


# NATIONAL EMERGENCY

## RESPONSE

Official Journal of the Australasian Institute of Emergency Services



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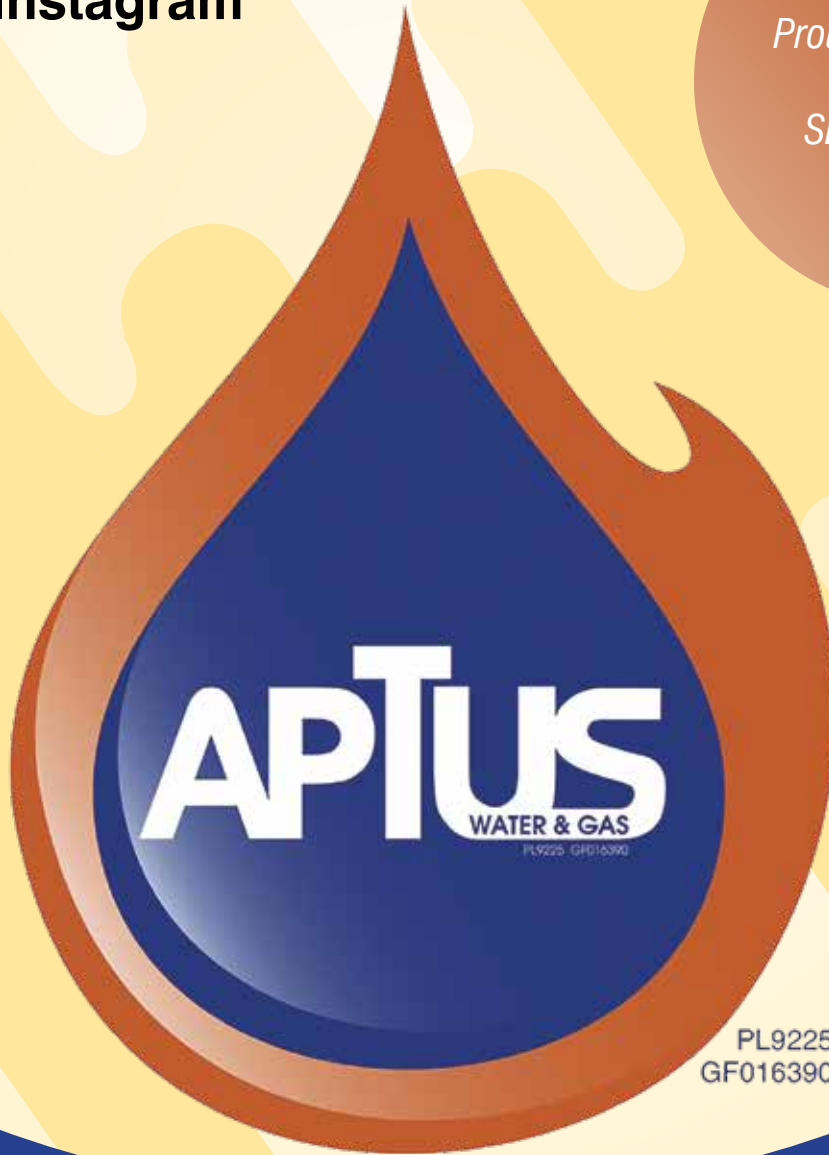
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# NATIONAL EMERGENCY RESPONSE



Official Journal of the Australian Institute of Emergency Services

Winter 2020 • National Emergency Response

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#### FRONT COVER

Victorian Police are posted at checkpoints between outer Melbourne and regional Victoria, and at interstate borders, to help stop the spread of COVID-19.

Credit: REUTERS





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# NEW MEMBERS

The Australasian Institute of Emergency Services is pleased to announce the following emergency services people joined the AIES between April and July 2020.

NAME	ORGANISATION	DIVISION
Raelene Davis	RFS	NSW
Anna Gao	Police	NSW
Brett Gash	SES	NSW
Jon Hillis	BSAR	VIC
John Iliff	RFDS	SA
Dr Man Fung Lo	STJA	Hong Kong
Benjamin Pearce	CFS	SA
Christopher Ruskin	NSW Government	NSW
Steven Schwartz	SES	QLD
Aden Scott	Safety Direct Solutions	SA
Lisette Sophios	Police	NSW
Larry Ting	RFS	NSW
Matthew U'brien	NSW Government	NSW
Thomas Watt	SES	NSW
Thomas Weedon	ADF	QLD

**Legend:** Australian Defence Force (ADF); Country Fire Service (CFS); Rural Fire Service (RFS); Bush Search and Rescue (BSAR); Royal Flying Doctor Service (RFDS); St John Ambulance (STJA)



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<https://au.linkedin.com/company/australian-institute-of-emergency-services> or log in at [au.linkedin.com](https://au.linkedin.com) and search for 'Australian Institute of Emergency Services' under 'Companies'.



Articles, photographs and short stories are sought for the *National Emergency Response Journal*. Please submit items for the next edition to [editor@aies.net.au](mailto:editor@aies.net.au) by **7 November 2020**. There is an annual award for the best article submitted by an AIES member.



## ANNUAL GENERAL MEETING UPDATE

Dear Members,

You are all no doubt aware, that Australia, and indeed the world, is in the grip of a pandemic due to COVID-19/coronavirus. Restrictions have been placed on many aspects of life, such as the introduction of limitations on mass gatherings and the need to maintain social distancing.

Many members of the AIES' National Board are members of the emergency services (both full and part-time). These organisations have placed restrictions on their members (including volunteer members) in order to limit their risk of exposure to the coronavirus and maximise the capacity to maintain the essential services they provide. These include restrictions preventing interstate travel.

Having considered a number of options, the National Board has taken the decision to postpone the 2020 AGM until further notice.

The Board will continue to monitor the situation and new AGM dates will be advised when convening such a forum without the risk of infection is permitted.

In the interim please stay safe, follow the advice of health professionals, and practice good hygiene, social distancing and other strategies for minimising the risk of infection from this contagion.

