



Australian Government

Australian Maritime Safety Authority

NATIONAL PLAN FOR MARITIME ENVIRONMENTAL EMERGENCIES

Aide-memoire for Marine Pollution Response



Document Control

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March 2016	2.0	Rob Lea, Mick Fleming, Paul Irving	General updates Amendments to ES&T Section

Based on the Australasian Fire and Emergency Service Authorities Council's Incident Management System Aides-Memoire 4th Edition 2013 and modified for marine pollution response.

Disclaimer

The information in this document is for general purposes and is not intended to be used by the general public or untrained persons. Use of this document by agencies, organisations and public bodies does not derogate from their statutory obligations.

Incident Control Aide-memoire

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Acronyms and abbreviations

ADIOS – automated data inquiry for oil spills
COP – common operating picture
ES&T – environmental, scientific and technical
IAP – incident action plan
IC – incident controller
ICC – incident control centre
IMT – incident management team
NEBA – net environmental benefit analysis
OSRA – oil spill resources atlas
OSTM – oil spill trajectory model
SITREP – situation report
SMEACCS – briefing model - see page 11
WH&S – Work Health & Safety

Incident Control Aide-memoire

Incident Controller

Role

- Overall responsibility for the management of all activities and personnel deployed to resolve the incident
- Establishment of systems and procedures for the safety, health, and welfare of all response personnel and members of the public who may be involved at an incident
- Issuing of warnings and incident information to the public and affected stakeholders
- Management of the relationship with agencies and people affected, or likely to be affected, by the incident
- Liaison with the Marine Pollution Controller, when activated, to ensure the response is managed and coordinated effectively and appropriately within senior levels of supporting agencies and government

Responsibilities

- Take charge and exercise leadership, including the establishment of the incident management structure
- Set objectives for the incident response, considering the safety of the community as a priority
- Develop and approve plans and strategies to control the incident
- Implement the Incident Action Plan (IAP) and monitor its progress
- Provide information and warnings to communities so that they can make informed decisions
- Establish effective liaison and cooperation with all relevant agencies, affected communities and others external to the IMT
- Obtain and maintain human and physical resources required for the resolution of the incident
- Apply a risk management approach, and establish systems and procedure for the safety and welfare of all response personnel
- Ensure effective communications with the Marine Pollution Controller, when activated
- Ensure appropriate financial delegations are in place and these delegations are made known to the appropriate response personnel
- Ensure relief and recovery considerations are addressed
- Ensure collaborations between response and recovery agencies

Checklist

- Establish and take control of the incident and the available resources
- Assess the incident, identify risks and actions to mitigate the risks
- Establish a control facility
- Establish and maintain an effective management structure
- Appoint and stand down personnel in the Section Officer positions
- Provide advice, warnings and progress to the communities affected by the incident
- Establish effective liaison and cooperation with all relevant agencies and the effected community
- Obtain and maintain human and physical resources required for the response
- Ensure effective communications within and beyond the incident control structure
- Monitor and review the safety of responders
- Address any public safety considerations
- Set and achieve clear response objectives
- Develop, approve, implement and monitor the IAP
- Manage and monitor the overall response progress
- Ensure IMT meetings are conducted and minutes taken
- Approve requests for additional resources and the release of resources
- Facilitate media management and approve media releases

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- Implement a changeover process for all levels of the incident response management structure
- Keep the Marine Pollution Controller informed of response progress and any significant issues
- Keep senior management informed of response progress and any significant issues
- Liaise with salvor, if one is appointed, to coordinate salvage activities and response activities
- Liaise with the various ships' representatives if relevant and as appropriate
- Conduct briefings of incoming Section Officers
- Ensure full incident SITREPs are regularly prepared and distributed
- Approve demobilisation plans as and when required
- Maintain a log of activities and key decisions
- Conduct change over briefings
- Ensure collaboration between response and recovery agencies

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National Plan support to jurisdictional led responses

Role

- Overall responsibility for providing logistics and technical support to the control agency, during a significant incident response
- Coordinate AMSA activities to provide support to the control agency
- Assist in management of the relationship with the control agency and agencies providing support to the control agency
- Prioritise allocation of National Plan resources when there are concurrent marine pollution incidents

Responsibilities

- Take charge and exercise leadership, including the establishment of the incident support structure within AMSA
- Set objectives for the incident support
- Develop and approve plans and strategies for AMSA to support the control agency
- Implement and monitor AMSA's support performance
- Obtain additional personnel to assist AMSA in its supporting role if necessary
- Obtain and provide human and physical resources, as requested by the control agency, under the National Plan arrangements
- Establish risk management systems and procedures for the safety and welfare of personnel working for AMSA
- Provide technical and specialist services requested by the control agency including Oil Spill Trajectory Modelling, GIS mapping, specialist shipping advice, environmental advice

Checklist

- Establish and take control of AMSA's available resources
- Assess the incident, identify risks and assess the scale of AMSA's likely involvement
- Establish a support facility, within the AMSA Canberra office, if required
- Establish and maintain an effective management support structure
- Set and achieve clear support objectives
- Approve requests for additional resources, to assist AMSA in its support role, and the release of those resources
- Develop, approve, implement and monitor the Supporting Plan if required
- Establish effective liaison and cooperation with all relevant interstate agencies, and the oil industry, which may be able to provide support to the control agency under the National Plan arrangements
- Obtain human and physical resources, available under the National Plan arrangements, as requested by the control agency
- Manage and monitor the overall support progress
- Ensure Support meetings are conducted and minutes taken, if required
- Facilitate AMSA's media management and approve media releases
- Implement a changeover process for all AMSA personnel and other individuals engaged to assist AMSA in its supporting role
- Provide an AMSA Liaison Officer to the control agency, as appropriate
- Keep senior management informed of response progress
- Conduct briefings of incoming personnel
- Maintain a log of activities and key decisions
- Conduct change over briefings
- Assist the control agency in demobilising National Plan equipment

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Establish and maintain a suitable incident management structure

- Delegated roles
- Financial delegations
- Span of Control
- Suitable facilities to work from
- Administrative, technical and scientific support
- Liaise with ship representatives (owner, insurers, cargo interests, salvage)
- Liaise with investigators (State and Commonwealth)
- Review structure and resources as situation changes

Communications within the incident management structure

- Regular IMT meetings
- Up-to-date Common Operating Picture as a basis for communicating and decision making
- Briefings of personnel within the incident management structure
- Liaison Officers to and from other agencies and organisations
- Establish working arrangements with supporting agencies
- Communications Plan in place and advised to those involved
- Briefings and debriefings of crews at shift and rotation changeovers

Communications beyond the incident management structure

- Briefings within the control agency chain of command and the jurisdictional emergency management structure are provided
- Briefings on incident impact. Potential risks and progress are held with support agencies and affected communities
- Recovery arrangements are implemented through collaboration with recovery agencies

Safety and welfare of personnel

- Incident objectives are clear, understood and supervised
- Conduct briefings. Seek feedback and clarification
- Include safety considerations in all briefings
- Timely, tailored and relevant information is available to all affected parties
- Processes in place to identify, mitigate and report risks
- Personnel matched to roles according to skills and abilities
- Suitable equipment deployed
- Consider the appointment of a Safety Officer
- Promote the use of dynamic risk assessment by all those in the incident management structure

Incident Control Aide-memoire

Risk Management

As a Section, Unit or Team leader you should always aim to reduce the likelihood of risks occurring and consider the means of reducing the consequences should the risk eventuate.

Consider the categories of risk and the types of risk associated with these categories. For example, Operational Safety may be a category of risk and you need to consider:

- Where it can occur
- How it can occur
- How it will be managed

Risk categories include but are not limited to political, economic, environment, financial, social, legal, organisational, operational and technical.

The application of the two principles below can assist in the effective management of risk.

Objective Based Risk Management

Everyone who has the responsibility for achieving an objective or task also has the responsibility for managing the risks associated with the objective or task and the controls to manage those risks.

Active Management of Risk

- Risk conversations
 - A positive risk culture that discusses risk as a normal part of the planning process
- Risk questions
 - what is the source of risk?
 - how could this risk happen?
 - who is responsible for implementing controls and managing the risk?
 - what controls already exist?
 - how will the control measures be monitored?
 - what residual risk remains after the control measures are agreed to?
 - what would be the impact if this risk occurred after the control measures were implemented?

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The Incident Action Plan

The Incident Action Plan (IAP) is a tool used to define and communicate the incident objectives, strategies and resources, and other information relevant to the control of an incident. It is designed to ensure all incident personnel are working towards one set of objectives. An IAP can address the next operational period, a tour of duty, the duration of the incident to its conclusion or all of these. There can only be one current IAP at any time.

Every incident requires an IAP. At a small incident, the IC may develop a mental or written (outline) IAP. This IAP is based on an initial assessment upon arrival, and knowledge of pre-incident plans and standard operating procedures. Unless the incident will definitely be resolved within a short period of time, it is important to move from a mental to a written IAP.

For large complex incidents a full written IAP is required. Agency guidance should also be followed as to when a full IAP is required.

Agency standard operating procedures should provide guidance on a timeframe in which the initial IAP should be in place and the frequency of IAPs. Typically for marine pollution incidents an initial IAP should be prepared by the end of day one of the response and reviewed daily until the response has stabilised into a more routine situation.

The IAP should be based on the Common Operating Picture.

Functions of the Incident Action Plan

- Specify the overall incident objectives and strategies adopted
- Identify key threats and risk exposures
- Establish continuity of control operations
- Provide effective use of resources
- Identify total anticipated resources allocated
- Support measurement of progress towards resolution of the incident

A well-designed Incident Action Plan will include:

- The time period for which it is valid
- A statement of the current situation and predictions of the incident's likely development (including key risk exposures)
- The incident objectives
- Strategies adopted to achieve the incident objectives
- The objectives to be achieved within the period of the IAP
- Information on contingency plans and fallback strategies
- Risks to the health and safety of responders, and actions to minimise those risks
- A Structure Chart (or list) identifying the personnel in the AIIMS Structure, if this has been established
- Management arrangements that are to apply, including the establishment of any Divisions and Sectors and, if so, their respective roles
- Identification of resources to be allocated to each Division and Sector (or Function within Operations)
- Maps or site plans of the incident's location showing key worksites, and any Division and Sectors
- A Medical Plan, and consideration of occupational health and safety issues
- A Communications Plan, including information on all agencies involved and appropriate contact details
- A Traffic Management Plan, if required, showing road closures and direction of travel around the incident
- Logistical arrangements pertinent to the implementation of the IAP (provision of meals, fuel, servicing, accommodation, etc.)

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- A Public Information Plan for the dissemination of information to all stakeholders and the public
- Timings of meeting and details of changeovers
- Reporting requirements (times and formats)

It is also essential that the IAP is communicated effectively throughout all levels of the structure that is in place to manage the incident, and to those supervising the work of the IMT.

A written IAP consists of parts that may stand alone. Only appropriate parts of the plan need to be circulated to the Section Officers responsible for its implementation.

The Incident Management Team Meeting

IMT meetings are attended by the IMT and other personnel requested by the IC, and should be held at regular intervals throughout the incident, as necessary, given the dynamics of the emerging situation.

The purpose of the IMT meeting is to:

- Ensure that all the Section Officers have current situational information and are working from a Common Operating Picture
- Determine and confirm the objectives
- Determine the strategies for the incident and the operational period
- Discuss the relevant components of the IAP

Typically, for marine incident responses, IMT meetings are held on a daily basis, usually at the commencement of the shift and prior to completion of the shift.

The Planning Officer chairs the meeting and ensures that minutes of the meeting are taken, and distributed to attendees as soon as possible after the meeting. A copy must be sent to the Management Support Unit for filing.

SMEACCS

This provides a structured approach to briefings, SITREPS, and many other forms of reporting.

Situation

- what has happened, when it happen and what are we doing about it
- what are the facts and what are the probabilities
- what is the size and scope of this incident
- current and predicted situation
- resources deployed
- weather now and forecast

Mission

- what are we aiming for
- objectives / strategies - which should be SMARTA (Specific, Measureable, Achievable, Realistic, Time-bound, Agreed)

Execution

- how it will occur – tasks, actions, tactics, resources, timing, allocation, welfare

Administration

- what is needed to help - facilities, materials, services, reporting, document management & record keeping

Control/Communication – IMT structure, tools, processes, contacts

Safety – hazards, risks, management & mitigation, support, first aid / medical, PPE

Questions – clarity, feedback, interaction & engagement.

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Briefings / Debriefings

The following five key elements will stand you in good stead of producing an effective briefing.

Preparation

- Know your topic, your purpose and your audience
- What type of briefing – overview to executive management, changeover, team leader etc

Management

- Own the topic, the space, the time and your co-presenters
- Introduce yourself, the purpose and any procedure to be followed

Delivery

- Be present, be focused, be engaging and be concise.

Content

- Be clear, simple and accurate.
- Use a template – we recommend SMEACCS
- Make sure you state any assumptions, suppositions and speculation.

Questions

- These provide the opportunity for clarification, interaction and feedback.

