



Lead an Emergency Control Organisation Guide V3

Fire Safety Course

PUAFER006 Lead an Emergency Control Organisation

Learner Guide

9.3.5 Lead and Emergency Control Organisation Guide V3

1.1 Introduction

This course is based on the unit of competency **PUAFER006 Lead an Emergency Control Organisation.**

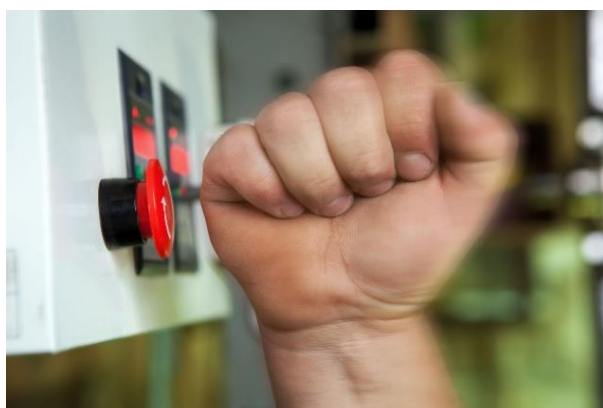
You will learn about:

- Legislation, industry standards, codes of practice and regulations.
- Undertaking pre-emergency planning.
- Taking appropriate actions in an emergency.
- Anticipating further developments of emergencies.
- Typical behaviour of people in an emergency.
- Commanding, controlling and coordinating facility emergency response procedures.
- Act as the primary liaison with emergency services after their arrival.
- Assisting with post initial response and concluding the facility emergency incident response processes and procedures for briefings.



1.2 Definition of an Emergency

An emergency is any unexpected event which has the potential to cause harm or injury to people or the environment, or which could impact the financial viability of the organisation.



1.2.1 Types of Emergencies

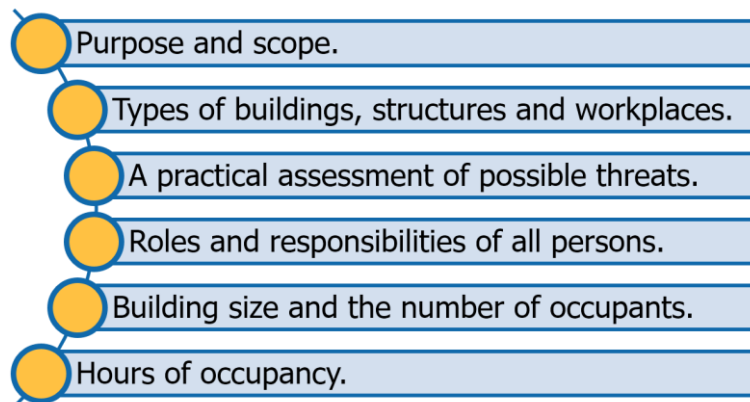
Emergencies identified by the workplace hazard analysis could include:



- Animal or livestock emergencies.
- Hazardous substances incidents.
- Bomb threat.
- Hostage situations.
- Building invasion/armed invasion.
- Industrial accident.
- Chemical, biological and radiological.
- Letter bomb.
- Civil disorder.
- Medical emergency.
- Criminal acts.
- Severe weather/storm damage.
- Cyclones, including storm surge.
- Structural instability.
- Deliberate self-harm.
- Terrorism.
- Earthquake.
- Transport accident.
- Failure of utilities.
- Toxic emission.
- Fire.
- Veterinary emergencies.
- Flood.
- Wildfire.

1.3 Developing Emergency Procedures for a Facility

Emergency procedures for a facility should include the following:



Considerations in the development of these procedures should include:

- Evacuation routes.
- Persons with disabilities.
- Lifts and Escalators.
- Accounting for people.
- Assembly areas.
- Receptionist / switchboard operator.
- Floor or area marshalling.
- Restrictions on vehicular movements.
- Control & coordination.
- Communication.
- First aid personnel.
- Emergency response equipment.
- Life safety features.
- Security guards and specialist staff.

1.3.1 Indemnity for Emergency Planning Committee (EPC) members



In accordance with AS 3745-2010: "Facility owners, managers, occupiers and employers should obtain professional advice on the level of indemnity provided to EPC members. The EPC & ECO members should be advised of the level of indemnity provided".

Under common law, "if the EPC and Wardens 'acted with reasonable measure doing their best in an emergency' then there is no negligence so no liability".

In short, EPC and Emergency Control Organisation (ECO) members carry some basic protection against criminal and civil convictions in doing their jobs.

1.4 Power and Authority during an Emergency

To support the Chief Warden and the ECO carry out the job during an emergency, the following must be clearly stated in the facility emergency plans:

- During emergencies that instructions given by ECO personnel shall overrule normal management structure.
- In an emergency, wardens have the authority to marshal all staff and visitors to their area.
- The purpose of these powers is to ensure that in an emergency, life safety takes precedent over asset protection and production.



1.4.1 Emergency Response Structure

The **Emergency Planning Committee (EPC)** plan the action to be taken in an emergency and what resources they will need to adequately respond.

An **Emergency Response Team (ERT)** is tasked with responding to and controlling emergencies specific to their training, e.g. fire response, chemical response etc. under the instruction of the ECO.

The **Emergency Control Organisation (ECO)** has the responsibility to command, control and coordinate how emergencies are responded to within the workplace.

The roles and responsibilities within an ECO should follow AS 3745-2010. They should include:

- Chief Warden.
- Deputy Chief Warden.
- Communications Officer.
- Floor/Area Wardens.
- Wardens.

The ECO Chief Warden or the Communications Officer will co-ordinate with the external organisations, such as emergency services, to ensure prompt assistance.