# FROM THE PRESIDENT'S DESK

Steve **Jenkins**, FAIES

*National President*

The COVID-19 virus continues to prove just how contagious it is, and now, that it can affect people of all ages. Older people though, particularly those with underlying health conditions, are particularly susceptible and, unfortunately, have a high probability of a mortality if infected. The outcomes when the virus enters aged care facilities is nothing short of horrendous, with so many families being deprived of quality time with their older members during their twilight years.

Overall, Australia was managing COVID-19 reasonably well. However, it seems there was an acceptance that the virus could not be eliminated from Australia, therefore, controls were more focused on managing it until such time as an effective vaccine or treatment is developed. In contrast, New Zealand adopted an elimination strategy, and were extremely effective in achieving that as an outcome. My congratulations to the New Zealand Prime Minister, Jacinda Ardern, for her strong leadership and taking the actions necessary to implement COVID-19 elimination strategies and limit the impact of the pandemic.

Restrictions are an integral strategy of controlling transmission of the virus, and they need careful management. The timing of the easing of restrictions is a difficult decision for governments as they balance the need to maintain control of the virus with the desire to re-open businesses for economic benefit. The recent resurgence of COVID-19 in Victoria, and its subsequent impact on New South Wales and to a lesser extent other jurisdictions, demonstrates just how quickly the contagion can return and devastate communities if given the opportunity. We all need to be vigilant and disciplined in our day-to-day activities.

The impact of COVID-19 and the government-imposed restrictions on travel and the size of gatherings has had an impact on the Australasian Institute of Emergency Services (AIES). As members

would be aware, the AIES' 2020 Annual General Meeting was scheduled to be held in Hobart on Saturday 18 April, however, was postponed due to the restrictions, in particular, hard borders between states preventing movement and isolation requirements for those who do need to move between jurisdictions. By the end of June, the situation in Australia was looking quite good, and jurisdictions (including Tasmania) were commencing to lift, or indicate their intention to lift, the inter-jurisdictional travel restrictions and isolation requirements. The AIES Board therefore was on the verge of rescheduling the 2020 AGM. However, in July, the sharp escalation



*The pandemic has highlighted the important role that the statutory emergency service agencies and others perform in the community, along with the other organisations that support the emergency services.*

in the number of coronavirus cases in Victoria put a stop to that, with some jurisdictions implementing new restrictions and re-introducing others.

The *Corporations Act 2001* (Cth) requires that entities hold an AGM within five months of the end of their financial year. The AIES' financial year ends on 31 December, therefore, the AGM is required to be held by the end of May. The Australian Investments and Securities Commission (ASIC) provided advice that no action would be taken against entities who did not hold their AGM as required by the end of July. As the situation in Victoria developed, this became impractical for the AIES due to the geographic disbursement of Directors and Members. The AIES has therefore sought a further dispensation from ASIC in relation to holding the 2020 AGM.

The Treasurer has also recognised the challenges for entities to hold AGMs due to the COVID-19 restrictions and made

amendments to the Corporations Act 2001 to allow entities to use technology to facilitate the holding of such meetings virtually, subject to certain conditions being met. It is not just the ability of members to meet virtually that needs to be considered, an appropriate ability for voting also need to be considered. A quorum still needs to be obtained to comply with the Act and AIES Constitution. Accordingly, the AIES Board will now investigate the available technologies with a view to re-scheduling the 2020 AGM as a virtual meeting. Members will be advised further once the Board has chosen which platform will be used for the meeting. A revised Notice of Meeting will be disseminated to Members, along with log-in details and the ability for those unable to attend to appoint a Proxy.

The pandemic has highlighted the important role that the statutory emergency service agencies and others



perform in the community, along with the other organisations that support the emergency services. The scale of operations has also necessitated involvement of Australian Defence Force personnel in varying capacities such as contract tracing, enforcing border and lockdown restrictions and activities at testing clinics. Our thanks to all involved.

Many jurisdictions have a statutory Bush Fire Danger Period each year. In New South Wales for example this runs from 1 October to 31 March, although dependent upon conditions it could be varied annually to commence on 1 September or even 1 August if conditions are considered extreme. This means that the 2020-21 BFDP is just around the corner. Whilst conditions do not appear as extreme as last year, we are starting to see a few fire-related call-outs. Hopefully conditions will not deteriorate too much, especially as the coronavirus pandemic and social distancing restrictions also has a limiting impact on firefighting agencies response capabilities. Our thanks to all those who continue to volunteer in the

*RedR Australia have offered Members of the AIES a 50 per cent reduction in participant course fees. Visit <https://www.redr.org.au/training-courses/our-courses/> for course details. Interested members should contact RedR's training section via email [training@redr.org.au](mailto:training@redr.org.au) for details on how to register.*

various agencies, especially in the very trying circumstances that currently exist. I sincerely hope that the Government will formally recognise these efforts in due course.

RedR Australia trains, elects and deploys technical specialists before, during and after crisis and conflict. RedR Australia have offered Members of the AIES a 50 per cent reduction in participant course fees. Visit <https://www.redr.org.au/training-courses/our-courses/> for course details. Upcoming courses include: Essentials of Humanitarian Practice; Hostile

Environmental Awareness Training; Child Protection in Humanitarian Action; Humanitarian Logistics in Emergencies; and Water, Sanitation and Hygiene in Emergencies (WASH). Interested members should contact RedR's training section via email [training@redr.org.au](mailto:training@redr.org.au) for details on how to register.

A reminder that articles, stories, photos etc. are always being sought for the *National Emergency Response Journal*. Items can be submitted via email to [editor@aies.net.au](mailto:editor@aies.net.au). The AIES has a prize annually for the best article submitted by a member. ●

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# EAST GIPPSLAND BUSHFIRES IMPACT AIES MEMBER

By Kevin Perry, ESM, MAIES

**M**y home of almost 44 years was burned to the ground during the early hours of New Year's Eve 2019. The fire had commenced in early November, near Ensay, about 50 to 60 kilometres north of my home.

