

# NATIONAL EMERGENCY



## RESPONSE

Official Journal of the Australian Institute of Emergency Services

A.I.E.S.

VOLUME 30 NO. 4 SPRING 2017  
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Level 2, 310 King Street, Melbourne  
GPO Box 2466, Melbourne 3001  
Ph: (03) 9937 0200  
Fax: (03) 9937 0201  
Email: [admin@cwaustral.com.au](mailto:admin@cwaustral.com.au)  
ACN: 30 086 202 093

#### EDITORIAL TEAM

Editor: Kristi High  
Associate Editor: Ron Jones LFAIES

Send articles for inclusion to:  
Email: [editor@aies.net.au](mailto:editor@aies.net.au)

#### WEBSITE

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# NATIONAL

# EMERGENCY

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Spring 2017 • National Emergency Response

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# NEW MEMBERS

The Australian Institute of Emergency Services is pleased to announce the following emergency services people joined the AIES between May and September 2017.

NAME	ORGANISATION	DIVISION
Gregory Christison	Country Fire Authority	VIC
Mark Henderson	Police	QLD
Eddie Idik	Vital Risk Services Group	NSW
Cory McMillan	Ambulance	NSW
Raymond Wallbank	Emergency Risk Management	QLD
Brook Williams	Police	QLD



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## NOW RECRUITING

### Company Secretary

Closing application date 30 November 2017

#### Key responsibilities

1. Advising the board on governance matters.
2. Monitoring that board policy and procedures are followed.
3. Coordinating the timely completion and circulation of board papers.
4. Ensuring that the business at board meetings is accurately captured in the minutes.
5. Helping to organise and facilitate the induction and professional development of directors.

#### Key functions

1. Managing board processes – board papers and circulation of agendas, minutes, discussion papers, proposals for the board and its committees.
2. Ensuring members' and directors' meetings are properly called and held.
3. Ensuring the necessary registers are established and properly maintained and ensuring that the company records and reports are prepared in accordance with the requirements of the Emergency Services Act.
4. Ensuring records of meetings are kept in compliance with ASIC and the organisation's Constitution and Rules.
5. Understanding and ensuring the company complies with its statutory obligations, ensuring requirements of ASIC and other regulators are met, including continuous disclosure.
6. Providing or procuring advice for directors regarding application of the Emergency Services Act, company constitution and other legal and regulatory requirements.
7. Development, implementation, communication and maintenance of compliance policies, processes and procedures.



To find out more about this important role, please contact AIES National Director Brett Aimers via email, [brett.aimers@aies.net.au](mailto:brett.aimers@aies.net.au)  
To apply for Company Secretary, please send application to AIES President Steve Jenkins via email, [president@aies.net.au](mailto:president@aies.net.au)

# FROM THE PRESIDENT'S DESK

Steve Jenkins, MAIES

National President

When I was drafting this report, hundreds of Australian paid and volunteer firefighters were in British Columbia, Canada, assisting the authorities there to fight the severe wildfires that had been raging for some time. On behalf of all members of the Australian Institute of Emergency Services, I would like to extend our thanks to these men and women who volunteered to be part of the deployment.

The fact that Australian firefighters were requested to assist is a testament to the level of skill and experience they possess, and also a credit to their respective agencies for ensuring they have been provided with the requisite training to reach that level. As a volunteer in the NSW Rural Fire Service, I would have relished the opportunity to be part of the contingent; regrettably I was not in a position to do so on that occasion.

While on the subject of the NSW Rural Fire Service, on Saturday 4 August 2017, in my role as a Councillor for the Bellingen Shire, I had the pleasure of representing the Mayor at the 2017 Mid North Coast Team's annual medal presentation and vehicle handover ceremony. I was joined in the official party by the Member for Oxley and Minister for Roads, Maritime and Freight, the Hon. Melinda Pavey MP, Deputy Mayor Coffs Harbour City Council George Cecato and Chief Superintendent Brett Condie AFSM representing NSW Rural Fire Service Commissioner Shane Fitzsimons AFSM.

Three members of the Mid North Coast Team received the National Medal for Service, which is awarded by the Australian Government after 15 years of qualifying service in an Australian police, fire, ambulance or other emergency service, including a Rural Fire Service. These medals were presented by the Hon. Melinda Pavey MP on behalf of the Government.

Minister Pavey also officiated the handover of seven new vehicles. These include Category 1 Tankers for Fernmount, Orara, Woolgoolga, Repton and Bonville Brigades, a Category 7 Appliance for Nana Glenn Brigade, and a Category 12 Personnel Transport Vehicle for the Coffs Harbour Support Unit. The old vehicles that these will replace will be reallocated to brigades in other parts of the state who presently have even older vehicles.

NSW Rural Fire Service long service medals and clasps were presented to 25 members (paid and volunteer). Collectively, these awards acknowledged 564 years of service. The NSW RFS issues a Long Service Medal in recognition of 10 years of service, then a clasp for each additional 10 years. Fifteen members were recognised for 10 years' service, the other 10 members received a mix of 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> clasps. A medal and 5<sup>th</sup> clasp represents 60 years of service. My congratulations to all recipients.

I am especially honoured to congratulate my fellow FRS Megan Brigade member and Deervale Brigade Captain, Keith (Tim) Bake, who received his Long Service Medal and all five clasps, acknowledging his 60 years of service as a volunteer with the RFS. Tim revealed on the day that he originally joined the Bonville Brigade when he was only about 14 years old, and, in those days, he even had to pay one shilling for the privilege.

After a number of years with the Bonville Brigade, Tim and his wife moved to Deervale where they farmed until recently, selling the farm and moving into the township of Dorrigo for retirement. Tim has become a member of the Megan Brigade, which is based in Dorrigo, while continuing to hold the Captain's position at Deervale. Additionally, Tim is a member of the Dorrigo Saleyard Committee, a Council Section 355 Committee, which he also holds on a volunteer



basis, so like so many other people who volunteer, his commitment to the community is spread across more than one activity. My congratulations again to Tim. I look forward to seeing him presented with his 6<sup>th</sup> clasp in due course. *Please see page 28 for more information about these awards.*

Members are reminded that the Volunteer Leadership Program workshops will be conducted in Geelong, Victoria, on 27-29 October, Cairns on 17-19 November, and Hobart on 8-10 December. Members wishing to attend any of these workshops are required to submit a nomination form via the Australian Institute of Disaster Resilience website: [www.aird.org.au/events/event-pages/volunteer-leadership-programs/](http://www.aird.org.au/events/event-pages/volunteer-leadership-programs/). Applications must be supported and endorsed by the nominating agency and submitted via email to the AIES National President, [president@aies.net.au](mailto:president@aies.net.au) well in advance of the workshop date.

The AIES is also offering the opportunity for one of its members to perform the role of Company Secretary. Full details of the requirements of the role are provided within this edition of the *National Emergency Response Journal*. The AIES Board has agreed to pay the Company Secretary an annual honorarium. Enquiries and applications in relation to this position can sent via email to the National President, [president@aies.net.au](mailto:president@aies.net.au). *Please see page 2 for more information.* ●



