

Incident Control Centre Infrastructure & Communications Guidelines

Developed for the Latrobe Valley Energy & Mining Sector



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Introduction

The Latrobe Valley is home to approximately 90% of Victoria's power generation capability and as such is imperative to the social and economic wellbeing of the majority of Victorians. The ability to generate reliable power is under constant threat due to the high risk of fires. This is a result of using brown coal which in its natural and modified states is highly combustible. The design of the power stations and associated infrastructure also introduces risks other than fire including confined spaces, flood and hazardous material spills and leaks.

The design of Incident Control Centres (ICC) needs to consider an all hazards approach. The ICC may be utilised by a range of combat agencies as required by the Emergency Management Act or the site may choose to manage their own internal emergencies with their own resources.

This document utilises the principles of the Australian Interagency Incident Management System (AIIMS). AIIMS is structured around an Incident Controller supported by Operations, Planning and Logistics functions.

To ensure an effective ICC and one that is ready for any type of emergency, sites are encouraged to regularly test their facility using internal staff as well as emergency service organisations.

Scope

The Incident Control Centre Infrastructure & Communications Guidelines for the Latrobe Valley Energy and Mining Sector are designed to provide a suggestion of requirements for infrastructure and communications capability necessary, for the management of incidents within and adjacent to the various sites in the Latrobe Valley. The guidelines relate to the needs of an ICC by any emergency management agency in their statutory responsibility of incident control, command and coordination. The ICC is the location where the Incident Controller and the appointed members of the Incident Management Team (IMT) and/or Emergency Management Team (EMT), including industry representatives, provide overall direction of response activities in an emergency situation.

The aim of this guideline is to provide the minimum requirements for:

- Suitability of location;
- Infrastructure required to support the control, command and coordination of credible incidents likely to be encountered within the industry; and
- Communications infrastructure necessary to effectively manage credible incidents.

The Incident Control Centre Infrastructure & Communications Guidelines for Latrobe Valley Energy and Mining Sector are designed for use by energy and mining sector companies, and have been developed in consultation with other emergency management agencies and mining and generation companies located within the Latrobe Valley.

Other related sites such as staging areas are not addressed within this guideline and as such it is recommended that you liaise with the appropriate emergency service organisations to ensure that these are addressed within your site emergency management plan.

Definitions

Command: The direction of human and material resources of an agency in the performance of that agency's roles and tasks.

Control: The overall direction of activities in an emergency response situation.

Control Agency: An agency nominated to control the response activities to a specified type of emergency.

Coordination: The bringing together of agencies and resources to ensure effective response to and recovery from emergencies, primarily concerned with the systematic acquisition and application of required resources.

Emergency Management Agencies: For the purpose of this guideline, this relates to any organisation that is defined as a control agency in the Emergency Management Manual Victoria and includes, but is not limited to, Country Fire Authority (CFA), Rural Ambulance Victoria (RAV), State Emergency Service (SES) and Victoria Police.

Emergency Management Team (EMT): The team which enables an incident controller's response strategy to be carried out by support agencies through their own commanders, and assists the emergency response coordinator in determining resource acquisition needs, and in ensuring a co-ordinated response to the emergency.

Emergency Response Coordinator (ERC): A member of the Victoria Police appointed as state, regional, municipal or field emergency response co-ordinator, whose role is to coordinate the response to an emergency.

Emergency Services Liaison Officer (ESLO): A liaison officer who represents an agency, and is empowered to commit or to arrange the commitment of resources of the agency in the response to or recovery from emergencies, and to provide a communication link with the agency.

Incident Control Centre (ICC): The location where the Incident Controller and the Incident Management Team, including industry representatives, provide overall management of response and recovery activities in an emergency situation.

Incident Management Team (IMT): The group of incident management personnel comprising the Incident Controller, and the personnel he or she appoints to be responsible for the functions of Operations, Planning and Logistics. Industry representatives play a key role in an IMT and a request for suitable personnel will be made with the company involved.

Incident Controller: The officer with overall responsibility for emergency response operations. The incident controller is normally appointed by the control agency, but can also be appointed by an Emergency Response Co-ordinator in circumstances where provisions of the Emergency Management Act apply.