I lived in the community of Sarsfield, Victoria (15 kilometres from Bairnsdale) and it consisted of some 276 homes, 181 families, totalling 625 residents. The fire damaged just over 200 properties with 60 homes totally destroyed and it saw about 100 adults and 20 children displaced and it almost removed our entire community.

I retired in 2007, having spent 31 years as a permanent officer with the Victoria State Emergency Service (VICSES) having been involved since the change from Civil Defence. As one of the initial permanent staff appointments in Victoria, I spent the early years establishing many volunteer units within East Gippsland.

The last 20 years with VICSES saw me as the Regional Director in both the country and city regions, involved in the management of many floods situations in Bairnsdale, North East Victoria, and Barwon Heads and so on. Also road rescues, fire support, search support and windstorm all completed a very interesting life.

Since retiring, I have maintained my interest in emergency management, assisting with many emergency plans for aged care facilities, including risk assessments of their properties.

My membership with AIES goes back to a date that is too far away for me to remember.

All the work I had done since 1976 to keep my place clear and fire ready amounted to nothing, once the fire arrived. No preparation on my part (roofing iron along the baseboards, sisalation foil along the veranda, water in the gutters and the whole area soaked with hoses) could save my home.

I had stayed during the afternoon of the 30th December, watching for embers as the fire travelled in a north-westerly direction and the fire stopped about one kilometre from my property. The forecast was for a change bringing wind from the east and with the fire still burning one kilometre away that meant it would come my way.

At about 5.15pm, the town water supply dropped to a trickle and I assessed my best action was to leave and drive 15 kilometres to Bairnsdale and safety.

The scene the next morning was one of devastation. I had lost everything I owned in my house, except for

four photo albums, the cars and the clothes I stood up in. Nothing else remained except for my shed, and I could have swapped that for my house really!

My 2006 Australia Day ESM medal and photos with the Governor were all gone along with my VICSES memorabilia which included the 30 year Long Service Medals. Sporting trophies; life membership awards; and presentations from VICSES volunteers when I retired; an Australian Grand Prix plaque for my 10 years association with the MotoGP at Phillip Island – these were all gone.

My AIES badge and memorabilia is in the ashes of my home – but ... thanks



*Before.*



*After.*



to AIES Victorian Division Secretary, Bill Little, Victorian Division Vice President (and National Board Member) Doug Caulfield, with assistance from National Treasurer, Jenny Crump, I have some replacements!

Doug visited what was left of my home recently and presented me with a replacement (30 year) membership badge, membership certificate, a new polo shirt, a set of very nice Huon pine drink coasters along with an engraved AIES 'Challenge' coin and some back issues of NER magazine.

I am so grateful for the consideration and empathy that has been shown by the 'family of AIES'. I really appreciate all the kindness, especially from Doug who kept in contact over the last few months as I have attempted to make sense of 2020.

I had to apologise to Doug for not making him a cuppa – or having a coldie in the fridge when he visited and he said with a smile 'a rain check will be fine' and I know he has a good memory! ●



*The photograph above captures the presentation of Kevin's replacement Certificate of Membership, and cap at the site of his previous residence in Sarsfield. (COVID-19 precautions were undertaken prior to and after the 'handshake'.) Kevin Perry ESM, MAIES was presented with a replacement Certificate of Membership lost in the East Gippsland Bushfires by Victorian Division Vice President and National Board Member Doug Caulfield OAM, RFD, FAIES at the site of Kevin's destroyed residence.*



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*AIES Members with SES Members and Nominees. Back (L-R) Andrew Lea – Director SES Tasmania, Dean Lawrence – SES & 2020 PJ Parssey Award Winner, Michael Barnett SES, Ron Jones LFAIES TFS, Neil Wright FAIES SES, Rose Farrelly SES, John Mitchell SES, Paulette Clarke TFS, Roger Brown FAIES SES. Front Scott Clarke MAIES TFS, Wayne Richards SES Regional Manager – North West.*

# AIES TASMANIA AGM AND PJ PARSSEY MEMORIAL AWARD 2020

Claremont RSL Sub Branch 22 February 2020

By Ron **Jones** LFAIES

*Tasmanian President, Australasian Institute of Emergency Services*

It was that time of year again where we all come together to celebrate and recognise the fantastic work of our emergency service personnel via the Tasmanian RSL Emergency Service Awards and our own Tasmanian AIES PJ Parssey Memorial Award which is celebrating the award's 30th year.

After setting up for the night the AIES members had a brief AGM before moving on to meet and greet our guests for the night.

The night started with a warm welcome to everyone and a quick overview of the night's proceedings.

The first awards for the night were our AIES National Awards.

Our National Award of Commendation was presented to Wayne Dowling, for 25 years + outstanding service as a volunteer with the Huonville SES, as well as Ambulance Tasmania 20+ years and St John Ambulance 20+ years. Wayne is currently the SES Unit Manager and



*Wayne Dowling with the AIES National Award of Commendation and Kevin Daly with his AIES National Award of Excellence.*

very proactive within his community. Congratulations Wayne.

Our recipient of our National Award of Excellence was presented to Kevin Daly for 30+ years of volunteer service to the Dunalley Fire Brigade holding the rank of Brigade Chief and 25+ years of service to Ambulance Tasmania, first



*Will Oakley, Community Support Manager, RACT, receives a Certificate of Appreciation for sponsoring the AIES PJ Parssey Memorial Award with a \$500 accommodation voucher for the past eight years.*

as a volunteer and now as a full-time Paramedic Station Branch Officer at Triabunna. Kevin still volunteers at the Dunalley Ambulance Station on his days off. Some events Kevin has been heavily involved in include the Port Arthur Massacre and the Dunalley bushfires. Congratulations Kevin.





Tasmanian RSL President Robert Dick with 2020 RSL Emergency Service Workers of the Year Award, Cygnet Fire Brigade.



2020 PJ Parssey Memorial Award Winner Dean Lawrence.



Ron Jones introduces the Tassie Mascot Bearly A Member.



