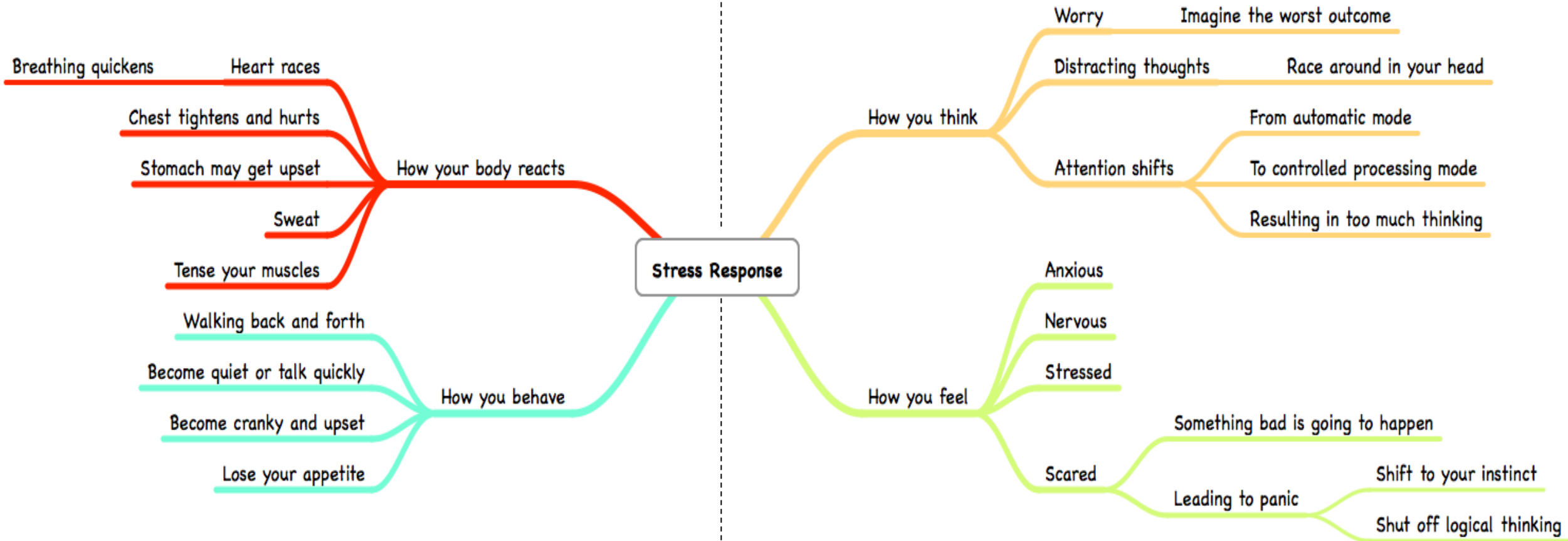


Human Factors in Emergency & Disaster



Physiological

Psychological



Exercise Network

Session 3

16 June 2021

Structure of this session

Segment	Session 3 -	
Introduction/Induction/Recap	10 mins	14:30-14:40
Process and practice refresher	20 mins	14:40-15:00
Scenario introduction	5 mins	15:00-15:05
Execute tasks	50 mins	15:05-15:55
Brief back	15 mins	15:55-16:10
Debrief	20 mins	16:10-16:30
Total	120 mins	