When briefing your team consider the following information

- The current and projected situation
- Key risks
- Control activities to date
- Incident objectives and strategies
- The task/activity to be undertaken
- An explanation of the tasks assigned to them
- Supervisor and contact arrangements
- The person to whom their supervisor will report
- Safety issues and PPE requirements
- Team safety and welfare and support arrangements
- Communications arrangements

Personnel being briefed should also be given an opportunity to clarify their understanding

Incident Control Aide-memoire

Safety Officer

Reports to the Incident Controller

Role

- Provision of advice to the IC on issues related to safety, health and welfare at an incident and response
- Identification of safety issues or potential problems affecting one or more aspects of the incident and response
- Preparation of safety information for consideration by the IMT in the development of the IAP
- Implementation and monitoring of a safety incident and near miss reporting system
- Oversight of the safety, health and welfare of all personnel involved in an incident response

Responsibilities

- Obtain a briefing from the IC
- Establish the Safety Unit appropriate to the size and complexity of the incident
- Appoint personnel as required and delegate tasks
- Manage the personnel within the Safety Unit
- Adjust the structure of the Safety Unit throughout the incident
- Provide a safe working environment for personnel within the Safety Unit
- Establish and maintain a log of activities and decisions for the Safety Unit
- Communicate Section performance to the IC
- Prepare shift handover and brief incoming Safety Officer
- Manage the continuity of Safety activities across shift changes

Checklist

- Identify current and potential safety issues
- Consider the safety implication of incident predictions
- Collect, collate and analyse safety, health and welfare information based on risks posed by an incident and its management
- Contribute safety recommendations to the development of the IAP at the IMT meetings
- Work closely with the Work Health and Safety Coordinator (Operations) to ensure safety of field responders
- Establish arrangements for the reporting of safety, health and welfare issues within the structure, and adhere to the control agency's procedures
- Safety, health and welfare issues identified and actions taken as required, and reported to relevant personnel
- Provide advice to the IC in relation to the rotation, refreshment, fatigue management and rehabilitation of personnel
- Provide advice to the IC and other personnel on immediate and future safety, health and welfare risks and mitigating strategies
- Implement and monitor a safety issue, incident and near miss reporting process, and investigate reports as appropriate
- Monitor and maintain safety, health and welfare requirements across the incident
- Keep the IC informed of emerging safety issues and recommended actions

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Liaison Officers

Report to the Incident Controller or Section Officers

Liaison Officers from supporting agencies and organisations should be authorised to commit organisational resources, and will work closely with both the control agency and the agencies/organisations they are representing. The role these Liaison Officers will perform depends on the size and nature of the incident, and the role their agency/organisation plays in it.

Role

- Provision of advice to the IC / Section Officers on issues related to the supporting agency/organisation
- Identification of issues, or potential problems affecting the incident identified by the supporting agency/organisation
- Preparation of information for consideration by the IMT in the development of the IAP
- Provision of advice in relation to resources and support available from the supporting agency/organisation

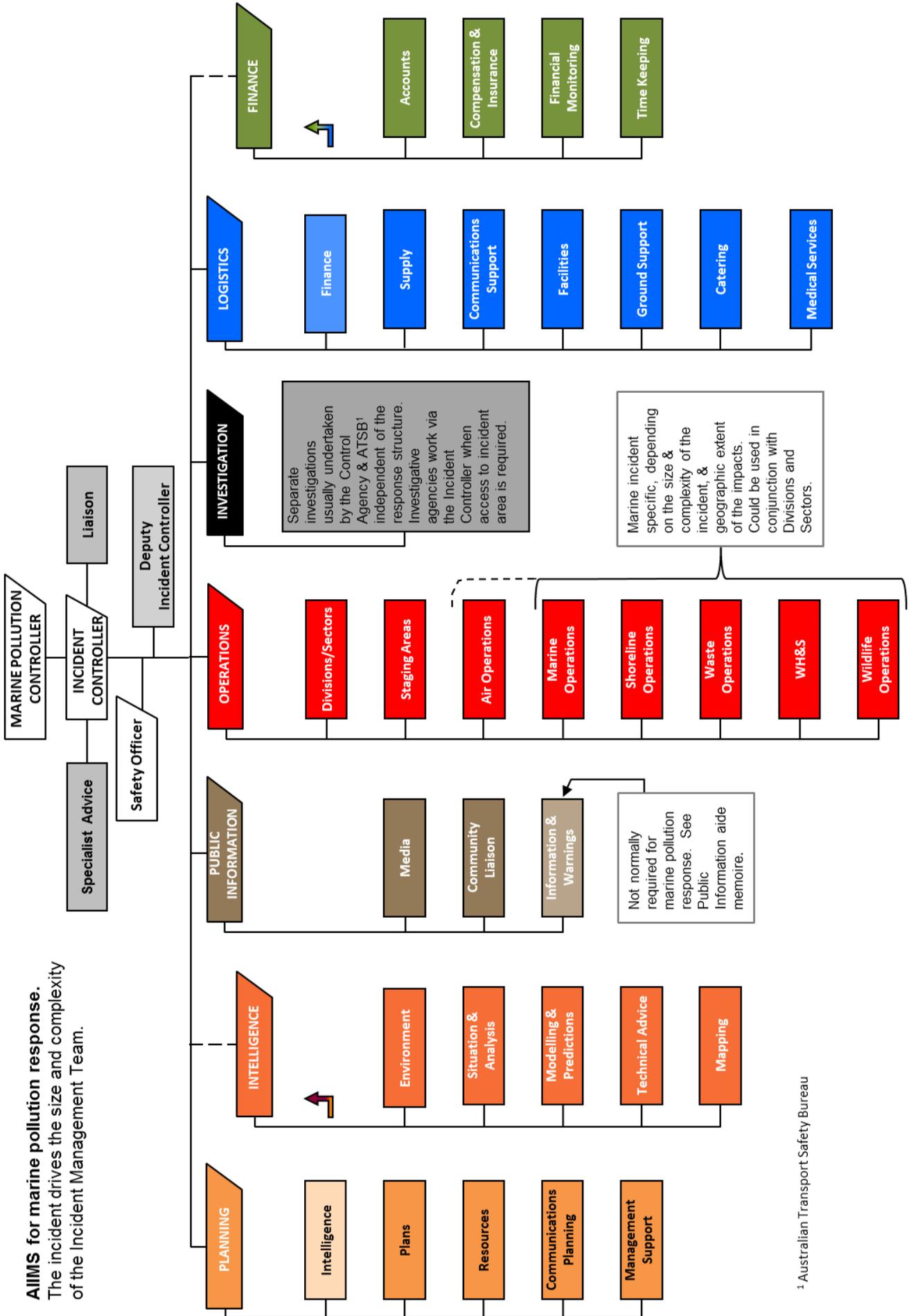
Responsibilities

- Obtain a briefing from the IC or the position that you report to
- Establish your work area appropriate to the size and complexity of the incident
- Establish and maintain a log of activities and decisions that you make
- Communicate performance to the IC or the position the you report to
- Prepare shift handover and brief incoming Liaison Officer
- Manage the continuity of Liaison activities across shift changes

Checklist

- Be a contact point for the supporting agency/organisation's representatives
- Assist in establishing and coordinating inter-agency contacts
- Keep the support agency/organisation aware of the incident status
- Participate in planning meetings, providing current resource status, including limitations and capability of supporting agency/organisation resources
- Contribute to the Common Operating Picture
- Contribute safety recommendations to the development of the IAP in IMT meetings
- Maintain a list of assisting and cooperating agencies and organisation's representatives
- Relay direction and tasking to the supporting agency/organisation on behalf of the IC
- Monitor sign-in sheets daily to ensure that all agency/organisation representatives are identified and accounted for
- Monitor incident operations to identify any current or potential inter-agency/organisation problems
- Coordinate response resource needs for activities with the IC
- Ensure that all required agency forms, reports and documents are completed prior to shift handover and demobilisation
- Coordinate activities of visiting agency/organisation dignitaries

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AIMS for marine pollution response.
The incident drives the size and complexity of the Incident Management Team.

¹Australian Transport Safety Bureau

Planning Aide-memoire

Planning Officer

Reports to the Incident Controller

Roles

- Evaluation and analysis of intelligence on the current and forecast situation
- Preparation of options analysis, and development of incident objectives and strategies
- Undertake risk assessments
- Preparation and distribution of the IAP, monitor and review the IAP implementation
- Development of a Communications Plan for the incident (as part of the IAP) & other plans as required
- Collection and maintenance of information on resources allocated to the incident
- Provision of management support services

Responsibilities

- Obtain a briefing from the IC or the position that you report to
- Establish the Planning Section appropriate to the size and complexity of the incident
- Appoint unit coordinators as required and delegate tasks
- Manage the personnel within the Planning Section
- Adjust the structure of the Planning Section throughout the incident
- Provide a safe working environment for personnel within the Planning Section
- Establish and maintain a log of activities and decisions for the Planning Section
- Communicate Section performance to the IC or the position you report to
- Prepare shift handover and brief incoming Planning Officer
- Manage the continuity of Planning activities across shift changes

Checklist

- Obtain intelligence from the Intelligence Unit/Section to support the development of the IAP
- Consider sources of local knowledge and information relevant to the incident. Communications with the Community Liaison Unit, if established, to facilitate obtaining of local knowledge
- Identify new and emerging risks for the incident and address these in the IAP
- Monitor effectiveness of risk mitigation strategies
- Provide strategic advice to the IMT based on information received
- Undertake options analysis involving alternate incident objectives and strategies and identify the risks and likely outcomes associated with each
- As part of options analysis, make recommendations on incident objectives and strategies, including justifications for discussion by the IMT and approval by the IC
- Schedule and conduct meetings for the IMT and the Planning Section
- Prepare the IAP for the next operations period and any longer term planning required
- Disseminate the IAP throughout the incident management structure
- Develop changeover and demobilisation plans and manage their implementation
- Develop and review the Communications Plan and its implementation
- Develop and maintain an effective register of all resources, required, en route, allocated to and released from the incident
- Regularly communicate progress of strategies and the IAP to the IC
- Provide management support services (radio, telephone, computer operators, support in information transfer within the IMT and administrative support)
- Collect, collate and store incident records
- Maintain a personal log of activities and decisions made
- Conduct handover briefing

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Plans Unit Coordinator

Reports to the Planning Officer

Roles

- Develop and document the IAP
- Work with the Intelligence Unit, if established, to develop strategies, and analysis of risks and likely outcomes
- Evaluation and analysis of intelligence on the current and forecast situation
- Preparation of options analysis, and development of incident objectives and strategies
- Undertaking risk assessments in support of development of the IAP
- Preparation and dissemination of the IAP
- Assist in review of incident progress against the IAP
- Preparing changeover plans
- Preparing demobilisation plans

Responsibilities

- Identify and obtain a briefing from the Planning Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Plans Unit throughout the incident
- Provide a safe working environment for personnel within your Unit
- Establish and maintain a log of activities and decisions for the Plans Unit
- Communicate Unit performance to the Planning Officer
- Prepare shift handover and brief incoming Plans Unit Coordinator
- Manage the continuity of the Plans Unit activities across shift changes

Checklist

- Obtain intelligence from the Intelligence Unit/Section, if established, to support development of the IAP
- Undertake options analysis to develop alternative incident objectives and strategies, and identify the risks and likely outcomes associated with each
- As part of the options analysis, recommend incident objectives and strategies, including justification, for discussion by the IMT and approval by the IC
- Identify new and emerging risks and address these in the IAP
- Monitor, in close collaboration with the Operations Section, the effectiveness of risk mitigation strategies
- Develop and document the IAP under direction of the Planning Officer
- Disseminate information relevant to controlling the incident and communicate potential safety issues to the Public Information Section (where established) and within the incident management structure
- Develop changeover and demobilisation plans, and monitor their implementation
- Develop other plans as required
- Regularly communicate to the Planning Officer, progress on the implementation of strategies in the IAP
- Consider recovery and rehabilitation strategies in the IAP

Planning Aide-memoire

Communications Planning Unit Coordinator

Reports to the Planning Officer

Roles

- Development of a Communications Plan that meets the communications requirements for the effective management and resolution of the incident
- As part of the Communications Plan, ensure a Stakeholder Engagement Strategy is developed that includes who to communicate with, how to communicate, who engages and the method of engagement
- Monitoring the performance of communications systems
- Assistance in the formulation of the IAP

Responsibilities

- Identify and obtain a briefing from the Planning Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Communications Planning Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Communications Planning Unit
- Communicate Unit performance to the Planning Officer
- Prepare shift handover and brief incoming Communications Planning Unit Coordinator
- Manage the continuity of the Communications Planning Unit activities across shift changes

Checklist

- Liaise with the Operations Officer to determine communications needs for the incident
- Liaise with other Sections to determine their communications needs
- Liaise with other Sections, particularly the Public Information Section in the development of the Stakeholder Engagement Strategy
- Liaise with the Communications Support Unit (Logistics) to determine communications availability and if additional facilities are able to be installed
- Develop and document the communications plan (as part of the IAP)
- Monitor the performance of the communications systems and recommend modification if necessary
- Liaise with Intelligence and Plans Unit on incident development and the potential for impact on incident communications

The Communications Planning Unit identifies the system requirements to meet the needs of the incident.

The Communications Support Unit in the Logistics Section will obtain, install and maintain the equipment necessary to implement the communications plan.