(L-R) RSL Award Nominees Rod Sweetnam, Cygnet Fire Brigade Members (2020 Winners), Lucas Bryan and TFS District Officer Phil Smith.

Upon the arrival of our main meal our Board Member and chaplain, Les Batchelor LFAIES, was called upon to say grace.

Next up it was time to find out who was to be the 2020 Tasmanian RSL Emergency Service Worker of the Year. All nominations were from the Tasmanian Fire Service with the Cygnet Brigade from the South, Rod Sweetnam from the North and Lucas Bryan representing the North West.

Noeleen Lincoln CEO of the Tasmanian RSL read out the citations of the nominees with each being congratulated by the Tasmanian RSL State President Robert Dick and presented with an engraved RSL Shield and Certificate. Then it was the big announcement that this year's winners of the RSL State Award was the Cygnet Brigade, well done to all. Cygnet Brigade was presented with the RSL Perpetual Shield and State trophy.

Volunteering Tasmania also presented the nominees with a Certificate of Appreciation for their outstanding volunteer service.

After desserts were finished it was time for our main event, the announcement of the 30th winner

of the Tasmanian AIES, PJ Parssey Memorial Award.

Our nominees this year were: John Mitchell, Kentish SES Unit member with outstanding service for over 30 years; Jane Green, Ambulance Tasmania, Campbell Town, George Town Station and the Volunteer Ambulance Association of Tasmania; Dean Lawrence, 26 years of service with the Derwent Valley State Emergency Service and Unit Manager; and Michael Barnett Deputy Unit Manager, SES Queenstown and part of the Mine Emergency Response Team.

After their citations were read out each nominee was presented with an AIES Shield and AIES PJ Parssey Memorial Award Certificate.

Betty Parssey, the wife of the late Peter Parssey (of whom the award is in honour of) was called upon to announce this year's winner of the 2020 and 30th PJ Parssey Memorial Award as Dean Lawrence, SES Derwent Valley Unit.

Betty presented Dean with the Perpetual PJ Parssey Memorial Shield and a beautiful personal Huon Pine Trophy. As this year's winner Dean

received a \$500 accommodation voucher from our long-time supporter of our awards, the RACT.

Volunteering Tasmania also presented a Certificate of Appreciation to all our PJ Parssey Memorial Nominees.

A great night was had by all.

First, I must thank all involved for making this a great night and to show appreciation of the fantastic work of all our emergency service personnel, front line and behind the scenes. Also, we must thank the partners, families and businesses for their ongoing support of our emergency service personnel.

I must thank my Tassie AIES Board members for their support and thank the Tasmanian broadcasters for their support with their VESA Volunteer Emergency Service Awards through their seven radio stations, the Tasmania RSL for their award supporting both the career and volunteer emergency service personnel, and to our host the Claremont RSL and the Women's RSL Auxiliary for their great food and support.

Finally, a big thank you to all our emergency service personnel for keeping us safe. ●

# AIES NATIONAL AWARDS TASMANIAN DIVISION RECIPIENTS

Did you know you can nominate a fellow emergency service person, career or volunteer for one of our National Awards?

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- National Certificate of Achievement

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Here is a look at some of our fantastic Tasmanian award recipients over the past couple of years.



Dean Wotherspoon receives the AIES National Certificate of Commendation for his outstanding work with the Tasmanian Police SAR and his involvement in training and support of SAR volunteers including SES SAR.



(L-R) Martin Agityn, Darren Kerwin and Jerry Speers, Radio 7AD announcers receive an AIES Certificate of Appreciation for their ongoing support of the Volunteer Emergency Service Worker of the Year Awards.



Diane Coon receives the AIES National Certificate of Commendation for her outstanding work as a volunteer with Ambulance Tasmania and for her work in establishing the Tasmanian Volunteer Ambulance Officers Association.



Mick OB and Lee, SeaFM Radio announcers receive an AIES Certificate of Appreciation for their ongoing support of the Volunteer Emergency Service Worker of the Year Awards.



Tania Burke receives the AIES Certificate of Commendation for her outstanding work with Ambulance Tasmania and St John Ambulance for over 30 years.



Paul Darby receives his AIES Certificate of Commendation for his 40 years with the SES in particular for the work he has done with wilderness SAR and training fellow volunteers to the very high standard we enjoy today.



The SES Southern Region Search and Rescue Unit receives the AIES Certificate of Achievement for their great work in supporting the Tasmanian Police in many searches over the past few years.



Ian Bradbury, Volunteer Ambulance Officer from St Mary's receives the AIES Certificate of Commendation for over 30 years' support to his community and outlying areas. The quiet achiever.



Neil Wright, Tasmanian Committee Member receives his Fellow Membership Certificate at the Lindisfarne RSL Club.



Colin Cunningham receives the AIES National Certificate of Excellence for his 40+ years to the Tasmanian Fire Service, Brigade Chief for the Gretna Fire Brigade, Group Officer, the Volunteer Fire Association & Cadets. Colin has worked with junior members of his community to create better pathways for their development.



Paul Wilson, a volunteer with Ambulance Tasmania at Oatlands (now retired) receives the Certificate of Commendation for his outstanding support to the service and his community for over 30 years.



Robert Atkins receives the AIES Certificate of Commendation for over 40 years of service to the Tasmanian Fire Service as Brigade Chief, Group Officer, President of the Tasmanian Volunteer Fire Association for 20+ years and the list goes on.



Chloe Foster, 7BU Radio Station Manager and Leigh Kenworthy receive the AIES Certificate of Appreciation for supporting the Tasmanian Emergency Service Volunteers via their Volunteer Emergency Service Awards for over 12 years.



Graeme McGee presented as a National Honorary Member for his outstanding work with the AIES Tasmania and his community.



# PREVENTATIVE SEARCH AND RESCUE

As search operators we need to find people, we need to return them to places of safety and we need to do this quickly and efficiently. This is something that we are good at, but wouldn't it be better if we reduced the number of lost people in the first place?



