

# Northern Regional **Emergency Plan**



**Northern Territory  
Emergency Service**

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# 1. Acknowledgement of Country

The Northern Territory Police, Fire and Emergency Services acknowledges the First Nations people throughout the Northern Territory, from the red sands of Central Australia to the coastal people in the Top End.

We recognise their continuing connection to their lands, waters and culture. We also pay our respects to the Aboriginal and Torres Strait Islander people with whom we work and who we serve and protect.

We pay our respects to the Aboriginal and Torres Strait Islander cultures, and to their leaders past, present and emerging.

## 2. Introduction

### 2.1. Purpose

The purpose of this Plan is to describe the emergency management arrangements for the Northern Region.

### 2.2. Application

This Plan applies to the Northern Region of the Northern Territory (NT).

### 2.3. Key Considerations

The *Emergency Management Act 2013* (the Act<sup>1</sup>) is the legislative basis for emergency management across the NT.

The Act reflects an all hazards approach to emergency and disaster events, natural or otherwise. It provides for the adoption of measures necessary for the protection of life and property from the effects of such events.

The Act defines the emergency management structures, roles and responsibilities for the NT and, in conjunction with the Territory Emergency Plan<sup>2</sup>, form the basis for this Plan.

This Plan:

- Confirms appointment of a Regional Emergency Controller;
- Confirms establishment of the Regional Emergency Committee (REC)
- Specifies control and coordination arrangements for mobilisation of regional, and, if necessary, Territory and national resources;
- Identifies roles and responsibilities of key stakeholders;
- Provides for the effective transition to, and management of, regional recovery arrangements in accordance with the Territory Emergency Plan.

This Plan complements the Territory Emergency Plan as it relates to the Northern Region, and is based on contemporary emergency management principles and recognises four phases of activities. These activities contribute to the reduction or elimination of hazards and to reducing the susceptibility or increasing the resilience to hazards of a community or environment.

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<sup>1</sup> More information can be found at:

<https://legislation.nt.gov.au/en/Legislation/EMERGENCY-MANAGEMENT-ACT-2013>

<sup>2</sup> More information can be found at:

<https://www.pfes.nt.gov.au/sites/default/files/uploads/files/2022/NTES%20Territory%20Emergency%20Plan%202021-2022.pdf>

These phases are referred to as Prevention, Preparedness, Response, and Recovery (PPRR). The activities described will generally be conducted at the local level, with Regional support provided as required. This Plan is also complemented by functional group plans which are designed to operate on a stand-alone basis or as part of a wider response and describe that group's capabilities and activities as set out by the Territory Emergency Plan.

## 2.4. Plan Governance

Part 2, Division 2 of the Act outlines the preparation, consideration, approval and review requirements for Regional Emergency Plans.

## 3. Northern Region Context Statement

The Northern Region emergency management area extends from Lajamanu in the south west, north to the Tiwi Islands, and east to the Gulf of Carpentaria coast, south east to Borroloola and the Queensland border. The Northern Region population is approximately 200,000 with the majority of the population situated within the Greater Darwin Region.

The Northern Region of the NT is a unique Australian environment from tropical coast to wide tracks of bushland and open grasslands. It includes world heritage areas and national parks, possessing magnificent vistas and allowing visitors exceptional wildlife encounters. The environment is vast and diverse – a land of ancient sandstone formations, wetlands, billabongs and unique native flora and fauna.

The NT recognises the importance of minimising vulnerabilities associated with emergency events and aspires to build safe, resilient communities through a range of activities that contribute to the prevention of, preparation for, response to and recovery from, the impact of emergency events.

The Northern Region is characterised by two main zones which experience distinct climatic conditions; they are the Tropical Zone and the Grassland Zone.

### 3.1. Tropical Zone

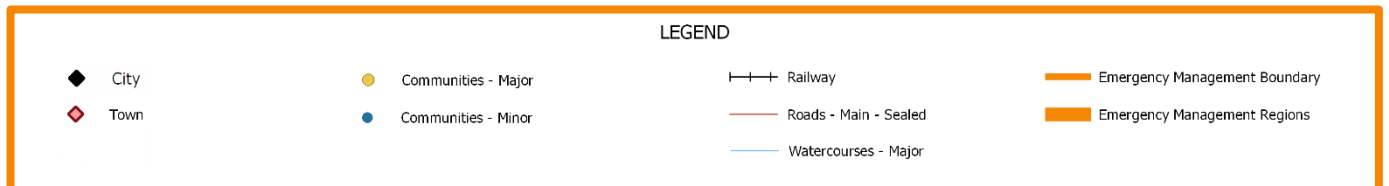
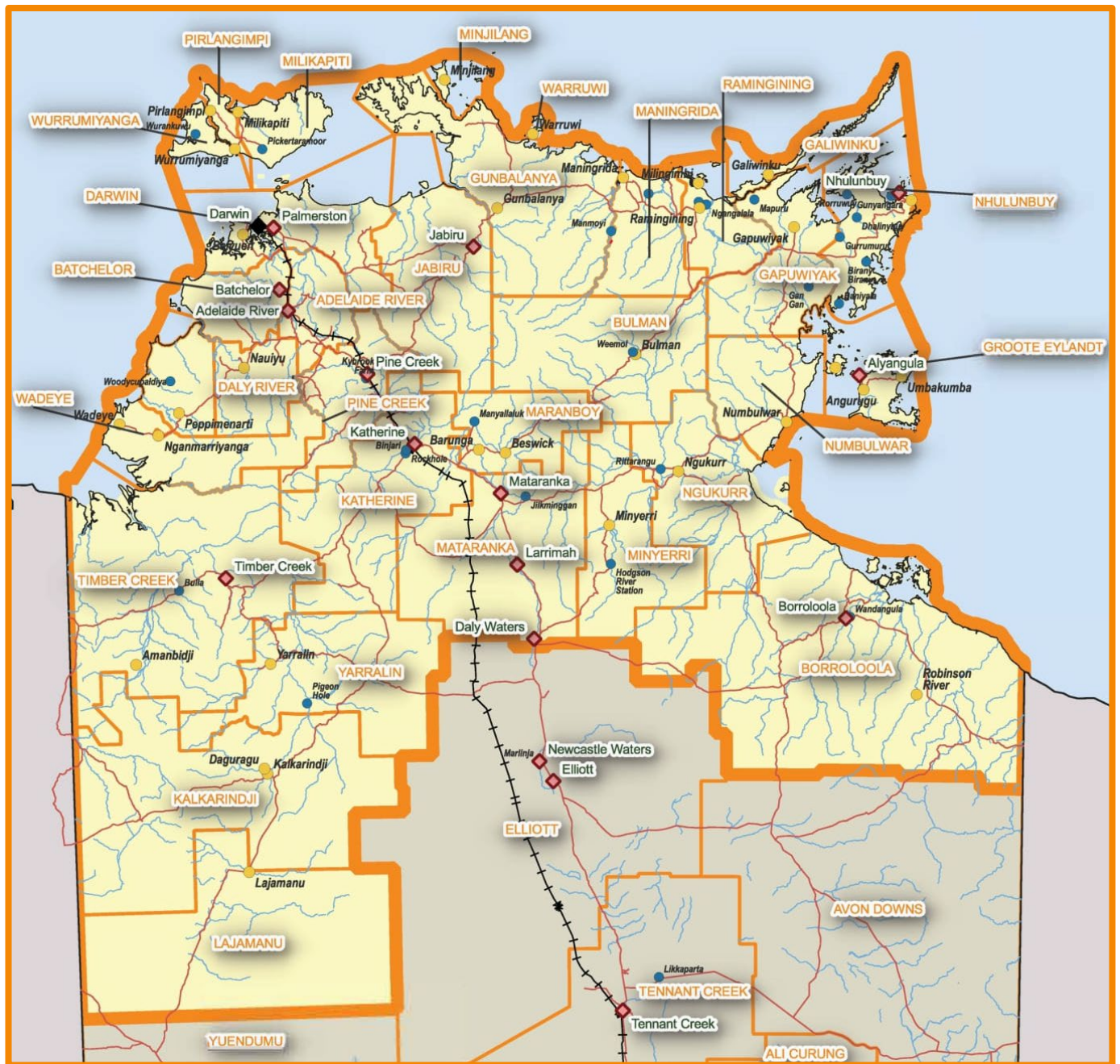
The NT tropics have a distinct Wet and Dry Season as the tropical rain belt shifts south and then north of the equator. It is hot and humid during the Wet Season (October-April), while the Dry Season (May-September) is warm and dry due to winds travelling across the continent.

