SEASONAL FOCUS
Summer 2018-19

CHIEF OFFICER’S EXPECTATIONS

With the summer fire season upon us, it’s time to let you know my expectations from now until the end of the fire season.

Some regions of Victoria have been affected by a dry autumn and winter, and the current state of dryness is likely to be exacerbated during spring as the current climate projections indicate warmer and drier conditions.

At every level of CFA, I expect every one of you to focus on the following:

• Everyone comes home, every time, safely. The safety of our people is my highest priority.
• Be ready, both physically and mentally, for a long season.
• Ensure your community is ready – engage them and communicate well.
• Be confident to make decisions at all levels – back your training and knowledge.
• Work together with all agencies and at all levels: state, region, district, group, brigade and, most importantly, the community.

Demonstrate our values at all times:

• We put safety first. This is my priority and is also yours.
• We excel through teamwork, working together for the benefit of the community.
• We are dynamic and adaptable and ready for the challenge our environment presents.
• We act with integrity, lead by example, and make transparent and timely decisions.
• We respect each other.

Leaders at all levels need to focus on doing the right thing, building capability, and making accountable decisions. The environment we work in is often complex and dangerous; rise to the challenge and act with integrity.

Our role in the community is such an important one, and you should all be proud to be part of CFA. I will never underestimate what you all achieve to keep Victorians safe.

Most of all, look after yourself, your families and your teams. Together we will see through a safe 2018-19 summer fire season.
**SPADRA**

**Safe person approach**
This is the process of ensuring the right person or people are in the right place, at the right time, using the right equipment, wearing the right PPC, with the right training, doing the right task, with the right briefing.

**Dynamic risk assessment**
This is the process of applying an ongoing ‘likelihood versus consequence’ or ‘risk versus reward’ analysis to a task. If the likelihood of danger outweighs the consequence, or the risk outweighs the reward, it’s not appropriate to pursue the activity and a change must be made. See diagram, below.

There’s a series of videos (including examples and case studies) that applies the dynamic risk assessment process in an emergency services setting. By watching these videos, you will ensure you have the skills and knowledge to protect yourself, those around you and the community.


**WATCHOUT WHEN...**

- **Weather** dominates fire behavior, so keep informed
- **Actions** must be based on current and expected fire behaviour
- **Try out** at least two safe escape routes
- **Communicate** with your supervisor, your crew and adjoining crews
- **Hazards** beware of variations in fuels and steep slopes
- **Observe** changes in wind speed or direction, temperature, humidity and cloud
- **Understand** your instructions and make sure you are understood
- **Think** clearly, be alert and act decisively before your situation becomes critical.

There are 18 listed situations when firefighters should WATCHOUT:

1. Building a control line downhill towards a fire
2. On a slope – rolling material can ignite fuel below you
3. The wind changes speed or direction
4. The weather gets hotter or drier
5. There are unburnt fuels between you and the fire
6. Terrain or vegetation impedes travel or visibility
7. In an area you have not seen in daylight
8. Unfamiliar with weather and local fire behaviour
9. Frequent spot fires occur over your control line
10. You cannot see the main fire or communicate with anyone who can
11. Unclear instructions or tasks are given
12. You feel exhausted or want to take a nap near the fire
13. Attacking a fire or constructing a fire control line without a safe anchor point
14. Working alone with no communications link to crew members or supervisor
15. You are not fully informed about strategy, tactics and hazards
16. Safety zones and escape routes have not been identified
17. The potential of a fire has not been assessed
18. Water levels are getting low

**LACES**

- **Lookouts** A fixed, aerial or mobile lookout shall be deployed to maintain a clear appreciation of risks and to give timely advice of the need to use escape routes and safety zones.
- **Awareness** Responders shall be aware of the impact of changes in incident behaviour, including those resulting from variations in weather and topography and of other incident ground hazards.
- **Communications** All responder crews shall follow the communications plan, communicate with their crew and surrounding crews to discuss and address safety issues.
- **Escape routes** At least two escape routes should be agreed and made known to all relevant personnel. The suitability of an escape route should be continually reviewed to ensure it remains effective.
- **Safety zones** Identify safety zones and make them known to all relevant responders. Personnel need to consider escape time and safety zone size requirements which may change as incident conditions change.
SEASONAL FOCUS

SIT REP: INFORMATION FROM THE FIREGROUND

One of the most critical responsibilities of the incident controller at a developing grass and scrub fire is to provide a situation report or SIT REP.

