



# **NORFOLK ISLAND DISASTER AND EMERGENCY PLAN**



**EMERGENCY MANAGEMENT NORFOLK ISLAND  
PREPARE FOR THE WORST – HOPE FOR THE BEST**

## **AUTHORISATON**

The Norfolk Island Disaster and Emergency Management Plan (NORDISPLAN) has been prepared by the Emergency Management Norfolk Island Committee (EMNIC) pursuant to Section 8 of the *Disaster and Emergency Management Act 2001 (NI)*.

NORDISPLAN 2018 supersedes all previous versions and extensive consultation held with the Norfolk Island Administrator and Emergency Management Australia (EMA).

Under the *Norfolk Island Legislation Amendment Act 2015* all references to “Minister” in the *Disaster and Emergency Management Act 2001 (NI)* is to be interpreted as Minister for Regional Development, Territories and Local Government or his / her delegate.

## **VERSION CONTROL**

<b>AMENDMENT No.</b>	<b>AMENDMENT SUMMARY</b>	<b>AUTHOR</b>	<b>EFFECTIVE DATE</b>
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## **PART 1 – INTRODUCTION**

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### **1.1 AIM**

The aim of NORDISPLAN is to provide a plan for the emergency management arrangements in response to an emergency on Norfolk Island.

### **1.2 SCOPE**

NORDISPLAN describes the arrangements and identifies roles and responsibilities of relevant agencies in support of a response to an emergency on Norfolk Island, and recognises Norfolk Island's capability to manage an emergency for up to 48 hours.

### **1.3 GUIDING PRINCIPLES**

- In undertaking the planning process, EMNIC aims to provide a high level, overarching, all-hazards response framework to NORDISPLAN.
- This Plan should be read in conjunction with the Disaster and Emergency Management Act 2001 (NI) (the Act).
- NORDISPLAN documents All Hazard response arrangements and can be activated for any emergency, regardless of cause.
- A lead agency for response will be identified dependant on the nature of the event.
- NORDISPLAN is supported by a number of agency specific sub-plans which address additional roles and responsibilities required before, during or after an incident.
- The arrangements within NORDISPLAN are not dependant on, nor do they hinder the activation of other plans or Standard Operating Procedures (SoP's).

### **1.4 AREA COVERED BY THIS PLAN**

This Plan covers the Territory of Norfolk Island defined as:

“Norfolk Island and all the other islands and rocks lying within the area bounded by the parallels 28 ° 59' and 29° 9' south latitude and the meridians 167° 54' and 168° east longitude”<sup>1</sup>

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<sup>1</sup> *Norfolk Island Act 1979 (Cth)*, ss. 4(1) and Schedule 1



Figure 1

Norfolk Island is a volcanic outcrop approximately 5 x 8 kilometres with an area of 34.5 square kilometres. It has no large-scale internal bodies of water and 32 kilometres of coastline. The island’s highest point is Mount Bates, 319m above sea level, located in the northwest quadrant of the island. The coastline consists in the main of varying degrees of cliff faces. Norfolk Island also includes the uninhabited islands of Philip and Nepean (respectively 7km and 1km south of the main island).

Norfolk Island has a population of approximately 1,600 residents with up to an additional 800 tourist visitors at any one time. English is the accepted language although the Norfolk Islanders speak Norf’k, a mix of Tahitian and 18<sup>th</sup> century English.

Norfolk Island is located approximately:

- 1,500km southeast of Brisbane, QLD, Australia;
- 1,120km northwest of Auckland, New Zealand;
- 800km south south east of Noumea, New Caledonia; and
- 1,700km northeast of Sydney, NSW, Australia.



Figure 2

## 1.5 EMERGENCY MANAGEMENT FRAMEWORK

The Emergency Management Framework is consistent with AIIMS (Australasian Inter-Service Incident Management System) principles. The structure is flexible and adaptable, and allows for a consistent response to any event, regardless of the cause. The Framework clearly delineates Planning and Operations and defines the operating environment. Implementing the Framework requires everyone involved to understand his or her planning and operational roles, and be clear on when the event has moved to the operations phase. The purple line in Figure 3 below illustrates this separation.