Planning Aide-memoire

Resources Unit Coordinator

Reports to the Planning Officer

Role

- Maintaining a register of resources allocated to the incident
- Registering and responding to requests for resources from the IC
- Monitoring requests for additional resources
- Managing availability of resources allocated to the incident over multiple shifts to meet incident needs, including fatigue management
- Provide assistance in the formulation of the IAP

Responsibilities

- Identify and obtain a briefing from the Planning Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Resources Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Resources Unit
- Communicate Unit performance to the Planning Officer
- Prepare shift handover and brief incoming Resources Unit Coordinator
- Manage the continuity of the Resources Unit activities across shift changes

Checklist

- Establish and maintain a register of all resources, the register should include:
 - Identity of each resource
 - The placement of human resources within the AIIMS structure
 - Where resources are deployed
- Record the status of resources that are:
 - Requested
 - En-route
 - Allocated to the incident
 - Unserviceable
 - Released from the incident
- Work closely with Logistics to generate requests for resources to be filled by the Logistics Section or a supporting agency in accordance with arrangements specified within their jurisdictions
- Maintain communications with the Equipment Staging Area (if established)
- Manage fatigue within agency guidelines
- Plan the availability of personnel for future shifts in accordance with projections made by the Intelligence and Plans Units
- Maintain time records of resource deployments according to agency requirements and guidelines
- Prepare summary lists of resources, as necessary, for communications to the stakeholders, including the Public Information Section
- Contribute to the development of the IAP
- Contribute to the planning and execution of changeovers and demobilisation

Planning Aide-memoire

Management Support Unit Coordinator

Reports to the Planning Officer

Role

- Provision of administrative services to the personnel within the incident management structure
- Reception services
- Document management and record keeping
- Photocopying, typing and operation of office equipment
- Operation of communications equipment within the ICC and elsewhere as required
- Facilitate information flow throughout the incident via the collection, production and distribution of IAP documents and other established communications items

Responsibilities

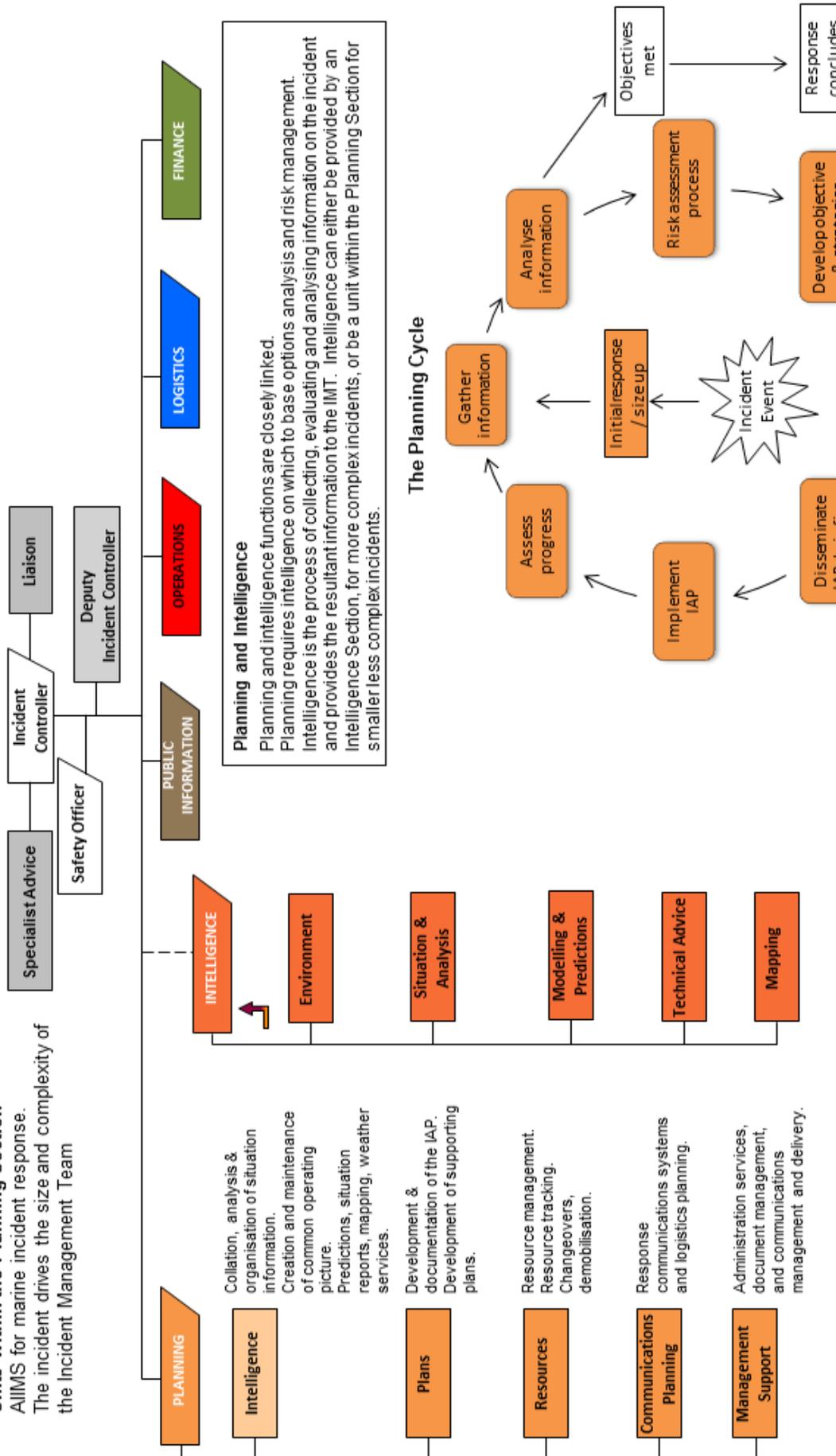
- Identify and obtain a briefing from the Planning Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Management Support Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Management Support Unit
- Communicate Unit performance to the Planning Officer
- Prepare shift handover and brief incoming Management Support Unit Coordinator
- Manage the continuity of the Management Support Unit activities across shift changes

Checklist

- Provide management support to the incident and support to the IMT personnel
- Establish and maintain reception facilities at the ICC
- Establish and maintain a filing system for incident records
- Determine the adequacy of office facilities and equipment
- Liaise with the Facilities Unit (Logistics), to obtain additional resources
- Provide adequate personnel to operate the office equipment (computers, photocopiers, switchboard, etc)
- Provide administrative resources for the dissemination of information throughout the IMT structure
- Provide similar services at other incident facilities, if required

Planning Aide-memoire

Units within the Planning Section
 AIMS for marine incident response.
 The incident drives the size and complexity of the Incident Management Team



Based on the Australasian Fire and Emergency Service Authorities Council's Incident Management System Aides-Memoire 4th Edition 2013 and modified for marine incident response.

Intelligence Aide-memoire

Intelligence Officer

Reports to the Incident Controller (or Planning Officer depending on size & scope of the incident)

Role

- Collection of information on the current and forecast incident situation
- Analysing and processing that information into timely, accurate, and relevant intelligence
- Organising and displaying that intelligence in the form of a Common Operating Picture
- Disseminating intelligence products, particularly to the Planning Section
- Share intelligence products with others beyond the IMT
- Focusing activities so that critical intelligence needs are met and a Common Operating Picture is shared to support decision-making, planning and monitoring of the response

Responsibilities

- Obtain a briefing from the IC or the position that you report to
- Establish the Intelligence Section appropriate to the size and complexity of the incident
- Appoint unit coordinators as required and delegate tasks
- Manage the personnel within the Intelligence Section
- Adjust the structure of the Intelligence Section throughout the incident
- Provide a safe working environment for personnel within the Intelligence Section
- Establish and maintain a log of activities and decisions for the Intelligence Section
- Communicate Section performance to the IC or the position you report to
- Prepare shift handover and brief incoming Intelligence Officer
- Manage the continuity of Intelligence activities across shift changes

Checklist

- Confirm the IC's incident objectives and key questions for decision making
- Plan the collection and analysis of information based on the incident objectives and the needs of the IC
- Consider sources of local knowledge and information relevant to the incident
- Coordinate the gathering of information (including the deployment of ground (shoreline and wildlife assessment) and air observations)
- Process the information collected into a form suitable for analysis, e.g. by transcribing audio, entering spatial information into spatial information systems or interpreting photographs
- Analyse information collected on the current and projected incident situation, and turn it into intelligence products suitable for the purposes of other sections, especially Planning, Public Information and Incident Control
- Provide an analysis of the incident environment and the key risks and threats posed by the incident, including worst-case scenarios, and potential outcomes
- Undertake a Net Environmental Benefit Analysis to assist in determining the most appropriate response options
- Organise, collate, disseminate and display intelligence in the form of a Common Operating Picture
- Provide specialist intelligence services, e.g. mapping information, weather and incident behaviour
- In collaboration with the Public Information Section, prepare intelligence on the preparedness of communities and organisations impacted by the incident

Intelligence Aide-memoire

Situation and Analysis Unit Coordinator

Reports to the Intelligence Officer

Roles

- Collecting, analysing and organising situation information and data to produce intelligence to create the Common Operating Picture
- Working with air and ground observers, and personnel or agencies undertaking an impact assessment
- Preparation of incident summaries, options analysis and associated risk evaluations for discussion by the IMT when formulating the IAP

Responsibilities

- Identify and obtain a briefing from the Intelligence Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Situation and Analysis Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Situation and Analysis Unit
- Communicate Unit performance to the Intelligence Officer
- Prepare shift handover and brief incoming Situation and Analysis Unit Coordinator
- Manage the continuity of the Situation and Analysis Unit activities across shift changes

Checklist

- Establish the incident objectives and key questions for decision making, and plan the collection and analysis of information
- Plan and coordinate the gathering of information collected by ground (shoreline, on water and wildlife) and air observers, and those undertaking impact assessments of the incident
- Consider sources of local knowledge and information relevant to the incident
- Liaise closely with, and where appropriate, provide direction to, rapid damage assessment teams working at the incident, in collaboration with the Operations Section
- Work with other Units in the Intelligence Section
- Analyse information collected on the current and projected incident situation including:
 - Pollutant trajectory modelling (outputs from Modelling & Predictions Unit)
 - Aerial reconnaissance
 - Shoreline assessments
 - Wildlife impact assessments
 - Net Environmental Benefit Analysis
- Prepare situational intelligence for the Intelligence Officer and IMT
- Develop and maintain a Common Operating Picture for the incident, including:
 - ICC status boards
 - Incident maps and charts
 - Summaries of operational activities such as marine, shoreline, wildlife, waste management activities
 - Weather, tides and current predictions
- Create intelligence products in a suitable format for dissemination to the Planning Section, IMT, other relevant part of the incident management structure and other stakeholders as determined by the IC
- Prepare regular SITREPS on incident status and progress for agencies involved

Intelligence Aide-memoire

Modelling and Predictions Unit Coordinator

Reports to the Intelligence Officer

Role

- Using knowledge of the current situation and modelling tools to predict incident behaviour, incident spread and impact on values
- Supporting the development of the most likely and most dangerous scenarios to feed into the options analysis part of the planning process
- Modelling the effectiveness of proposed response activities

Responsibilities

- Identify and obtain a briefing from the Intelligence Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Modelling and Predictions Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Modelling and Predictions Unit
- Communicate Unit performance to the Intelligence Officer
- Prepare shift handover and brief incoming Modelling and Predictions Unit Coordinator
- Manage the continuity of the Modelling and Predictions Unit activities across shift changes

Checklist

- Obtain intelligence in cooperation with the Situation and Analysis Unit
- Confirm the current situation and incident behaviour
- Use modelling tools such as the Oil Spill Trajectory Model (OSTM), Automated Data Inquiry for Oil Spills (ADIOS), Oil Spill Response Atlas (OSRA) and intelligence provided by the Situation and Analysis Unit to support analysis of potential incident behaviour
- Provide modelling of the pollutant spill and the likely effects, key risks and threats posed by the pollutant, including worst-case scenarios and potential outcomes
- Develop predictions suitable for inclusion in the IAP

Intelligence Aide-memoire

Environment Unit Coordinator

Reports to the Intelligence Officer

Role

- Collect and analyse environmental information for areas that are or may be impacted by the incident
- Undertaking Net Environmental Benefit Analysis (NEBA) to determine the most appropriate clean-up method with respect to reducing additional environmental damage as far as possible
- Work closely with environmental and other scientific experts to provide concise and accurate environmental advice to the IC

Responsibilities

- Identify and obtain a briefing from the Intelligence Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Environment Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Environment Unit
- Communicate Unit performance to the Intelligence Officer
- Prepare shift handover and brief incoming Environment Unit Coordinator
- Manage the continuity of the Environment Unit activities across shift changes

Checklist

- Prioritise environmental and socio-economic resources for protection and clean-up
- Provide advice on the environmental implications of proposed response, clean-up and temporary storage measures
- Undertake NEBA
- Coordinate advice from environmental and scientific specialists
- Provide environmental advice to shoreline assessment teams
- Provide advice on the protection, capture and rehabilitation of oiled wildlife
- Arrange and/or undertake response phase (type 1) monitoring

Intelligence Aide-memoire

Technical Advice Unit Coordinator

Reports to the Intelligence Officer

Role

- Provide and manage specialists within the Intelligence Unit or direct to the IC for the duration of the incident if required
- Bring in experts to deal with a particular situation or question as and when required
- Provide individual experts to work directly to an IMT member or other designated officer

Responsibilities

- Identify and obtain a briefing from the Intelligence Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Technical Advice Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Technical Advice Unit
- Communicate Unit performance to the Intelligence Officer
- Prepare shift handover and brief incoming Technical Advice Unit Coordinator
- Manage the continuity of the Technical Advice Unit activities across shift changes

Checklist

- Establish the scope of the advice required
- Confirm whether advice is required on an on-going or one-off basis
- Confirm the advisor's expertise matches the requirements of the incident, and advise if other or additional advice may be required
- If advice is provided on a consultancy or contract basis, confirm arrangement for reimbursement before work commences
- Verify deadline for provision of advice
- Confirm whether advice is required orally or in writing, or both
- Obtain technical advice in a timely way to support modelling, predictions and analysis of information
- Support the analysis of potential risks arising from the incident
- Support the development of worst-case scenarios
- Before concluding an advice role, confirm that required advice has been received by the person who needs it, and answer any follow-up questions
- Obtain contact details for clarification of advice after role is concluded
- If working as stand-alone advisor, keep adequate records of advice provided, and log of activities to enable future queries to be dealt with

Intelligence Aide-memoire

Mapping Unit Coordinator

Reports to the Intelligence Officer

Role

- Preparation of maps and relevant supporting documentation to summarise and describe the incident situation
- Use of maps to record and communicate intelligence, strategies and tactics, to facilitate briefings, and provide a record of activities at an incident
- Use maps for situational reporting

Responsibilities

- Identify and obtain a briefing from the Intelligence Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Mapping Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Mapping Unit
- Communicate Unit performance to the Intelligence Officer
- Prepare shift handover and brief incoming Mapping Unit Coordinator
- Manage the continuity of the Mapping Unit activities across shift changes

Checklist

- Collect, process and disseminate incident related spatial data
- Create spatial products using defined standards, and provide these in the format and numbers required to the appropriate units and personnel within the required timeframes
- Incorporate incident intelligence data gathered from geographical information and other sources
- Digitise the extent of the incident perimeter and other incident data
- Create new data, as needed, for incident operations including:
 - Movement of oil at sea based on aerial observations
 - Model predictions of the movement of oil at sea using outputs from the Oil Spill Trajectory Model (obtained from the Modelling and Predictions Unit, if established)
 - Extent of shoreline oiling and progress in clean-up
 - Location of various incident facilities and resources
- Effectively transfer the spatial products, projects and data created to other personnel within the incident management structure
- Document data and archive work to defined standards
- Request extra personnel or equipment to accomplish the tasks most effectively
- Monitor and evaluate performance of the Mapping Unit in accomplishing tasks within timelines
- Liaise with the Plans Unit in the development of mapping to support the IAP
- Establish and maintain communications throughout the incident management structure to ensure mapping products meet the needs of the users

Intelligence Aide-memoire

Air Observers

Report to the Situation and Analysis Coordinator.