The tropical zone can be affected by monsoons, tropical cyclones, severe thunderstorms and flooding during the Wet Season, while the fire season occurs during the drier months, typically May to October. Heatwaves are exacerbated by high humidity during the early Wet Season (October-December).

### 3.2. Grassland Zone

Central parts of the NT experience hot temperatures from October to March, while the middle of the year is mild in comparison. At the peak of the Wet Season (November to April), when the monsoon trough drifts south, rainfall is more reliable in the northern part of the region and heavy rain events can occur. At other times of the year, rainfall across the region is unreliable. Fire danger is typically highest from September to December.

### 3.3. Map of NT Northern Region





### 3.4. NT and Local Government

In March 2019, the NT Government (NTG) implemented six regional boundaries across the NT to strengthen the role of the Regional Network Group and align service delivery and reporting. The NTG service delivery boundaries identified in the Northern Region are:

- Top End
- Greater Darwin (Darwin, Palmerston and Litchfield)
- East Arnhem
- Big Rivers

The Region is represented by the following 13 local government authorities (councils), the remaining area is unincorporated and has no local government representation.

Local Government Authority	Size of district (km <sup>2</sup> )	Approx. Population
Belyuen Shire Council	225	149
City Of Darwin Council	625	81,745
City Of Palmerston Council	250	37,176
Coomalie Community Government	7,500	1,276
East Arnhem Regional Council	3,500	8,778
Katherine Town Council	11,500	9,643
Litchfield Shire Council	4,800	20,983
Roper Gulf Regional Council	183,175	6,486
Tiwi Islands Shire Council	11,250	2,348
Victoria Daly Regional Council	175,000	2,815
Wagait Shire Council	100	423
West Arnhem Regional Council	75,625	6,281
West Daly Regional Council	33,750	2,973

### 3.5. Localities and Communities

The Northern Region is divided into 32 localities and each locality and operates under a Local Emergency Plan. This provides a basis for coordinated emergency and recovery operations in the locality. Each of the localities, major communities and corresponding local government authorities are listed in the tables below.

### 3.6. Police Commands

By virtue of their legislated role in the *Emergency Management Act*, the emergency management boundaries of localities are in line with the existing NT Police boundaries. These boundaries are represented by the Police Commands of Darwin and the Northern Command.

Darwin Command Locality	Major Communities	Local Government Authority
Darwin	Darwin City	City of Darwin Council

Palmerston	Palmerston	Palmerston City Council
Darwin and Rural	Darwin rural areas - Howard Springs, Coolalinga, Humpty Doo, Bees Creek, Noonamah, Darwin River, Acacia	Litchfield Shire Council
Belyuen	Belyuen	Belyuen Shire Council
Wagait Beach	Wagait Beach Dundee Beach (unincorporated)	Wagait Shire Council
<b>Northern Command Locality</b>	<b>Major Communities</b>	<b>Local Government Authority</b>
Adelaide River		Coomalie Community Government Council
Alyangula	Angurugu Milyakburra Umbakumba	East Arnhem Regional Council
Batchelor	Channel Point	Coomalie Community Government Council
Borrooloola	Robinson River	Roper Gulf Regional Council
Bulman	Weemol	Roper Gulf Regional Council
Daly River	Nauyiu Woolianna	Victoria Daly Regional Council
Galiwink'u	Gawa	East Arnhem Regional Council
Gapuwiyak	Mapuru Donydji	East Arnhem Regional Council
Gunbalunya		West Arnhem Regional Council
Jabiru	Manaburdurma Mudginberri	West Arnhem Regional Council
Kalkarindji	Daguragu	Victoria Daly Regional Council
Katherine	Rockhole Binjari	Katherine Town Council
Lajamanu		Central Desert Regional Council
Maningrida	Gamardi	West Arnhem Regional Council
Maranboy	Barunga Beswick Manyallaluk	Roper Gulf Regional Council
Mataranka	Jilkminggan	Roper Gulf Regional Council
Milikapiti		Tiwi Islands Regional Council
Minjilang	Coburg Peninsular	West Arnhem Regional Council
Minyerri		Roper Gulf Regional Council
Ngukurr	Rittarangu	Roper Gulf Regional Council
Nhulunbuy	Yirrkala	East Arnhem Regional Council & Nhulunbuy Corporation