Latrobe Valley Energy and Mining Sector: Those companies which operate open cut coal mines or power generation facilities within the Latrobe Valley in Victoria's Gippsland Region.

Power Generation Facility: A facility which produces power and supplies this power to the national grid. May include coal fired power stations, gas turbines, wind turbines, hydro facilities.

Guideline Objectives

The objective of this guideline is to establish the minimum standard for the location, infrastructure and communications requirements. This is to ensure that all ICC's identified by the Latrobe Valley Energy and Mining Sector are effective for the control of incidents likely to be encountered. It will also ensure a minimum level of consistency within ICC's provided for emergency management agencies by this industry.

Specific Requirements

Location and layout

The location and layout of the ICC must consider the following factors when being assessed for suitability:

Proximity to site

While the ICC may be located on the site for convenience and ease of control, it must be in a position that will ensure that a credible incident or the effects of that incident will not impact on the ICC. Consideration may also be given to sharing facilities across different sites provided they are located within close proximity to each other. However, all parties must be comfortable that an acceptable level of redundancy is still maintained.

Access and egress

Access and egress from the ICC must be able to be maintained to ensure changeover IMT's and/or EMT's, field and site personnel can effectively enter and leave the centre at all times. However, whilst the ICC needs to be accessible to the appropriate people, it is important for a degree of security to be provided to prevent unauthorised entry. For this reason, the layout of the ICC may still need to consider the provision of a reception facility to ensure unauthorised access to the ICC is prevented. In determining this aspect, consideration must be given to factors such as credible emergency scenarios, public and internal road networks, regular prevailing weather conditions and security arrangements.

Facility Layout

For an incident to be effectively managed, the layout of the ICC is critical. Without a well thought out internal design, the risk of encouraging poor communication, allowing access to unauthorised people or not having enough space is significant.

Whilst it is recognised that each ICC will need to be dealt with on a case by case basis, there are some minimum requirements that need to be implemented. These are:

- Separate rooms are required for at least the Incident Controller and Operations Officer, with two desks in each to allow for the site liaison officers to be in the same office.
- The Operations room should be designed to handle at least 6 people comfortably. These people may consist of the Operations Officer, Log keeper, site liaison officer, penciller and radio operator.

- An area within the Operations room is to be made available to locate emergency service agency radios and internal site radio system.
- The ICC must be in a building that will accommodate the likely number of personnel who could be expected to attend during the largest credible scenario. The layout must afford common areas and “break out” rooms where individual units of the IMT can operate without interference with other units.
- In addition, consideration must be given for areas where the IMT and EMT can meet, briefings can be undertaken and media can be managed.
- A suitable reception area must also be available to maintain the security of the ICC and manage visits and unauthorised access.
- The building must also have capacity to maintain the welfare of the IMT and/or EMT and needs to have access to toilets, catering and meal areas for the IMT.
- The internal layout should be planned with signage for the individual units provided.
- Suitable tables, chairs, whiteboards, overhead or data projectors, pinboards, etc must be available to permit the display of information such as site plans, mapping, incident plans, etc
- Information such as site emergency plans, contact details for key agencies and personnel, incident management paperwork, stationery, identifying tabards must be available immediately within the ICC.

A component of the above mentioned infrastructure must be immediately available or for use within 1 hour of the commencement of an incident. As the incident develops, the remainder must be available within a 2 - 5 hour period.

Infrastructure	Immediate	2 – 5 hours
Whiteboards	✓	
Stationery	✓	
EMP's/security plans/site plans	✓	
AIIMS paperwork	✓	
Mapping/aerial photos	✓	
Mapping capacity/GIS		✓
Contact lists	✓	
Tabards	✓	
Telephones (12 available)	✓	
Fax	✓	
Second fax		✓
Photocopier	✓	
Computer	✓	
Printer	✓	
Functional layout	✓	
Agency radios	✓	
Welfare facilities*	✓ toilet, tea / coffee	✓ Meals etc.
Furniture	✓	
Parking	✓	
People – potentially not inducted	✓	
Integrated computer facility		✓ (5 hours plus)

* Welfare facilities are defined as a location to provide meals, welfare and amenities.