Role

- Gathering information concerning the:
 - Location, amount, character and movement of oil or other visible pollutants on the surface of water bodies
 - Location of oil stranded on foreshores
 - Location of oiled wildlife and/or wildlife that could be impacted by the oil
- Take digital photographs to record all observations
- Direct dispersant spraying aerial resources
- Direct dispersant spraying vessel resources

Checklist

- Identify and obtain a briefing from the Officer/Coordinator you report to
- Have appropriate Air Observer Kit and apparel as per shared operating procedure
- Obtain a briefing from the Intelligence Officer (or nominated delegate)
- Liaise with the Aircraft Operations Coordinator
- Collate information needed for successful mission, including:
 - Tasking details
 - Reporting responsibilities
 - Area of reconnaissance flight
 - Passenger details if relevant
 - Call sign and frequencies of relevant on water vessels, dispersant spraying aircraft and air base
 - Flight following procedures and responsible person
 - Meteorological forecast
 - Hazards in the area of operation
 - Other aircraft in the area
- Plan and conduct reconnaissance flights
 - Know the fuel range of the aircraft
 - Obtain location of landing areas in the proposed operational area that may be used for emergencies
 - Prepare a systematic flight plan considering local restrictions
 - Check flight gear
 - Ensure communications equipment is operational
 - Brief the pilot
 - Obtain an aircraft safety brief
- Navigate and direct the pilot
- Conduct intelligence gathering activities over the incident area, including:
 - Mapping the spread of oil or other visible pollutant
 - Record and report on the behaviour of the oil (weathering) or other visible pollutant
 - Mapping the extent of foreshore oiling
 - Record and report on the location of any wildlife within the response area that could be impacted by the oil or other visible pollution
 - Record and report on the location and condition of any sighted oiled wildlife

Intelligence Aide-memoire

- Direct dispersant spraying aircraft and vessels onto the highest concentrations of oil
- Monitor the effectiveness of the dispersant
- Ensure safety standards are maintained at all times
- Conduct debrief with Air Operations Unit personnel and pilot
- Maintain a log of activities
- Report back to the Situation Unit on the intelligence gathered (hard copy and verbal) and provide any digital photographs taken during the mission

Air Operations within the AIMS Structure

When Operations has established an Aerial Unit the Air Observer will work closely with and communicate directly with operations personnel when in the field. In these instances the Air Observer may be required to direct oil recovery vessels or dispersant spraying aircraft to the more concentrated areas of oil on the water.

Aerial observers may also be required to provide briefings to the Planning, Intelligence and Operations Officers regarding their observations.

Intelligence Aide-memoire

Environment, Science and Technical (ES&T) Network support roles

Environment, science and technical functions, roles and positions arise across the response management structure. Positions should be established and filled based on the functions required, the size and complexity of the response, the skill set of individual ESCs and the jurisdictional/agency arrangements. A number of technically competent people may be used to fill various roles or positions within a complex response.

Roles

ES&T experts may fill any of the following roles:

- As a specialist ES&T advisor to the IC or IMT, to provide clear, balanced and timely advice on any or all aspects of the ES&T response functions, including spill parameters, environmental parameters and values, risks and priorities for protection, input to response options, and contributing input to and interpreting output from decision support tools, such as modelling and NEBA.
- Fill any of the specialist roles or Unit Coordinator roles within the Intelligence function – Environment, Technical Advice, Situational Awareness, Mapping, Modelling and Prediction.
- Provide technical advice in their area of expertise, either:
 - Within the Planning or Intelligence functions (units if established)
 - Within the Operations function to act as an on-site environmental advisor to minimise environmental harm from response actions

Responsibilities will vary depending on the functions and role, but generic responsibilities will likely include:

- Identify and obtain a briefing from the position you report to
- Establish your Unit/specialist area appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of your Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for your Unit
- Communicate Unit performance to the position you report to
- Prepare shift handover and brief incoming position holders
- Manage the continuity of your Unit/specialist area activities across shift changes

Checklists

As Intelligence Unit Coordinators

- See Environment Unit Coordinator Checklist
- See Technical Advice Unit Coordinator Checklist
- See Mapping Unit Coordinator Checklist
- See Modelling and Predictions Unit Coordinator Checklist
- See Situational Awareness Unit Coordinator Checklist

As specialist ES&T advisor to IC/IMT

- Establish the scope of the advice required
- Confirm whether advice is required on an on-going or one-off basis
- Identify and obtain the necessary and relevant expert opinions from within and beyond the response structure
- Work in conjunction with the relevant technical unit or position, if established to ensure consistency within the response structure
- Provide advice on potential environmental and social risks arising from the incident
- Advise on the development of worst-case scenarios

Intelligence Aide-memoire

- Provide timely, integrated, independent advice on the technical and/or environmental issues affecting the spill response
- Provide independent, high-level, objective and factual advice on the probable effectiveness and impacts of the use of response strategies, especially those involving dispersants and other oil spill control agent chemicals

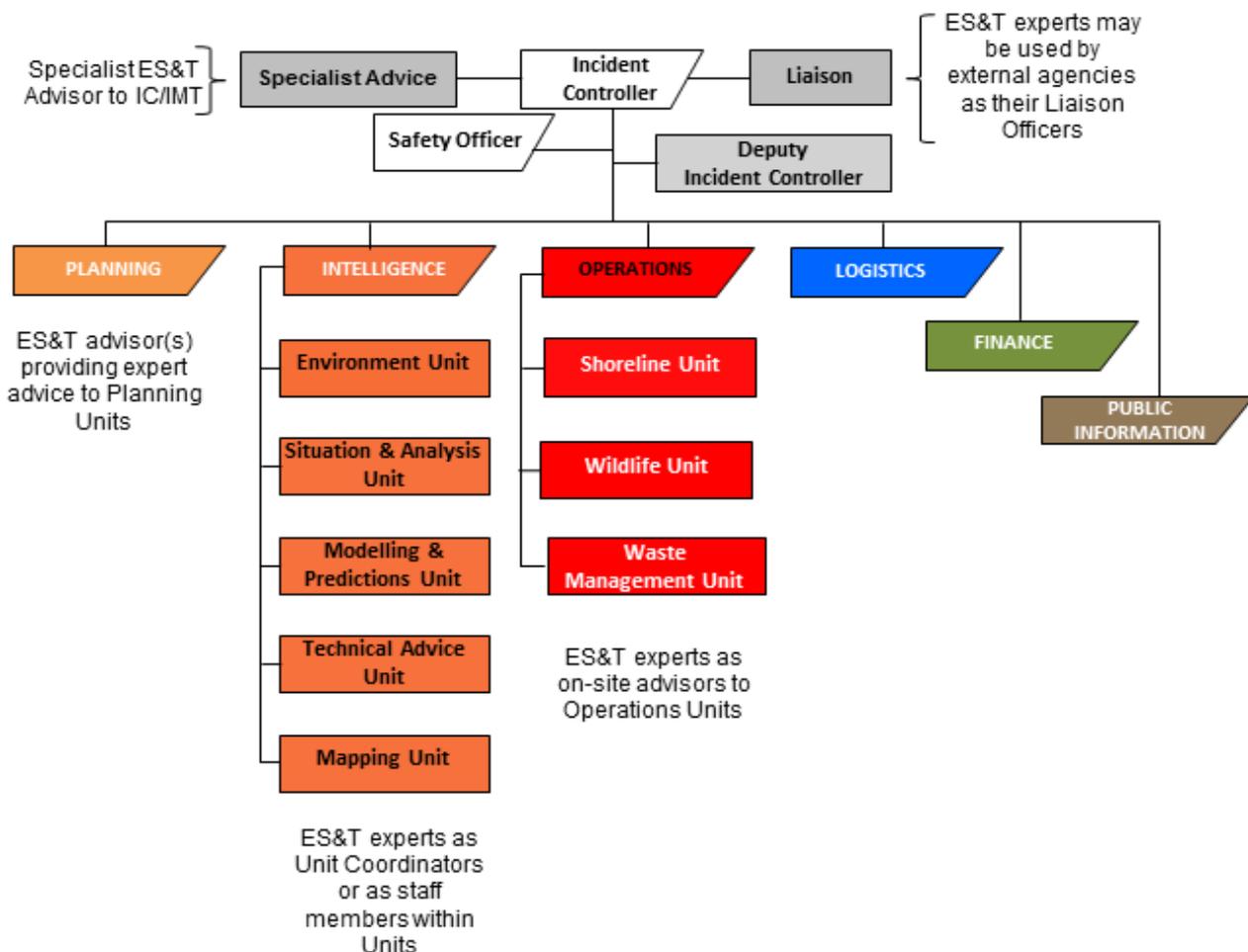
As on-site environmental advisor within Operations function

- Report to Unit Coordinator, Sector or Division Managers as appropriate
- Establish your means of communications
- Brief Unit Coordinators/Team Leaders on environmental risks, hazards, issues and dangers
- Maintain ongoing exchange of information (two-way) with Unit Coordinators/Team Leaders regarding:
 - Sensitive environmental sites within the work area
 - Appropriate work methods to minimise further environmental damage
 - Any dangerous environmental situations, in particular oiled and other dangerous wildlife
- Identify new and potential environmental risks within the area you are operating and monitor safety of personnel
- Maintain ongoing two-way communications with your Unit Coordinators/Team Leaders
- Participate in Unit/team debrief upon completing of assignment
- Keep a log of activities and decisions, made by yourself and communicated to the Unit Coordinators/Team Leaders

Environment , Science and Technical (ES&T) - Roles

AIMS for marine incident response.

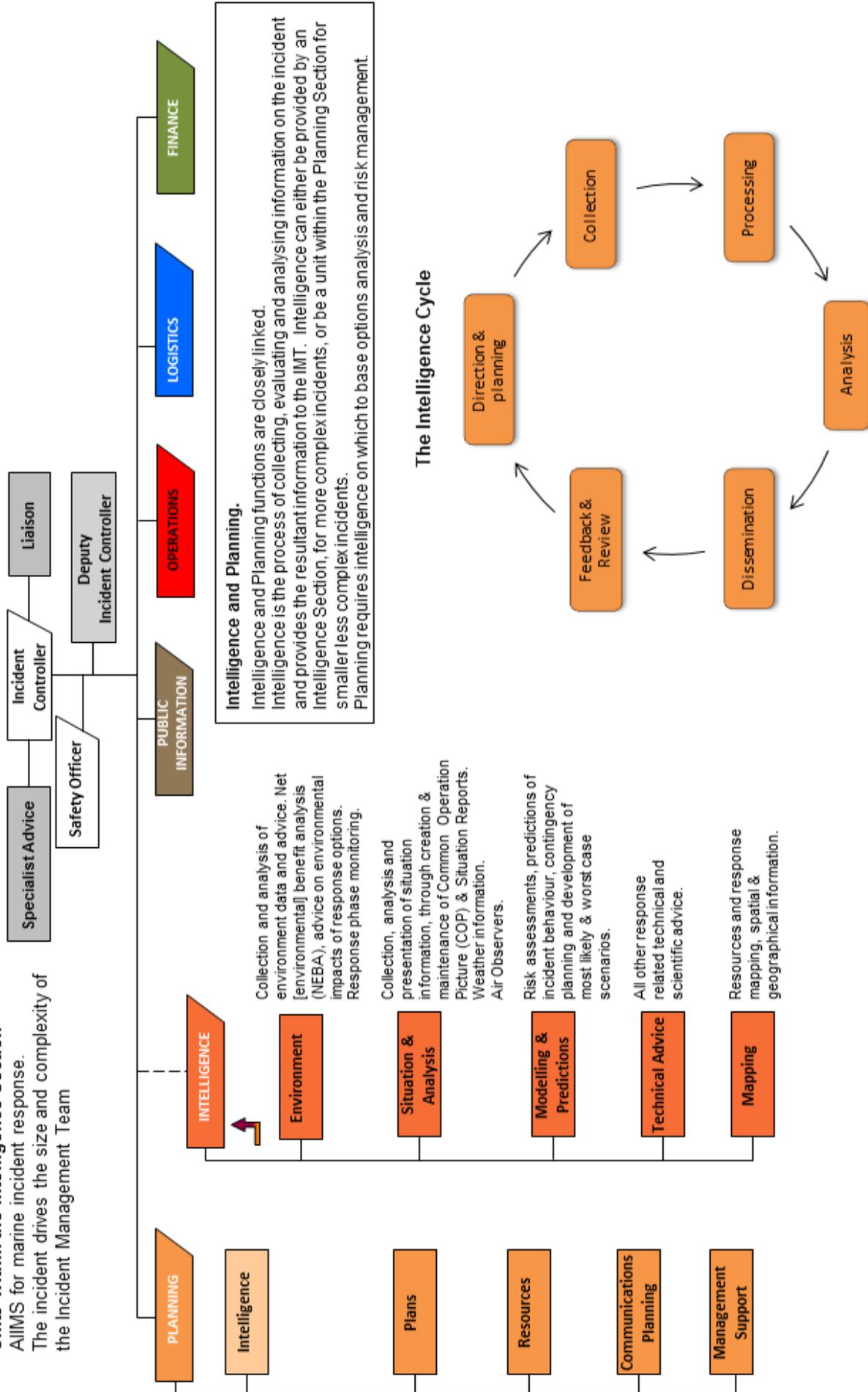
The incident drives the size and complexity of the Incident Management Team. The role(s) filled by ES&T experts will depend on the complexity of the incident and the Incident Controller's requirements.