Numbulwar		Roper Gulf Regional Council
Peppimenarti	Emu Point	West Daly Regional Council
Pine Creek	Kybrook Farm	Victoria Daly Regional Council
Pirlangimpi		Tiwi Islands Regional Council
Ramingining	Milingimbi	East Arnhem Regional Council
Timber Creek	Bulla Amanbidji	Victoria Daly Regional Council
Wadeye	Pulumpa	West Daly Regional Council
Warruwi		West Arnhem Regional Council
Wurrumiyanga	Wurruranku	Tiwi Islands Regional Council
Yarralin	Pigeon Hole	Victoria Daly Regional Council

## 4. Prevention

### 4.1. Prevention and Mitigation

Northern Region hazards include Tropical Cyclones (along coastal areas), riverine flooding, flash flooding, tsunamis, wildfires and a range of local hazards that are identified through Local Emergency Plans. The Northern REC will provide operational support coordination to local response or recovery operations. A copy of each approved Local Emergency Plan is located in the Web-Base Emergency Operations Centre (WebEOC) File Library and on the NT Police, Fire and Emergency Service (NTPFES) webpage.<sup>3</sup>

Prevention and mitigation relates to measures to reduce exposure to hazards, to reduce or eliminate risk. Actions include identifying hazards, assessing threats to life and property, and from these activities, taking measures to reduce potential loss of life and property damage.

The cornerstone of mitigation is guided and coordinated risk assessments, which should involve all potentially affected members of a community. Strategies are developed based on a thorough understanding of hazards identified in emergency risk planning and their interaction with all aspects of society.

## 5. Preparedness

The Regional Controller is responsible for ensuring an adequate level of planning, training and equipping has occurred in localities within the region. This includes ensuring Local Emergency Plans have been updated and readiness reports are prepared each year. Such reporting will generally occur within a pre-season readiness meeting of the REC.

Emergency plans are a legal requirement as set down by the Act. They become a record of agreements made by contributing parties to accept roles and responsibilities, provide resources and work cooperatively.

Appropriate training is a legislative requirement for those involved in emergency management activities. Exercises should also be undertaken when the plan has not been enacted since the last review or where substantial changes have occurred.

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<sup>3</sup> More information can be found at: <https://www.pfes.nt.gov.au/emergency-service/emergency-management>

## 6. Response

Response actions are those taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimised and that people affected are given immediate relief and support.

### 6.1. Regional Emergency Controller

The Territory Controller in accordance with section 54 of the Act appoints a Regional Controller. The Regional Controller for Northern Region is the Assistant Commissioner, Greater Darwin, Road Safety and Support.

The Regional Controller is supported in the Northern Region by three Deputy Regional Controllers, being:

- Commander Darwin
- Commander Northern
- Commander Territory Communications and Operational Support.

The Regional Controller will nominate an appropriate Deputy Regional Controller to perform the functions as set out below to coordinate emergency operations.

The Regional Controller has the following functions:

- to supervise and coordinate emergency operations in the region
- to ensure that the Territory Controller's instructions, policies and procedures are complied with
- any other functions conferred on the Regional Controller by the Territory Controller or by the Act
- to conduct such meetings as are required, whether for normal business or to coordinate safe and effective resolution of emergency operations.

The Regional Controller is responsible for the care and maintenance of equipment made available to the region by the Northern Territory Emergency Service (NTES). This will be coordinated through respective Local Controllers at locations where the equipment is held and NTES Northern Command staff.

### 6.2. Regional Emergency Committee (REC)

In accordance with section 58 of the Act, a REC is established for the Northern Region.

The Northern REC is responsible for the development of effective emergency management preparedness and response arrangements to deal with identified emergency/disaster threats affecting the Northern Region and the production and amendment of Emergency Management Plans. The functions, powers, membership and procedures of the REC are outlined in Part 4, Division 7 of the Act.

Contact details for members of the Northern REC can be accessed through the office of the Northern Regional Controller and on WebEOC<sup>4</sup>.

### 6.3. Local Controller

Local Controllers within the Northern Region are the NT Police Officers in Charge of the police stations within the 32 localities identified by the Territory Controller, requiring Local Emergency Plans. Local Controllers report to the Northern Regional Controller, Deputy Regional Controllers or a delegated Incident Controller to coordinate effective preparation and response management to an incident.

Local Controllers and their respective Local Emergency Committees (LECs) will establish Incident Control Points for local management of emergencies and report through the Regional Emergency Operations

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<sup>4</sup> More information can be found at: <https://webeoc.ntpfes.triservice/eoc7/>

Centre, established by the Regional Controller or Deputy Regional Controller/s for coordination of supporting operations.

Responsibility for response rests initially at the local level and is to be coordinated by the Local Controller through the LEC. Coordination of resources may escalate to the Regional Controller, or if stood up, the Regional Emergency Operations Centre (EOC).

## 6.4. Roles within the Emergency Operation Centre (EOC)

Working under the Australasian Inter-Service Incident Management System (AIIMS), roles will be assigned to appropriately trained personnel from across the NTPFES, government agency personnel and non-government personnel.

The EOC can be used as an Incident Control Centre (ICC). For information on roles and responsibilities in an IMT, please refer to the AIIMS Manual.

## 6.5. Functional Group Leaders

Functional Groups roles and responsibilities are detailed within the Territory Emergency Plan. Functional Group Leaders are appointed by their respective lead agency to provide advice to the REC and provide status reports as requested by the Regional Controller.

When activation occurs, functional groups may be requested to provide a liaison officer into an IMT to provide advice on their group's status, resource availability and operational issues; contribute as requested to incident action plans, briefings and coordinate deployment of their respective group resources where applicable.

Overall incident planning, logistics and operations tasking will be managed from the EOC/ICC. Functional Groups may operate from their own facilities, according to their respective activation plans, and will be tasked through the Operations functional area using WebEOC.

Communication from an EOC to Functional Groups will be via regular briefings, phone contact or video conferencing as required, emails and WebEOC.

## 6.6. Stages of Activation – Response/Recovery

With the exception of cyclones where six stages are used, this plan sets out five stages of activation. These stages are designed to ensure a graduated response to hazardous events, thereby reducing the possibility of under or over reaction by the emergency management agency. The stages are:

Stage 1	Alert	This stage is declared when the Regional Controller receives warning of an event which, in their opinion, may necessitate an emergency management response.
Stage 2	Standby	This stage is declared when the Regional Controller considers an emergency operation is imminent. During this stage passive emergency measures are commenced.
Stage 3	Activation	This stage is declared when active emergency measures are required.
Stage 4	Stand-down, response operations and transition to Recovery	This stage is declared when the Regional Controller considers that no further emergency management is necessary but if the consequences of the emergency require ongoing recovery coordination the Regional Controller will advise the Director, SERT, DCMC in accordance with Section 5.2 of the Territory Emergency Plan.
Stage 5	Recovery	This stage is called if ongoing recovery operations and coordination is required.