By Steve **Schwartz**

*SES Gordonvale*

**S**earch and rescue (SAR) literature has been dominated by the action phases of locating and recovering lost parties. As a result of these sustained efforts, we now have a good understanding of search and rescue operations and we are good at doing SAR tasks. There is also a small but growing body of work in preventative search and rescue.

This article looks at the emerging topic of preventative search and rescue, or PSAR.

It suggests that disaster prevention theory might help inform PSAR initiatives and it looks at one way that policy planners and community educators might be able to identify opportunities for effective community based PSAR initiatives.

## PREVENTATIVE SEARCH AND RESCUE

Preventative search and rescue (PSAR) refers to any deliberate actions that are taken to prevent, reduce and minimise the consequences of lost person events.

The harsh reality is that not all lost people are found healthy or alive so PSAR has obvious appeal.

Stopping people from getting lost stops the trauma associated with lost person events. Reducing the consequences of being lost minimises the trauma that is associated with lost person events when they do occur.

PSAR efforts can take place anywhere along the lost person journey from pre-event to recovery. Unfortunately the action phase focuses of figuring out how to find and retrieve lost people has meant that not a lot of work has been

## SIX PHASES OF A LOST PERSON JOURNEY

Six phases of a lost person journey



### 1 PRE-EVENT

Preventative actions can be taken to reduce the frequency and impact of lost person events (PSAR)



### 2 PRODROMAL

Action can be taken to engage with lost people through passive communication



### 3 EMERGENCY

Emergency services actively attempt to communicate with lost people



### 4 INTERMEDIATE

Lost people are located and first aid and rescue operations are underway



### 5 LONG TERM (RECOVERY)

Lost people are recovered to a place of safety and treatment is administered



### 6 RESOLUTION

Lost party has recovered. Lost people and SAR agencies can learn from the operation

CREATED BY STEVE SCHWARTZ



**Table 1** – Faulkner’s Six Phases

<b>SIX PHASES OF FAULKNER’S TOURISM DISASTER MANAGEMENT FRAMEWORK</b>	
Pre-Event	Action can be taken to prevent or mitigate the effects of potential disasters.
Prodromal	It is apparent that disaster is imminent.
Emergency	Effect of the disaster is felt. Action is necessary to protect people and property.
Intermediate	The short term needs of people have been addressed. The main focus is to restore services and the community to normal.
Long Term (recovery)	Continuation of previous phase. Items that could not be attended to quickly are attended to. Post-mortem, self-analysis, healing.
Resolution	Routine restored or new improved state established.

Source: Faulkner, B. (2001). Towards a framework for tourism disaster management. *Tourism management*, 22(2), 135-147.

**Table 2** – Lost Person Community Intervention Opportunities

<b>LOST PERSON COMMUNITY INTERVENTION OPPORTUNITIES</b>		
<b>Phase</b>	<b>Response Elements</b>	<b>Management Strategies</b>
Pre-Event	Educating potential lost people.	Teaching people about risk.
Prodromal	Warning systems.	Developing warning systems such as trailhead signs.
Emergency	Search and rescue.	Locating lost parties.
Intermediate	Recovery.	Recovering people to places of safety.
Long Term	Rehabilitation.	Administering medical and psychological first aid.
Resolution	Review.	Learning from lost persons experiences.

Adapted from Faulkner, B. (2001). Towards a framework for tourism disaster management. *Tourism management*, 22(2), 135-147.

put into preventing lost person events, minimising the trauma associated with lost person events and developing effective feedback loops to debrief lost people and refine PSAR initiatives.

### **THE LOST PERSON JOURNEY**

At the turn of this century, Bill Faulkner developed a framework for analysing and managing tourism disasters. This framework has been used by academics to learn about events such as the 1998 Katherine floods in the Northern Territory and the 2001 foot and mouth outbreak in Britain. This framework could also help us to understand the lost person journey.

Faulkner suggests that events happen in six phases as shown in *Table 1 – Faulkner’s Six Phases*. These phases are: pre-event, prodromal, emergency, intermediate, long term (recovery) and resolution. For lost person events the six phases might look something like the following.

The pre-event phase occurs before a person heads into the wilderness. The prodromal phase happens when they enter a wilderness area.

The emergency phase is when they are lost. The intermediate phase is when they are returned to a place of safety. The long term phase is when they are recovering.

The resolution phase is when the person has recovered physically and psychologically completely, where their status quo has been re-established.

By identifying each of these phases it might be possible to develop phase specific PSAR community intervention strategies.

### **COMMUNITY INTERVENTION**

Effective community intervention initiatives through the lost person journey can reduce and minimise the impact of lost person events on victims, communities, and destinations.

These interventions might include website infographics, camping store posters, trailhead signs and post-event interviews. The key is to understand the lost person journey and insert PSAR initiatives where potential lost people are most receptive to them. *Table 2 – Lost Person Community Intervention Opportunities* shows an example of how this might be possible.

### **SO, WHAT?**

PSAR has the potential to reduce the human and non-human costs associated with lost person events. It is an underdeveloped field in academic and non-academic literature because research has quite rightly concentrated on locating and recovering people.

This article has shown that lost person events can be separated into six distinct phases and suggests there are community intervention opportunities at each of these six phases. Identifying and implementing these opportunities could have the potential to reduce both the frequency and the severity of lost person events.

This has the potential to benefit search agencies, lost people, and the communities that are impacted by lost person events and search activities. It is my hope that you, the reader, might find these ideas useful as you go about preventing, planning for, and conducting lost person operations. ●

This article forms the basis of an ongoing research project I am conducting in conjunction with James Cook University in Far North Queensland. Over the next few years I intend to research and develop PSAR theory using Faulkner’s framework. My approach will be to deconstruct the lost person journey into the six phases and to look for effective community intervention opportunities at each on these. I welcome any constructive thoughts, comments, criticisms, requests for further information or offers of assistance.

### **ABOUT STEVE SCHWARTZ**

Steve Schwartz is the SES local controller in Gordonvale, Far North Queensland. He has been involved in numerous land search operations in North Queensland over the last six years. Steve is currently working with James Cook University to investigate ways to reduce the frequency and impact of lost person events involving tourists.