Intelligence Aide-memoire

Units within the Intelligence Section

AIMS for marine incident response.
The incident drives the size and complexity of the Incident Management Team



Public Information Officer

Role

- Dissemination of information, advice and safety messages to the public
- Provision of timely and relevant information and safety messages to those who may be impacted by the incident
- Ensure that the IC is involved in the development and approval of media releases
- Ensure that the IC is kept up-to-date regarding media conferences and media releases

Responsibilities

- Obtain a briefing from the IC
- Establish the Public Information Section appropriate to the size and complexity of the incident
- Appoint unit coordinators as required and delegate tasks
- Manage the personnel within the Public Information Section
- Adjust the structure of the Public Information Section throughout the incident
- Obtaining information on the current and projected incident situation from the Planning or Intelligence Section when established
- Maintain ongoing communications with the Planning/Intelligence Section regarding accuracy of information released to the public
- Disseminating incident information to the public and affected communities
- Liaison with affected communities
- Liaise and coordination with other agencies media personnel to ensure one consistent picture is provided to the public and affected communities
- Provide a safe working environment for personnel within the Public Information Section
- Establish and maintain a log of activities and decisions for the Public Information Section
- Communicate Section performance to the IC or the position you report to
- Prepare shift handover and brief incoming Public Information Officer
- Manage the continuity of Public Information activities across shift changes

Checklist

- Liaise with the IC regarding the Marine Pollution Controller's role in any media conferences and approval of media releases
- Prepare safety messages and other media releases for the IC's approval
- Assess the level of media interest in the incident and response
- Establish a media centre (within or close to the ICC) with appropriate equipment and personnel to assist so that the level of media interest can be effectively dealt with
- Notify other agency's' Media Officers of the media centre location and contact information
- Prepare a schedule for media briefings and distribute
- Determine which supporting agencies media representatives should be present at media conferences
- Coordination of the media and information being released about the response
- Oversee the liaison with other agency's Media Officers to ensure a consistent media messages are being presented
- Be available for media interviews
- Coordinate press conferences and the interviewing of the IC and other Maritime personnel by media organisations

Public Information Aide-memoire

Media Unit

Reports to the Public Information Officer

Role

- Liaison with the media in relation to the incident, and management of media requirements, including requirements on the incident ground
- It does this through the:
 - Conduct of media briefings and press conferences
 - Preparation of media releases and response to media enquiries
 - Arrangement of interviews, and media escorts into the incident ground
 - Nomination of a spokesperson to the media, if other officers are unavailable

Responsibilities

- Identify and obtain a briefing from the Public Information Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Media Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Media Unit
- Communicate Unit performance to the Public Information Officer
- Prepare shift handover and brief incoming Media Coordinator
- Manage the continuity of the Media Unit activities across shift changes

Checklist

- Maintain ongoing liaison Planning/Intelligence Section to maintain a current understanding of the available incident information and potential threats to communities
- Work with Planning/Intelligence Section and the IMT to ensure timely, tailored and relevant information is provided to the media for dissemination to the community and other stakeholders
- Identify and anticipate media needs, such as provision of information to meet deadlines
- Prepare and issue media briefings and releases, as authorised by the IC
- Organise media events, such as press conferences for the IC, Marine Pollution Controller and other appropriate officers
- Draft key messages and assist the IC and other media spokespersons with media interviews
- Liaise with media to disseminate information
- Seek authorisation from the Operations Officer prior to providing media with access to the incident ground. Ensure media access complies with stipulations of the Operations Officer
- Take responsibility for media safety/escorts where permission has been given for media to access the incident ground
- Keep Public Information Officer informed on emerging public-interest issues

Community Liaison Unit

Reports to the Public Information Officer

Role

- Engaging in two-way communications and liaison with affected communities
- Facilitating public meetings and other community-based activities to provide community groups with timely, tailored and relevant information about the incident
- Obtaining local knowledge and input, and feeding this back to the IMT

Responsibilities

- Identify and obtain a briefing from the Public Information Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Community Liaison Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Community Liaison Unit
- Communicate Unit performance to the Public Information Officer
- Prepare shift handover and brief incoming Community Liaison Coordinator
- Manage the continuity of the Community Liaison Unit activities across shift changes

Checklist

- Identify the specific information needs of affected communities
- Organise and facilitate community meetings
- Obtain local knowledge and historical information, and feed this back to the Public Information Officer and the Planning/Intelligence Section
- Identify established community networks, groups and/or systems relevant to the incident area that may assist with the dissemination of incident information
- Arrange community information sources, such as community newsletters and notice boards
- Log issues raised by community members and obtain/provide responses
- Keep the Public Information Officer informed of emerging public interest issues

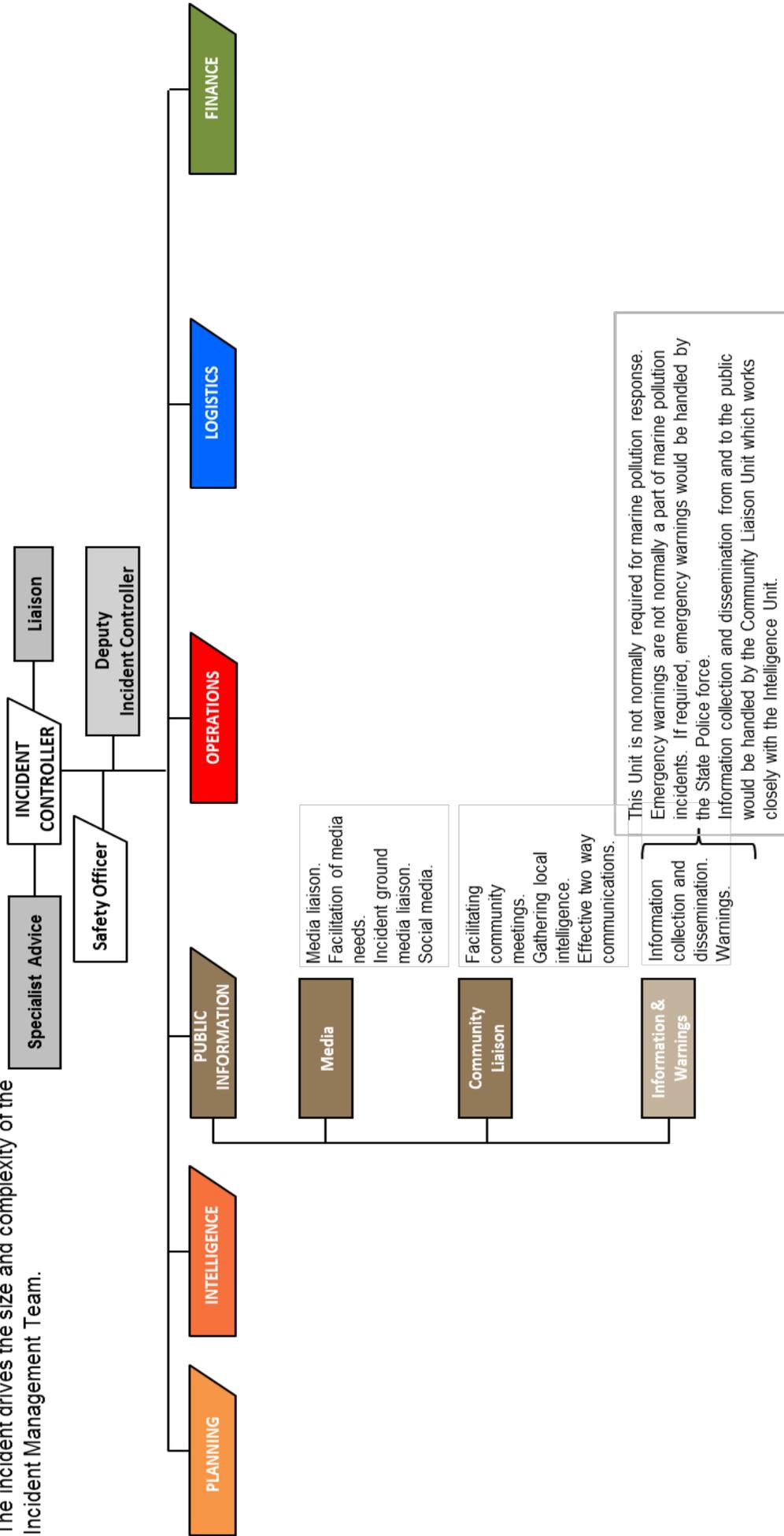
Community Engagement

- Be mindful of the stakeholders' concerns, needs and interests
- Be mindful to provide information that is meaningful to stakeholders – avoid jargon, seek clarification that material presented is understood
- For prolonged incidents, or those posing a significant risk to the community, consider conducting community meetings
- The type of information communicated at a community meeting might include:
 - The nature and current state of the incident response
 - Key safety messages and actions for the community
 - Risks to people and communities close to the incident ground
 - Any special factors influencing the incident and its management
 - Resources being used in the incident response
 - Predictions and timeframes in relation to the incident and significant milestones
 - Relief and recovery arrangements
- Community meetings offer the opportunity for two-way communications
- Community members can be a valuable source of local knowledge and information that may assist in the planning process

Seek input and feedback from people attending community meetings

Public Information Aide-memoire

Units within the Public Information Section
 AIMS for marine pollution response.
 The incident drives the size and complexity of the Incident Management Team.



This Unit is not normally required for marine pollution response. Emergency warnings are not normally a part of marine pollution incidents. If required, emergency warnings would be handled by the State Police force. Information collection and dissemination from and to the public would be handled by the Community Liaison Unit which works closely with the Intelligence Unit.

Operations Aide-memoire

Operations Officer

The size and complexity of an incident will determine the Operations structure that is established and whether the sections selected are based on geography (Divisions and Sectors) or functions (Marine, Shoreline, Wildlife, Air, Work Health & Safety (WH&S) and Waste Management) or a combination of both. The approach used should apply Span of Control.

As an incident becomes more complex, the Operations Officer will delegate roles. The emphasis of the Operations Officer's role then shifts towards being more management focused.

Role

- Implementation of strategies to resolve the incident
- Management of all activities that are undertaken directly (in the field) to resolve the incident
- Management of all resources (people and equipment) assigned to the Operations Section

Responsibilities

- Obtain a briefing from the IC or the position that you report to
- Establish the Operations Section appropriate to the size and complexity of the incident
- Appoint unit coordinators as required and delegate tasks
- Manage the personnel within the Operations Section
- Adjust the structure of the Operations Section throughout the incident
- Provide a safe working environment for personnel within the Operations Section
- Establish and maintain a log of activities and decisions for the Operations Section
- Communicate Section performance to the IC or the position you report to
- Prepare shift handover and brief incoming Operations Officer
- Manage the continuity of Operations activities across shift changes

Checklist

- Manage and supervise operations at the incident and monitor progress
- Exchange information with the IC and provide regular reports
- Exchange information regularly with all other members of the IMT
- Establish a process for briefing personnel prior to deployment and at the conclusion of a shift or rotation
- Take action to protect and preserve the incident scene
- Check appropriate mapping is available
- Develop the operations portion of the IAP
- Brief and allocate operations personnel in accordance with the IAP
- Implement the IAP
- Check personnel are properly equipped for the allocated tasks
- Keep personnel informed of the situation at the incident
- Establish and maintain staging areas as appropriate to the situation
- Establish Air Operations and Plant operations units as required
- Communicate with stakeholders and affected parties at the scene
- Consider sources of local knowledge and information
- Advise the IC of the incident situation, control progress and emerging risks
- Report events and accidents to the IC and IMT
- Determine need for and request, additional resources
- Determine need for logistical support and request as necessary

Operations Aide-memoire

Division Commanders and Sector Commanders

The Roles of Division and Sector Commanders are similar but exist at different levels in the Operations Structure as it expands or contracts to meet the needs of the incident.

Role

- Implementation of their portion of the IAP
- Determining the tactics to implement the strategies and achieve the objectives of the IAP
- Coordination and allocation of the resources under their supervision
- Reporting on incident situation, the progress of operations, emerging risks and the status of resources
- Maintaining effective two-way information flows within the structure

Responsibilities

- Identify and obtain a briefing from the Operations Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Unit
- Communicate Unit performance to the Operations Officer
- Prepare shift handover and brief incoming Commander
- Manage the continuity of the Unit activities across shift changes

Checklist

- Confirm the identity and location of your supervisor (Operations Officer or Division Commander)
- Liaise with and monitor the actions of non-combatant personnel within your sector/division
- Identify and mitigate risks within your Sector/Division
- Provide briefing and debriefings:
 - Sector Commanders and Team Leaders within the sector
 - Division Commanders to Sector Commanders within the Division
- Confirm communications arrangements with subordinates
- Allocate and modify specific tasks in relation to the sector/division
- Ensure tactics are consistent with the strategies approved within the IAP and provide input into the review of strategies as required
- Maintain ongoing exchange with your Operations Officer (or Division Commander) on incident situation, progress towards achievement of allocated tasks, and when:
 - IAP is to be modified
 - Additional resources are needed
 - Surplus resources are available
 - Hazardous situation are present
 - Significant events occur
- Identify new and potential risks within the Division/Sector and monitor safety of personnel
- Maintain ongoing liaison with the Intelligence Section/Unit to provide specific information on incident situation, progress towards achievement of incident objectives, emerging risks and effectiveness of strategies
- Maintain ongoing exchange of information with subordinates regarding work progress, resource status and location, and any significant changes or emerging risks

Operations Aide-memoire

- Resolve identified logistics problems within the sector/division
- Coordinate activities with adjacent Sector/Division Commanders

Team Leaders

Team leaders are responsible for ensuring that the duties allocated to their team are efficiently carried out.