The stages identified above provide for a sequential response. However, it may be necessary because of the degree of warning and speed of onset of an event for either the Regional or Local Controller to amalgamate the actions required under one stage.

Some events, pre-identified in local or hazard-specific emergency plans, may lead to activation of the Northern Region Emergency Plan. This plan may be activated by the Territory Controller, Director NTES or Regional Controller.

Recovery may be activated when an incident or event has occurred that did not necessitate the activation of response stages 1 to 4. This may be in relation to a sudden impact event such as a rail crash or an event with a long lead time such as flooding.

## 6.7. Regional level arrangements

Supporting organisations, agencies and functional groups may establish their own coordination centres to provide the focal point for the overall control and coordination of their agency resources. Nominal coordination centre locations are as follows:

- Biosecurity and Animal Welfare Group: Berrimah Farm Science Precinct
- Critical Goods and Services Group: Development House, The Esplanade
- Emergency Shelter Group: 10th Floor, Mitchell Centre, Darwin
- Engineering Group: 2nd Floor, Highway House, Palmerston
- EOC: Peter McAulay Centre (PMC), McMillans Road, Berrimah
- Industry Group: 4th Floor, Charles Darwin Centre, 19 The Mall
- Major Defence Installations: location(s) dependent on location and nature of emergency.
- Medical Group: Manunda Place, 38 Cavanagh Street, Darwin
- Public Health Group: Manunda Place, 38 Cavanagh Street, Darwin
- Public Information Group: PMC, Berrimah and/or Nightcliff Police Station
- Public Utilities Group: Ben Hammond Complex, 15 Iliffe Street, Darwin
- Recovery Coordination: location(s) dependent on location and nature of emergency
- Survey/Rescue Group: PMC, Berrimah and/or Nightcliff Police Station
- Transport Group: 2nd Floor, Highway House, Palmerston
- Welfare Group: Darwin Plaza, Darwin

## 6.8. Warning systems, notifications and dissemination

In the event of an emerging incident occurring, REC members will be notified by any or all of the following means:

- email
- SMS messaging
- telephone
- WebEOC alerts

Response agencies will be activated as per their relevant Standard Operating Procedures.

Sources of warning information and warning systems utilised will depend upon the type of incident. No single warning system will be solely relied upon and multiple media types will be utilised to get information to the public about emerging incidents. As an example; with storm, flood and cyclone, the Bureau of Meteorology (the Bureau) is the primary source of warning information, with NTES providing public action statements that are approved by the NTES Director or Regional Controller and disseminated by broadcast media, social media and websites.

Examples of warning systems that may be used in the Northern Region include:

- media: ABC radio (official emergency broadcaster) and other locally-based radio stations may be utilised depending on the warning area;
- social media: Secure NT Facebook pages and Twitter platforms, as the primary source and other relevant agency social media platforms;
- electronic media: websites, such as Secure NT and Bureau of Meteorology (the Bureau) which include links to specific information, sites and/or educational materials;
- print media: for long term events such as flooding or severe storms;
- the Bureau webpage;
- Emergency Alert System: a location-targeted voice and text message delivery system;
- Standard Emergency Warning Signal (SEWS): Audio signal designed to draw attention to public safety announcement;
- loud hailer/door knocks: verbal messaging to specific small areas;
- other local arrangements as identified in Local Emergency Plans.

Broadcast messages may also include use of the Standard Emergency Warning Signal (SEWS). SEWS is an audio signal designed to draw attention to a particular public safety warning. The decision to use SEWS rests with the Director, NTES, the Territory Controller or the Manager Hazard Preparedness and Response NT, the Bureau.

## 6.9. Emergency Shelters

The Regional Controller can direct emergency shelters to open, pending an emerging threat. Each Local Emergency Plan has identified shelters and/or strong buildings that are to be referred to as the situation dictates.

An emergency shelter can generally only operate for up to **48 hours**.

Although staffed by various community service providers, an emergency shelter offers minimal support services. People accessing a shelter are expected to be self-sufficient and provide their own food and emergency supplies.

## 6.10. Evacuation Centres

Where longer-term emergency accommodation and support is required following a disaster or event, an evacuation centre may be established. An evacuation centre is designed to accommodate people for short to medium periods of approximately four to six weeks, although this time may vary.

An evacuation centre will provide some or all of the following services:

- meals
- beds
- linen

- personal support
- medical services (or access to them)
- assistance accessing finances and recreational activities.

An evacuation centre implies the provision of these services in contrast to an emergency shelter, in which people are expected to be self-sufficient.

### 6.11. Welfare Recovery Centres

Welfare Recovery Centres (WRC) are one-stop-shops that provide a range of support services to an affected community. Accommodation services are not provided.

Types of services that may be provided in a WRC may include:

- financial support and advice
- insurance advice
- psychological support or counselling
- emergency accommodation information
- recovery information
- public health information.

Establishment and coordination of WRCs is led by the Welfare Group. Centres may continue to operate throughout response and recovery phases of an emergency event.

The Regional Controller, in consultation with the Director, SERT, DCMC, may request the opening of WRCs to support the recovery of an area. The relevant functional groups will be briefed and involved in planning to facilitate the set up and operation of WRCs. The local emergency plans may include suitable locations in communities for use as WRCs.

### 6.12. Evacuation

Evacuation is a risk management strategy that can be used to mitigate the effect of an emergency or disaster on a community. It involves the movement of people to a safer location and their post impact return. The decision to evacuate a community, including establishing an evacuation centre, is not taken lightly as it can represent significant risk, resource and financial implications. Self-evacuation is a preferred strategy.

Planning for an evacuation will be completed in consultation with the Incident Controller, Functional Groups and relevant LECs.

Where an evacuation is required, the Territory Emergency Management Council (TEMC) will be briefed by the Incident Controller and Regional Controller. A proposed evacuation plan is required to be formulated, and endorsed by the Territory Controller to proceed.

In planning for evacuation, consideration must be given to evacuation management, including evacuation centres, registration, reception and repatriation planning. A copy of the Evacuation Guideline can be found at **Annex B**.