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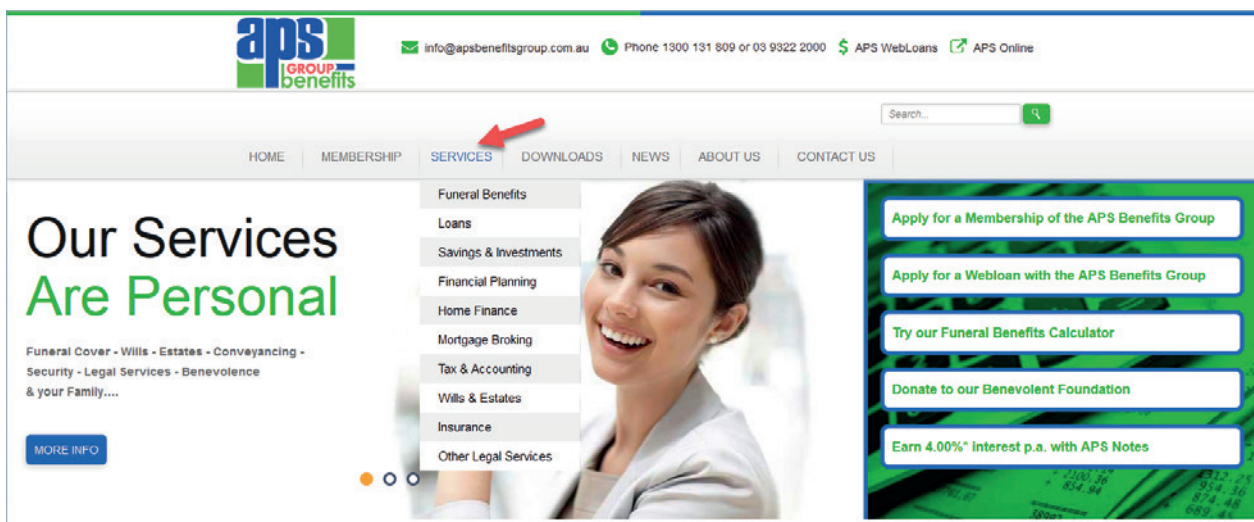
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# FAREWELL TO PETER MORGAN, FAIES

I have been trying to think of how you convey the impact that Peter's retirement will have on our organisation but there are no words that even begin to describe it.

**Paul Templar**

*Regional Manager NW, Ambulance Tasmania  
Re-printed courtesy of First Response*



*Peter Morgan*



**P**eter has made the decision to retire after notching up approximately 45 years of service to Ambulance Tasmania, the ambulance service in Victoria and the Department of Health & Human Services.

What a lot of people don't realise is that Peter's first role with the Ambulance Service was actually as a volunteer with the then Ambulance Board of Southern Tasmania from 1972-1974.

Peter joined the salaried staff in January 1974 and was employed as a relief officer at branch stations at Huonville, New Norfolk and Zeehan. When the Tasman Bridge collapsed in 1974 he spent some time as the skipper of the launch chartered by the ambulance service to ferry patients across the river.

For Peter his career with ambulance was more than a career, it was a calling. He came in at a time where there was no such thing as advanced life support in Tasmania. He understood, like many of his peers, that if he wanted to be at

the highest level at that time he needed to move interstate to develop his skills further. He made the decision to move his entire family to Victoria to allow him to be eligible to apply to become a MICA paramedic.

This is typical of the commitments that he has made right across his career, sacrificing time with his family for his involvement with the volunteers, advancing his knowledge and skills and involvement with varied associations.

Peter gained a position at Goulburn Valley Ambulance Service and worked at their stations in Shepparton, Numurkah, Cobram, Healesville, Kyabram, Seymour and Euroa.

Peter joined the AIES in 1982 and has held various board positions including Tasmanian President and was awarded the United Nations Medal for the International Year of the Volunteer by the Tasmanian AIES and the Tasmanian Board and members wish Peter all the best in his retirement.

He then completed an Ambulance Officer Grade 3 qualification and was appointed a branch officer at Euroa.

In November 1976 Peter transferred to the Victorian Civil Ambulance Service

*“He worked as a single officer in a rural community. The expectation was that he managed cases on his own until such time they were resolved. The phones were even switched through to Peter's home to take emergency calls. This also involved calls being taken by Peter's family.”*



in Melbourne where he gained a Station Officer Grade 2 qualification and performed the task of In Service Training Officer at the Melbourne Branch.

Peter completed the Mobile Intensive Care Ambulance course in 1977 and was appointed as a MICA Officer operating from the Western General Hospital. This was at the cuff of intensive care practice in this country. At that time it was a big deal, much more so than today.

He worked as a single officer in a rural community. The expectation was that he managed cases on his own until such time they were resolved. The phones were even switched through to Peter's home to take emergency calls. This also involved calls being taken by Peter's family.

In May 1979 Peter returned to the Ambulance Board of Southern Tasmania and completed a Station Officer Grade 3 qualification shortly afterwards. He completed one of the first Tasmanian Advanced Life Support Courses followed by a Patient Extrication Course in 1981.

Peter spent a period of time away from ambulance as the Acting Manger of District Health for the Southern Region which no doubt broadened his knowledge of the wider health system, particularly in rural areas.

Peter has also served to a high level on the Australian Institute of Emergency Services and has been elected a Fellow of that Institute. In 1987, Peter was awarded the National Medal and has two clasps.

In June 2005 he was awarded the prestigious Ambulance Service Medal by the Governor General for distinguished service to the sector. The Ambulance Service Medal represented the community's recognition of everything that he has done and achieved to date in his ambulance career.

Peter was also awarded the Ambulance Service Long Service and Recognition Medal in 2017 and has three clasps.

Peter was part of the response team at the Mount St Canice Convent explosion in September 1974 where eight people died. The laundry boiler had exploded. Peter was 21 at the time and had been working as an ambo for only six months. This was one of Australia's first true urban search and rescue disasters which was resolved with pieces of timber, pieces of rope

and canvas stretchers, pulling the injured from the rubble, a far cry from today's sophisticated equipment and high level of specialised training.

In many of our careers I think there is a defining moment and the Port Arthur tragedy is, in my view, Peter's. He was responsible for strategic management of the very successful response to events at Port Arthur in April 1996 where 35 people lost their lives and 23 were wounded. At the time the Southern Superintendent was in Melbourne and Peter was the duty Supervisor for the South, so he took charge of the ambulance response to the incident from the then Communications Centre.

I recall coming in for supervisor handover in the NW and being told there had been some sort of shooting at Port Arthur. At the end of handover I looked at the CAD screen and clearly from the resources being deployed this was a major incident. I rang and asked to be connected with Peter and he answered

*In many of our careers I think there is a defining moment and the Port Arthur tragedy is, in my view, Peter's. He was responsible for strategic management of the very successful response to events at Port Arthur in April 1996 where 35 people lost their lives and 23 were wounded.*

with a "g'day Paul" as if this was just any other day and a routine phone call.

I offered resources from NW including accessing a charter plane to fly staff down. Peter said that Andrew, the off duty supervisor, was at Port Arthur at a forward command and post. The CEO was in managing the media and liaison functions with government and the department, and he was okay for now but given the situation he might need to call on additional paramedic resources at some future point.

I organised eight staff, a charter plane to be on standby and notified the NW Superintendent of the incident. He arrived at the Burnie station and took the strong view that he should immediately take the charter aircraft and go to Hobart to take over from Peter; after all he had been involved in the Hoddle Street shootings in Victoria. He was most offended when quite rightly told that Peter had it all well in hand and his services were not required.

Peter also took a significant interest in staff welfare. If you were struggling in your personal or work life, Peter stepped in and would always support processes and plans to ensure staff were able to be supported in a time of absence from work.

A regular informal newsletter was sent out to staff called "The week that was" where Peter would update staff on what was happening in the region with sometimes an insight into Peter's personal life – where he mentioned he had a great week off work visiting his kids and grandkids in Victoria. This was appreciated by staff as a way of keeping staff information to some degree of the week's comings and goings.

He also pioneered the 'bucket of money' concept! Long before GST revenue fell in Tasmania in recent years and departments had to downsize staff, Peter year in year out warned staff that there was a set bucket of money, and we had to live within our means. Now

I know who to blame for all the times I was given that lecture, thanks Pete, good one!!

Peter was also Tasmanian Chair of the then Institute of Ambulance Officers now known as Paramedics Australasia and a strong advocate for the profession we all work for now.

Peter established a great rapport with the volunteers, even taking family trips to Bruny Island to meet with the volunteers when they needed him with no regard for remuneration.

It is also worth acknowledging the challenges of being former CEO Dominic Morgan's brother in terms of Peter's career development. There was never a hint of sibling rivalry. Peter's unwavering total commitment to support his brother even at his own expense was evident. Every job application that Peter put up had to be scrutinised outside of Ambulance Tasmania. The bar was very

*continued on page 8*

continued from page 7

high. Peter never complained once about being treated differently. Dominic asked that his thanks to Peter be passed on today because Peter was indeed treated differently.