The SIT REP is used by many members of CFA and other agencies. Key roles in the emergency management structure pay very close attention to any and all information coming from the fireground. These personnel include but are not limited to:

• oncoming vehicles and resources
• group and local command facility
• district rostered duty officer (RDO)
• incident control centre (if established)
• warning and advice, public information officer
• regional controller.

The incident controller (IC) must provide timely and accurate information via the control channel to VicFire as soon as the size-up is completed and situational awareness is gained. The SIT REP needs to be well communicated in the appropriate format to ensure the key messages are delivered. Avoid long stories and relaying information that’s known or not relevant.

Below is an example of a SIT REP for a going grassfire.

IC: Vicfire West Rd Control Situation Report.
VF: West Rd Control Send.

IC. VicFire Situation Report from Captain Smith of a grassfire going approximately 2 hectares in size, burning in a southerly direction away from 120 West Rd, Melton. The fire is likely to impact on numerous houses in its path within the next 15 minutes. Crews are conducting direct attack on flanks of the fire and asset protection where possible. Additional resources are required. Make strike teams three and additional air support required. RDO required to assist with community messaging

Current fire situation:
• Location of firefront (grid reference)
• Spot fire occurrence and grids
• Percentage of fire contained
• Weather expected over the fire prior to expected containment
• Asset/infrastructure damage
• Red flag warning or fireline information updates
• Fire investigation initiated/information
• Wildlife rescue/animal welfare (DPI) update

Control strategy considerations:
• For example, direct, parallel, indirect
• Location of control lines
• Indication of resource deployments
• Asset protection

Critical control factors considerations:
• Control lines established prior to wind change
• Critical resource requirements timing

Critical community issues:
• Warnings and road closures
• Camp ground closures if relevant
• Smoke issues

When the IC delivers a timely and accurate SIT REP, the district can support the fireground in a timely manner, and the community messaging can be tailored and delivered accurately, which enhances community safety. The IC can then focus on directing crews and managing the fireground, knowing that critical functions behind the scene are taking place thanks to the detailed SIT REP.

Fire and Emergency Management Pocket Checklist

Situation reports
Provide regular situation reports including:
• appropriate call sign
• location
• type of incident
• size of problem
• potential of the fire/incident
• action being taken
• additional help required

As the fire develops or the situation changes in any significant way, the IC must provide an updated SIT REP. The additional SIT REPs may need to include some or all of the following.
LAST RESORT SURVIVAL – FIRE ATTACK VEHICLES: BASIC CHECKLIST

Look at your options and immediately act on the best one. Use all personal protective equipment and clothing, and protect your airway.

Tanker drill entrapment
- Ensure pump running.
- Account for all members.
- Locate blankets.
- Delivery lines turned off except on deck.
- Operate hazard lights, headlights, emergency warning lights.
- Prime mover engine running fast idle 1000rpm minimum.

Cabin
- Mayday, if appropriate.
- Windows and vents closed, air con (if fitted) turned on in recirculate mode.
- Roll down crew protection curtains and seal.
- Activate crew protection sprays just before impact of heat and flames.

Rear deck (where fitted with ROPS canopy)
- Sit in crew ROPS and deploy crew protection curtains and secure.
- Take charged hose line with fog branch into your safe area.
- Cover yourself with dry fire blankets for additional protection.

Backup
- If the crew protection system fails, use fog branches directed towards heat source from deck area.

LAST RESORT SURVIVAL – NON FIRE ATTACK VEHICLES: BASIC CHECKLIST

Look at your options and immediately act on the best one. Options other than the vehicle may be available, such as a house or shed. Use all personal protective equipment and clothing, and protect your airway.

Vehicles will provide an increased level of protection from flames and radiant heat compared with being caught in the open on foot.

The level of protection will depend on the type of vehicle, its safety factors and the fire intensity. If possible, place the vehicle in a location that will reduce fire impact on you.