The NT Evacuation Centre Field Guide has been developed for government and partnering agencies to provide guidance to personnel working in evacuation centres. A copy of the guide is available on WebEOC.

### 6.13. Closure of Schools and/or Government Offices

The decision to close schools due to an impending threat will be made by the Chief Minister on advice from TEMC. When the nature of an emergency demands an immediate response, local authorities will take the appropriate steps to ensure the safety of the public, which may include the temporary closure of the school to enable communities to begin preparations, pending formal closure of the school by the Chief Minister for the remainder of the emergency. The decision to re-open schools will be made by the Chief Minister on advice from the Chief Executive Officer of the Department of Education based on advice from the controlling authority's Incident Controller.

The decision to close government offices due to an impending threat will be made by the Chief Minister on advice from the TEMC. When the nature of an emergency demands an immediate response, local authorities should take all appropriate steps to ensure public safety and the protection of property. The decision to re-open government offices will be made by the Chief Minister on advice from the TEMC.

All agencies and facilities are to have an Emergency Management Plan which sets out their processes for closing down their offices once approval has been given and should have clearly articulated employee guidelines to ensure employees know when they are authorised to leave and are required to return to work.

### 6.14. Impact Assessment

Immediately after a hazard has affected a community, assessment of the impact is a vital component of the situational awareness and implementation of response and recovery activities.

Impact Assessment may be carried out in three phases:

1. As part of initial post impact Survey and Rescue activities conducted by first responder agencies which will give a less detailed, big picture report on overall impact to a community
2. Rapid Assessment is a more in-depth, "door to door" assessment of building damage and personal needs of affected persons to enable responding agencies to provide specific relief and recovery services
3. Comprehensive Assessment is conducted as an event progresses by specific agencies and experts to determine continuing effect on the community and infrastructure as a whole.

Detailed guidelines to conduct rapid assessments in the NT, including the establishment of a dedicated Rapid Assessment Team/s (RAT) to collect data in the field have been developed. A copy is available in the WebEOC library for emergency management practitioners.

The Survey, Rescue and Impact Assessment Group, led by the NTPFES is responsible for impact assessments.

### 6.15. EOC Purpose and Coordination

An EOC is a facility designed to meet the needs of an IMT and supporting personnel throughout the course of an emergency event. It acts as a central facility from which information is received, collated, analysed and disseminated.

The EOC is located on the 1<sup>ST</sup> floor, of the PMC in Darwin. When requested by the Regional Controller, the NTES will initiate set up of the EOC.

An EOC will be established by the Regional Controller in response to a major emergency event. This may occur at the Territory, regional or local level. The function of an EOC is to effect operational control and coordination of all resources required to effectively manage response operations.

An EOC is scaled up, or down, in accordance with the key principles of AIIMS depending on the size, scale and complexity of the emergency event.



A large-scale emergency will trigger the activation of an EOC equipped with sufficient staff and communications facilities to coordinate Territory-wide resources, seek Australian Government support and provide streamlined public information via media outlets and other means.

Once the NT Emergency Management Arrangements are activated, liaison officers from each functional group attend the EOC as required by the Controlling Authority. Key functions within an EOC include:

- information collection, collation, analysis and dissemination
- preparation and issue of official warnings and advice to the public
- coordination of the provision of resources required by the Incident Controller and if necessary Australian Government resources
- briefing the Regional Controller, Territory Controller and TEMC
- dissemination of information to the general public via the media and other means.

If transition to recovery has occurred (if deemed necessary), an EOC may transition into a Recovery Coordination Centre.

## 7. Recovery

Recovery is the coordinated process and measures for supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of social, economic and physical well-being.

### 7.1. Transitional Arrangements

Transition from response to recovery operations represents a fundamental shift away from protection of human life and supporting the immediate needs of the community, to establish long-term, more sustainable support structures.

Transition from response to recovery operations is outlined in Section 5 of the Territory Emergency Plan. Recovery activities may commence with response operations through the development of a transition to recovery checklist. The Territory Controller and the Territory Recovery Coordinator will agree to the transition of control on advice from the Regional Controller and Regional Recovery Coordinator, in consultation with the TEMC.

Formal handover to recovery will not occur until the Territory Recovery Coordinator is satisfied the following briefings have been completed:

- the Territory Controller has briefed the TEMC and the Territory Recovery Coordinator
- the Regional Controller has briefed the Regional Recovery Coordinator
- the Incident Management Team has conducted a handover briefing with the new team.

The indicators listed in the Territory Emergency Plan provide guidance for emergency managers to identify the most appropriate time for the transition to occur without loss of operational tempo.

Some of the indicators when the transition to recovery is ready to occur includes:

- survey and rescue operations are complete
- road clearance of main arterial roads is complete
- first round impact assessments have been completed and an initial assessment of the impact of the event has been developed
- evacuations have been completed to the shelter phase
- a visit by the Regional Recovery Coordinator or representative to the affected location/s has been undertaken

- a recovery coordination structure has been developed and is ready to be activated; and
- evacuation centres (where required) have been established.

## 7.2. Recovery Action Plan

A Recovery Action Plan will be developed for each impacted community or location, articulating the overarching recovery objectives and strategies for execution. Where there is no longer a requirement for a multi-agency recovery effort, the Territory Recovery Coordinator will seek endorsement from the TEMC to transition to agency arrangements.

## 8. Debrief

An operational debrief should be undertaken after all responses and is the responsibility of the control and/or recovery agency, typically the Incident Controller and Recovery Coordinator.

Debrief processes embed continuous improvement into the delivery of emergency management activities. Consistent approaches to lessons learned encourage adaptability, and flexibility across all levels of government. Sharing of knowledge and experiences throughout emergency events assists with ongoing continuous improvement of people and organisations involved.

The NTG implements a lessons learned approach recognising the positive impact on organisational culture commensurate with increasing opportunities to achieve emergency management goals. Whilst lessons learned often begins in one agency through an internal debrief process, those lessons learned are transferable across multi-agencies.

During any operational response, personnel involved are encouraged to record activities where there are lessons to be learned. Activities can include decision making and consequential responses. Where decisions are made by an Incident Controller, Incident Management Team member or a functional group member, those decisions should be recorded in a Decision Log (WebEOC). Decision Logs can be referred to as part of the debrief process.