1.4.1.1 Chief Warden, Deputy Chief Warden and Communications Officer



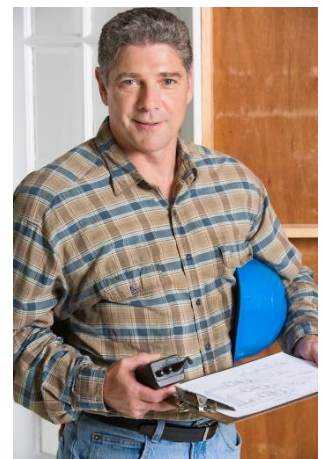
Chief Warden

Prior to an emergency the chief warden is responsible for:

- Maintaining a register of current ECO members and fill vacancies as they occur.
- Regularly conducting exercises and, as required by the Emergency Planning Committee (EPC), attending training and emergency exercises and meetings of the EPC.
- Ensuring availability of personal ECO identification and that emergency response procedures are up to date.

In an emergency, the Chief Warden needs to be able to act quickly and effectively. They are required to:

- Check the type of emergency.
- Decide on the right actions.
- Have the communications officer contact the Police, Fire or Ambulance on 000 if appropriate.
- Contact other members of the ECO team and give them instructions.
- Order the evacuation if necessary.
- Take the incident log and sign in book and sign off each person as they leave the building.
- Give the emergency responders a complete briefing when they arrive on scene, and then be prepared to coordinate with other emergency organisations.



Because the Chief Warden is responsible for checking that people are out as well as briefing and coordinating with the emergency departments, it is best if the Chief Warden evacuates in the first group of evacuations.

Deputy Chief Warden

The Deputy Chief Warden takes the duties and responsibilities of the Chief Warden when they are not present. If the Chief Warden is present, they will act in any position needed.

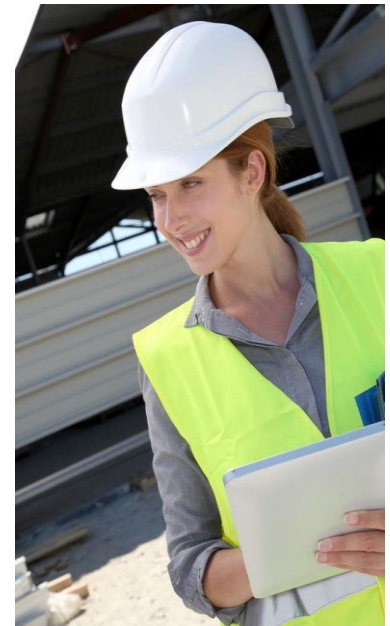


Communications Officer

The Communications Officer should know the communication system, policies, procedures and plans of the organisation. They should be the second person notified in the event of an emergency.

Prior to an emergency the Communications Officer is responsible for:

- Ensuring that the emergency contact details are up to date and records and logbooks are maintained and available for emergency response.
- Ensuring that self and all other members of the ECO are proficient in the use of the facility communication equipment.
- As required by the Emergency Planning Committee (EPC), attending training and emergency exercises.



In an emergency the Communications Officer should:

- Determine the location and nature of the emergency.
- Confirm the correct emergency service organisation has been contacted.
- Notify all appropriate ECO members.
- Pass information between the Chief Warden and other Wardens.
- Maintain a log of all communication activities they conduct.
- Contact the neighbouring businesses if the incident is likely to impact on them.



The Communications Officer should be amongst the last to leave the premises if safe to do so.

2.1 Pre-Emergency Planning

Under OHS/WHS Legislation throughout Australia, the Employer/PCBU (Person Conducting a Business or Undertaking) has various responsibilities (duties of care).



2.1.1 Pre-Emergency Planning Considerations

The Employer/PCBU must consider and establish the following with regards to emergency planning:

- 1. Emergency exits, procedures and training for emergencies.
- 2. Suitable emergency lighting systems.
- 3. Details of the arrangements for evacuation on display.
- 4. Provision of appropriate emergency facilities.
- 5. Access to rescue and first response equipment, and suitably trained personnel in cases where emergency situations are reasonably foreseeable.

2.2 Emergency Planning Committee (EPC)

The EPC (Emergency Planning Committee) is responsible for the documentation and maintenance of emergency plans and procedures for the facility.

The EPC is often formed with a minimum of two (2) persons, with various representatives including the Chief Warden and other personal with specialist knowledge. They are to meet at least annually to review, improve and implement adequate emergency plans for the facility. The meetings discuss and ensure compliance of legislation, safety and appropriate responses during any emergency at the facility.

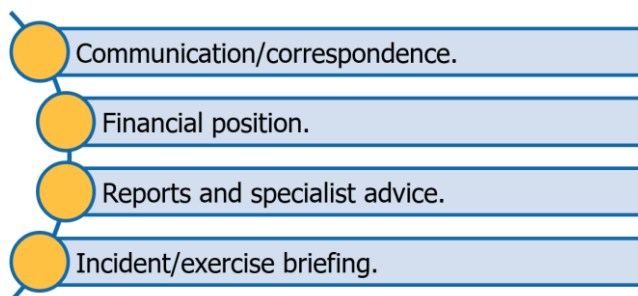
Topics cover in the EPC's meeting shall include but not be limited to the following:

- Establish and implement emergency plans and procedures for the facility.
- Determine the number of ECO personnel required for the facility.
- Ensure personnel are appointed to all positions on the ECO (Emergency Control Organisation).
- Arrange training for ECO personnel.
- Arrange for evacuation exercises/drills.
- Review effectiveness of exercises and arrange for procedure improvements.



2.2.1 Meeting Minutes

The EPC meeting must have minutes (records) kept. The following is a list of the minimum records required:



2.3 Training and Drills

One of the roles of the EPC is to ensure an appropriate number of staff are trained and present to enact the role of Wardens. Emergencies can occur at any time, and as such the EPC should ensure there are appropriate numbers of trained Wardens to cover possible absent staff and/or different shifts held at the facility.

Members of the ECO (Emergency Control Organisation) and Wardens need to practice and be tested in their duties and respective areas of responsibilities. To ensure this, the EPC must schedule exercises or drills appropriate to the risk.