Peter, I understand that you have a keen historic interest in ambulance memorabilia and a desire to preserve Ambulance Tasmania's history (even though some of your colleagues thought you were starting your own ambulance tip shop). In saying that I am sure you will enjoy the gift that Rotorlift have kindly donated which is a model of a BK1117 with markings as per the Tassie Rescue Helicopter. Peter has an interest in establishing an ambulance museum similar to the Queensland one and hopefully that will be something he can turn his mind to going forward. I know where you can get a very good 1969 AGP ambulance Peter.

Speaking about helicopters, Peter organised many a flight for staff at Ambulance Tasmania, which was really appreciated.

Aeromedical has always been a fascination with Peter and indeed is aviation in general. In his last role with Ambulance Tasmania Peter established the retrieval nurses and grew the infrastructure. He developed the Business Unit into a true clinical-led service rather than a logistical exercise. He has managed to turn the service into

## AN ESTEEMED AMBULANCE CAREER

Peter's roles with Ambulance Tasmania include:

- 1980 – Acting Station Officer, Hobart
- 1983 – Duty Officer
- 1993 – Project Officer for implementation of State Communications Centre
- Acting Manager of State Communications Centre
- Acting Manager – Statewide Operations
- Acting Manager – Northern Operations
- Supervisor (Tactical Operations)
- Acting Manager – North West Region
- Acting Manager – State Training Unit
- Duty Manager
- Operations Manager – Southern Region
- Acting Regional Manager – Southern Region
- Manager – Aeromedical and Medical Retrieval

being one of the best in the country.

Only recently, when travelling from Hobart to Launceston, Peter was the first car on scene at a four car pile-up at the Longford turnoff. I have heard on the grapevine that the recording was a little hard to hear because of the huffing and puffing! Was that you Peter?

Peter, we wish you and your family all the very best in your retirement. I know moving to the next chapter in your life will be filled with mixed emotions but I trust you will depart knowing you have made a lasting impact. You will be missed around the traps but I do hope you will remain a regular part of our lives.

I would also take this opportunity to thank Robin, Tom, Ali and Lucy for their support of Peter over the many years he has served the community. We know full well the sacrifices you have made and I ask that you accept the sincere gratitude of Ambulance Tasmania and the Tasmanian community.

Congratulations on your retirement Peter. It's been a real pleasure working with you. Relax, have fun and avoid anything that resembles work for as long as possible.

On behalf of Ambulance Tasmania and our community, thank you for your long and dedicated service. ●



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# FIRE FACTS

Peter Clarke

*Dorrigo Plateau Rural Fire Brigades  
NSW Rural Fire Service*

**W**inter is behind us and once again, Fire & Rescue NSW attended around 1,200 home fires, resulting in about 570 injuries. It is the worst time of the year for fires in the home, and half of these start in the kitchen with most caused by unattended cooking.

## TIPS TO AVOID A HOUSEFIRE

- Purchase a fire extinguisher and fire blanket for the kitchen.
- Don't leave cooking unattended.
- Never use water to put out a fat or oil fire. Instead, cover the flame with a fire blanket or larger frypan, or use an extinguisher.
- Install smoke alarms throughout the house, which became compulsory for homes in NSW in 2006.
- Keep everything one metre away from the heater.
- Install and use heaters as per manufacturer's specifications and

have them checked at the start of each winter.

- If using a wood heater, have the flue cleaned yearly. Creosote can build up in the flue and catch fire. Very bad!
- Use strong fire screens in front of open fires and always supervise children.
- Check that your child's night clothes are labelled 'low fire danger'.

## GET READY FOR A BUSHFIRE

Historically, large bushfires have not been a frequent part of life on the plateau. However they have happened. One example is in September 1946 with widespread damaging fires in the mid north and north coast. In January 1939 the temperature at Dorrigo Post Office hit 98 degrees F, almost 38° Celsius.

Even in the Blue Mountains where fires are relatively common, people become complacent. Research done after the 2013 bushfires found only a

very small percentage of people had a written bushfire safety plan. Some people had a plan in their head but hadn't discussed it with their family so no one else knew what it was.

In response to this, the RFS released a bushfire survival plan.

It advised people to discuss with their partner and family what to do if a bushfire threatens your home.

RFS recommends leaving as the safest choice, which opens up questions around when will you leave? Where will you go? How will you get there? What will you take? Who will you tell you've left and arrived safely at your destination? What's your back up plan?

Only decide to stay if you, your family and your house are well prepared, and think about whether you are putting your family or pets at risk by staying.

You and your family need to be on the same page and all be totally committed and prepared if you decide to stay.



## Bushfire myth: It won't happen to me.

**Fact: No one can guarantee that it won't happen to you.**

If you prepare and nothing ever happens then you have lost nothing. If you do not prepare your family and home in order to best protect them from a bushfire you may not live to regret it.

### TOP 5 ACTIONS TO MAKE YOUR HOME SAFER

1. Trim overhanging trees and shrubs. This can stop the fire spreading to your home.
2. Mow the grass and remove the cuttings. Have a cleared area around your home.
3. Remove material that can burn around your home like doormats, wood piles, mulch, leaves, paint and outdoor furniture. Some of these you'll want to use, but in the event of a fire, make it part of your plan to move them.
4. Clear and remove all the debris and leaves from the gutters surrounding your home. Burning embers can set your home on fire.
5. Make sure you've got a reliable source of water.

## ABOUT DORRIGO PLATEAU RFB

The Dorrigo Plateau Rural Fire Brigades (RFB) comprises Bostobrick, Deervale, Megan and Tyringham brigades.

Rural Fire Services (RFS) brigades are grouped into local council areas. This means Tyringham is in Clarence Valley Council area while the other brigades are in the Bellingen Shire.

Together, these brigades try to protect residents in the rural areas of the Dorrigo Plateau from bushfire.

Fire & Rescue NSW (FRNSW) firefighters respond to house fires in Dorrigo.

Both services attend rural house fires, motor vehicle accidents and other incidents when required.

RFS volunteer firefighters on the Plateau are part of the 70,000 volunteers across NSW, and there is a small number of paid staff working mostly in administration roles in district offices around the state and at RFS headquarters in Sydney.

The roles of RFS volunteers are many and varied. The most obvious and visible is the yellow uniformed firefighter on the end of a hose fighting a fire. However, there are other less visible roles in communications, aviation support, catering and remote area firefighting teams. ●



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# AUSTRALIAN INSTITUTE OF EMERGENCY SERVICES YOUNG VOLUNTEER'S AWARD

## THE AWARD

The AIES Young Volunteer's Award, proudly supported by the Emergency Response Division of the Australian Maritime Safety Authority, aims to reward one young person for their outstanding and ongoing contributions and commitment to their chosen emergency service.

The award winner will receive a fully sponsored voyage in the sail training ship *Young Endeavour* where he or she can develop their skills in teamwork, leadership and communication.

Runners up will receive a certificate of commendation from the AIES.

## NOMINATIONS

A member of the public, the young volunteer's supervisor, manager or another emergency service member, can make nominations. At least two referees who have known the nominee for a minimum of 12 months and who can attest to the nominee's volunteer service must second all nominations.

## NOMINATION CRITERIA

The nominee will be assessed on his or her:

- commitment to the emergency services including continuity and length of service
- demonstrated willingness to learn and progress within the emergency service
- current or future leadership potential

The nominee must:

- a. be a volunteer member of an emergency service organisation for a period of at least two years
- b. be aged between 18 and 33 years of age
- c. be available to undertake the voyage on the date nominated in the award

In addition, nominees must meet all of *Young Endeavour's* mandatory selection criteria including:

- be an Australian citizen or permanent resident
- be able to swim 50 metres and be in good health
- weigh less than 120kg
- complete a medical examination to the required standard
- not having completed a voyage in *Young Endeavour* previously

## SELECTION

The award committee will select the winner by assessing each nomination against the selection criteria. The authenticity of all claims in the winning submission will be verified.