Responsibilities

- Managing ongoing exchange of information with supervisors by providing regular reports on work progress, resource status and reporting any significant changes or emerging risks
- Briefing and debriefing crews
- Supervising their team in carrying out their allocated duties
- Reviewing assignments with subordinates, and allocating tasks
- Monitoring safety and provide a safe working environment for personnel

Checklist

- Confirm the identity and location of your supervisor, and your means of communication
- Where possible, obtain appropriate maps
- Brief the team on tasks that have been allocated
- Maintain ongoing exchange of information (two-way communication) with supervisor regarding:
 - Work progress – report on your progress, seek information regarding adjoining teams progress
 - Resource status and adequacy
 - Any significant changes to the situation
 - Factors influencing the task or situation
 - Emerging risks
 - Near misses and injuries
- Identify new and potential risks within the area you are operating and monitor safety of personnel
- Maintain ongoing two-way communications with your teams
- Debrief team upon completing of assignment
- Communicate team performance to your supervisor
- Prepare shift handover and brief your incoming replacement
- Manage continuity across shift change
- Keep a log of activities and decisions, made by yourself and your team

Operations Aide-memoire

Staging Area Managers

Marine pollution response typically requires a number of staging areas (e.g. equipment, location, personnel, and wildlife) based on incident size and complexity. As these areas require specialist personnel to procure, design and establish, the Facilities Unit within Logistics Section should assist with specified equipment and supplies.

Role

- Establish and managing Staging Areas
- Identifying the resources required for the Staging Areas and obtaining through Logistics

Responsibilities

- Identify and obtain a briefing from the Operations Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Unit
- Communicate Unit performance to the Operations Officer
- Prepare shift handover and brief incoming Manager
- Manage the continuity of the Unit activities across shift changes

Checklist

- Establish Staging Areas at a safe and accessible location
- Consider whether there is a requirement to establish multiple Staging Areas specific to Division and Sectors or response functions
- If Staging Areas are established for Division and Sectors, the Staging Area Manager for those facilities must report to the Division or Sector Commander accordingly
- Establish and implement the layout of a Staging Area considering:
 - Entry, exit and parking control points for personnel and vehicles
 - Location of personnel catering and welfare facilities
 - Communication and administrative facilities
 - Vehicle and equipment cleaning and servicing facilities
 - Waste storage, segregation of wastes transport of wastes from the area
 - Security
- Implement a check-in and check-out procedures for all resources including personnel
- Establish staffing arrangements for management of the Staging Area
- Establish briefing procedures for incident resources prior to deployment to the incident ground
- Liaise with the Planning Section:
 - Resources Unit – regarding resource movements and status
 - Intelligence Unit/Section – for updates of information for briefing resources prior to dispatch
- Liaison with the Logistics Section:
 - Catering Unit – for the provision of catering
 - Medical Services Unit – regarding welfare services
 - Ground Support Unit – for mechanical and maintenance services and transport arrangements to and from the Staging Areas
 - Supply Unit- acquisition and storage of equipment and materials
 - Facilities Unit – for facilities required at the Staging Area (shelter, ablutions, etc) and information regarding accommodation for resources going off shift
- Liaise with the Operations Section regarding available services and dispatch requirements/arrangements

Operations Aide-memoire

Air Operations Coordinator

Reports to the Operations Officer

Role

- Managing the Air Operations Unit to support the incident
- Provision of specialist aviation advice to the Operations Officer
- Preparation of the Air Operations section of the IAP

Responsibilities

- Identify and obtain a briefing from the Operations Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Unit
- Communicate Unit performance to the Operations Officer
- Prepare shift handover and brief incoming Coordinator/Commander
- Manage the continuity of the Unit activities across shift changes

Checklist

- Provide briefing to personnel working in the Air Operations Unit
- Review air activities within the IAP and change current activities in line with the scope of the IAP if necessary
- Determine implementation strategies for air operations
- Maintain ongoing, two-way communications with unit personnel and the Intelligence Unit/Section. (Air Observers)
- Arrange logistics support for the existing and planned air operations
- Establish co-ordination procedures between the Air Operations Unit and Operations Section
- Notify Air Operations Unit personnel of co-ordination procedures; provide regular briefings
- Liaise with the Operations Officer regarding air missions and priorities
- Determine effectiveness of air operations activities by reviewing current air and ground activities with Air Operations Unit personnel
- Regularly report to the Operations Officer on air activities
- Notify Operations Officer when any of the following event occur:
 - Assigned air missions cannot be completed
 - Resources needs to be changed
 - Change of aircraft status
 - Situations hazardous to air operations exist or are foreseen
- Prepare Air Operations Plan for the next IAP
- Include an Accident Response Plan as part of the Air Operations Plan
- Air Operations Unit to be point of contact between the incident and Air Services Australia, via the organisational headquarters
- Negotiate and/or resolve issues of air-space management with Air Services Australia
- Conduct debrief with Air Operations Unit personnel and Operations Officer

Operations Aide-memoire

Marine Coordinator

Reports to the Operations Officer

Role

- Determine the tactics to implement the on-water strategies to achieve the objectives of the IAP
- Coordination and allocation of the resources under your supervision
- Reporting on incident situation, the progress of operations, emerging risks and the status of resources

Responsibilities

- Identify and obtain a briefing from the Operations Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Unit
- Communicate Unit performance to the Operations Officer
- Prepare shift handover and brief incoming Commander/Coordinator
- Manage the continuity of the Unit activities across shift changes

Checklist

- Ensure that personnel in charge of vessels have the appropriate qualifications to operate the vessel
- Ensure equipment has operating and safety manuals
- Ensure that communications equipment is operational and unit personnel understand the communications procedures (vessel to base, vessel to vessel, vessel to aircraft)
- Request additional personnel or release excess personnel as appropriate
- Coordinate the deployment of on water oil spill response equipment and vessels as per the IAP
- Coordinate vessel based dispersant spraying operations
- Ensure safety and welfare of all unit personnel
- Maintain good communications with the Operations Officer
- Report any significant changes to the implementation of the IAP
- Report any accidents or near misses to the Operations Officer as soon as possible
- Identify new and potential risks within unit's work area and monitor safety of personnel

Operations Aide-memoire

Shoreline Coordinator

Reports to the Operations Officer

Role

- Determine the tactics to implement the shoreline clean-up strategies to achieve the objectives of the IAP
- Coordination and allocation of the resources under their supervision
- Reporting on incident situation, the progress of operations, emerging risks and the status of resources

Responsibilities

- Identify and obtain a briefing from the Operations Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Unit
- Communicate Unit performance to the Operations Officer
- Prepare shift handover and brief incoming Commander/Coordinator
- Manage the continuity of the Unit activities across shift changes

Checklist

- Request additional personnel or release excess personnel as appropriate
- Coordinate the transportation and work of shoreline assessment teams and clean-up teams as per the IAP
- Establish and manage shoreline staging and decontamination areas if no Shoreline Staging Area Manger is appointed
- Maintain the effective use of clean-up personnel and equipment
- Determine the most effective and economic shoreline clean-up options for the given situations
- Maintain good communications with the Operations Officer
- Report any significant changes to the implementation of the IAP
- Ensure safety and welfare of all unit personnel
- Report any accidents or near misses to the Operations Officer as soon as possible
- Identify new and potential risks within unit's work area and monitor safety of personnel

Operations Aide-memoire

Wildlife Coordinator

Reports to the Operations Officer

Role

- Determine the tactics to implement the wildlife strategies to achieve the objectives of the IAP
- Coordination and allocation of the resources under their supervision
- Reporting on incident situation, the progress of operations, emerging risks and the status of resources

Responsibilities

- Identify and obtain a briefing from the Operations Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Unit
- Communicate Unit performance to the Operations Officer
- Prepare shift handover and brief incoming Commander/Coordinator
- Manage the continuity of the Unit activities across shift changes

Checklist

- Allocate duties to Wildlife Unit personnel
- Request additional personnel or release excess personnel as appropriate
- Establish and manage the wildlife cleaning and rehabilitation centre(s)
- Coordinate capture of affected wildlife
- Coordinate cleaning/decontamination and rehabilitation of affected wildlife
- Authorise the disposal of dead wildlife
- Coordinate any wildlife exclusion programs
- Ensure safety and welfare of all unit personnel
- Maintain good communications with the Operations Officer
- Report any significant changes to the implementation of the IAP
- Maintain an effective record system of treated wildlife
- Report any accidents or near misses to the Operations Officer as soon as possible
- Identify new and potential risks within unit's work area and monitor safety of personnel

Operations Aide-memoire

Waste Management Coordinator

Reports to the Operations Officer

Role

- Determine the tactics to implement the waste management strategies to achieve the objectives of the IAP
- Coordination and allocation of the resources under their supervision
- Reporting on incident situation, the progress of operations, emerging risks and the status of resources

Responsibilities

- Identify and obtain a briefing from the Operations Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Unit
- Communicate Unit performance to the Operations Officer
- Prepare shift handover and brief incoming Commander/Coordinator
- Manage the continuity of the Unit activities across shift changes

Checklist

- Allocate duties to unit personnel
- Request additional personnel or release excess personnel as appropriate
- Ensure the segregation of waste as per the IAP
- Specify suitable types of containers for oily wastes and other wastes generated by the response
- Determine the quantity of containers required for the response
- Establish and manage the temporary waste storage site(s)
- Coordinate the temporary storage of collected waste materials
- Monitor waste storage sites for secondary contamination
- Identify permanent waste disposal site(s)
- Coordinate the safe transport of waste to permanent disposal sites
- Ensure safety and welfare of all unit personnel
- Maintain good communications with the Operations Officer
- Report any significant changes to the implementation of the IAP
- Report any accidents or near misses to the Operations Officer as soon as possible
- Identify new and potential risks within unit's work area and monitor safety of personnel

Operations Aide-memoire

Work Health and Safety Coordinator

Reports to the Operations Officer

Role

- Oversight and implementation of WH&S requirements, across all field operations, in accordance with the IAP and jurisdiction legislation

Responsibilities

- Identify and obtain a briefing from the Operations Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Unit
- Communicate Unit performance to the Operations Officer
- Prepare shift handover and brief incoming Commander/Coordinator
- Manage the continuity of the Unit activities across shift changes

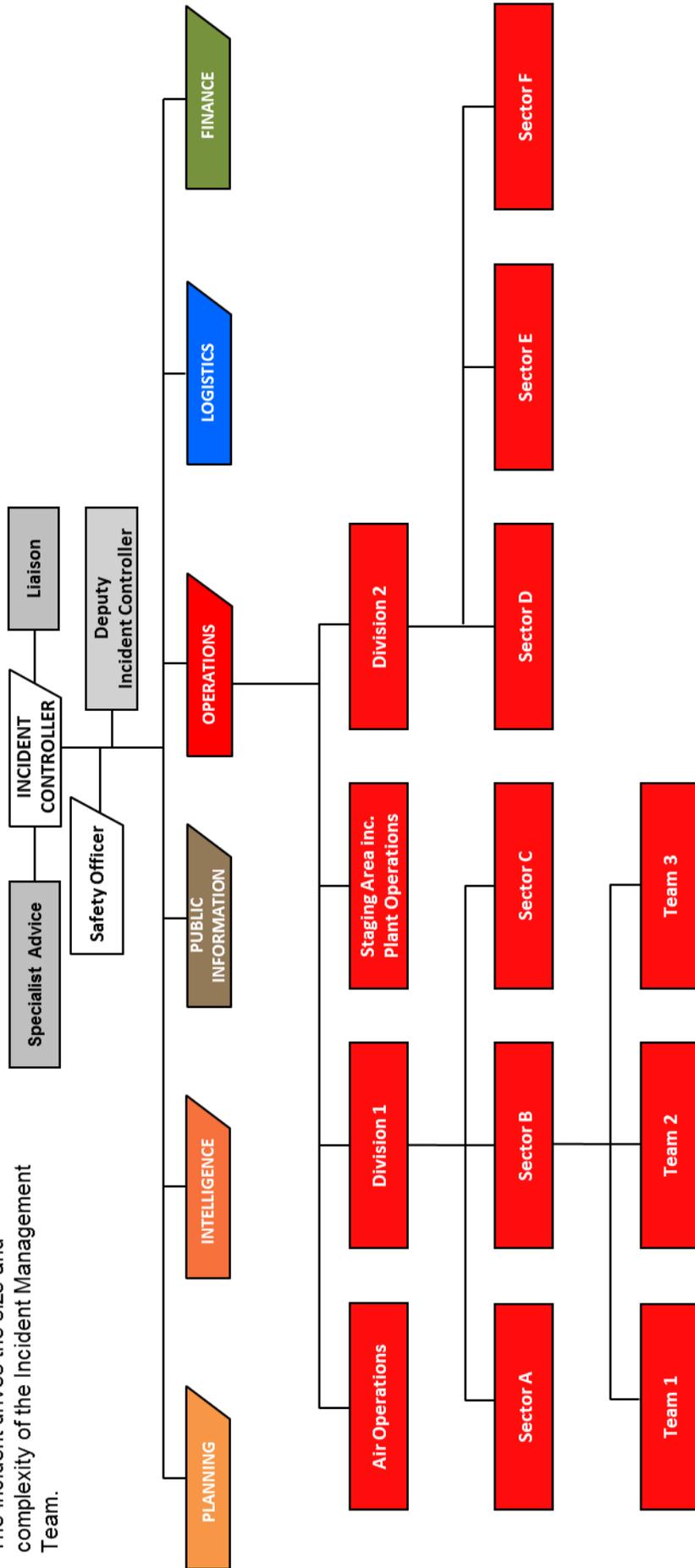
Checklist

- Ensure that a response safety induction processes are in place and implemented
- Ensure that all new responders undergo the safety induction process
- Ensure that job and site specific risk assessments are carried out and that mitigation measures are in place and implemented
- Ensure that proper WH&S procedures have been implemented for all field aspects of the response
- Rectify any practices, which breach the WH&S protocols implemented for the response
- Provide input into the development and updating of the incident Health and Safety Plan
- Monitor the safety and welfare of all personnel
- Report any significant safety issues to the Safety Officer and Operations Officer

Operations Aide-memoire

Units within the Operations Section based on a generic structure

AIIMS for marine pollution response.
The incident drives the size and complexity of the Incident Management Team.