Training exercises should be attended by all members of the ECO. Training exercises often include:

- ◆ Walk-throughs of credible occurrences, e.g. fire, bomb threat, civil disturbance.
- ◆ Desktop scenarios.
- ◆ Evacuation drills.

Considerations for the focus of training and drills should include:

- ◆ The nature of the hazards at the workplace.
- ◆ The size, location and type of the workplace.
- ◆ The number and mobility of the employees.

Qualifications, such as Fire Extinguisher are required to be conducted at least every two (2) years for ordinary Wardens, and yearly for Emergency Response Team (ERT) members.



2.3.1 Exercises and Evacuation Drills

Drills and/or emergency response exercises shall be held at least once a year as stated under AS3745 – Planning for emergencies in facilities. However, assessments of risk and the need to train different shifts may cause such exercises to be held more frequently.

The EPC will liaise with normal workplace management to schedule and facilitate exercises for the ECO and/or a drill for the whole facility.



Commonly held exercises can include the following scenarios:

- Fire and evacuation drill.
- Bomb threat.
- Suspicious object.
- Toxic emissions.

Other emergency exercise scenarios may include:



- Armed intrusion.
- Bushfire.
- Chemical, biological, radiological.
- Civil disorder.
- Cyclones.
- Earthquakes.
- Flood.
- Industrial accidents.
- Letter bomb.
- Medical emergency.
- Severe storm damage.
- Structural instability.
- Terrorism.
- Transport accident.

2.3.2 Testing the ECO

During an emergency, instructions given by ECO personnel should overrule normal management structure. As such, the ECO and its members need to be tested regularly.

By testing the ECO, we can confirm and establish a few things:

- ◆ Challenge ECO members' response and timing.
- ◆ Test communication systems and member familiarity to these systems.
- ◆ Assist ECO members in familiarity of specific emergency response procedures.
- ◆ Establish confidence in team members to conduct their assigned roles effectively and efficiently.
- ◆ Establish confidence in building occupants of the capability, identity and authority of the ECO.



2.3.3 ECO Membership



A record of ECO membership and currency of qualifications is required for compliance against Legislation, Codes of practice and AS3745.

ECO members status may change due to personal requirements, leave and/or resignation. Waiting to review the membership at the annual EPC committee meeting may leave a facility short of Warden if an emergency were to happen. As such, the Chief Warden often carries the responsibility of overseeing the status of the ECO.

All members of the ECO must hold qualifications in the following:

- Training in evacuation procedures.
- Training in the use of fire extinguishers.

2.3.3.1 Gathering Information on Membership



The Chief Warden, through their due diligence, should be aware of the status of his/her ECO. They should be in regular contact with the personnel responsible for staffing, e.g. HR Managers, Supervisors etc. This can be undertaken through practices such as weekly or monthly reporting to the Chief Warden on staffing movements and availability.

Alternatively, modern safety management systems (SMS) often provide weekly, monthly and/or quarterly checklists and/or inspection requirements.

Many facilities will often conduct internal audits for safety compliance. It can be at this time of inspection that ECO member status and availability issues may be picked up.

2.3.3.2 Record Keeping

Records of ECO membership, appointed roles and training currency are to be documented and updated when necessary. This record will be kept in the staff member's personnel file. Additionally, a copy is made available to the Chief Warden for record keeping and planning.

Once this record keeping system is established, warden pictures and roles should be posted throughout the facility so that, in the case of emergency, all building occupants (including visitors) can easily identify wardens. This will need to be maintained by the Chief Warden.

Fire Wardens are:	
	Name: Gary Smith
	Location: Floor 2, room 6, desk 1
	Phone: 0412 345 678
	Name:
	Location:
	Phone:
	Name:
	Location:
	Phone:

2.4 Emergency Response Procedures

Emergency response procedures document what to do in case of an emergency.

They are usually specific to your workplace/facility and provide valuable information about evacuation routes, emergency management and emergency management systems.



2.4.1 Emergency Response Procedures

AS3745 states the validity period for emergency response plans and/or procedures should not exceed 5 years.

Documented procedures should be reviewed annually and/or following a facility emergency. These procedures document the organisational arrangements, systems and strategies relating to the response and management of emergencies at the facility. They are reviewed and maintained by the EPC in collaboration with the ECO and the normal management of the facility.



The procedures are first developed against known and foreseen risk. Over time, with trial and testing, these procedures are updated and/or amended with the intent of continual improvement.

Sometimes a plan that is good on paper is not so good in real life, so through exercises/drills and/or auditing and inspections, gaps can be identified and improvements can be made.



Procedures are also reviewed and amended when Legislation changes and/or when the facility changes its operation, and therefore its risk.

For example: a business that was only operating during day-light hours now operates 24/7. Their emergency procedures should now include night-time activities, weekend and public holiday operations.

Alternatively, the business may change its operations to include high-risk operations and activities, such as the manufacture and storage of dangerous chemicals.

3.1 Options in an Emergency

As a Chief Warden you will be responsible for making many tough decisions during an emergency. Not all emergencies will require evacuation. Even if evacuation is required, it may need to be sequential and/or only sectional.

The R.A.C.E. process is an example of an emergency response procedure that may be followed:

EMERGENCY	
R	If safe, RESCUE anyone in danger and REMOVE them from the immediate threat.
A	ALERT others by activating the building fire alarm, and dial 000 for the Fire Brigade.
C	Attempt to CONTAIN by closing doors in the exit path.
E	EVACUATE through nearest safe exit to the assembly area. Do not use lifts. Wait for further instructions.