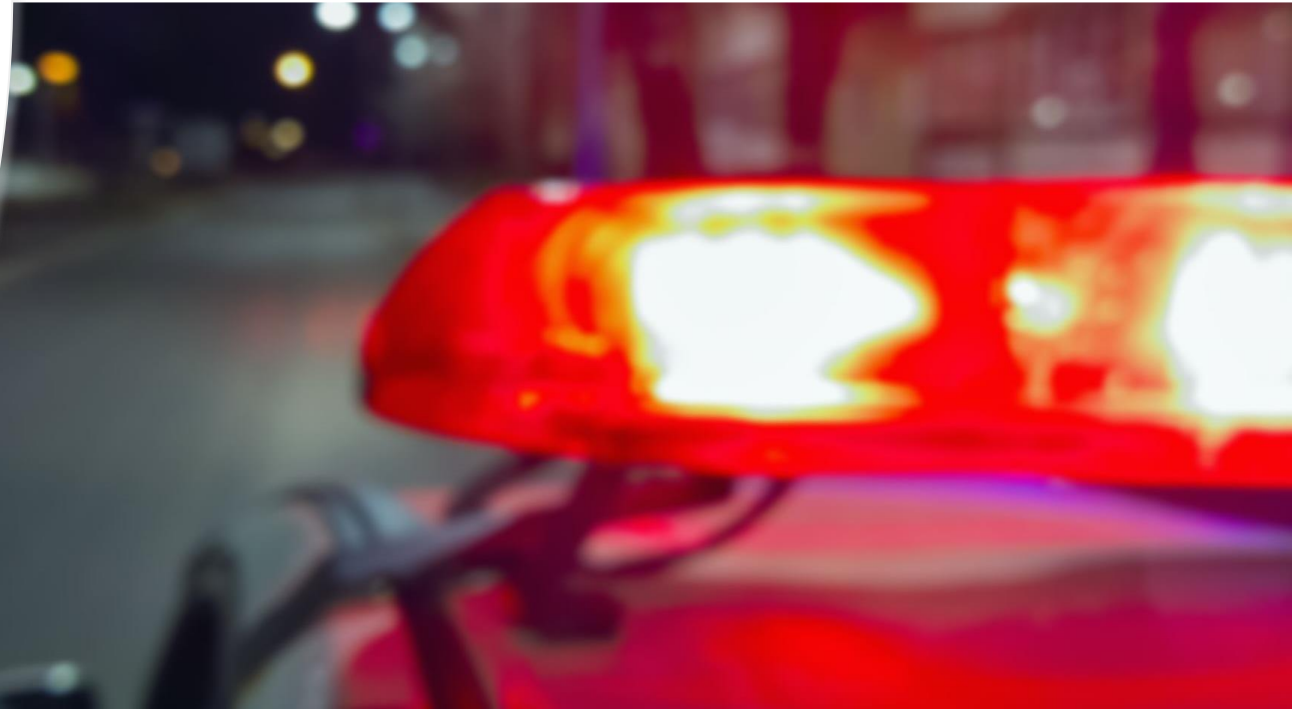
Recap

- What did we learn from this morning?
- What will we do differently?

The *purpose* of this session is to practice and test.

Conduct the following key incident management activities to test the VCC protocols:

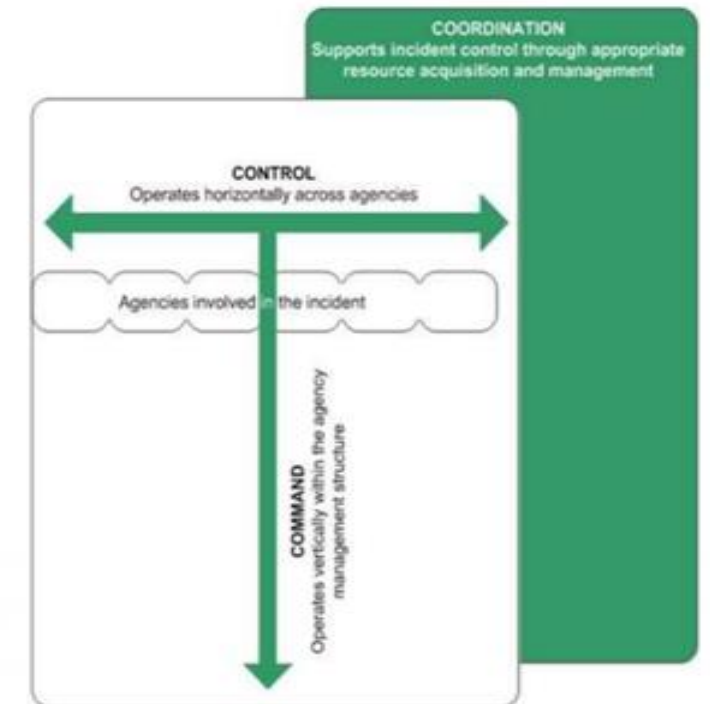
- Multi agency communication and coordination, including Sitrep
- Safety planning