Options include burnt or bare ground, away from trees, or behind a structure.

Cabin
Note: before deployment to the incident, ensure you’ve located and checked all safety equipment, including fire blankets. Maintain situational awareness at all times.
- Account for all personnel.
- If possible, notify chain of command of your location.
- Mayday, if appropriate.
- Vehicle engine operating.
- Windows and vents closed, air con (if fitted) turned on in recirculate mode.
- Ensure PPE/PPC is worn and properly adjusted – watch for exposed skin.
- Get as low down as possible below the windows and cover yourself with a dry, woollen fire blanket.
- When the danger has passed and it’s considered safe, exit the vehicle.
AWARENESS AROUND TREES

Clear and present danger (CPD) tree or killer tree
Definition: a tree or branch that’s likely to fall within the expected timeframe of the current operation and impact personnel in its potential impact zone. Its hazard status is extreme.

Potential CPD – protection not assured
Definition: a tree which in its current state does not appear hazardous, but may become a CPD tree if it catches alight or is impacted by wind or other fire-related disturbance. It does not have a high probability of surviving the fire intact.

To access the LMS Hazard Tree package, go to the learning hub on CFA’s intranet (Brigades Online).

Potential CPD – protection assured
Definition: a tree which in its current state does not appear hazardous, but may become a CPD tree if it catches alight or is impacted by wind or other fire-related disturbance. The tree has a high probability of surviving the fire intact.

Characteristics describe specific features of individual trees that can affect the structural stability of that tree.
RURAL/URBAN INTERFACE FIREFIGHTING

Recently, there were record heatwaves and destructive wildfires across Europe, California and Canada, predominately in rural/urban interface (RUI) areas of towns and cities. With unprecedented and devastating loss of life, property and essential infrastructure, it’s imperative that we take notice and prepare ourselves for our upcoming fire season.

Fire service personnel are often challenged with the complexities of transitioning from aggressive direct attack to defensive firefighting strategies, such as interface firefighting, sometimes without notice or planning.

Over the past few years, there have been several fires in Victoria where firefighters had to shift their focus to protecting homes on the RUI or in remote areas. Generally, this has happened because of rapidly-changing weather conditions and extreme fire behaviour. At times, crews are exposed to risks while protecting assets, so it’s important to have a good understanding of the strategies needed to remain safe and effective.

Five key considerations for crews on the fireground to remember for any RUI bushfire are:

- Know the key asset protection strategies and triggers based on FDI, fire behaviour, the incident controller’s intent of priorities for life and property, community warnings, and firefighter safety. What can we safely do, or what do we need to protect first in these conditions?
- Identify defendable assets through structural triage risk assessment, of the worst case scenario according to available resources. Can we safely defend these assets or save people with our crews and trucks?
- Ensure the interface area has a delegated command and control structure. Follow span of control, sectorise and encourage working in strike teams or groups of resources assigned to specific tasks or areas rather than single units.
- Be flexible when conditions permit so that you can change strategies from defensive to offensive and, if required, back again. Keep pace with the moving front and take advantage to change strategy when safe to do so, and put the fire out.
- Ensure ability to contact crews, send regular situation reports and maintain command and control in the event of communication loss. How are we going to maintain communications, and have the ability to follow the incident controller’s intent if supervision is absent? Consider a fallback plan and anchor point to regroup if the situation deteriorates.

There are two important RUI learning tools developed by CFA, AFAC and EMV: the 2015 summer Brigade magazine article ‘Interface firefighting’, and EMV’s rural/urban interface firefighting DVD. It would be beneficial for all personnel to use the lessons learned from these resources in their local pre-planning and pre-season exercising. Remember that RUI strategies and tactics do not replace common bushfire strategies and tactics, and are predominately defensive strategies when the FDI is elevated and fire behaviour is erratic.

Defence strategies

When structural triage has been completed, one of three defence strategies must be adopted by firefighting crews.

**Ember defence** is used when the approaching line of fire is too intense to be suppressed by offensive means and it is producing significant ember attack. It involves extinguishing small fires that occur in and around structures. Firefighters operate from safe positions behind suitable shielding, structures, within a defendable space or safe anchor point.