Proudly supported by



Australian Government  
Australian Maritime Safety Authority



www.youngendeavour.gov.au

The award committee's decision of the winner of the AIES Young Volunteer's Award is final and no correspondence will be entered into.

## PRESENTATION

Within three months of completion of the voyage, the awardee will be required to provide a written report on their voyage and make a presentation at an AIES Division meeting. The written report will be published in the Institute's journal *National Emergency Response* and by the award sponsor the Australian Maritime Safety Authority.

## NOMINATIONS

Nominations should be marked CONFIDENTIAL and sent to the Registrar of the Division of the AIES in which the nominee resides. Details can be found on our website at [www.aies.net.au](http://www.aies.net.au)

**Nominations must be received by 4pm 1st March each year.**

## TERMS AND CONDITIONS

This award is subject to the terms and conditions as detailed on the AIES website.

## MORE INFORMATION

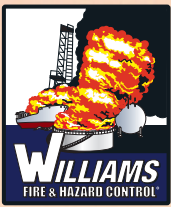
More information on the award can be found on our website, [www.aies.net.au](http://www.aies.net.au)



## DO YOU KNOW AN OUTSTANDING YOUNG VOLUNTEER?

Go to [www.aies.net.au](http://www.aies.net.au) and nominate them today for the AIES Young Volunteer's Award.

The winner will set sail on a voyage of a lifetime as part of the crew on sail training ship, *Young Endeavour*. ●



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**Chauncey Naylor**

Director, Training & Emergency Response Operations, Williams Fire & Hazard Control



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# SPACE TECHNOLOGY FOR EFFECTIVE DISASTER MANAGEMENT



Associate Professor and AIES National Director Brett Aimers presents at the Asia Space Technology Forum in Malaysia.



Associate Professor and AIES National Director Brett Aimers presented at the Asia Space Technology Forum in Malaysia recently on the role and application of space technology for effective disaster management.

The presentation focused on several key disaster management themes and priorities including the increasing frequency of 'out of scale' or novel disasters, the criticality of timely and informed decision-making, asset

deployment, and the importance of near real-time impact assessment for the prioritisation of relief and recovery.

It covered the role of space technology in detecting the consequences of climate change, deforestation and illegal logging.

In 2016 more than 40 per cent of all natural disasters in 2016 occurred within the Asia Pacific region, with most being fire, flood and cyclone.

This statistic provoked good discussion during the expert panel session around

the need for regional partnerships, information and intelligence sharing, the exchange of non-sensitive geospatial layers and for leading countries in the region to support those less fortunate, such as the role of the Australian Medical Assistance Team.

Regional space agencies and senior defence and government representatives attended the forum.

For more information please contact Associate Professor Brett Aimers via email at [brett.aimers@aies.net.au](mailto:brett.aimers@aies.net.au) ●

## VALE JOHN MACKONIS, MAIES 1952-2017

It is with great sadness that we report AIES Tasmania Division member, John Mackonis, passed away on 21 June 2017, following a short battle with cancer.

On behalf of the AIES Tasmania Division and the wider AIES community, we pass on our sincere sympathies to John's wife Vicki and his family.

John was a long serving member of the Tasmanian SES, dedicating the past 37 years of his life to volunteering for the organisation.

He is fondly remembered for his humour and genuine interest in people's lives and the SES.

John was with the original Southern Regional Headquarters Unit (RHQ), even taking on the Unit Manager role for 15 years. He then followed the amalgamation of RHQ and Clarence units to the current Southern Regional Unit and was instrumental in supporting the transition.

In 2005, he received the prestigious Emergency Services Medal for the commitment he showed to volunteering for the SES.

John will be sadly missed. ●



# THE WHITE RIBBON CAMPAIGN AND EMERGENCY MANAGEMENT

Leading firefighter Steve **O'Malley** AFSM

*Multicultural Liaison Officer, Central District, North West Metro Region, Metropolitan Fire and Emergency Services Board*

A friendly chat over a cup of tea revealed much more about life, love and death than I had expected and I'll never forget it.

## WELCOME TO PVAW

My introduction to prevention of violence against women (PVAW) was a conversation with the mother of my sons' friend, almost a decade ago.

I had no idea that the woman I was speaking with would have such a profound impact on me and influence the way I see gender, male privilege and the positive role men can play in the prevention of violence against women.

Through the most tragic of circumstances imaginable, this woman, Jane Ashton, became an outstanding advocate for a cause she wishes she'd never heard of, and made me an offer I couldn't refuse.

Julie Ramage, Jane's identical twin sister, was killed by her husband James on 21 July 2003.

Our conversation about the circumstances of the killing, the case that followed and Jane's incredible advocacy for law reform was so much more than I was expecting. It became patently obvious that men's violence against women is not only prevalent and serious, but also preventable.

During my conversation with Jane she introduced me to what I now know as the causes or drivers of gendered violence, and helped me realise that I was perfectly placed to contribute to its prevention, so a nomination to become a White Ribbon Ambassador soon followed.

The rationale for how Jane's pitch for me to be involved in the primary prevention of violence against women took some time to realise, but it undoubtedly relied on an understanding of the drivers of gender-based violence.



Steve O'Malley addresses the 2017 Police, Fire and Emergency Services Conference in Tasmania about his role as a White Ribbon Ambassador.

It is a matter of how you can influence positive change in targeting these drivers in different settings to essentially challenge what, if left uncontested, will remain a shameful cultural norm.

## KEY DRIVERS OF MEN'S VIOLENCE AGAINST WOMEN

During the course of any discussion or indeed presentation, no matter how large or small, it must be said that not all men are violent.

In fact, if we assume that men who use violence against women are in the minority, then it is up to the majority of men who choose not to be violent to change the reality.

It is the minority of men who are responsible for the death of more than one woman a week in Australia. In order to change the story, we need to acknowledge what the research tells us.

Men's violence is the product of traditional gender roles, gender inequalities and a privileged status for men. Men are associated with power and control. Women are expected to be submissive. This imbalance is known as

### Honour killing in the suburbs

November 6, 2004



Julie and James Ramage  
Photo: Supplied

Julie Ramage was killed by an enraged husband who did not find him guilty of manslaughter, not murder. Does the law protect men? Karen Kissane investigates.

There was no sound bit for the hit of the... There...

Steve O'Malley was compelled to join the fight for the prevention of violence against women after meeting the twin sister of murdered Melbourne woman Jane Ramage.

### I knew my sister had been killed, twin says

By Karen Kissane  
November 6, 2004

Jane Ashton remembers the first flash she had that her twin sister, Julie Ramage, was dead. She says it was lunchtime on the fatal day and she suddenly found herself shaken by a dreadful feeling: "It was to do with understanding grief, and why people do awful things to each other."

Later the same day police confirmed that her sister was dead, killed by her husband at the family home. But long before then, Mrs Ashton had filed a missing person's report on her sister. "It's in the statement. Three or four times, I told them that he's strangled her and put her in the boot of the car. They thought I was being a bit dramatic and ignored my intuition. I just knew she was dead."

She says another policeman told her later that "it's not unusual for there to be a prophetic vision in cases like this, especially if the relationship was between twins, or a mother and child".

Mrs Ashton knows that the law could not bring her sister back, but she remains appalled at the outcome of the trial of her brother-in-law, James Ramage, who was...



Aged 15: Julie, left, who was killed by her husband, and her twin sister Jane.  
Photo: Sandy Scheitma





Photo courtesy of Tasmania Fire Service.

gender inequality. VicHealth's Framework to explain and address the drivers of violence demonstrates four distinct yet interconnecting expressions of gender inequality as the drivers of violence against women. These are:

- The condoning of violence against women
- Men's control of decision-making and limits to women's independence in public life and relationships
- Rigid gender roles and stereotyped constructions of masculinity and femininity
- Male peer relations that emphasise aggression and disrespect towards women (Our Watch *et al.* 2015).