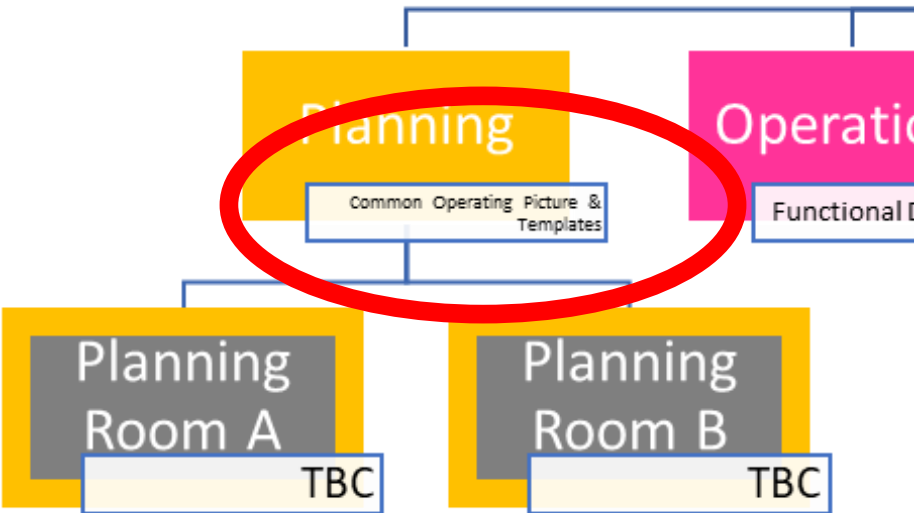
Structure

- Command
- Control
- Coordination
- Communication

What, how, when, who?



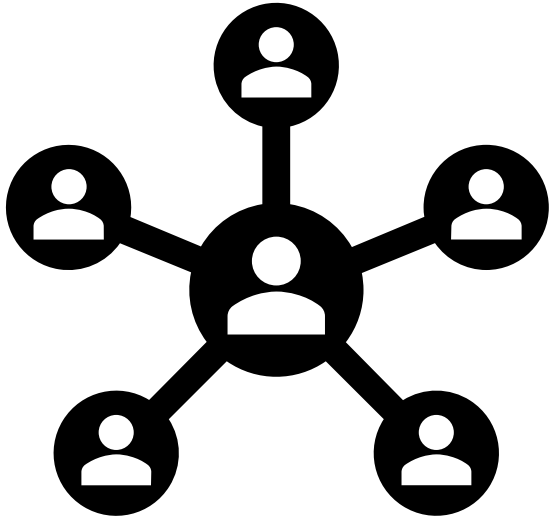
Common Operating Picture



STEP:
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Communication tools between Agencies



- Meetings
- Briefings
- Sitreps
- IAP's

Stakeholder engagement



Objectives:
INFORM
WARN
DIRECT
ENGAGE
COLLABORATE

Managing communications

- Communication plan
 - Stakeholders
 - Stakeholder risks
 - Key messaging
 - Methods of communication
 - Roles and responsibilities
 - Approvals and authorisations