This can also be achieved using ground or roof monitors on pumpers with reticulated water supply to build a wet control line across gullies, natural bushland areas in residential areas, coverage of a structure in a curtain of water, along roadsides or wick reserves, or by applying foam.

**Line defence** is used when conditions would normally allow offensive attack strategies (the fire is not too intense and flame heights are low-to-moderate) but there are not enough trucks to mount an offensive attack in time. It involves preventing the line of fire from closely approaching or impacting the property.

This may be achieved by placing adequate space between you and the main fire front, such as the street or house behind the impacted line.
A backstop defence is used when there’s no safe defendable space around structures and/or the approaching fire is too intense and firefighters cannot safely protect the structures during the impact of fire. Firefighters and vehicles must withdraw temporarily a short distance away to a suitable refuge (anchor point) with the intention of returning after the fire passes. This safe area may be one street back or from a staging point. After the main front subsides, they move forward to put out spot ignitions and properties on fire. This type of defence is used when firefighters have run out of other options, and is purely defensive.

HELIPTER SAFETY CONSIDERATIONS

When the bushfire season is in full swing, operating around helicopters can be dangerous. The following provides important information for the safety of bystanders and emergency services personnel when working in the vicinity of helicopters.

Emergency personnel, vehicles and bystanders must remain well clear of a helicopter’s landing area during landing and take-off. Protect eyes with safety goggles or turn your head when a helicopter is landing and departing.

The image below is from Ambulance Victoria and applies to its new fleet of aircraft. Always remain clear of rotor blades until approval is given from the pilot.

Do not approach the helicopter unless escorted by a crew member.

If escorted, only approach or depart the helicopter in the green shaded area, shown left.

Never walk behind a helicopter.

If on uneven ground, approach or depart from the downhill side, never from the uphill side or the rear.

Landing site requirements
The pilot in command of the helicopter has the final decision on the suitability of a landing site.

- A minimum of 40 metres x 40 metres (or about the size of two tennis courts) is needed.
- The surface should be free from obstacles and as firm and flat as possible.
- It should be free from overhead wires.
- Approach/departure paths should be into the wind if possible.
- Vehicle doors and windows must be closed.
- All loose articles including stretchers must be removed or secured.
- At night be prepared to turn lights off if requested by crew.

Link to EMV video about firebombing safety:

Link to Brigade magazine summer 2015:

Link to RUI videos:
https://www.youtube.com/watch?v=guMhbe-EMBw
https://www.youtube.com/watch?v=ADPo_bx4n48
HYDRATION

The risk of dehydration and heat-related illnesses is increased by:
• being overweight and physically inactive
• drinking alcohol or diuretics such as caffeine
• eating food high in saturated fat
• some medications and medical conditions.

To reduce your risk of dehydration and heat illnesses, you should aim to drink at least two litres of water throughout the day, every day, while also maintaining a healthy diet with plenty of fruit and vegetables to ensure electrolyte levels are maintained. In situations where you sweat a lot from physical activity and/or are exposed to heat, you’ll need to drink more water, and may also need an electrolyte replacement drink.

Use the ‘What colour is your urine?’ chart, below, as a guide to how much you need to drink.

What Colour is your Urine?

It is recommended that you drink up to 1200ml of water per hour and 600ml of electrolyte replacement drink per hour depending on work rate.

Extremely Dehydrated
• Seek Medical Attention
• Drink Water and Electrolyte Replacement Drinks
  • Immediately

Mildly Dehydrated
Drink more Water alternated with Electrolyte Replacement Drinks as per instructions

Hydrated
Keep Drinking Water alternated with Electrolyte Replacements Drinks as per instructions

DO YOU PASS THE TEST?

Note: Urine colour may vary because of diet or supplements (e.g. multivitamins).

For every 600ml of electrolyte replacement drink, you should consume 1200ml of water.

HEAT STRESS

At an incident, active rehabilitation strategies should be implemented to further reduce the risk of heat-related illnesses. These strategies include:
• task rotation
• requesting a rehab unit
• seeking shade
• removing or loosening excess clothing
• lower arm cooling
• continued hydration with both water and electrolyte fluids.