### THE WHITE RIBBON AMBASSADOR ROLE

When I first took on the role as a volunteer ambassador for White Ribbon in 2008 the brief descriptor of the role was clear and remains the same almost a decade later.

*'White Ribbon Ambassadors play an essential role in raising awareness of men's violence against women*

*and engaging their networks in conversations and action that leads to positive change'.*

Once a month, (sometimes twice) an email drops into my inbox from White Ribbon Australia enquiring about my availability to attend and speak at an event in my capacity as White Ribbon Ambassador.

The events vary as much in setting and demographic as they do in the numbers who attend, their willingness to engage and contribute and most particularly, participants' familiarity with the subject matter.

### TASMANIA FIRE AND EMERGENCY SERVICE CONFERENCE

In June this year, I spoke at the 2017 Tasmania Fire and Emergency Services Conference. The invitation came from fellow Ambassador and respected TFS Acting Deputy Chief Officer Jeff Harper who wanted me to speak about the emergency management sector's place in the prevention of violence against women and the White Ribbon campaign.

During the last quarter of 2016, Tasmania's Department of Police, Fire and Emergency Management was successful in achieving accreditation under White Ribbon's Workplace Accreditation Program.

Jeff's request to White Ribbon for an Ambassador to attend was in line with the obligations of organisations granted White Ribbon Accreditation, for continuous improvement and commitment to learning what can be done to prevent violence against women.

The White Ribbon Ambassador network is one of several portals through which I'm able to speak about the prevention of men's violence against women, a subject I have invested considerable time and effort in learning about. The campaign isn't everything to everyone and is one of a number of primary prevention initiatives to stop violence before it occurs. Speaking about PVAW can conjure up a lot of defensiveness, but the only way to challenge the status quo is for men to take responsibility for an issue that is undeniably gendered.



Photo courtesy of Tasmania Fire Service.

### WHY THE FIRE SERVICE?

By virtue of being a sector which is male dominated, the emergency management sector is well placed to challenge the drivers of violence against women. The stereotype that firefighters have to be male and tough falls directly into the 'rigid gender roles and stereotyped constructions of masculinity and femininity' driver.

In order for effective prevention to take place, widespread culture and attitudinal change is required. While it is impossible to influence each individual, an integrated approach by governments and communities can prevent violence against women before it occurs. Attitudes regarding gender equality and masculinity have an important role to play.

Firefighters and fire services are universally regarded as community

icons and symbols of bravery and heroism. Access to and influence by firefighters goes much further than the image portrayed in popular culture. Firefighters are increasingly becoming regarded as socially aware stalwarts, who carry sway and garner support regardless of the issue.

There is an ever-increasing amount of empirical evidence that indicates how the effects of violence against women impacts directly on organisations and fire services are no exception. The effects are not only felt in an operational capacity like responding to calls, but also in relation to operating costs and most importantly, but often not obvious, the health and wellbeing of staff.

It will require organisational leadership and significant culture change in order for a fire service to have increased influence in the prevention of gendered violence. We must improve our ability to collaborate and coordinate our approach, so that we can become a meaningful contributor to the violence reduction strategies.

## DEFINING VIOLENCE AGAINST WOMEN

The United Nations' Declaration on the Elimination of Violence against Women describes it this way:

***'The term violence against women means any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life.'***

(UN 1993)





## THE STATS: Violence against women in Australia

- A woman dies at the hands of a current or former partner almost every week in Australia.
- One woman in three has experienced physical violence, since the age of 15.
- One woman in five has experienced sexual violence.
- One woman in four has experienced emotional abuse by a current or former partner.
- Women in Australia are three times more likely than men to experience violence at the hands of a partner.
- More than half of the women who experienced violence had children in their care when the violence occurred.
- Young women (18-24 years) experience significantly higher rates of physical and sexual violence than women in older age groups.
- There is growing evidence that women with a disability are more likely to experience violence. For example, 90 per cent of Australian women with an intellectual disability have been subjected to sexual abuse.
- Indigenous women experience disproportionately high levels of family violence.

We must acknowledge that when one considers the gender-biased demographic of fire services universally, the organisations are in fact complicit in contributing to the drivers of gendered violence, unless there are measures put in place to reduce the compounding effects of gender inequality on violence.

Fire services must transform their work environments and practices so they become less stereotypically masculine and women find working in them to be measurably more accessible and acceptable. This must be a whole-of-organisation approach including corporate, ancillary, volunteer and career staff.

Reducing barriers to gender inclusion requires acknowledgement that, within the culture of fire services, there can be difficulties between and among male and female employees and a perception from a small but vocal minority that the recruitment of women and special programs disadvantage current male staff, and future male applicants.

Adopting best practices for gender inclusion will improve employment outcomes and increase the diversity profile of fire services, thus enabling them to better serve the interests of the community they serve. As an exemplar in the field of emergency management and an employer of choice, an emergency service provider should consider the following objectives:

- To ensure that the service as an organisation is a genuine equal opportunity employer.
- To develop and maintain an internal environmental culture that is appreciative of diversity in all its forms, and supports staff to address gender inclusion.
- To promote the services' public image and reputation as an inclusive organisation that supports and values gender inclusion.
- To link the organisation's Gender Inclusion strategy to the service's values, and ensure all staff are aware that gender and all other diversity inclusion is a fundamental element of an organisation's purpose and values.

- To demonstrate the organisation's commitment to inclusion through accessible communication and information provided for the public.
- To make the physical environment welcoming and suitable for the needs of all male and female staff.
- To foster partnerships between the organisation and special interest, user groups and individuals.
- To undertake an internal audit to establish a gender inclusion scorecard. ●

 **White Ribbon  
Australia**

[www.whiteribbon.org.au](http://www.whiteribbon.org.au)

AIES Tasmania Division is looking to become a White Ribbon Ambassador, with the national body also considering its involvement in the campaign.



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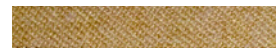


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Bruck is globally connected to all sources of flame resistant fibre and raw materials that are at the forefront of the most advanced protective fabrics used in our industry. Locally, working with RMIT and CSIRO researchers, we are developing innovative pathways for fabric and assembly developments that will continue to support the domestic capability in the Australian Industry.

Essential to all protective clothing is fibre. Every woven, knitted or non-woven textile used in firefighters protective clothing is produced from one or more fibres sourced from DuPont, PBI Performance, Teijin and/or Lenzing. These fibres are blended, spun into yarn and imported for use in Bruck's weaving and finishing operations.

Chemistry and dyes, essential to achieving certain performance requirements and corporate identity, are supported locally by Huntsman and DyeStar. All textiles used for protective clothing involve some kind of chemical processing, be it the finish that imparts chemical run-off performance or anti-microbial properties that keeps stationwear fresh for longer. For Bruck, this also requires that the chemistry used is approved by OEKO-TEX® and poses no harm to human health in the finished article.

Bruck is invested in commercial research and development and has strong links with Australia's leading institutions involved in researching innovative new solutions for manufacturing, textile design and protection. CSIRO has extensive expertise in chemical and fibre research and is supporting the long term competitiveness of Australia's cotton, carbon fibre and chemical industries. RMIT School of

Fashion and Textiles and the Centre for Advanced Materials and Performance Textiles (CAMPT) work on projects that have direct and indirect benefits to the industry. Key amongst these is ensuring the succession of the domestic capability and knowhow for the future benefit of manufacturing and users of personal protective clothing. RMIT's capabilities also extend to the measurement of ergonomic factors in garments. Internationally, both organisations have exposure through published research and, along with the commercial industry, representatives from both RMIT and CSIRO gain insights into emerging trends and new research that may shape the way materials and assemblies are produced in the future.