Three debrief methods are:

- hot debrief – usually held immediately after response operations, providing an opportunity for instant feedback especially in relation to addressing pressing or immediate concerns
- internal organisational debrief – to be held within 14 days of the event, where organisational issues are addressed, looking at both strengths and weaknesses to guide future training and development
- multi-agency whole of government debrief – to be held within 28 days of the event where the activity resulted in a multi-agency response. A formal debrief report should be formulated to ensure consistency in the approach to the collation of information.

More information and templates on debriefs can be found in Section 6 of the Territory Emergency Plan and are available in the WebEOC file library.

## 9. Related references

The following references apply:

- *Emergency Management Act 2013*<sup>5</sup>;
- Territory Emergency Plan<sup>6</sup>;
- National Disaster Risk Reduction Framework<sup>7</sup>.

## 10. Annexures

Annex A - Functional Groups

Annex B - Evacuation Guideline

Annex C - Summary of Response and Recovery Activities

Annex D - Definitions and acronyms

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<sup>5</sup> More information can be found at: <https://legislation.nt.gov.au/en/Legislation/EMERGENCY-MANAGEMENT-ACT-2013>

<sup>6</sup> More information can be found at: [https://pfes.nt.gov.au/sites/default/files/uploads/files/2021/NTES\\_Territory\\_Emergency\\_Plan\\_2021.pdf](https://pfes.nt.gov.au/sites/default/files/uploads/files/2021/NTES_Territory_Emergency_Plan_2021.pdf)

<sup>7</sup> More information can be found at: <https://www.homeaffairs.gov.au/emergency/files/national-disaster-risk-reduction-framework.pdf>

## 10.1. Annex A: Functional Groups

Functional Group	Agency
Biosecurity and Animal Welfare	Department of Industry, Tourism and Trade (DITT)
Digital and Telecommunication	Department of Corporate and Digital Development (DCDD)
Critical Goods and Services	Department of Industry, Tourism and Trade (DITT)
Emergency Shelter	Department of Education (DoE)
Engineering	Department of Infrastructure, Planning and Logistics (DIPL)
Industry	Department of Industry, Tourism and Trade (DITT)
Medical	Department of Health (DoH)
Public Health	Department of Health (DoH)
Public Information	Department of the Chief Minister & Cabinet (DCMC)
Public Utilities	Power and Water Corporation (PAWC)
Transport	Department of Infrastructure, Planning and Logistics (DIPL)
Survey, Rescue and Impact Assessment	NT Police, Fire and Emergency Services (PFES)
Welfare	Department of Territory Families, Housing and Communities (DTFHC)

Full details on functional group roles and responsibilities are outlined in the Territory Emergency Plan.

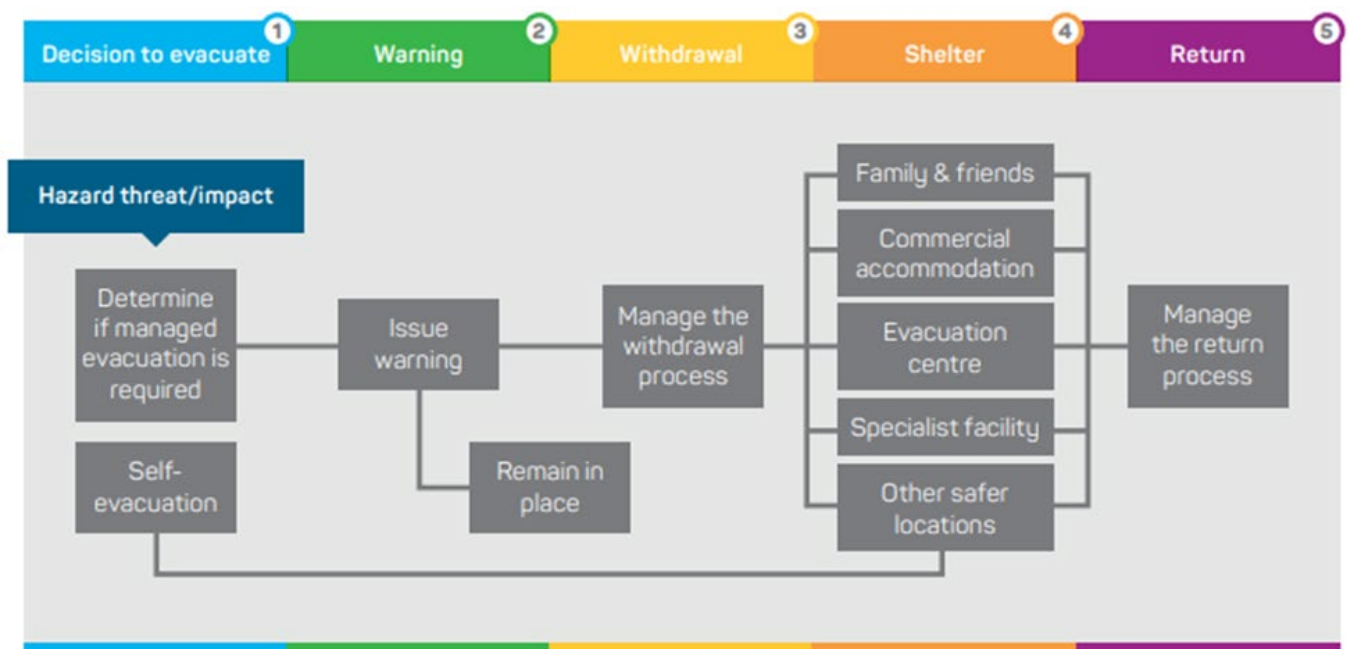
## 10.2. Annex B: Evacuation Guideline

Evacuation is a risk management strategy that can be used to mitigate the effects of an emergency or disaster on a community. Evacuation involves moving people to a safer location, and is usually considered to include the return of the affected community. It is recommended that when advance warning is available to notify the TEMC.

Evacuation is a complex process that has five distinct steps:

1. decision
2. warning
3. withdrawal
4. shelter; and
5. return.

Each step is linked and must be carefully planned and carried out in order for the entire process to be successful. Given an evacuation centre will only be opened as a part an evacuation, it is vital to have an understanding of the five-step process.