CFA HEALTH MONITORING AND REHABILITATION TEAMS

CFA now has 16 rehabilitation brigades and 14 health monitoring teams (HMT) in brigades across the state. These teams consist of brigade members who’ve been trained to manage heat stress and exposure to smoke. Some teams also include nurses, paramedics and doctors who joined the brigades specifically to work with rehab units.

The HMT/rehab units are at Mildura, Golden Square, Yellingbo, Wodonga, Moorooduc, Smythesdale, Rochester, Wonthaggi, Dandenong, Yallourn North, Paynesville, Wangaratta, Mernda, Geelong and CFA HQ (HMT only).

On hot days, and at structure fires and hazmat incidents (long duration or hot days), incident controllers should request a rehab unit to help reduce the incidence of heat stress. A rehab unit can be requested through VicFire. HMT members are also members of the rehab units and may be part of the crew that responds to your request.

Health teams have been trained to assess members for smoke exposure and hydration levels and have specialist equipment to conduct these assessments.

Rehab teams do make a difference. The chart, below, shows the reduction in compensation cost and the number of medical interventions since the rehab units were launched. While the number of heat-related reports hasn’t changed, early intervention by the rehab teams has reduced the need for people to be taken to medical facilities for treatment.

Watch a video about rehydration at a structure fire: youtube.com/watch?v=_zK8lk5ozfw
MANAGING FATIGUE – OPERATIONAL ACTIVITIES

Fatigue is an acute and/or ongoing state of tiredness that leads to mental or physical exhaustion, and prevents people from functioning in a normal way. Being fatigued is similar to feeling tired, but it is not the same. When you’re tired you yawn and stretch and feel like taking a break, but when you’re fatigued your brain begins to lose its ‘thinking power’.

The diagram, below, shows how your behaviour can change as fatigue levels increase.

Being able to identify symptoms of fatigue will help you manage your own fatigue and the fatigue of people you are responsible for. If you become highly fatigued you will probably think you are OK. For this reason, it’s important to act sooner rather than later if you notice fatigue symptoms in yourself or others.

Keep your ‘sleep tank’ topped up

Ensuring you get enough sleep is the best way to manage fatigue. A general guide is to ensure you get six hours sleep in the past 24 hours and 12 hours sleep in the last 48 hours, though this may not be enough in all circumstances.

Good fatigue management is about ensuring your fatigue levels don’t become so high that you are at risk of harming yourself or others.

1. Efficient working
2. Focused on task
3. Aware of surroundings
4. You start to get grumpy
5. You feel tired
6. Long yawns, sore eyes
7. You start slowing down
8. You don’t communicate well
9. You make simple mistakes
10. You find it hard to concentrate
11. You go on autopilot
12. You lose interest in the task
13. You lose track of what’s going on around you
14. You start to think you are not fatigued
15. Head nods
16. You have microsleeps

ORGANISATIONAL WELLBEING

CFA has a committed team comprising mental health professionals, subject matter experts and trained peers dedicated to supporting and protecting the mental health and wellbeing of CFA members. The team is located across the state.

CFA provides a range of services to help people manage their wellbeing and these can be accessed through one phone number: 1800 959 232. All services are free and confidential. These support services include:

- 160 volunteer peers and more than 40 career firefighter peers trained in psychological first-aid, offering support and guidance.
- Member Assistance Program (MAP) which provides 24/7 access to external psychologists and mental health professionals for CFA-related and personal issues.
- Chaplains around the state walk the floor in specific locations and provide non-denominational pastoral care as requested in one-on-one sessions.

CFA recognises the importance of building resilience and protecting people’s wellbeing. Our member wellbeing advisers are based in all our regions and headquarters, providing coaching and training services. To access the adviser in your area, call the Wellbeing Intake Line: 03 9262 8409.

In the near future, CFA will roll out several new initiatives for our people including: mental health first-aid; Road 2 Mental Readiness; mental health literacy training for leaders; and an app to help monitor wellbeing called Let Me Know. These new initiatives will help people continue having conversations around mental health and wellbeing.