Textile testing is critical for protective clothing and certified garment manufacture. The local industry relies on NATA accredited laboratories providing public testing to all or part of the Australia/New Zealand Standards for wildland and structural firefighting PPE. This capability is met by AWTA, RMIT Textile Testing, VICLAB and Bruck's own ISO 15025 accredited laboratory. Within the Bruck laboratory NATA scope of accreditation, we cannot provide a complete suite of testing according to the methods listed in AS/NZS 4824 and AS/NZS 4967. As accredited testing represents a significant contribution to product quality assurance, Bruck utilises independent third party testing providers that are trusted and provide timely, reliable and consistent results. In some cases the frequency requires in-house laboratory, for example materials for wildland and structural firefighting require flammability testing per batch (up to 5,000m) – as of August 2016 there were three test houses in Australia accredited by NATA to issue ISO 15025 test reports and one of those NATA laboratories is located at Bruck's Wangaratta Mill.

Further utilising our textile knowledge, Bruck provides consultation to garment makers and laundries on essential maintenance and limitations for cleaning and repair of protective fabrics.

Bruck has the expertise and knowledge here in Australia to ensure a sustainable domestic industry to support local jobs and world class protective textiles.

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# NOMINATIONS ARE NOW OPEN!

**D**o you know someone or a group within your volunteer emergency service who is the quiet achiever, dedicated, committed to their service? They may not be on the front line all the time, they may work behind the scenes or involved in a particular incident, show courage and comfort in a time of need, providing welfare services or in an affiliated support role. Nominate them now for the Tasmanian Broadcasters Emergency Service Awards!

No entry forms are needed, all the judges require is a summary of the nominee's achievements and a brief explanation as to why they should win this prestigious award.

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## NOMINATIONS CLOSE 24 NOVEMBER 2017

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# THE IMPORTANCE OF MULTI-AGENCY EMERGENCY MANAGEMENT EXERCISES – WHY HAVE THEM AND HOW TO CONDUCT THEM

AIES National Registrar, and past Secretary, Robert (Bob) Maul takes us through the importance of multi-agency management exercises and how to plan them in a special three part series.

Robert **Maul** LFAIES

*NSW Vice President  
Past National Registrar/Secretary*

## PART I

One of the most important, if not, the most important part of emergency management or counter disaster preparations/response, is the conduct of the multi-agency emergency management exercise.

This type of exercise, in my opinion, is an essential and integral part of the emergency management learning and skills cycle.

Undertaking courses in emergency management such as learning lessons and skills from seasoned and qualified emergency management operatives, undertaking single service agency tests to evaluate the response capabilities of those agencies' emergency plans, and gaining qualifications in the discipline of emergency management are all very essential.

But these are only a part of the cycle, and they are no substitute for physically exercising the information gained from courses attended, single service exercises held, examinations undertaken, and lessons passed on by other operatives who have been involved in a multi-agency response.

To be an effective and competent emergency management practitioner, the individual has to test the information gained and lessons learned by way of a multi-agency physical exercise, to ensure that he or she is able to perform the necessary emergency management skills required when a large incident or disaster occurs, which requires a

response from a number of emergency management agencies, and coordination of effort of those agencies to ensure an effective outcome.

It does not matter what emergency management course of study an individual has undertaken, whether that be communications, command and control, rescue, welfare, evacuation, supply and transport etc, the most important issue is whether the person can perform the tasks required in a multi-agency field operation, or from an operations centre directing response or recovery actions during a large-scale emergency. It is of little value, and downright irresponsible if the individual, or their peers, are found wanting when the disaster occurs.

As a practitioner who developed and conducted numerous civil defence and counter disaster field exercises, including tactical exercises without troops (TEWTS) as Chief Staff Officer Operations and Plans for the NSW Civil Defence and SES organisation and later multi-agency emergency management exercises as District Emergency Management Officer for several NSW Police regions, I found that this activity was one of the most neglected areas of training by government sector agencies at all levels, and volunteer supporting agencies, even though this type of training was (is) so essential.

While many agencies carried out internal training and exercises, there was a failure by a lot of organisations to recognise the importance and value of engaging in what I term multi-

agency emergency management exercises, where coordination and control of effort by all concerned is the paramount issue.

In regard to the latter type of exercise, excuses were always found for not participating. Excuses included, inter alia, too much time involved, no money to cover expenses and overtime, staff too busy with other activities and can't be spared, funds not provided in budget, etc.

These were lame duck excuses and tantamount to the fact that organisations were not prepared to make the time and staff available for the combined agency exercises as it involved a considerable amount of preliminary work.

A lot of effort goes into developing and conducting multi-agency exercises such as establishing an exercise team, finding suitable referees/umpires, organising casualty simulation staff, finding individuals (volunteers) to act as casualties, preparation of exercise directions and messages, development of the narrative, coordinating venue arrangements (location), welfare and medical arrangements in case of injuries and alternative arrangements in case of inclement weather.

The importance of conducting multi-agency emergency management exercises cannot be stressed enough. For without them confusion and lack of coordination of effort on the day of the disaster can occur, which has often happened in the past. A critical aspect of the exercise is the mistakes made, and lessons learned from





such mistakes, to ensure that these mistakes are not repeated in real emergency situations.

This article is not about a lengthy account of multi-agency emergency management exercises and the reasons for their conduct, as these are well documented in other manuals and handbooks issued by the various state emergency management organisations, but rather to give a practical guide on how to organise, write, coordinate, put together and run such an exercise. While the guidelines provided are from one practitioner, and no doubt those that are charged with the responsibility of conducting these type of exercises, others can incorporate their own expertise from having been involved in previous exercises. No one practitioner is omnipotent.

Before we get to the nitty gritty of organising and writing or developing the exercise, it is essential for anyone engaged in such an activity to fully understand what is meant by The Exercise Cycle, or Exercise Stages.

## EXERCISE CYCLE/STAGES

The exercise cycle/stage consists of six distinct stages or segments comprising:

### 1. The Need for the Exercise –

Before any exercise of any type is conducted, a specific need for that exercise must be identified. For example, there has to be a reason to practise skills, test particular aspects of a disaster plan (coordination of effort, control and command issues), training given beforehand, and evaluate individual and group job performances in a real life situation both in the field and in the operations or command centres.

**2. Analysis –** An analysis needs to be carried out to determine the specific aim and objectives for the exercise. A concise statement has to be developed which provides specific direction as to what is to be achieved by holding the exercise. Multi-agency exercises involve a great outlay in time and resources, and hence those responsible for wishing to conduct the exercise must convince their superiors of the worthwhileness and necessity for the conduct of the exercise.

**3. Design –** Once the aim and objectives of the exercise are agreed upon, the exercise has to be designed (planned and written) to ensure that the objectives determined are realistic and capable of being achieved. A common fault which is often observed is that unrealistic objectives are set down which are not possible of attainment in the timeframe selected for the exercise.

**4. Conduct –** The exercise has to involve a team of directing staff, representatives of agencies being tested, including an Exercise Director, all of whom are required to co-ordinate all aspects of the exercise, maintain discipline, control the various stages of the exercise as it unfolds to meet the objectives set down, and above all, ensure that the strictest safety measures are observed throughout the duration of the activity.

**5. Debriefs and Wash Ups –** It is essential that after an exercise is concluded a debrief (wash-up), is held. The debrief can be held immediately after the exercise, but it

is more practical and advantageous for a final debrief to be held a few days after the exercise so that all participating agencies and directing staff have a chance to evaluate the adequacies or shortcomings of the performances of those who took part in the exercise, and have an adequate opportunity to provide a practical and helpful response, as well as useful feedback to all who took part in the exercise.

### 6. Confirmation and Validation –

Probably one of the most important aspects of the exercise cycle is the need for “follow-up” action by the exercise team and team leaders to ensure that those deficiencies identified in the exercise are corrected, and this process may include a further exercise to test progress and re-evaluation.

Once the components of the Exercise Cycle are fully understood by those responsible who have been given the task of formulating an exercise, action can then proceed by them to prepare for, develop and conduct the exercise.

## GATHERING THE TEAM AND IDENTIFYING THE NEED

In a community environment, it is usually state, region/district and local governments, along with committees or groups of individuals from emergency management organisations and affiliated entities that respond to day-to-day emergencies, and offer resources to other government agencies that control and coordinate large-scale emergency situations.