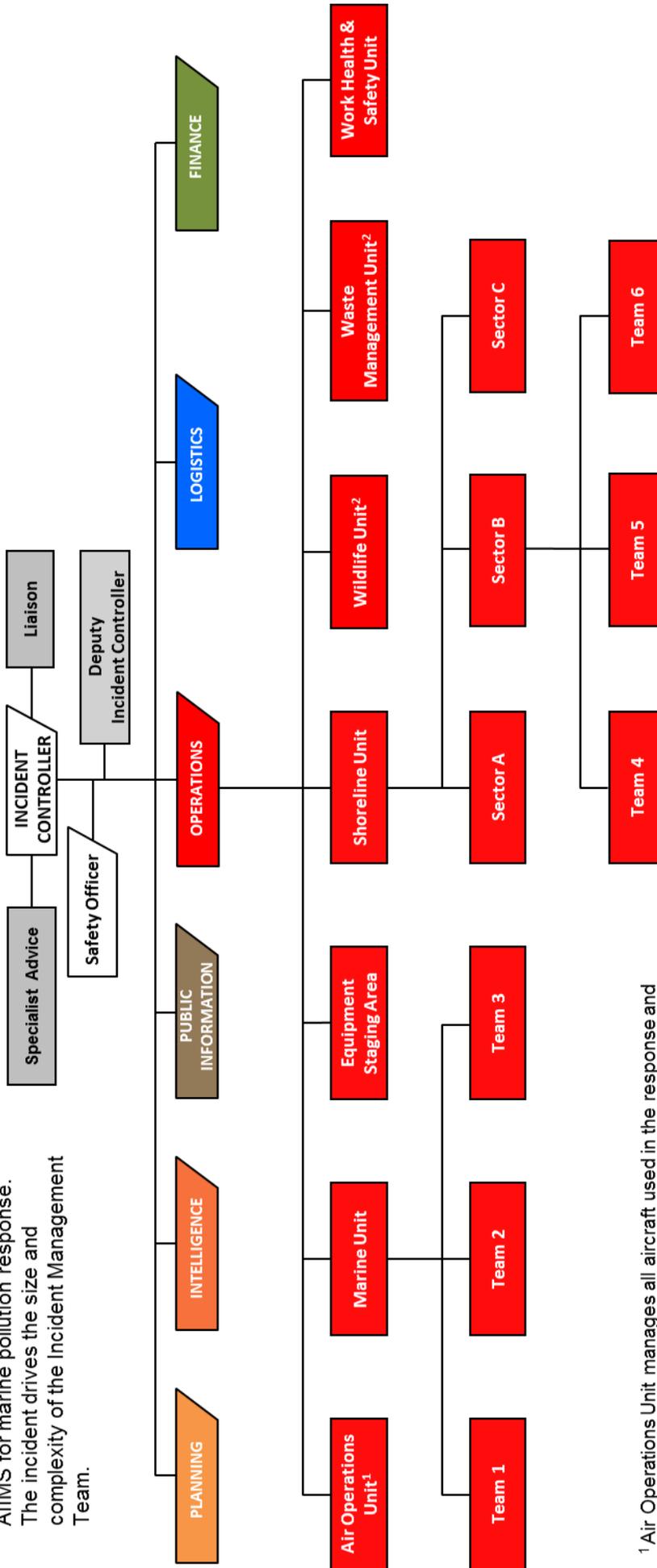


Operations Aide-memoire

Units within the Operations Section based on specialist functions

AIMS for marine pollution response.

The incident drives the size and complexity of the Incident Management Team.



¹ Air Operations Unit manages all aircraft used in the response and the Air Observers communicate with the Air Operations Coordinator when in the field. Air Observers report to the Situation & Analysis Unit within the Intelligence Section for reporting their observations on the distribution and extent of oil.

² The Wildlife Unit and Waste Management Units use the same Sectors as the Shoreline Unit and will have their own teams working within the Sectors. These teams, when in the field, will also report to the Sector Manager if appointed.

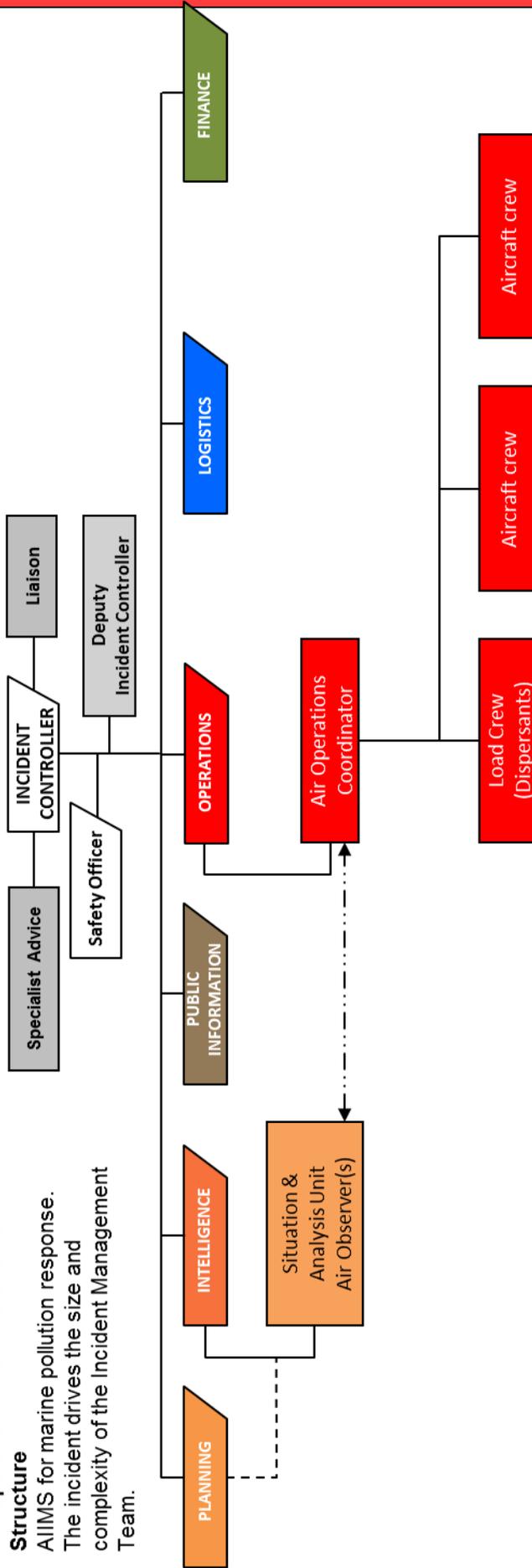
Sectors will usually have Shoreline Staging Areas or share a Shoreline Staging Area. Sector Managers, if appointed, are usually based at the Shoreline Staging Areas. For incidents that cover a large geographic area, Divisions may be used to further divide the response area.

Operations Aide-memoire

Air Operations within the AIIMS

Structure

AIIMS for marine pollution response. The incident drives the size and complexity of the Incident Management Team.



When Operations has established an Air Operations Unit the Air Observer(s) will work closely with and communicate directly with Operations personnel when in the field. In these instances the Air Observer may be required to:

- Direct oil recovery vessels and dispersant spraying vessels to the more concentrated areas of oil on the water.
- Direct dispersant spraying aircraft to the more concentrated areas of oil on the water.
- Carry out aerial observations to determine the distribution and extent of the oil spill.

Logistics Officer

Reports to the Incident Controller

Role

- Providing support for control of the incident through the organisation and provision of:
 - Human and physical resources
 - Facilities (such as the ICC, equipment staging area, shoreline staging areas, wildlife washing and rehabilitation facilities, assembly areas, forward command bases etc)
 - Services
 - Materials
- Providing support and control for the demobilisation of equipment and services

Responsibilities

- Obtain a briefing from the IC or the position that you report to
- Establish the Logistics Section appropriate to the size and complexity of the incident
- Appoint unit coordinators as required and delegate tasks
- Manage the personnel within the Logistics Section
- Adjust the structure of the Logistics Section throughout the incident
- Provide a safe working environment for personnel within the Logistics Section
- Establish and maintain a log of activities and decisions for the Logistics Section
- Communicate Section performance to the IC or the position you report to
- Prepare shift handover and brief incoming Logistics Officer
- Manage the continuity of Logistics activities across shift changes

Checklist

- Develop a Logistics Plan for inclusion in the IAP
- Provide strategic advice to the IMT based on the provision of services and resources
- Liaise with the other members of the IMT
- Liaise with suppliers and local businesses, and maintain an awareness of the impact of the incident on the local community and businesses within it
- Arrange for the provision of food and drink to the incident personnel
- Acquire, store and distribute equipment and materials for incident support
- Provide technical advice, services and equipment placement for incident communications, air radio, telephone and information technology
- Select and manage the locations where personnel work, sleep, cook, maintain and repair equipment
- Arrange for the provision of transport for personnel, equipment, supplies and food
- Arrange for the provision of fuelling, mechanical maintenance and security of all equipment and vehicles at the incident
- Develop a Traffic Management Plan for the organisation of traffic in and out of the incident site(s)
- Maintain record of purchases of supplies and hire of equipment
- Maintain information on insurance arrangements and facilitate compensation claims for personnel, property and vehicles used during the incident response
- Collect cost data, perform analysis of cost effectiveness, and provide cost estimates on a daily basis
- Arrange for the provision of medical support such as first aid and medical transport to personnel involved in managing the incident
- Reclaim reusable resources, equipment and materials at the conclusion of the incident
- Develop and implement the Demobilisation Plan

Supply Unit

Reports to the Logistics Officer

Role

- Acquire and distribution of equipment and materials to all responders to the incident
- Storage and maintenance of supplies

Responsibilities

- Identify and obtain a briefing from the Logistics Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Supply Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Supply Unit
- Communicate Unit performance to the Logistics Officer
- Prepare shift handover and brief incoming Supply Unit Coordinator
- Manage the continuity of the Supply Unit activities across shift changes

Checklist

- Develop a Supply Plan to support the incident
- Implement system and procedures for the acquisition and procurement of required supplies
- Apply relevant agency procurement procedures
- Implement system and procedures for receiving and recording incoming goods
- Implement system and procedures for the safe storage and distribution of supplies and materials
- Liaise with the Logistics Officer and suppliers regarding progress in provision of supplies
- Liaise with Operations Officer and Staging Area Manager(s) regarding requirements
- Maintain (or liaise with Finance Unit/Section) accounts for purchases of supplies and hire of equipment
- Reclaim and record reusable resources, equipment and materials at the conclusion of the incident
- Maintain records of goods:
 - Requested
 - Ordered
 - Received
 - Distributed
 - Recovered

Communications Support Unit

Reports to the Logistics Officer

Role

- Acquisition, installation and maintenance of communications equipment to support the incident
- Maintenance of communications capacity at the incident
- Provision of technical advice regarding communications

Responsibilities

- Identify and obtain a briefing from the Logistics Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Communications Support Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Communications Support Unit
- Communicate Unit performance to the Logistics Officer
- Prepare shift handover and brief incoming Communications Support Unit Coordinator
- Manage the continuity of the Communications Support Unit activities across shift changes

Checklist

- Liaise with the Planning Section and Logistics Officer regarding communications needs
- Liaise with other organisations regarding communications networks and arrangements
- As necessary, provide technical advice and communications support to the IMT
- Develop a Communications Support Plan to support the incident. The Communications Support Plan provides the infrastructure and maintenance support to implement the Communications Plan developed by the Planning Section
- Liaise with, and provide advice to, the Planning Section in the development of the Communications Plan
- Acquire and install additional communications equipment for the incident
- Maintain communications equipment for the incident
- Reclaim and record reusable resources and materials at the conclusion of the incident

Communications resources include:

- Radio equipment
 - Telephone (fixed and mobile) and fax services
 - Computing systems (Internet, email, storage, network, software, system security, laptops, desktops)
-

Facilities Unit

Reports to the Logistics Officer

Role

- Obtaining and managing permanent and temporary facilities and accommodation to support the Operations Section and Incident Control Function
- Maintenance, security and safety of facilities during the incident
- Restoration of facilities upon conclusion of the incident

Responsibilities

- Identify and obtain a briefing from the Logistics Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Facilities Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Facilities Unit
- Communicate Unit performance to the Logistics Officer
- Prepare shift handover and brief incoming Facilities Unit Coordinator
- Manage the continuity of the Facilities Unit activities across shift changes

Checklist

- Liaise with the Logistics Officer regarding requirements for facilities
- Select and establish incident facilities
- Arrange for the installation and operation of necessary equipment and services
- Arrange suitable layout of the facility to enable effective use
- Maintain records of facilities use
- Establish and implement procedures for maintenance of facilities
- Establish and implement procedures for the security of facilities
- Develop facility plans, as appropriate
- Establish and implement procedures for demobilising facilities

Facilities include permanent and temporary premises and locations utilised for:

- Incident Control Centre
- Assembly Areas
- Equipment Staging Areas
- Forward Command Bases
- Division Command Points
- Waste Storage and Management
- Equipment Maintenance and Repair
- Shoreline Staging Areas (Sector Command Points)
- Wildlife Washing and Rehabilitation

Establishment of Operations facilities such as Equipment Staging Area, Shoreline Staging Areas, Wildlife Washing and Rehabilitation Centre and Forward Command Bases must be done in close collaboration with the Operations Officer and the relevant specialist personnel who are often assigned to the Operations Section.

The Facilities Coordinator role is not to have control of establishment of these facilities but to work cooperatively and assist Operations in establishing and then managing the facilities.