3.1.1 Deciding the Best Course of Action

The Chief Warden is to assess the nature, severity and location of emergency and decide on best course of action:

- Option 1:** Evacuation.
- Option 2:** Lock-down.
- Option 3:** Shelter-in-place.
- Option 4:** Do nothing (no risk to occupants)

3.2 Emergency Signals and Warnings

The signals, reports and warnings that may be used on your worksite include:

Device	Description
Audible Alarms	Loud enough to be heard over any noise.
Visual Alarms	Could include pulsing lights or sign boards.
Pagers	Both audible and vibrating pagers can be used.
Mobile Phones	Can only be used with some types of emergencies.
Public Announcements	These can be coded to avoid panic or may be open announcements.
Emails	Should only be used if you are sure they will be received promptly.
Screen Alerts	Should only be used if you are sure they will be received immediately.
Stench Alarms	These are alarms which are accompanied by a distinct odour. Primarily used in mining and related industries, not commonly used within business premises.
Messenger	In large organisations this may not be practical but can be used in smaller businesses or in situations where discretion is required.

Once you have received the signal or report of an emergency, you will need to decide on an appropriate response in accordance with your organisational requirements.

3.2.1 Emergency Control Indicator Equipment

As Chief Warden, you will need to interpret the information displayed on emergency control indicator equipment such as the Fire Indicator Panel (FIP), the Building Management System (BMS) and the Security Management System (SMS).

Fire Indicator Panel

The FIP is designed to warn occupants within a building of nearby danger (particularly those involving fire). When an instrument (or actuating device) in the building such as a heat or smoke detector is triggered, it transmits this information to the FIP which will begin to produce audible and/or visual alerts in response.

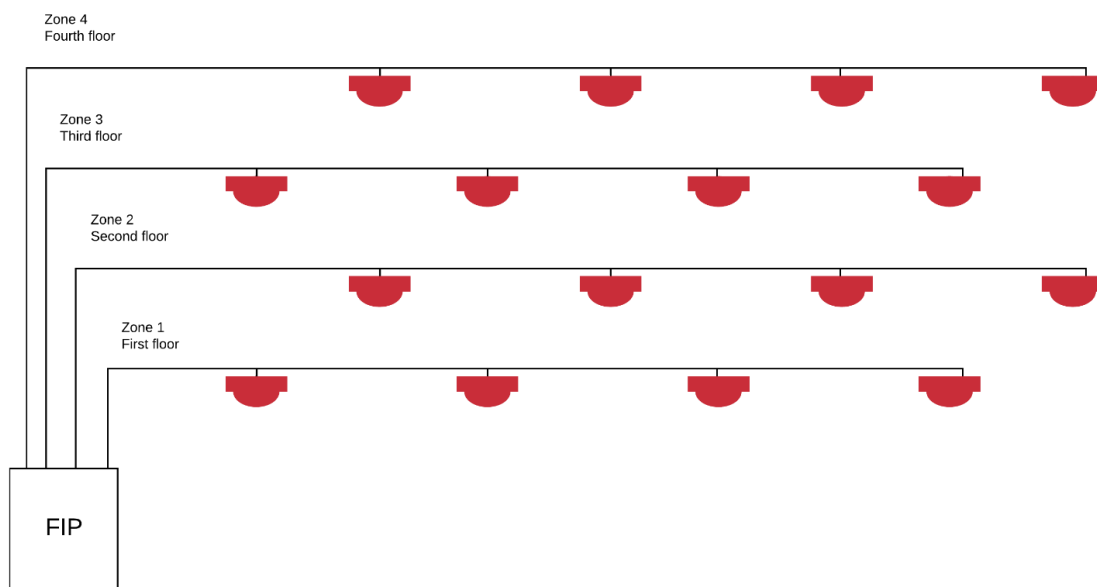
The FIP can also be programmed to initiate alarm systems manually, this could involve use of the ‘break glass’ emergency triggers.



There are two kinds of FIPs:

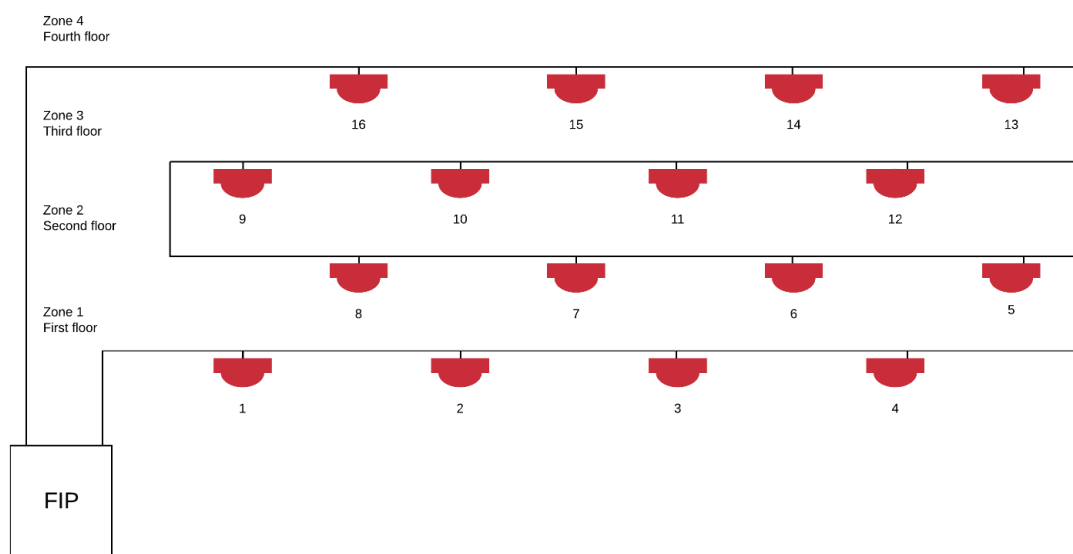
1. Conventional: A conventional fire alarm panel groups actuating devices into zones (in the example below each floor is classified as a zone). Zones are equipped with 'conventional' actuating devices (smoke or heat detectors) which are then wired back to the FIP.

When looking at the FIP during an emergency, indicators (such as small LED lights) will be visible. The indicators are representative of a zone in the building. This is vital information for emergency services personnel as it tells them where danger is present.