Source: Australian Institute of Disaster Resilience Evacuation Planning Handbook, 2017

### 10.3. Annex C: Summary of Responses and Recovery Activities

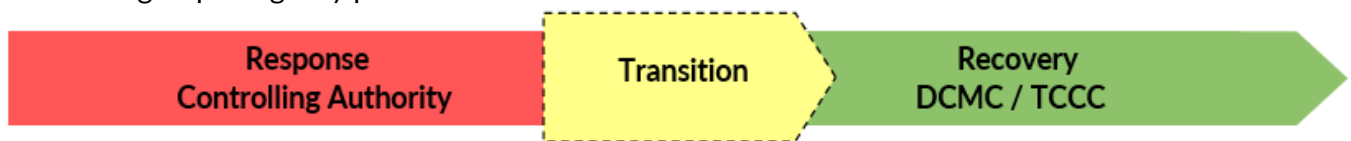
The following table outlines a summary of possible response and recovery activities to be considered following an event.

This table is presented as a guide only, assisting emergency managers with operational decision making, planning and resource allocation. It also highlights the importance of response and recovery coordination working collaboratively.

Activities have been broken down and are listed under either response or recovery for simplicity and ease of use. In practice not all response activities will be completed during the response phase. Likewise not all recovery activities will commence after the transition to recovery.

The post event period of any event is highly dynamic and produces many challenges, both foreseen and unpredicted. Response and recovery coordination must be flexible and able to adapt to the situation as it evolves.

In most cases the points noted in this table and in the ensuing document are outlined in greater detail in functional group or agency plans.



Activity	Response activities	Recovery activities
1. Situational awareness	<ul style="list-style-type: none"> <li>Road clearance teams</li> <li>General public</li> <li>Media reports</li> <li>Survey and rescue teams</li> <li>Impact assessment teams</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to recovery planning through impact assessment data</li> <li>Comprehensive Impact Assessments</li> <li>Needs Assessment</li> </ul>
2. Public Information	<ul style="list-style-type: none"> <li>Public Information Group activation</li> <li>Spokes persons identified</li> <li>SecureNT activated</li> </ul>	<ul style="list-style-type: none"> <li>Continues in recovery</li> </ul>
3. Survey and Rescue	<ul style="list-style-type: none"> <li>Survey teams deploy to designated areas</li> <li>Critical sites surveyed</li> <li>Deploy rescue teams - NTFRS and Territory Response Group provide primary Urban Search and Rescue capability</li> </ul>	<ul style="list-style-type: none"> <li>Survey and Impact Assessment data used to develop the Recovery Action Plan</li> </ul>
4. Road clearance	<ul style="list-style-type: none"> <li>Road patrol teams deploy and check assigned routes</li> <li>Road clearance to priority sites</li> <li>Assess Stuart Hwy to Katherine (supply route)</li> </ul>	<ul style="list-style-type: none"> <li>Restoration of road networks and bridges</li> <li>Return to business as usual</li> </ul>
5. Emergency accommodation	<ul style="list-style-type: none"> <li>Emergency accommodation and shelter                             <ul style="list-style-type: none"> <li>evacuation centres</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Evacuation centres may continue into recovery.</li> </ul>

Activity	Response activities	Recovery activities
	<ul style="list-style-type: none"> <li>• Provision of resources that will enable people to remain in their homes</li> <li>• Emergency clothing</li> </ul>	<ul style="list-style-type: none"> <li>• Temporary accommodation options</li> <li>• Repatriation planning</li> </ul>
6. Medical	<ul style="list-style-type: none"> <li>• Hospital <ul style="list-style-type: none"> <li>- road clearance to the hospital</li> <li>- damage assessment</li> <li>- increase morgue capacity</li> <li>- divert patients from remote and regional areas</li> <li>- power (fuel) and water supplies</li> </ul> </li> <li>• Medical clinics and field hospitals <ul style="list-style-type: none"> <li>- Determine the need for clinics to be opened</li> <li>- Assess damage to clinics</li> <li>- Deploy field hospital/s</li> </ul> </li> <li>• Medical presence in WRC <ul style="list-style-type: none"> <li>- Supplied by the Medical Group</li> </ul> </li> <li>• Ambulance pick up points on key, cleared roads</li> <li>• GP clinics and pharmacies <ul style="list-style-type: none"> <li>- Identify GP clinics able to open</li> <li>- Identify pharmacies able to open</li> </ul> </li> <li>• Medically vulnerable people <ul style="list-style-type: none"> <li>- Support agencies to follow-up and advise the Medical Group</li> <li>- Vulnerable people in shelters</li> <li>- Support for vulnerable people at shelters</li> </ul> </li> <li>• Care Flight</li> </ul>	<ul style="list-style-type: none"> <li>• Hospital <ul style="list-style-type: none"> <li>- Repair works</li> <li>- Business continuity plans</li> </ul> </li> <li>• Department of Health <ul style="list-style-type: none"> <li>- Health Centres</li> <li>- Repair works</li> <li>- Reopen other clinics</li> </ul> </li> <li>• Support return of vulnerable people in community.</li> <li>• GP clinics and pharmacies <ul style="list-style-type: none"> <li>- Ongoing liaison by the Medical Group</li> </ul> </li> <li>• CareFlight - resume business as usual</li> <li>• St John Ambulance - resume business as usual</li> </ul>
7. Essential goods and services	<ul style="list-style-type: none"> <li>• Establish emergency feeding and food distribution points</li> </ul>	<ul style="list-style-type: none"> <li>• Support the re-opening of the private business sector</li> <li>• Monitor levels and availability of essential goods</li> </ul>



Activity	Response activities	Recovery activities
	<ul style="list-style-type: none"> <li>Assessing the damage to suppliers and retailers of critical resources</li> <li>Assess the impact on barge operations and any effect on the ability to supply remote communities</li> <li>Implement interim banking arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Manage logistics arrangements supplying resources to outlying communities</li> <li>Public Health inspections (food outlets)</li> <li>Banking sector business continuity arrangements</li> </ul>
	<p><u>Fuel</u></p> <ul style="list-style-type: none"> <li>Fuel suppliers and point of sale</li> <li>Manage fuel supplies to emergency power generation</li> </ul>	<ul style="list-style-type: none"> <li>Monitor fuel levels</li> <li>Infrastructure repairs</li> <li>Emergency fuel supplies for recovery</li> <li>Liaise with fuel suppliers, distributors and wholesalers to re-establish long term supply</li> </ul>
	<p><u>Banking</u></p> <ul style="list-style-type: none"> <li>Assess damage to banks and ATMs</li> <li>Implement temporary arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Emergency cash outlets</li> <li>Implement long term arrangements</li> </ul>
8. Evacuation	<ul style="list-style-type: none"> <li>Evacuations within community</li> <li>Evacuation out of community</li> <li>Registration</li> </ul>	<ul style="list-style-type: none"> <li>Support services for evacuees</li> <li>Recovery information for evacuees</li> </ul>
9. Public Health	<ul style="list-style-type: none"> <li>Communicable disease control response</li> <li>Drinking water safety standards</li> <li>Sewage and waste disposal</li> <li>Safe food distribution and advice</li> <li>Vector and vermin control</li> <li>Food and commercial premises</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing in recovery</li> </ul>
10. Utilities	<ul style="list-style-type: none"> <li>Power supply</li> <li>Power generation</li> <li>Water supply</li> <li>Sewerage</li> <li>Emergency sanitation</li> </ul>	<ul style="list-style-type: none"> <li>Restore power network</li> <li>Restore water and sewerage infrastructure</li> <li>Issue alerts until safe to use</li> </ul>
11. Impact Assessments	<ul style="list-style-type: none"> <li>Training assessment teams</li> <li>Initial Impact Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive impact assessments</li> <li>Ongoing needs assessments</li> </ul>