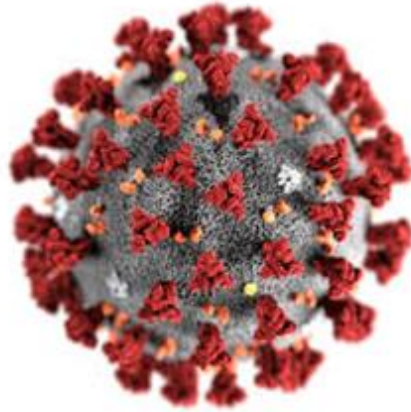


Safety
management

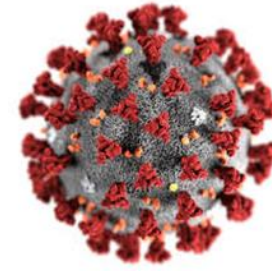


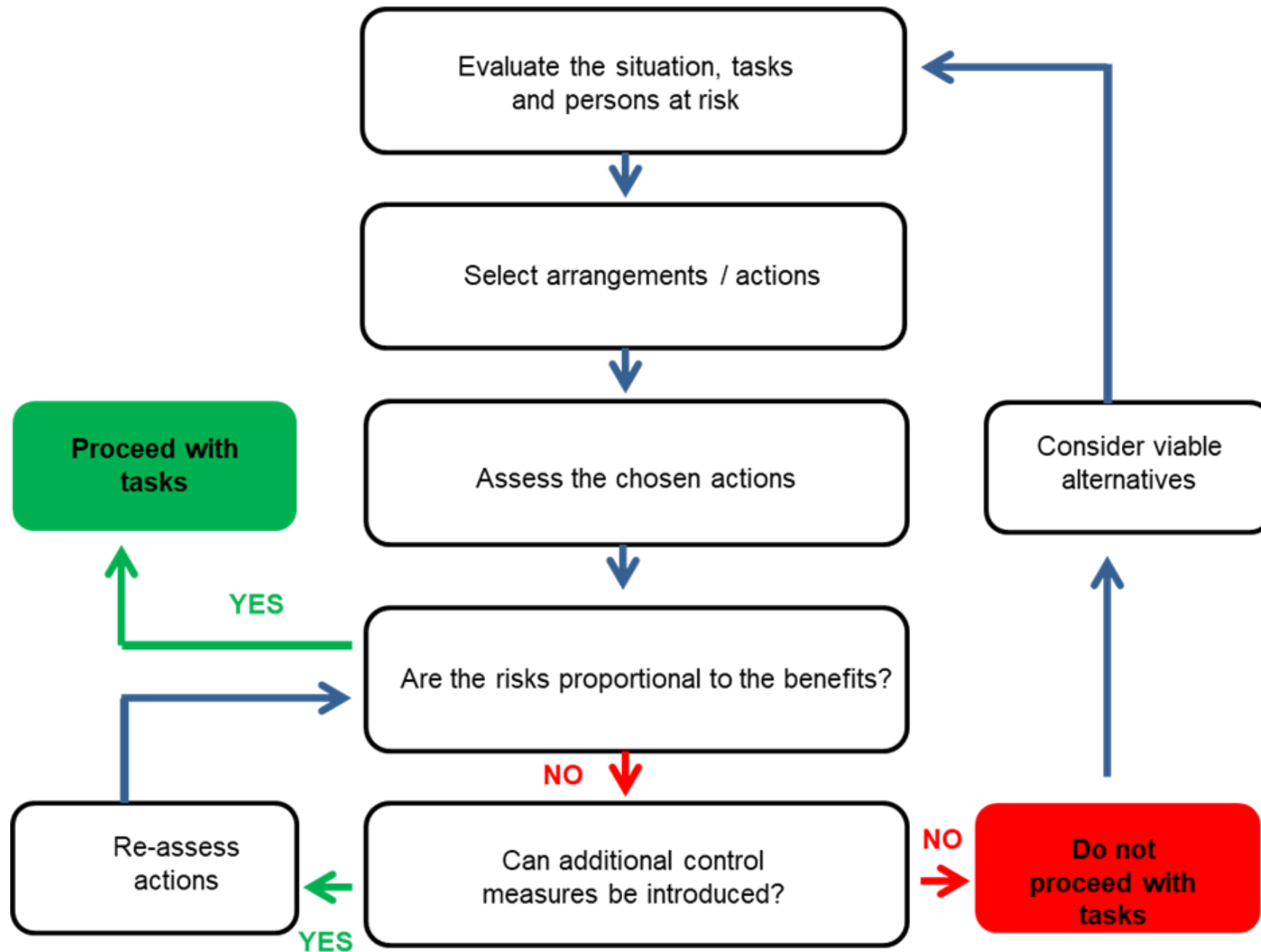
VCC: Hazards and Controls

Field: Hazards and Controls



Community: Hazards and Controls





Hierarchy of Controls

Most
effective



Least
effective

Elimination

Physically remove
the hazard

Substitution

Replace
the hazard

**Engineering
Controls**

Isolate people from
the hazard

**Administrative
Controls**

Change the way
people work

PPE

Protect the worker with
Personal Protective Equipment

Risk mitigation

	Safety hazards in the VCC	Consequences	Controls
	Safety hazards in the field	Consequences	Controls

Scenario: Cardinal Fires



- You are part of a response to a widespread bush fires. Your VCC is expected to report to the State's Emergency Management Committee (SEMC) that meets daily at 06:00, 12:00, 18:00. Prior to each meeting, the SEMC expects updates on your response objectives/strategies, as well as updated Sitreps.
- The inter-governmental communications network requires meetings to develop messaging daily at 05:00, 11:00 and 15:00.
- Social media is trending, with significant community outrage over the lack of Government support in the impacted regional areas.

Cardinal Fire Scenario – Part II

- Fire is the control agency
- You are a State support agency responsible for the management of community consequence, specifically community safety/wellbeing.

Agencies you are working with:

- Other Government Departments/Agencies, Local Councils/Municipalities, Police and Emergency Services, SES, Red Cross, Utility providers, Telco's, Industry organisations.

Group 1: multi agency coordination

- Plan for multi-agency coordination and liaison in the virtual control centre. Work out the HOW and prepare a brief.
 - How do you coordinate multi agency activities and resources from a virtual control centre
 - How do you share information between the agencies?
 - How do you meet?
 - What are potential challenges and how you can you mitigate them?
- Develop a Sitrep



Group 2: Safety Plan

Prepare a Safety Plan

Considerations:

- As the incident manager what safety hazards would you be concerned about?
- What would you request to be implemented?
- How do manage human factors and physical/mental wellbeing?
- How do you envisage the end of a shift in a virtual control centre and what strategies could you implement to provide support?



Brief back

Thoughts about Session 1-3



- What worked well?
- What was challenging?
- What can we do to improve?