2. Addressable: An addressable system is displayed on an LCD screen which makes information displayed on the FIP easier to interpret.

In this system the alarms are connected as a loop instead of broken up into defined zones. However, this system provides each detector with its own 'address' which makes determining the precise location of the incident more efficient.



Building Management System

The Building Management System (BMS) and FIP communicate, automating fire suppression in response to information gathered by the FIP. This may include fire doors automatically closing, grounding and powering off lifts, and switching on extra lights in the fire stairwells. You can also manually control these systems from within the BMS to tailor the response to the situation at hand.



Security Management System

Safety Management Systems combine access control, alarm monitoring, identity management and video surveillance and other subsystems.

Depending on the type of facility a Security Management System could include:

- Perimeter security.
- Access control.
- Digital video surveillance.
- Building automation.
- Asset management.
- Intercom systems.
- Wireless access and ID systems.
- Identity and visitor management.
- Intrusion detection.
- Fire alarm integration.



If your workplace has an integrated security system, alarms or notifications relating to fire or other emergencies may be accessed via a central control system. These systems may also implement external monitoring of emergency situations offering assistance to the ECO.

Access to any SMS should be closely monitored and restricted to authorised and trained personnel.

3.3 Emergency Stations



Emergency stations are those places where emergency actions will be communicated to and coordinated from. It is vital for the ECO to ensure each station is attended and begins operation as quickly as possible. Lowering the time taken to man the stations will only occur with regular training.

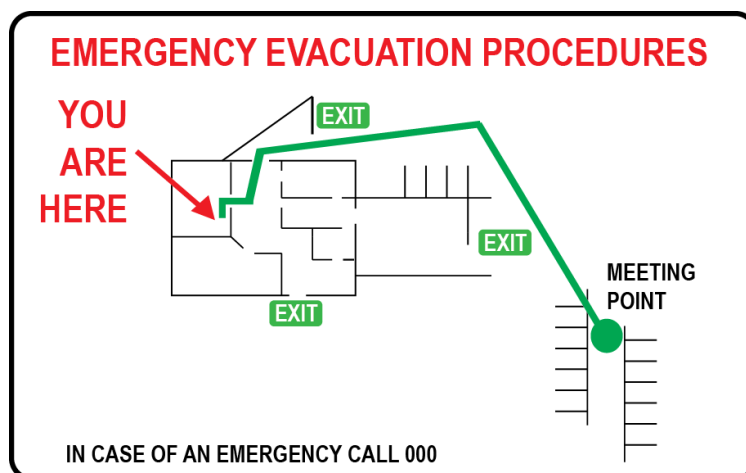
Once an emergency situation has occurred, it may be necessary for members of the ECO to report to an emergency station for further instruction or equipment, or to operate the station.

Emergency stations may include:

Assembly Points	These will be designated locations around the premises. Also known as marshalling or muster points.
Emergency Control Points	These are often a room, cupboard or similar location where emergency equipment is stored and easily accessed.
Master Emergency Control Points	The location that the Chief Warden reports to in order to take control of the emergency. These can be the emergency control point or incident room.
Specific Communication Points	These are designated telephones, intercoms or specific warden inter-communication point phones. (WIP – also known as red phones).

Each workplace should have designated areas that meet the needs of both the workplace and Australian Standard 3745-2010 where stations can be established.

These stations should be equipped as necessary for the anticipated emergencies, i.e. fire extinguishers, Personal Protective Equipment (PPE), first aid kits.



3.3.1 Ensure Stations are Manned and Operated



You can assess whether the stations are manned and operating as they should be through a variety of ways, such as:

- Roll calls of each station.
- Communications from each station.
- Monitoring systems.
- Other site-appropriate methods.

Once you are sure these stations are manned and operational, you are then able to use the system to give and receive information. This will allow for better decision-making processes and a more effective emergency response.

3.4 Actions to be Taken in an Emergency



As the leader of the ECO, you will need to take control of the situation. This will include determining the nature of the emergency, assessing the situation, and implementing the appropriate actions for the type of emergency.

The response and actions taken will vary depending on the type of emergency and the way that it is developing.

Possible actions to be taken could include:

- Notifying emergency services.
- Advise floor or area Wardens of the situation.
- Initiate a plan of action that complies with the emergency plans and prioritises protection of life. This could include ordering evacuations or shelter in place commands.
- Monitor the development of the situation.
- Adjust or adapt plans as necessary to meet the developing conditions.
- Brief emergency services when they arrive.
- Assist and liaise with the emergency service personnel/workers in the management of the situation.



If you are facing a situation that does not have a procedure, act with the focus on saving life and protecting property and document every decision you make.

3.4.1 Acting According to Workplace Procedures

Any actions that you take must comply with your workplace emergency procedures, plans and policies, which have been created by the Emergency Planning Committee (EPC). You may or may not have been involved in this committee during the planning process.

The EPC ensures that:

- All plans set the standards required in emergency incident management.
- A consistent approach to emergency management is developed.
- All appropriate resources are allocated.
- Reporting of emergencies and documentation procedures are set out and followed.

The ECO and Chief Warden should have access to these documents at all times and have a thorough understanding of how so that they can apply them in a number of emergency situations.

3.4.2 Control Entry to Affected Areas

If you are evacuating an area, you need to ensure that all people are out of the area and are moved to the evacuation assembly point.

You will also be required to isolate the incident area. This is done to maintain the safety of all worksite and emergency personnel in line with legislative requirements.

It is up to the Chief Warden and ECO to secure damaged or affected areas during an incident.



Entry to an affected area can be controlled through the use of:

- Barricades and Signs**
Used to stop people from entering or leaving the area.
- Wardens**
Emergency control team members who are able to stop people entering or leaving the area.
- Bunding**
Portable booms used to confine liquids to a designated area or to exclude fluids from areas such as drains.

3.5 Command and Control



Gaining reliable information and establishing clear communication are pertinent to controlling people during an emergency situation.