Activity	Response activities	Recovery activities
12. Transport infrastructure (supply lines)	<u>Air (Airport/Airstrip)</u> <ul style="list-style-type: none"> <li>• Clear the runway to allow air movements</li> <li>• Establish a logistics hub at the airport</li> <li>• Terminal damage and operational capability assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor repairs and business continuity activities</li> </ul>
	<u>Road</u> <ul style="list-style-type: none"> <li>• Highway and critical access roads damage assessment</li> <li>• Repair work to commence immediately</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and prioritising repair work of all affected key Territory Highways (Stuart, Barkly, Victoria and Arnhem)</li> </ul>
	<u>Rail</u> <ul style="list-style-type: none"> <li>• Rail damage assessment</li> <li>• Outage estimation</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing liaison with operator to support restoration to business as usual</li> </ul>
	<u>Port, Harbour and Barge</u> <ul style="list-style-type: none"> <li>• Assess damage to Port infrastructure and harbour facilities</li> <li>• Assess the damage to barge facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Repairing infrastructure</li> <li>• Establish alternate arrangements for the supply of remote communities</li> </ul>
13. Waste management	<ul style="list-style-type: none"> <li>• Waste management requirements and develop waste management plan if required</li> </ul>	<ul style="list-style-type: none"> <li>• Continues in recovery</li> </ul>
14. Repairs and reconstruction	<ul style="list-style-type: none"> <li>• Private housing <ul style="list-style-type: none"> <li>- Impact Assessments</li> <li>- Temporary repairs</li> </ul> </li> <li>• Government buildings <ul style="list-style-type: none"> <li>- Damage assessment</li> </ul> </li> <li>• Public housing <ul style="list-style-type: none"> <li>- Impact Assessments</li> </ul> </li> <li>• Private industry <ul style="list-style-type: none"> <li>- Damage assessments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Private housing <ul style="list-style-type: none"> <li>- Information and support to facilitate repairs.</li> </ul> </li> <li>• Government buildings <ul style="list-style-type: none"> <li>- Repairs and reconstruction</li> </ul> </li> <li>• Public housing <ul style="list-style-type: none"> <li>- Long term repair plans</li> </ul> </li> <li>• Private industry <ul style="list-style-type: none"> <li>- Repair and reconstruction</li> </ul> </li> <li>• Temporary accommodation for a visiting construction workforce</li> </ul>
15. Transport Services	<ul style="list-style-type: none"> <li>• Staged re-establishment of public transport services</li> </ul>	<ul style="list-style-type: none"> <li>• Continues in recovery</li> </ul>

Activity	Response activities	Recovery activities
16. Tele-communications	<ul style="list-style-type: none"> <li>Telstra and Optus will assess the damage to their infrastructure</li> <li>Put in place temporary measures to enable landline and mobile services</li> </ul>	<ul style="list-style-type: none"> <li>Repair damage networks and infrastructure (for private entities there is support for operators only)</li> </ul>
17. Public safety	<ul style="list-style-type: none"> <li>Police will maintain normal policing services to the community</li> </ul>	<ul style="list-style-type: none"> <li>Gradual return to business as usual</li> </ul>
18. Animal welfare	<ul style="list-style-type: none"> <li>Temporary emergency arrangements for pets and wildlife</li> </ul>	<ul style="list-style-type: none"> <li>Reunite pets with their owners and cease emergency support arrangements</li> </ul>
19. Community consultation	<ul style="list-style-type: none"> <li>Information provision regarding the overall situation, response efforts, what services are available and how to access them</li> </ul>	<ul style="list-style-type: none"> <li>Community consultation process regarding long term recovery and community development</li> </ul>

## 10.4. Annex D: Definitions and acronyms

Acronyms	Definitions
ABC	Australian Broadcasting Corporation
AIIMS	Australasian Inter-Service Incident Management System
AZRI	Arid Zone Research Institute
DCDD	Department of Corporate and Digital Development
DCMC	Department of the Chief Minister and Cabinet
DIPL	Department of Infrastructure, Planning and Logistics
DITT	Department of Industry, Tourism and Trade
DoE	Department of Education
DTFHC	Department of Territory Families, Housing and Communities
EOC	Emergency Operations Centre
ICC	Incident Control Centre
IMT	Incident Management Team
LEC	Local Emergency Committees
NT	Northern Territory
NTES	Northern Territory Emergency Service
NTFRS	Northern Territory Fire and Rescue Service
NTG	Northern Territory Government
NTPF	Northern Territory Police Force
NTPFES	Northern Territory Police Fire and Emergency Services
PAWC	Power and Water Corporation
PPRR	Prevention, Preparedness, Response and Recovery
RAT	Rapid Assessment Team
REC	Regional Emergency Committee
SERT	Security and Emergency Recovery Team

Acronyms	Definitions
SEWS	Standard Emergency Warning Signal
TEMC	Territory Emergency Management Council
WebEOC	Web-Base Emergency Operations Centre
WRC	Welfare Recovery Centre

# 11. Document control

## 11.1. Governance

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Date	Version	Author	Summary of changes
29/12/2014	1	John McRoberts	First Version
18/11/2016	2	Reece Kershaw	Reviewed and Updated
23/01/2019	3	Reece Kershaw	Reviewed and Updated
07/01/2020	4	Michael White	Reviewed and Updated
16/02/2021	5	Jamie Chalker	Reviewed and Updated
24/02/2022	6	Jamie Chalker	Reviewed and Updated

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