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One of the functions of the committees mentioned is preparation, development and conduct of multi-agency emergency management exercises. This is because one day the various emergency management agencies, services, departments etc, will be required to respond to a large-scale emergency that will require coordination of resources by an agency that has carriage of that emergency by law.

Before the emergency management committee can start to organise the emergency management exercise it is essential that an agreed emergency management or a disaster plan has been prepared by the committee or another body charged with the statutory duty of preparing such a plan. If an agreed plan has not been prepared beforehand it is practically useless to organise or start to plan for the exercise. After all, what we are trying to evaluate is whether the arrangements detailed in the plan are appropriate to deal with the variety of actual disaster events articulated in the plan.

### PREPARING AND PLANNING THE EXERCISE

The first action that needs to be taken by the applicable emergency management committee is the selection by that committee of a Working Party or Exercise Team. The team needs to include individuals appointed by representatives of the state or region committees whose task it will be to plan, develop, prepare and conduct the eventual exercise agreed upon. Representatives of the committee can become a member of the Working Party or Exercise Team. One thing to remember is that some members of the team must have previous experience in the writing and conducting of an exercise, particularly the Exercise Director and the Exercise Coordinator.

Representatives of the Working Party (Exercise Team) should consist of an Exercise Director, Exercise Coordinator and senior operatives of the emergency management agencies and government and associated services whose staff will be tested in the exercise. The Working Party will then decide when it will meet including frequency, duration, venue and dates. It will also determine



*All photos: One of the largest emergency services training exercises to be held in the north east of Australia was conducted in 2015. Exercise Sandpiper tested the response of police, ambulance and fire services in the event of an active shooter scenario, where public safety is endangered by a gunman or gunmen. Students and staff from Hartlepool College of Further Education were also involved. Credit: Hartlepool College of Further Education, Creative Commons.*

the timeframe in which the Exercise Narrative and other documentation needs to be completed, the projected date and location of the exercise, as well as the type, duration and scope of the exercise to be prepared.

One very important aspect that should not be overlooked is that the emergency management committee, including the agencies they represent, have set aside an appropriate level of funding beforehand to enable the exercise to be held. Exercises require an outlay of funds as staff resources are required not only to enable the Working Party to develop the exercise, but also to allow staff of the organisations to be involved in the exercise, and to meet the cost of equipment to be used during the exercise, and the provision of sustenance for everyone taking part. The various emergency management agencies and other organisations need

to incorporate this funding into their annual budgets, or agree to find this expenditure from other line items prior to the development of the exercise. This is very often overlooked, with the result that even after the exercise has been prepared, suddenly some agencies cannot obtain the finance required to be able to participate in the exercise. This can often result in the exercise being cancelled, thus wasting a lot of time and effort on the part of the Working Party.

### EXERCISE WORKING PARTY PROCESS

The Exercise Working Party has two main objectives to fulfil. The first is to determine the type, scale, duration of the exercise to be held, which organisations are to be involved and the location/s where the exercise is to be conducted. The second is to write the exercise script, which will include





the narrative, exercise aim, exercise objectives to be achieved, as well as the writing of exercise messages, and umpire and safety instructions.

The next step is to elect or appoint a small sub group who will undertake the task of writing and putting together drafts of the second object described in the paragraph above, and submitting these drafts to the Working Party for further consideration/and or amendments. The sub group will need to meet frequently as there will be a lot of time involved in the production of the foregoing documentation. It is recommended that this group consist of the Exercise Director, Exercise Coordinator, the Chief Umpire and two or three members of the Working Party.

The Exercise Director will be the person in charge of the exercise throughout the exercise's duration and who maintains overall control of all aspects of the exercise, and who finally must decide whether the exercise will be held or not, and when it is necessary to terminate the exercise if circumstances so dictate on the day the exercise is held. He or she must be a senior officer of the entity who will control the emergency management response and recovery operations for the event which is being tested in the exercise. The Exercise Director has the task of nominating an officer of the sub group to write the exercise in conjunction with other nominated members of the sub group.

The Exercise Coordinator (administrator) is the person responsible to the Exercise Director for the organisational and administrative aspects of the exercise. This includes inter alia arranging the meetings of the Working Party and sub group,

liaising with members of the Working Party and sub group on all aspects of the exercise, ensuring completion and issue of all exercise documents and appendices/maps, organising the venue for the exercise and ensuring the provision of meals etc, as well as the provision of a mobile communication network for the relaying of exercise instructions between the Exercise Controller, Exercise Coordinator, Chief Umpire, Safety Umpire and other exercise umpires. This is very important and must be a separate network to the communication networks of the agencies participating, and being tested, during the exercise.

The Chief Umpire is assisted by umpires from services and organisations being tested in the exercise. Each agency participating in the exercise is to nominate an agency umpire whose task it will be to determine the adequacy or otherwise of the performance of all of the officers of the agency participating in the exercise. The role of the Chief Umpire is to assess the overall performance of those being tested and safety and other aspects of the exercise. It is important that this officer has practical operational knowledge in emergency management operations and has a good knowledge of the functions and responsibilities of agencies (as described in the Emergency Management Plan), which are involved in the exercise.

### EXERCISE NARRATIVE OR EXERCISE SCENARIO

The next step is to determine the type of exercise to be conducted (a field, tabletop, role play or syndicate exercise), and if funding is available to

conduct the activity, it will be the task of the sub group to write the exercise instructions including all accompanying documentation. This documentation is to cover, inter alia, food and beverages for participants, parking facilities, and special transport requirements, if for example the exercise is to be held in a maritime environment.

The first task to be accomplished by the sub group in preparing the exercise instructions is writing the Exercise Narrative, or Exercise Scenario if the latter expression is preferred. The narrative is to comprise two parts – General Idea and Special Idea. The General Idea is a narrative statement which is designed to provide all participants with the necessary background knowledge which would normally be available as general knowledge in a real emergency. This would usually be a statement relating to the geographical area in which the exercise is to be held, population details, housing and commercial premises details, railways and roads, and hazardous enterprises located in the area, etc. A map of the area should also be included as an annex to the exercise instructions.

The Special Idea is a narrative statement detailing specific aspects which are not available in the general idea. It gives, for example, specific information of the event which brings about the emergency or disaster and sets the starting point of the exercise. Additionally, a chronological sequence of Special Ideas in date/time and serial order, which are generally referred to as exercise messages, needs to be prepared which includes developing information on the disaster event and its effects for exercise participants, and which require those being exercised to take prescribed courses of action.

These are given to the Exercise Directing Staff to enable them to drive the exercise in case activity stalls, pose problems for solutions by participants, or force action by participants during the exercise. Make sure that there are plenty of these messages, especially if the exercise is designed to be of a long duration. You can never have enough exercise messages and a prudent approach is required. ●

*continued on page 28*

## WRITING THE EXERCISE INSTRUCTIONS

The sub group of the Working Party's most time consuming step is the actual writing of the exercise instructions. These instructions need to be provided to everyone taking part in the exercise, the Exercise Director, Exercise Coordinator, Chief Umpire and other umpires, and the emergency services and supporting agencies being exercised.

The exercise instructions should contain the following information in section form:

- Preamble
- Aim of exercise
- Objectives to be achieved
- Exercise narrative, attached as an annex
- Timings
- Weather conditions
- List of participants
- Assessment by umpires/control of exercise
- Location of emergency operations centre/forward control post
- Welfare arrangements for simulated casualties used in exercise
- Transportation arrangements
- Identification
- Safety arrangements
- Roles and functions of services and agencies involved in the exercise, their statutory or other roles as contained in the emergency management plan
- Media arrangements
- Exercises messages
- Communication arrangements
- Arrangements for dealing with real casualties
- Casualty simulation
- Dress
- Parking
- Site setup/exercise staging
- Environment issues
- Hospitality – meals etc
- Observer arrangements
- Preliminary briefing
- Debriefings
- Enquiries
- Schedule of events, attached as annex
- Umpire communications network, attached as annex
- Umpire instructions, attached as annex
- Timetable, attached as annex
- Map/s, attached as annex/ures
- Exercise location and comfort arrangements
- Media arrangements.