# AUSTRALIA NEEDS TO TRAIN FOR DISASTERS LIKE THIS ONE

By Tony McCormack

*Image: Department of Defence*

In a nation as prone to disasters as Australia, it's surprising that no day is set aside to remind people to check their own disaster preparedness. Nor is there a regularly scheduled exercise to test our disaster-response systems on a national level.

The prime minister, premiers, chief ministers and their cabinets may never have an opportunity to test their own disaster plans – until they're confronted by a real crisis.

Few elected representatives have managed a complex disaster before coming to office. Consequently, the first time they're faced with such a situation is when they're responsible for leading the response to a real event. Some rise to the challenge, others struggle.

Every year, the Republic of Korea conducts its national mobilisation drill, the Ulchi exercises, to test its crisis-management systems and preparedness for conflict.

Ulchi is South Korea's largest annual training event, involving around 480,000 personnel from government offices and other public institutions, and civilians. Until 2018, Ulchi was conducted alongside the major US–ROK summer military exercise, Ulchi Freedom Guardian, which added thousands of military personnel to the mix.

Importantly, the president and ministers actively participate in Ulchi, as do elected officials and public servants at all levels across the country.

In Japan, 1 September is Disaster Prevention Day when the population prepares for events like earthquakes, missile attacks, nuclear disasters, floods and typhoons. Exercises and emergency drills are held across the nation to ensure that it's prepared at all levels and that its processes and procedures are effective and up-to-date.

In Tokyo, the prime minister calls cabinet together so that the individual members of the government's leadership team can be practised and tested in a crisis.

In Australia, disaster-response exercises with differing scenarios and of varying complexity are conducted across the country. Airports test procedures in the event of an accident; police, fire and ambulance services work with the state emergency services to prepare for events ranging from motor vehicle crashes to fires and floods.

These activities are usually focused on a single situation rather than a multifaceted scenario.

While some involve multiple organisations, these exercises rarely test

the entire the system and fewer still bring the Commonwealth, states and territories together around the same table.

An Australian national disaster preparedness day, with a national disaster-response exercise involving the prime minister and cabinet ministers, would provide an annual focus for the nation to ensure every citizen is prepared for a potential disaster.

Anyone with military experience will tell you that they spent most of their time on exercises rather than 'doing it for real'. This training hones skills and provides an environment in which communications, planning, techniques, procedures, decision-making and individual skills can be tested and evaluated.

Exercising tests teamwork. You get to see how all the other players play and whether they do what you expect them to do. Weak points can be exposed, new ideas can be introduced, and if something doesn't work, it can be reversed without consequences and an alternative can be tried.

A 'battle rhythm' can be established with times set for strategy meetings, videoconferences, staff briefings, reviews of outcomes, meal breaks and rest and rejuvenation. Using an established battle rhythm removes the need to create





one from scratch when uncertainty and confusion reign.

Had Australia's national cabinet been established before the COVID-19 pandemic struck, a framework could have been developed and tested to ensure a smooth, well-coordinated and quick response.

Exercises also have many intangible benefits. A well-planned and well-structured exercise allows participants to learn about themselves – how they perform under stress, how well they work with a team, how good their capacity for decision-making under pressure is, and how their personal resilience stands up. It also provides them with insights into their colleagues' capacities. When someone takes on a new responsibility, there's learning to be done before they become effective. Politics is no different.

Introducing a national disaster-response exercise would ensure elected representatives and officials, from the prime minister down, experience crisis-management before being plunged into the real thing.

It would also give ministers the opportunity to be coached and mentored to prepare them for what could be a career-defining role.

In responding to the COVID-19 pandemic, Prime Minister Scott Morrison and his government have shown that they learned from the bushfire crisis, particularly about the jurisdictional and political divide between the Commonwealth and the states and territories, and the expectations of the Australian people.

A national exercise will ensure the nation's leaders fully understand the role of each layer of government, every department and agency, and the private sector: where they intersect, where the rub points are, what the redundancies are, and what the gaps and shortfalls are.

And the exercise must go beyond natural disasters to include scenarios dealing with terrorist attacks, health incidents, financial crises, and supply-chain disruptions.

A national exercise will test intergovernmental, interdepartmental

and interagency links. It will strengthen relationships and facilitate shared goals and understanding between those who make the decisions and those who enact them.

Most of all, it will mean that when the next crisis emerges the nation's leaders won't approach it from a standing start. ●

### ABOUT TONY McCORMACK

Tony McCormack joined ASPI's professional development staff in April 2018 after an extensive career in the Royal Australian Air Force.

Article courtesy of *The Strategist*  
<https://www.aspistrategist.org.au/australia-needs-to-train-for-disasters-like-this-one/>



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# VICTORIA NOT ALONE IN LATEST COVID-19 RESPONSE

We all remain concerned about the COVID-19 outbreak in Victoria and the cases of community transmission.

By Professor Paul Kelly

*Acting Chief Medical Officer*

Published via [health.vic.gov.au](http://health.vic.gov.au)  
on 4 July 2020



**A**s the nation's Acting Chief Medical Officer, and Chair of the Australian Health Protection Principal Committee (AHPPC) comprising all state and territory Chief Health Officers, I can say unequivocally that the Commonwealth supports the actions being taken by the Victorian Government to chase the virus down. We continue to meet daily and strongly support what Victoria is doing.

The Victorian response – involving the three-pronged approach of test, trace and isolate, plus physical distancing and movement restrictions – is precisely the approach we have been taking at the national level. And, as we all



*Police stop drivers at a checkpoint, set up in response to the state of Victoria's surge in coronavirus disease (COVID-19) cases and resulting suburb lockdowns, in Melbourne, Australia, July 2, 2020. AAP Image/Daniel Pockett via REUTERS*

so we need to be nimble and flexible in our response. And be completely vigilant.

That there will be outbreaks from time to time has been in our response plan all along. So we know what needs to be done. We know where most of the Melbourne cases are and hence where we need to focus our efforts. There is an extraordinarily large testing process going on. The aim is to shut the outbreak down as quickly as possible to stop the spread. That's what the Tasmanians did successfully in the North West of their state. And it's what the Victorian team is doing now.