To assist in your command and control during an emergency, you will be responsible for the following:

- Ascertaining the nature of the emergency.
- Gathering and collecting information about the status of the emergency.
- Making decisions on the appropriate actions and responses to the emergency.
- Dissemination of information, instructions and communications.

3.5.1 Giving Directions

The Chief Warden will command a team of Emergency Control Officers (ECOs) who may not have all the information and intelligence the Chief Warden does. Their instructions and directions must be clear, to the point and even blunt. Time for discussion, questions and answers will come up in the debrief.

Decisive instructions show good leadership. Indecision will lead to a loss in confidence from ECO members, which may result in delaying, and questioning your judgment and decision making.



Some strong traits and/or attributes you should either hold or consider developing as Chief Warden include:

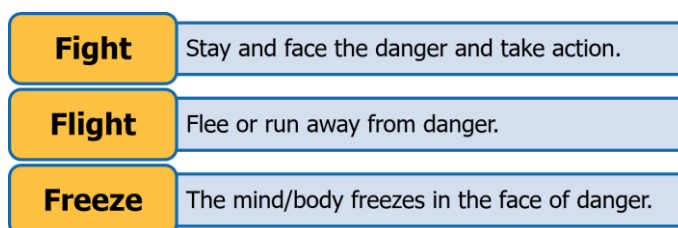
Trait	Description
Adaptability	Sometimes you must be adaptable and cope with change.
Composure	Good leaders remain calm and focused even in the middle of extreme chaos.
Communication	<p>It is important to be able to give instructions clearly and understandably when designating tasks. It is also important to be a good listener.</p> <p>During an emergency, you may have to process a lot of information and different suggestions from others.</p> <p>Leaders can communicate effectively when speaking and writing. You may also have to listen to what other members of your teams are saying – and not saying – with words and body language.</p> <p>Good communication skills are essential.</p>
Critical Thinking	<p>Good leaders should be able to step outside of themselves so they can objectively analyse a situation. You may be emotionally driven to one course of action, but you must have the ability to examine solutions and their possible consequences.</p> <p>You should be able to communicate to others worst-case/best-case scenarios and statistically probable outcomes.</p>
Decisiveness	Hesitation can cost lives and waste valuable time. You should be able to make the best decisions quickly
Facilitation	You can process information from others, assign specific responsibilities, and collaborate with team members to accomplish a common objective.
Goal-Oriented with Organisational Skills	You should be able to coordinate teams that integrate action plans quickly. You can define short-term objectives and long-term targets.
Prioritisation	As a Chief Warden/Leader you can immediately identify and list what is needed for emergency response, then prioritise them in order of importance.
Receptive to New or Unusual Ideas	Effective leaders know what procedures are tried and true, but they are also receptive to others' ideas from the ECO. It is important to keep an open mind to all suggestions; one of them might save the day.
Responsibility	Leaders are willing to be accountable for their decisions, whether good or bad.

3.5.2 Informing Facility Occupants and Visitors

In general, people are curious and will want to know what is happening during an emergency. The Chief Warden should reassure both ECO members and facility occupants that the situation is been investigated and or an appropriately responded to the emergency is underway.

Keeping facility occupants and visitors informed with certain communications can suppress an element of confusion and panic. Not controlling confusion and panic can result in chaos and disorder. People all react differently to different stressors with different physical and emotional responses, including fear, anger, confusion and/or compliance.

The following are three common human responses to dangerous situations:



Nobody knows how they will respond until they are challenged by certain stressors. This is where training and drills assist in promoting appropriate autonomous response to given scenarios.

Some facilities have Public Address (PA) systems where information and/or instruction can be delivered. Public announcements and advice on evacuation routes and/or assembly points can assist in calming the facility occupants. At facilities lacking in sophisticated detection, control and communications systems, the Chief Warden should deliver a group briefing to all present at the assembly point.



3.5.3 Designate Assembly Area



Based on the current intelligence regarding the emergency and developments, and your knowledge of the workplace, the Chief Warden may need to designate a set assembly area for people to relocate to. This information must be clearly communicated to anyone affected.

If you are going to evacuate, you must designate the route to be taken and the appropriate assembly area or evacuation point.

In many situations, a 'shelter in place' or lockdown may be a more appropriate response. If a decision to shelter in place is taken, you will need to notify all relevant people according to procedures within the emergency management plan.

Shelter in place is appropriate for situations such as armed invasion, violent visitor or bomb scare. During bomb scares it is important to not evacuate until a bomb has been located and appropriate and safe routes have been established.

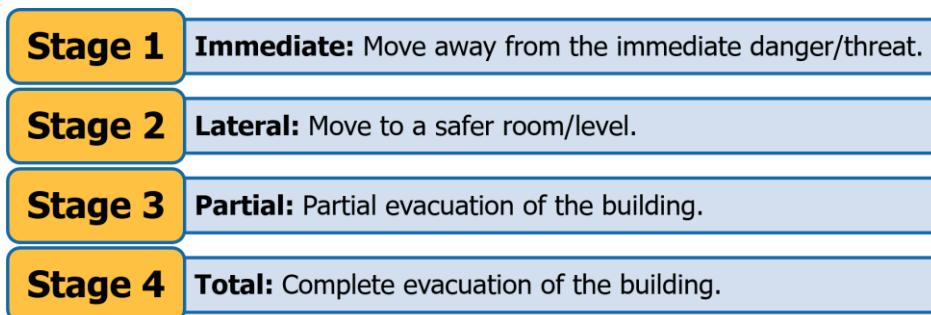
3.6 Monitoring Evacuation Progress

Different facilities will have inherently different risks. A multi-story building is layered and may incur an emergency in the middle floors. This can cause issues with evacuation and change the Chief Warden's priorities.