This special feature will be continued in the Summer edition of *National Emergency Response*, which will include an example synopsis and emergency management plan.

**CONGRATULATIONS** to the recipients of this year's NSW Rural Fire Service Mid North Coast Team's annual medal presentation and vehicle handover ceremony. AIES President Steve Jenkins participated in the ceremony in his role as Councillor of Bellingen Shire, which included the presentation of the National Medal for Service to three Mid North brigade members, and a number of long service medals and clasps. A new vehicle was also handed to each of the seven brigades. More details are available in the President's Report on page 3.



Keith (Tim) Bake's NSW Rural Fire Service Long Service Medal with 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> clasps (60 years of service volunteering).



Left to right: Chief Superintendent Brett Condie (RFS), Cr George Cecato (Coffs Harbour City Council), Keith (Tim) Bake, Melinda Pavey MP, Cr Steve Jenkins FAIES (Bellingen Shire Council).



Back row, l-r: Raymond and Margaret Hodgson (Ray received the Long Service Medal and 1<sup>st</sup> and 2<sup>nd</sup> clasps, and Margaret the Long Service Medal) Deervale Brigade, Keith (Tim) Bake (Long Service Medal and 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> clasps) Deervale Brigade Captain and his wife Joy, Bellingen Shire Councillor Steve Jenkins FAIES (AIES National President). Front row, l-r: Dorothy and Mark Foster (each received the Long Service Medal) Deervale Brigade.

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National Secretary  
Australian Institute of Emergency Services (General Council)  
Post Office Box 10530, Adelaide Business Centre, SA 5000  
Ph: (08) 8347 2126 Mobile: 0401 996 432  
Email: [secretary@aies.net.au](mailto:secretary@aies.net.au)  
National Website: [www.aies.net.au](http://www.aies.net.au)

## AUSTRALIAN CAPITAL TERRITORY

The Secretary – ACT Division of Australian Institute of Emergency Services. PO Box 504, Civic Square ACT 2601  
Email: [secretary.act@aies.net.au](mailto:secretary.act@aies.net.au)

## NEW SOUTH WALES AND NEW ZEALAND

The Secretary – NSW Division of Australian Institute of Emergency Services. PO Box 4019, Kingsway West NSW 2208  
Email: [secretary.nsw@aies.net.au](mailto:secretary.nsw@aies.net.au)

## QUEENSLAND AND NORTHERN TERRITORY

The Secretary – QLD Division of Australian Institute of Emergency Services. PO Box 590 Fortitude Valley, QLD 4006  
Email: [secretary.qld@aies.net.au](mailto:secretary.qld@aies.net.au)

## SOUTH AUSTRALIA

The Secretary – SA Division of Australian Institute of Emergency Services. PO Box 10530 Adelaide Business Centre, SA 5000  
Email: [secretary.sa@aies.net.au](mailto:secretary.sa@aies.net.au)

## TASMANIA

The Secretary – TAS Division of Australian Institute of Emergency Services. PO Box 1 Lindisfarne, TAS 7015  
Email: [secretary.tas@aies.net.au](mailto:secretary.tas@aies.net.au)

## VICTORIA

The Secretary – VIC Division of Australian Institute of Emergency Services. PO Box 37, Essendon, VIC 3040  
Email: [secretary.vic@aies.net.au](mailto:secretary.vic@aies.net.au)

## WESTERN AUSTRALIA

Email: [secretary.wa@aies.net.au](mailto:secretary.wa@aies.net.au)

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To provide a professional body for the study of the roles and functions of Emergency Services and Emergency Management Organisations throughout Australia, and the promotion and advancement of professional standards in these and associated services.

## THE INSTITUTE'S OBJECTIVES

- To raise the status and advance the interests of the profession of emergency management and counter disaster services administration.
- To represent generally the views and interests of the profession and to promote a high standard of integrity and efficiency in the skills of emergency and counter disaster administration.
- To provide opportunities for association among members and students to promote and protect their mutual interest.
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- To establish a national organisation to foster international
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# AIES CONTACTS

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## GENERAL ENQUIRIES

Email: [enquiries@aies.net.au](mailto:enquiries@aies.net.au)

National Secretary  
PO Box 10530  
ADELAIDE BUSINESS CENTRE SA 5000

## NATIONAL COUNCIL

President  
Steve Jenkins FAIES

Email: [president@aies.net.au](mailto:president@aies.net.au)

Phone: 0412 753 790

Vice President  
Scott Milne FAIES

Email: [vice.president@aies.net.au](mailto:vice.president@aies.net.au)

Phone: 0400 332 780

National Secretary  
Peter Schar FAIES

Email: [secretary@aies.net.au](mailto:secretary@aies.net.au)

Phone: 0401 996 432

National Treasurer  
Jenny Crump MAIES

Email: [treasurer@aies.net.au](mailto:treasurer@aies.net.au)

Phone: 0418 726 224

National Membership/Systems Administrator  
Wayne Coutts

Email: [membership@aies.net.au](mailto:membership@aies.net.au)

Phone: 0458 410 224

PO Box 2469  
CHERMSIDE QLD 4032

## AUSTRALIAN CAPITAL TERRITORY

President  
Scott Milne ESM FAIES

Email: [president.act@aies.net.au](mailto:president.act@aies.net.au)

Phone: 0427 688 856

Secretary  
Phil Gaden MAIES

Email: [secretary.act@aies.net.au](mailto:secretary.act@aies.net.au)

Phone: 0413 137 761

PO Box 504  
CIVIC SQUARE ACT 2601

## NEW SOUTH WALES/NEW ZEALAND

President  
Position Vacant

Email: [president.nsw@aies.net.au](mailto:president.nsw@aies.net.au)

Vice President  
Robert Maul LFAIES

Email: [vicepresident.nsw@aies.net.au](mailto:vicepresident.nsw@aies.net.au)

Phone: 0400 521 304

Secretary  
Gordon Blair FAIES

Email: [secretary.nsw@aies.net.au](mailto:secretary.nsw@aies.net.au)

Phone: 0448 722 435

PO Box 4019  
KINGSWAY WEST NSW 2208

## QUEENSLAND/NORTHERN TERRITORY

President  
Shane Rae MAIES

Email: [president.qld@aies.net.au](mailto:president.qld@aies.net.au)

Phone: 0427 254 4848

Treasurer/Secretary  
Jenny Crump MAIES

Email: [secretary.qld@aies.net.au](mailto:secretary.qld@aies.net.au)

Phone: 0418 726 224

PO Box 590  
FORTITUDE VALLEY QLD 4006

## SOUTH AUSTRALIA

President  
Position Vacant

Email: [president.sa@aies.net.au](mailto:president.sa@aies.net.au)

Secretary  
Position Vacant

Email: [secretary.sa@aies.net.au](mailto:secretary.sa@aies.net.au)

PO Box 10530  
ADELAIDE BUSINESS CENTRE SA 5000

## TASMANIA

President  
Ron Jones LFAIES

Email: [president.tas@aies.net.au](mailto:president.tas@aies.net.au)

Phone: 0427 008 705

Secretary  
Neil Wright MAIES

Email: [secretary.tas@aies.net.au](mailto:secretary.tas@aies.net.au)

Phone: 0418 569 925

PO Box 1  
LINDISFARNE TAS 7015

## VICTORIA

President  
Rod Young, MAIES

Email: [president.vic@aies.net.au](mailto:president.vic@aies.net.au)

Phone: 0407 045 832

Secretary  
Richard Lodder, MAIES

Email: [secretary.vic@aies.net.au](mailto:secretary.vic@aies.net.au)

Phone: 0406 393 650

PO Box 37  
ESSENDON VIC 3040

## WESTERN AUSTRALIA

President  
Position Vacant

Email: [president.wa@aies.net.au](mailto:president.wa@aies.net.au)

Secretary  
Position Vacant

Email: [secretary.wa@aies.net.au](mailto:secretary.wa@aies.net.au)

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Kristi High

Email: [editor@aies.net.au](mailto:editor@aies.net.au)

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