To find out more about any of CFA’s wellbeing services, contact the Wellbeing Intake Line on 03 9262 8409 during normal business hours.
DRIVING CFA VEHICLES

Emergency response driving

Emergency vehicle driving is one of the most dangerous activities performed by emergency services personnel. All drivers and crew leaders have a responsibility to the community and each other to ensure the emergency vehicle and crew arrive safely. Drivers are responsible for their actions and must be able to justify their actions and show that they took reasonable care. This includes taking into consideration all risks associated with traffic and environmental conditions. Drivers and crew leaders must continually perform a dynamic risk assessment and drive according to identified risks, taking into account the likelihood and consequences of their actions.

Warning devices are an aid for the driver and must not be relied on to warn other motorists of our approach. Modern vehicles have better soundproofing than in the past, and drivers need to get a visual response from other road users before using the exemptions granted under the Road Safety Road Rules 2017 to make sure they have seen our vehicle and will give way to us.

We are also aware of the increasing number of drivers being distracted by electronic devices, and not concentrating wholly on driving.

Drivers should approach other road users with the assumption that they haven’t heard or seen the warning devices. Plan your drive based on the hazards you can see or reasonably expect based on local knowledge, conditions and history. When entering intersections against red lights or stop signs, drive at a speed that will enable you to safely stop to avoid a collision.

The risk of being involved in a collision increases greatly when responding under emergency response conditions. Incident controllers, crew leaders and drivers need to respond in accordance with the requirements of SOP 12.04: Emergency Vehicle Response. This SOP states, “Where the initial code is determined to be Code 1, the initial two (2) responding CFA vehicles shall respond Code 1. Where at least one (1) other CFA vehicle responds, consideration shall be given to the two (2) closest appliances proceeding Code 1”.

CFA requires all drivers to respond to incidents in compliance with state legislation and the Chief Officer’s SOPs.

Warning systems

Emergency vehicles are fitted with flashing lights to provide a warning to other road users. Warning lights are required to be visible for a minimum of 200 metres. There are examples of CFA and brigade-owned vehicles being fitted with canopies or PODs that are stepped up, and these often hide the lights from the rear because of the front roof bar being obscured. If a canopy or rear POD system is fitted to any CFA vehicle, additional warning lights must be fitted to ensure the vehicle is clearly visible from all angles for at least 200 metres.

Seatbelts

Compliance with state legislation and the Chief Officer’s SOP in relation to the wearing of seatbelts has improved over the past decade. However, we are still investigating incidents where our members did not wear their seatbelt and received injuries as a result. Seatbelts save lives and prevent injuries and must be worn at all times unless you’re directly involved in fireground operations.

When making the decision to not wear or unbuckle your seatbelt, members need to consider the risks associated with the work they are about to perform and ensure they are not placing themselves in a position where they could be injured or killed.

Following a fatal incident in 2006, CFA produced a video about the benefits of wearing seatbelts and how CFA members and their families’ lives have been affected by collisions involving CFA vehicles. All drivers and crew leaders of CFA vehicles should view this video and ensure that they and all other occupants in the cabin or in the ROPS area wear seatbelts every time they are in or on a CFA vehicle.
Helmets
Wearing helmets in the cabin of vehicles and while sitting in the rollover protection structure (ROPS) area has been prohibited for many years. This direction was based on medical advice received during an investigation. Wearing a helmet in the cabin increases the likelihood of damage if a person is suddenly thrown upwards as a result of not wearing a seatbelt. In the ROPS area, if you wear a helmet it’s difficult to be secured by a seatbelt and sit upright – you will lean forward. Helmets should be secured and then donned upon exiting the cabin or ROPS area.

Mounting and dismounting vehicles
CFA is continually receiving injury claim forms from members who have hurt themselves getting into and out of cabins or the rear deck area. Drivers and crew members must mount and dismount the vehicle using the steps and rails provided to the crew area and cabin to avoid injury. Do not jump from any vehicle. Drivers also need to ensure that no member is getting onto or off the vehicle while it’s moving. Drivers need to know where each member is located before driving off.