3.6.1 Evacuation Options and Incident Log

Evacuation options may follow the following order:

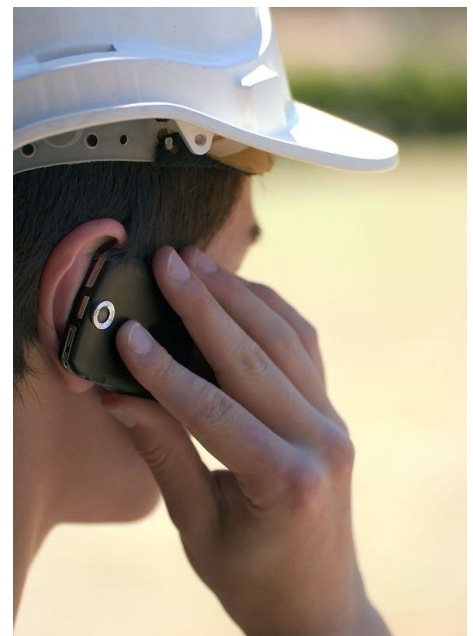


3.6.2 Monitor and Record Evacuation Progress

The Chief Warden needs to be current on all developments and the status of the evacuation. Communications are a key component to this, as is having personnel on the scene to relay up-to-date information and progress reports.

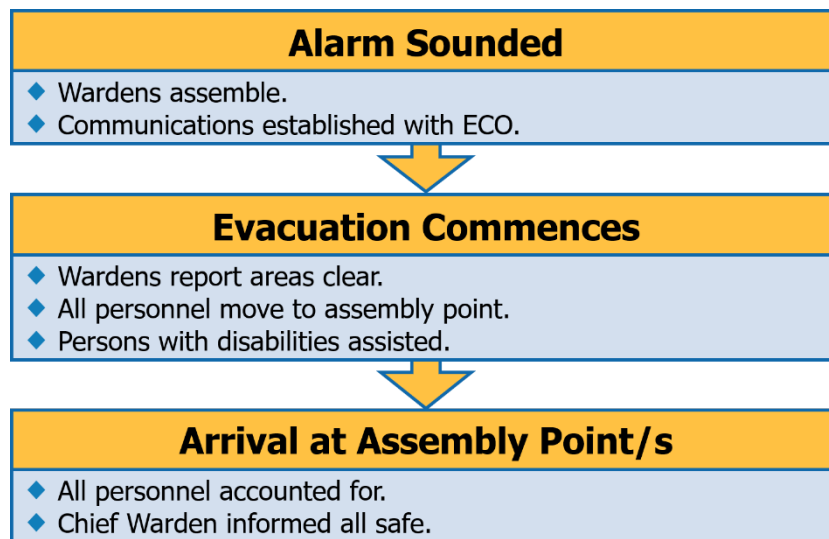
Wardens are the eyes to the emergency, with the Floor/Area Warden acting as the voice and ears by relaying the information and receiving instructions.

Under current building codes and safety legislation, internal communication systems (WIP, EWIS) are a mandatory requirement. Facility procedures will often require a Floor/Area Warden to man the Warden Intercommunication Phone (WIP) while Wardens are conducting inspections, investigations and/or evacuation activities.



The Chief Warden is responsible for maintaining an incident log. They may have the assistance of their Deputy Chief or Communications Officer in updating this log. The incident log should note sequential occurrences and timings throughout the incident.

A basic structure of an incident log should be as follows:



3.7 Reporting

Receiving information from impacted areas is critical to developing accurate and efficient response plans.



3.7.1 Receiving Reports

Every area that has been affected by the incident will need to provide information on a regular basis to allow you to monitor the development of the situation and adjust your plans accordingly.

If you are not getting the reports or information in a timely manner you will need to request the information. In a lot of cases you can delegate this task to a member of the team or your deputy.

The report could be in any format, such as:

- Phone.
- Email.
- Instant/direct message.
- Text message.
- Fax.
- Written document hand delivered.
- Radio UHF.
- Other acceptable method.



Once you have received the report, you must ensure your Communications Officer logs the report and you note what actions have been taken in response to the report, even if no actions were taken.

It can be a good idea to record why you have made each decision, either as a private or public document so that when the incident is investigated you have sufficient records.

3.8 Emergency Services



Knowing the emergency services are on route, the Chief Warden should send a Warden or other person to meet with the arriving service and bring them to the Chief Warden for briefing and handover.

Emergency Services will provide an On-Scene Commander (OSC) who will seek out the Chief Warden for handover when they arrive. The handover should be a verbal face-to-face so that the recently arrived emergency services officer can ask the appropriate questions. The Chief Warden should try to prepare for this with an up to date incident log to ensure a quick handover.

The handover can be simplified to the following details:

Location of Incident	Where in the facility.
Nature of Incident	What the incident is.
Status of Incident	What is currently happening.
Response to Incident	What has been done and what needs to be done.

In preparation for the handover, the Chief Warden should have a briefing prepared and various resources available. Items and information to handover may include:

- Site plan.
- Location of utilities, dangerous goods/hazardous substances.
- FIP (Fire Indicator Panel).
- EWIS (Emergency Warning and Intercommunication System).
- HAZCHEM information, if applicable.
- Incident log.



3.8.1 Emergency Services Report

Emergency services reports will indicate to the emergency services what happened, when it happened and what actions have been taken. These reports must be in as much detail as possible so that emergency services can respond to all incidents quickly and effectively.

Emergency services reports will need to include information such as:

- Hazardous materials onsite.
- Missing people.
- Injured people.
- Trapped people.

4.1 Post Emergency

Once the emergency or critical incident has been resolved and the emergency services have given you the 'all clear', it is necessary to communicate this to all members of staff and others involved as appropriate.



4.1.1 Giving the All Clear

The all clear should be delivered through the ECO members. Therefore, as the leader of the ECO, the Chief Warden will need to disseminate the appropriate and relevant information through the appropriate channels, or in person if the event is confined to a small area.