Communications Infrastructure

Effective communications is essential to the effective management of any incident. General communications infrastructure such as telephones and facsimiles are required to ensure that information flow in and out of the ICC is maintained. In addition, the reliance of emergency agency computer access is vital to enhance the speed and complexity of information sharing. This requirement is in many cases identical to that of the site, in order to ensure that effective communication is maintained with other teams responsible for business continuity.

Communications infrastructure needs must be assessed against the largest credible scenario which can be expected at the site. The minimum expectation is for the following to be available:

- Telephone facilities for all key units within an IMT and where possible direct dial numbers should be available. The system must be capable of continuous operation in the case where power may be lost. While mobile phones can be utilised in some cases, the reliance on this form of telephone communication is limited to the capacity of the network available in the area of the ICC. This will be influenced as any incident develops and other demands are placed on the network by the media, employees, contractors and the public. The specific numbers of phone lines must be not less than 12 to permit the key functions of the IMT and EMT members to have simultaneous communications.
- Facsimile capacity in the initial stages of an incident may be limited to a single unit providing both inward and outward communication but capacity to source additional infrastructure to permit dedicated inward and outward facsimiles should be planned for.
- Data access for emergency management agencies must be provided to permit agency access to their own networks. High speed data capacity is desirable but as a minimum, a suitable number of dial up telephone lines must be provided.
- On site radio access must be provided to ensure the speed of information from the incident. Emergency agencies will provide their own radios and where possible, ICC's should have suitable aerials installed to facilitate quick and easy establishment of this radio capacity.

The table below shows the type of communications needed by emergency agencies in an ICC.

Agency	Power	Phone	Fax Access	Radio Aerial	Data
Company	✓	✓	✓	✓	✓ Intra**
CFA	✓	✓	✓	✓	✓ BB***
Police	✓	✓	✓	✓	✓ BB***
SES	✓	✓	✓	✓	✓ BB***
RAV	✓	✓	✓	✓	✓ BB***
Municipality	✓	✓	✓		✓ BB***
DHS	✓	✓	✓		✓

** Intra – intranet access

*** BB – Broadband internet access

Auditing

It is recommended that all ICC's be audited against these guidelines on an annual basis. Audits should also occur post exercises and emergencies to ensure that it is ready for any future events. The audit should be completed by the site ESLO and representatives of the emergency management agencies as determined by the Municipal ERC. Any shortfalls should be addressed immediately.

To assist with auditing the ICC a checklist is provided in Appendix A.

Appendix A – ICC Checklist

Site Name		Contact	
		Contact No.	
Proximity to site	✓ or x	Access and egress	✓ or x
Is the ICC in a location that a credible incident will not impact on the facility?		Will permanent access and egress be available to the ICC facility at all times?	
		Do the public and internal roads support access and egress to the ICC facility?	
Facility Layout	✓ or x	Facility Layout	✓ or x
Does the facility provide a dedicated office for the Incident Controller?		Is there sufficient security to prevent access by unauthorised personnel to the ICC facility, whilst ensuring appropriate people have easy access?	
Does the facility provide a dedicated office for the Operations Officer?			
Is there a potential for the ICC to be affected by smoke or fumes from a potential emergency?		Is there sufficient space in the Incident Controllers and Operations Officers office for the liaison officers?	
Does the facility have immediate access to:	✓ or x	Does the facility have immediate access to:	✓ or x
Whiteboards		Tabards	
Stationery		Printer	
Site plans, EMP's, maps		Welfare facilities	
ICS paperwork		Furniture	
Contact lists		Parking	
Does the facility have 2-5 hr access to:			
Mapping/GIS capacity			
Communications Infrastructure			
Does the facility have immediate access to:	✓ or x	Does the facility have immediate access to:	✓ or x
Power		Radio	
Phone		Data Transmission	
Fax			
Does the facility have 2-5 hr access to:		Does the facility have 2-5 hr access to:	
Second Fax		CFA Mobile Repeater	
Audit	✓ or x		
Is everything satisfactory?			
List issues that need addressing:			