Speed
Travelling to the fireground
Firefighters can only protect the community if they arrive on scene safely and relaxed. Speeding increases the likelihood of being involved in a collision and places our members and the community at risk. SOP 12.06 Speed Limits, states that drivers must not drive more than 20 kilometres per hour over the posted speed limit. This means a maximum of 130 kilometres per hour for transport vehicles on roads where the speed limit is 110 kilometres per hour. A maximum of 110 kilometres per hour applies for firefighting vehicles.

In addition, drivers need to be aware of Section 65B of the Road Safety Act 1986 that prohibits heavy vehicles from travelling more than 35 kilometres per hour over the posted speed limit. CFA drivers are not exempt from this law, even when driving under emergency conditions. Drivers who break the law will lose their driver licence for many months as a minimum.

Driving on the fireground
There has been an increase in the number of injuries to our firefighters because of drivers driving at speeds determined to be too high for the conditions. Unless the driver has a clear view of all hazards in their path, the use of a guide or spotter is recommended at all times. Drivers need to drive according to the ground conditions and consider the location and safety of all crew members when travelling across terrain that could injure a member or place the vehicle at risk.

When crew members are standing on the deck area to perform firefighting duties, drivers need to warn them about any impending hazards.
RESOURCES TRACKING SYSTEM

The Resource Tracking System (RTS), which was activated in July 2018, collects location data and displays the position of any vehicle that's fitted with a CFA mobile radio. Whenever the CFA mobile radio fitted in a vehicle is switched on, it will send GPS location data to a secure CFA system.

Location data is generated by a GPS receiver attached to the vehicle's CFA mobile radio, and is transmitted to the RTS system via the digital channel the radio is set to. This includes the digital dispatch channels, CFA incident management channels and digital fireground channels.

The main purpose of collecting location data in the RTS is to identify the location of CFA resources to:
- facilitate an accurate response to an emergency incident
- aid in the efficient deployment of vehicles and other emergency services vehicles to locations that would otherwise be difficult to identify
- provide information to relevant emergency services sector organisations for the purpose of CFA staff, CFA volunteer, coast guard brigade member and FIB member safety, and managing/observing the operational response
- assist with CFA staff, CFA volunteer, coast guard brigade member and FIB member safety while operating CFA vehicles in an operational response scenario.

Viewing the data

The main way to view the current RTS data is via the Tracking Layer on EM-COP or eMap. This is available to anyone with authorised access to EM-COP and eMap, including personnel from other agencies. The information is stored in a secure CFA database and the last known position data is displayed on EM-COP and eMap.

For more information, visit the Resource Tracking CFA intranet page or watch Deputy Chief Officer Gavin Freeman in a video: https://youtu.be/8TrAbvgFJr0.

CHIEF OFFICER’S STANDING ORDERS AND STANDARD OPERATING PROCEDURES

The Chief Officer's Standing Orders and SOPs apply to all CFA operational activities, service delivery processes, and to all CFA members including volunteers, career staff, volunteer auxiliary workers and casual firefighters involved with prevention of, preparedness for, response to and recovery from fires and accidents.

It's recommended that all CFA members familiarise themselves with these procedures.

https://cfaonline.cfa.vic.gov.au/mycfa/Show?pageId=intraChiefOfficerSo

AFTER ACTION REVIEWS

An after action review (AAR) is a structured review or debrief process for analysing an incident to help us improve our performance. It considers what was planned, what happened, why it happened, and how it can be done better/differently by the participants and those responsible for the incident. It's about the 'what', not the 'who'. It's not about blame.

We carry out reviews to:
- improve the way we do things
- learn from our experience to increase performance and prevent errors
- sustain our strengths and identify our weaknesses.

The knowledge rests with you and your team involved in the incident. Record the AAR information and share it via AAR@cfa.vic.gov.au.

A range of products will be produced based on the lessons identified to facilitate improvements, support learning, identify trends and dissemination of lessons.

If you have any questions, contact lessons-management-centre@cfa.vic.gov.au.

JOINT STANDARD OPERATING PROCEDURES

The JSOPs are reviewed annually. The processes and procedures in some JSOPs will be different from previous versions, so it’s recommended that all emergency personnel familiarise themselves with these procedures.