After an all clear has been sounded and normal operations have resumed, the ECO should review the incident to ensure the effectiveness of the evacuation response and to improve its implementation. The ECO should conduct a debrief of the incident and develop a report detailing the effectiveness of the response. Opportunities for improvement should be forwarded to the senior site person for review and implementation.



4.2 Re-entry to the Facility

Once a building has been evacuated, re-occupation of the building must be authorised by either the Chief Warden or responding emergency service agency. On the authority of either of those people, an identified warden would direct persons to re-enter the building.

When giving the all clear you should also provide clear direction on what is required of people next. Never just release people from the scene without clear directions as to how to proceed.

Instructions provided in giving the all clear should include:

- When to return to work – immediately, the next day, week, etc.
- Expectations for reporting and documentation.
- An outline of where and how to get assistance with restoring work areas to functional conditions.
- An outline of how individuals can access critical incident stress management assistance.
- Details of the conditions to be met within the incident area. By acknowledging damage or needed repairs you can prepare the people for how things look and thus lessen the shock and surprise when they see it for themselves.

Be alert for persons attempting to enter the building during or following the evacuation.

4.2.1 Affected Areas

Following an emergency at the facility, some areas affected by the emergency will need to be controlled in accordance with the facility's emergency response procedures.

The Chief Warden will have to work with managers, building owners and building occupiers to re-establish business as usual.

Some areas may be out of bounds due to damage that could result in health and safety concerns for facility occupants. There may also be a requirement for incident and accident investigation, and therefore a need for secured areas. These affected areas will be identified by the emergency services on scene and initially secured by ECO members.

Some areas will remain restricted and or out of bounds for some time, days, weeks etc. It is not expected that the Wardens and members of the ECO remain in control of these areas for this duration.

With advice from the Chief Warden, it will be up to the building owners and managers to relive the ECO of this duty with suitable staff and or security measures.



4.3 Re-instating Emergency Systems

Returning to the facility may not mean that all detection, suppression and emergency systems are back online.



4.3.1 Re-instating Emergency Systems

Smoke affected areas, identified by the Fire Indicator Panel (FIP), may need to be isolated until the smoke is exhausted and detection systems have been cleaned and tested.

Emergency systems such as the drenching system can be damaged during the emergency and may require servicing before they can be returned to service.

A report on affected areas and/or emergency systems may also form part of the post incident investigation by responding emergency service and insurance agencies.



4.4 Post-Emergency Reports

Results and reports of initial emergency responses will need to be analysed and reported to the appropriate personnel.

The different people you will report the information to may have different requirements, so you may need to undertake different reports for the same information.

The ECO should conduct a debrief of the incident and develop a report detailing the effectiveness of the response. Opportunities for improvement should be forwarded to senior site person from the organisation for review and implementation.



4.4.1 Senior Management Report

Senior management reports will require details of what happened, when, and what actions were taken:

- Origin and details or factors leading up to the emergency (if known).
- Personnel involved in the response.
- Details of action taken during the response.
- Response times to emergency.
- Issues or problems experienced during the response.
- Inexperience or training/skills shortfall.
- Injuries.
- Missing personnel.
- Resources and equipment used, and their effectiveness.
- Resources and equipment required for future emergencies.

Each organisation will have different requirements for reporting emergencies. These requirements will be detailed in the emergency plans and procedures.



4.4.2 Final Situation Report

This will generally be called a final situation report, but another name may be used. Most organisations will require similar information to be included in this report. The information should include:



- Summary of the conditions leading up to the emergency.
- The emergency situation, what it was and how it occurred.
- How the situation was discovered and the alarm raised.
- An analysis of how effective and efficient the response to the alarm was.
- An analysis on the different aspects of the emergency. Every different action, role and aspect of the emergency should be independently analysed.
- An analysis on how each segment of the emergency response worked together to achieve the goals.
- Recommendation for improvements.
- Any supporting documentation.

The exact requirement for your workplace will determine the nature of the information required, but this report should be the basis for improvements and training opportunities to strengthen any areas in either the emergency plans or actions which caused problems, delays or issues.

It is essential that the final situation report, as well as any other reporting regarding the emergency, is undertaken in accordance with your workplace's procedures.

4.5 Debriefing

The ECO should conduct a debrief of the incident. It is a good idea for a business to develop a format for operational debriefs that works within the culture of the organisation, while still allowing for accurate collection of information.



4.5.1 Critical Incident Operational Debrief

The use of critical incident operational debriefs should be widespread and written into the operational and emergency plans for an organisation so they can be effective learning tools. The operational debrief reports can then be used to develop better outcomes for the next incident.

Steps in operational debriefs include:

Step 1: Defining the Reason for the Debrief
<ul style="list-style-type: none">• Are you trying to improve systems?• Are you trying to identify causes and mitigation strategies?
Step 2: Event Description that Assists your Defined Reason for the Debrief
Often this includes: <ul style="list-style-type: none">• What happened.• Who saw it.• How was it responded to.• Why particular actions occurred. Incident log information may be helpful here.
Step 3: Analysis of the Actions and Events
The analysis may ask questions such as: <ul style="list-style-type: none">• What worked?• What didn't work?• Where could improvements be made?• Did the procedures and plans help or hinder the reactions?• Were the plans followed? During the analysis stage of the debrief, it is necessary to examine any and all documents that relate to the situation. These will include procedures, plans, policies, protocols, training materials, situation reports, and any personal notebooks or other documents created during or immediately after the event.
Step 4: Reporting of Results
Once an analysis has taken place the results of the analysis will need to be reported to higher management.
Step 5: Implementation of Recommendations, Improvements and Suggestions
This step can often be overlooked but the implementation of recommendations, improvements and suggestions can increase the effectiveness of the emergency control organisation. During this step of the process it is possible to re-write procedures or plans that haven't worked and implement training programmes.

In large events it may be necessary to participate in larger, multi-agency debriefs or coronial inquires. If you are required to participate in these debriefs ensure all documentation is available so you can answer the questions asked of you.