Implementing the North West Tasmania model in an urban setting has challenges but the action being taken by Victoria is appropriate and proportionate. It's led by the science. It is based on real-time data and good public health practice, and it will protect and save lives.

Let's not lose sight of the many positives. It remains the undisputable fact that Australia has – as I referenced earlier – done remarkably well in this pandemic, and Victoria shares in that success. Thanks to the very clear strategic framework of containment and capacity put in place by the medical experts and political leaders across the Commonwealth, coupled with the Australian community's engagement and commitment, we have been able to flatten the coronavirus curve across the nation. The size of the Victorian outbreak is still very small when compared to

the size of outbreaks around the world. But we need to, and have, acted quickly to prevent further spread.

With restrictions now reimposed, I ask Victorians to be patient. And to be responsible in their own interests, their state's interest, and the nation's interest. The effectiveness of the restrictions depends on the community's adherence to the public health recommendations. We are relying on you.

This latest outbreak is not a Victorian problem. It is a national problem. It is everyone's problem. Support is being provided by the Commonwealth and other states and territories – several hundred clinical and other staff are helping with testing, contact tracing and public engagement. I am very heartened – and, I might say, not the least surprised – by this national response to get on top of the virus. Importantly, while we have already done a lot of work with multicultural communities, we are redoubling our efforts to ensure we get the right messages out to this very multicultural part of Melbourne.

I want all Victorians to know that I and my colleagues on the AHPPC, the nation's health and medical experts who have guided Australia's COVID-19 response from the start, are with you every step of the way – as, I believe, your fellow Australians are too. We are in this together and we will come through it together. This is a national effort. It has always been a national effort. Getting on top of the virus will protect Victorians, it will protect all of us. ●

know, it works. It is why, compared to any country, Australia has done so remarkably well in this pandemic so far. Nationally, our approach was to go hard, go early – and that's what is happening now in the Victorian situation.

Outbreaks like Victoria's were expected, though we hoped they wouldn't happen. As an epidemiologist with 30 years' experience around the world across a range of infectious diseases including HIV/AIDS, tuberculosis and influenza, I know that we are dealing with a highly infectious disease. COVID-19 needs only the slightest encouragement to take off, and can rapidly get out of control,

# VICTORIA'S FIRE SERVICES REFORM

The Victorian fire services are being reformed to meet immediate and future needs as the state grows and fire services change.

By Ken **Block**

*Fire Rescue Commissioner*

Source: Victorian Government.



**T**he changes come after eight reviews in the past decade show a desperate need for modernising the fire service.

These reforms were part of the Victoria's Labour Government's election commitment to address issues with the fire service to ensure Victorians could rely on a modern and local service to keep them safe.

On 1 July, Fire Rescue Victoria (FRV) was launched, bringing together all MFB and career CFA firefighters under one organisation.

FRV serves metro Melbourne and major regional centres 24 hours a day, seven days a week.

By bringing both organisations under one umbrella, CFA has been enshrined as a truly community-based, volunteer organisation.

Minister for Police and Emergency Services Lisa Neville said Victorian firefighters were among the best in the world.



"As our population grows, we're making sure that they and the Victorian community have the modern fire service that they deserve," she said.

"We made a commitment at the last election to reform our fire services and ensure our career and volunteer firefighters are supported in keeping the community safe – and that's exactly what we're delivering."

Prior to the reforms, Victoria was operating under systems and structures that had not changed since the 1950s.

While cities and suburbs have grown significantly, it was clear that these services need modernising.

## FIRE RESCUE COMMISSIONER

Victoria's inaugural Fire Rescue Commissioner Ken Block has more than 40 years of fire and rescue experience.

Ken was the Chief Fire Officer of the Edmonton Fire Rescue Services in Canada from 2009 to 2020 and served three

terms as the President of the Canadian Association of Fire Chiefs (CAFC).

He has worked with career and volunteer firefighter organisations and allied agencies across Canada.

Commissioner Block worked closely with the Victorian Government and emergency service agencies to establish Fire Rescue Victoria, joining the Department of Justice and Community Safety in February 2020 before commencing his role as Fire Rescue Commissioner with Fire Rescue Victoria on 1 July.

## PATHWAY TO REFORM

Governance and working groups have been established to work through transitional arrangements, engage stakeholders, provide advice on key matters and ensure information is shared across agencies throughout the implementation of the reforms.

These groups have been meeting regularly since July 2019 and include representatives from CFA, MFB,

industrial and representative bodies, other emergency services agencies and government departments.

The Fire Services Reform Governance Groups are working through the logistics of implementation and identifying arrangements that facilitate a safe, smooth and effective transition to the reform model.

## COUNTRY FIRE AUTHORITY

CFA is now a community-based, solely volunteer firefighter organisation.

Victoria's 1,220 CFA volunteer brigades will be strengthened and supported to continue to serve and protect their communities.

Volunteer firefighters continue to be an essential part of the day-to-day fire and rescue services – like they always have. CFA will also provide vital surge capacity for major fire events, particularly bushfires.

*continued on page 20*

continued from page 19

## CFA CAPABILITY FUNDING

The Victorian Government has provided a \$126 million funding package for the CFA to go towards critical training and equipment, including:

- new training programs that will deliver new capability and experience for volunteer firefighters
- trialling respiratory protection for volunteer firefighters
- new personal protective clothing for each active operational volunteer firefighter
- fifty new dual cab appliances with burn over defensive systems
- capital funding for 16 new stations for volunteer brigades
- brigade support including peer support and counselling.

## PRESUMPTIVE RIGHTS COMPENSATION SCHEME

The reforms introduce presumptive rights to cancer compensation for career and volunteer firefighters, recognising the invaluable service they provide which often requires them to work in inherently dangerous conditions.

Administered through WorkSafe, the new scheme will apply to individuals who have served as firefighters for a specified number of years, depending on the cancer type, and have been diagnosed since 1 June 2016.