Ground Support Unit

Reports to the Logistics Officer

Role

- Provision of transport for personnel, equipment, supplies and food in and around the incident ground
- Fuelling, mechanical maintenance, and security of vehicles and equipment at the incident
- Organisation of traffic in and around the incident ground if necessary

Responsibilities

- Identify and obtain a briefing from the Logistics Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Ground Support Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Ground Support Unit
- Communicate Unit performance to the Logistics Officer
- Prepare shift handover and brief incoming Ground Support Unit Coordinator
- Manage the continuity of the Ground Support Unit activities across shift changes

Checklist

- Liaise with the Logistics Officer regarding requirements for the Ground Support Unit
- Liaise with Operation Officer and Staging Area Manager(s) regarding their requirements
- Develop and implement a Traffic Plan for the coordination of safe movements in and around the incident ground if necessary
- Establish and maintain traffic flows in and around the incident in accordance with the Traffic Plan
- Obtain suitable vehicles and drivers for transport needs
- Provide transportation in and around the incident ground for:
 - Personnel
 - Food and refreshments for personnel
 - Equipment
 - Supplies
 - Fuel
- Maintain small gear and equipment at the incident
- Establish refuelling arrangements for vehicles and equipment at the incident
- Provide mechanical services to vehicles and plant engaged at the incident
- Establish and implement procedures for the security of vehicles and equipment
- Establish and implement procedures for demobilising Ground Support at conclusion of the incident

Medical Services Unit

Reports to the Logistics Officer

Role

- Provision of first aid to personnel involved in managing the incident
- Arranging medical transportation of injured personnel

Responsibilities

- Identify and obtain a briefing from the Logistics Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Medical Services Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Medical Services Unit
- Communicate Unit performance to the Logistics Officer
- Prepare shift handover and brief incoming Medical Services Coordinator
- Manage the continuity of the Medical Services Unit activities across shift changes

Checklist

- Liaise with the rest of the Logistics Section regarding its requirements of the Medical Services Unit
- Determine the need for medical support at the incident
- Develop a Medical Services Plan in accordance with the needs and level of risk of the incident, and organisational requirements for inclusion in the IAP
- Maintain close liaison with the Operations Section, and Staging Area Managers
- Arrange for first aid services, with personnel who have the qualifications commensurate to the services required
- Maintain records of injuries and near misses
- Brief Logistics Officer and IC on trends in injury, near misses or illness, and possible preventative actions
- Report injuries, illnesses and near misses according to agency procedures
- Arrange for the provision of first aid supplies
- Arrange for medical transport, as required
- As necessary, arrange for critical incident, peer and/or counselling support to personnel
- Liaise with suppliers of medical services

Catering Unit

Reports to the Logistics Officer

Role

- Provision of food and drink to personnel involved in managing and combating the incident

Responsibilities

- Identify and obtain a briefing from the Logistics Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Catering Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Catering Unit
- Communicate Unit performance to the Logistics Officer
- Prepare shift handover and brief incoming Catering Coordinator
- Manage the continuity of the Catering Unit activities across shift changes

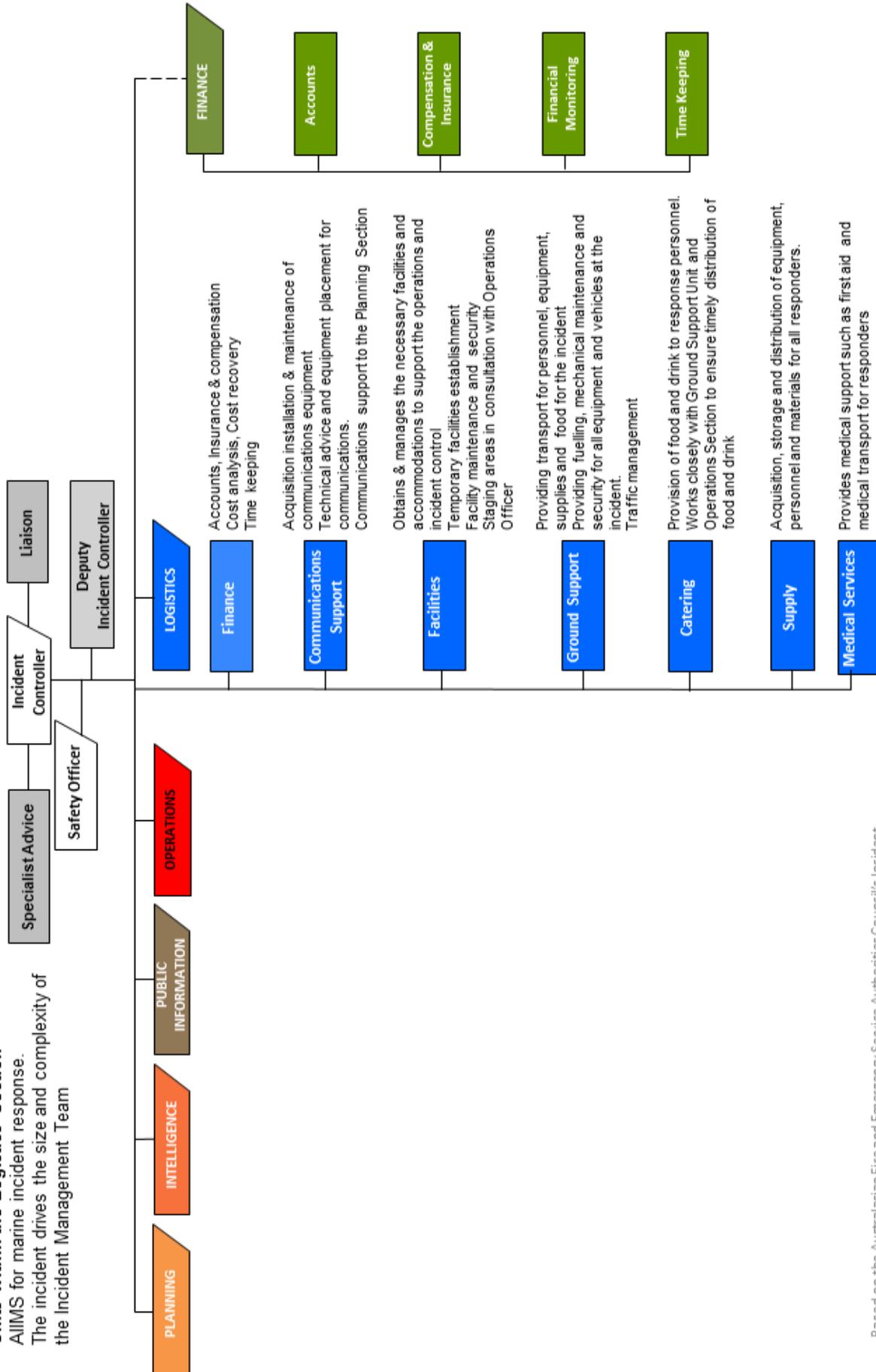
Checklist

- Liaise with the rest Logistics Officer and other members of the Logistics Section
- Maintain close liaison with the Resources Unit within the Planning Section, regarding numbers and location of personnel and changeover arrangements
- Work closely with Operations Section and the Ground Support Unit to facilitate distribution of food and drink to personnel in the field
- Determine need for catering at the incident, including for personnel:
 - In the field
 - At the ICC
 - Resting
 - Providing support to the incident
 - Arriving at the scene for crew changeovers
- Develop a Catering Plan
- Arrange for the procurement of catering services
- Monitor catering hygiene, and storage and transport of food
- Liaise with catering providers
- Monitor the implementation of the Catering Plan to ensure the effective provision of catering services

Logistics Aide-memoire

Units within the Logistics Section

AIIMS for marine incident response.
The incident drives the size and complexity of the Incident Management Team



Based on the Australasian Fire and Emergency Service Authorities Council's Incident Management System Aides-Memoire 4th Edition 2013 and modified for marine incident response.

Finance Aide-memoire

Finance Officer

Reports to the Incident Controller

The Finance function is usually required for marine pollution incidents that require the deployment of significant numbers of personnel and equipment from the National Plan stockpile.

Because of the specialist nature of finance tasks, the Units may consist of a single person or small team with specific skills. These positions are often filled by finance personnel employed by the control agency.

Role

- Accounting for expenditure during the incident
- Managing insurance and compensation issues during the incident
- Collection and recording of cost data
- Cost estimation for the incident
- Cost recovery from the polluter (this can continue for several months after the response has been completed)

Responsibilities

- Obtain a briefing from the IC or the position that you report to
- Establish the Finance Section appropriate to the size and complexity of the incident
- Appoint Unit coordinators as required and delegate tasks
- Manage the personnel within the Finance Section
- Adjust the structure of the Finance Section throughout the incident
- Provide a safe working environment for personnel within the Finance Section
- Establish and maintain a log of activities and decisions for the Finance Section
- Communicate Section performance to the IC or the position you report to
- Prepare shift handover and brief incoming Finance Officer
- Manage the continuity of Finance activities across shift changes

Checklist

- Liaise with the Logistics Officer regarding the requirements for the Finance Unit
- Maintain close liaison with the Resources Unit within the Planning Section
- Develop a Finance Plan to meet the needs of incident and organisational reporting requirements
- Receive and process accounts for purchases and hire of equipment
- Review, and comply with, contractual arrangements, memoranda of understanding, and cooperative arrangements having financial requirements
- Where appropriate, ensure appropriate payroll (and related) systems and records are maintained
- Identify potential and existing problems, especially in areas of injury compensation, pay, claims, and procurement, and advise the IMT of any emerging trends
- Maintain insurance information for personnel, property and equipment
- Provide costs analysis on alternative control operations, as required
- Provide financial summary information on current incident operations
- Provide financial risk information
- Implement cost recovery procedures

Finance Aide-memoire

Accounts Unit

Reports to the Finance Officer

Responsibilities

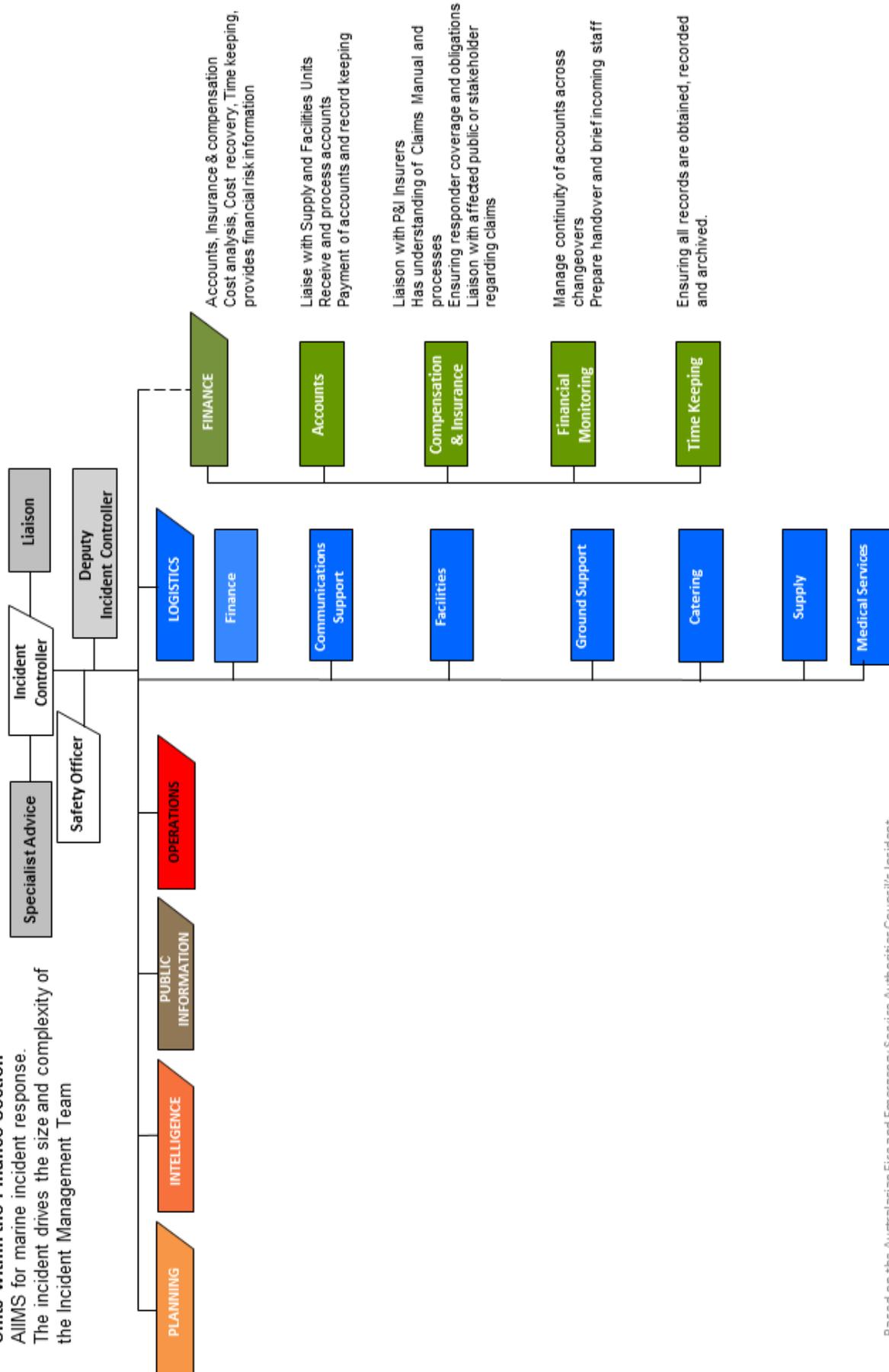
- Identify and obtain a briefing from the Finance Officer
- Establish your Unit appropriate to the size and complexity of the incident
- Delegate tasks within your Unit, if required
- Manage personnel in your Unit
- Adjust the structure of the Accounts Unit throughout the incident
- Provide a safe working environment for personnel within the Unit
- Establish and maintain a log of activities and decisions for the Accounts Unit
- Communicate Unit performance to the Finance Officer
- Prepare shift handover and brief incoming Accounts Coordinator
- Manage the continuity of the Accounts Unit activities across shift changes

Checklist

- Liaise with the Supply Coordinator and Facilities Coordinator in the Logistics Section
- Receive and process accounts in accordance with organisational procedures
- Liaise with the Supply Unit to check that records are being maintained during the ordering, delivery and invoicing of supplies
- Liaise with Operations Section to capture time sheets for aircraft and plant usage
- Payment of accounts are processed in accordance with the records of supplies ordered, received and invoiced
- Maintain accurate records of hired plant and equipment procurement, use and release

Finance Aide-memoire

Units within the Finance Section
 AIMS for marine incident response.
 The incident drives the size and complexity of the Incident Management Team



Based on the Australian Fire and Emergency Service Authorities Council's Incident Management System Aides-Memoire 4th Edition 2013 and modified for marine incident response.

Notes