Under the presumptive rights compensation scheme, a firefighter claiming compensation for certain cancers doesn't have to prove that firefighting is the cause of their cancer.

Instead it will be presumed that they contracted cancer because of their firefighting service and that they therefore have an entitlement to compensation under the WorkSafe Victoria scheme. The presumptive rights compensation scheme covers all Victorian career firefighters employed by FRV, or a predecessor organisation such as Metropolitan Fire Brigade (MFB) or the Country Fire Authority (CFA).

The scheme will also cover volunteer firefighters engaged by the CFA.

Firefighters that are diagnosed with one of 12 specified cancers and have served the requisite number of years (5-25 depending on cancer type) may have a presumptive entitlement to compensation.

## FIRE DISTRICT REVIEW PANEL

An independent Fire District Review Panel will be established to review at least once every four years the boundaries between fire services.

The panel will advise the Minister for Police and Emergency Services as to whether a change in fire risk makes it necessary to change the boundaries. Factors that will be taken into account include:

- population
- service demand
- land use.

## IMPLEMENTATION MONITOR AND REPORTING

As required by the *Firefighters' Presumptive Rights Compensation and Fire Services Legislation Amendment (Reform) Act 2019*, both FRV and CFA will develop frameworks by which to measure their transition to the new model of fire services in Victoria.

Four times a year they will report on their performance to the Implementation Monitor. The monitor will review and assess how FRV and CFA are meeting their framework objectives and publish its report online. The Implementation Monitor is independent of the Minister and has discretion regarding how it performs its duties.

A key function of the Monitor is assessing the progress of CFA and FRV in carrying out the Implementation Plan that specifies those actions necessary to give effect to the reforms.

## FRV STRATEGIC ADVISORY COMMITTEE

The Strategic Advisory Committee will be established to provide expert and independent advice to Fire Rescue Victoria on several different areas:

- cultural change
- workforce diversity and flexibility
- the future direction of FRV, including emerging opportunities and risks
- organisational governance
- FRV's engagement and integration with the broader emergency management sector
- any other matter which is relevant to FRV or on which it seeks advice.

The Committee is appointed by the Minister, who will consider the mix of knowledge, skills and experience of the Committee as a whole. ●



## FROM EMERGENCY MANAGEMENT VICTORIA COMMISSIONER ANDREW CRISP

*"All our firefighters, whether that's volunteer or career, will continue our long and proud history of working as one to keep the community safe," he said.*

*"This reform is the result of extensive work and collaboration between MFB, CFA, EMV, independent experts, relevant unions and representative bodies."*



MELBOURNE'S METROPOLITAN FIRE BRIGADE





## FROM THE CFA'S ACTING CHIEF OFFICER GARRY COOK



*"It has been a long and sometimes difficult journey to reach today's implementation of fire services reform," he said.*

*"But we are looking to the future of our organisation – we are now a proudly volunteer-based, community-focused fire service.*

*"We want to build a stronger CFA and refocus all our efforts on supporting our volunteers and communities.*

*"Our dedicated and skilled force will continue serving their communities everyday as they always have through prevention, preparedness, response and recovery.*

*"The delivery of vital emergency services is the number one priority of both organisations and service to the community will not be disrupted by these changes.*

*"I look forward to working collaboratively with our colleagues at FRV into the future."*



## A NEW BRAND FRV HAS A NEW LOGO AND STAFF WEAR NEW UNIFORMS.

The badge was selected from 95 potential designs and chosen through a collaborative process involving nearly 2,000 former MFB and CFA staff. The badge's flame and crossed axes represent the tools of fire and rescue work. The shield upon which they sit represents strength and protection FRV will provide and the helmet which pays tribute to Victoria's proud firefighting history of MFB and CFA. The Southern Cross and the laurel wreath represent Australian bravery and triumph over adversity. These features come together to make the badge uniquely Victorian.



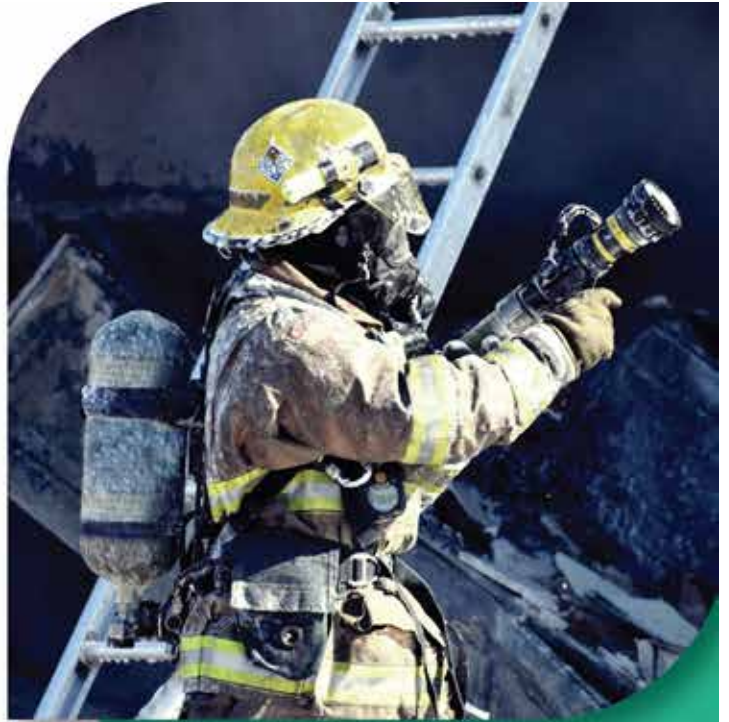
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## THE INSTITUTE'S OBJECTIVES

- To raise the status and advance the interests of the profession of emergency management and counter disaster services administration.
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- To provide opportunities for association among members and students to promote and protect their mutual interest.
- To facilitate full interchange of concepts and techniques amongst members.
- To bring to the notice of the public such matters that are deemed to be important for safety and protection of the community and to promote research and development of emergency services generally.
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