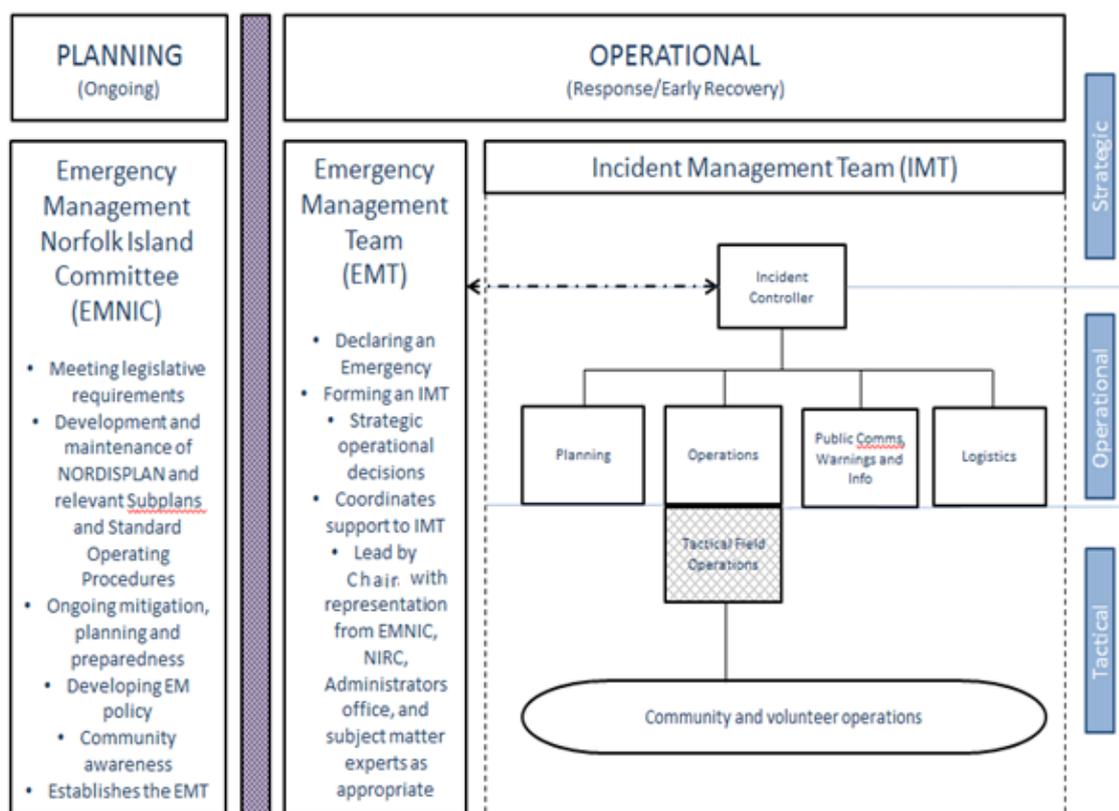


Figure 3

The following information describes the roles and responsibilities prescribed in the Framework.

### Emergency Management of Norfolk Island Committee (EMNIC)

- EMNIC fulfils their role under the Act by undertaking:
  - planning, including developing policy;
  - the leadership of the strategic direction in relation to preparedness and mitigation; and
  - providing advice to the Administrator, Norfolk Island Regional Council (NIRC) General Manager, Emergency Management Australia (EMA) and the Department of Infrastructure, Regional Development and Cities (the Department).

- Section 8(2)(d) of the Act empowers EMNIC to trigger the Emergency Management Team (EMT) to commence coordination of the emergency management response. Members include the EMNIC Chair, representative from NIRC and functional leaders as required.

### **Emergency Management Team (EMT)**

- The EMT is a collaborative group that is led by the EMNIC Chair in direct collaboration with the Incident Controller.
- The EMT is responsible for:
  - establishing and supporting the Incident Management Team (IMT);
  - making decisions at the strategic level, such as determining the thresholds for requesting external assistance or whether complete or partial evacuations are required;
  - receiving briefings from the Bureau of Meteorology;
  - identifying key messages and ensuring stakeholder communication is coordinated, consistent and targeted to an appropriate audience;
  - ensuring effective processes are in place to register and deploy volunteers;
  - declaring a disaster or emergency;
  - assessing the local resources (capability) – IMT can provide additional information; seeking assistance from the Australian Government via the Australian Government Crisis Coordination Centre (CCC) and EMA; and
  - Creating such offices allowable under the Act and appoint persons to those offices.

### **Incident Management Team (IMT)**

The IMT is responsible for operational management of the emergency/disaster, is led by the Incident Controller and is set up in functional areas to:

- establish and maintain control;
- undertake operational planning;
- manage operations;
- manage logistics;
- administrative support;
- finance;
- issue warnings and be the source of truth content for communications; and
- initiate and manage early recovery.

The IMT seeks support from the EMT for broader strategic assistance and provide operational advice to the EMT that should assist with broader communication. The tactical response is the 'on the ground' activities and will be made up of local first responders, emergency services, NIRC and other identified organizations with capability to respond.

### **Incident Controller (IC)**

- The IMT is led by the Incident Controller (IC). This position should be allocated dependent on the crisis or hazard. Where there is no clear lead, it falls to the Norfolk Island Police Force.

- The IC is responsible for the operational response to the incident. The IC and Deputy IC are the link between the EMT for strategic decision-making and the operations which includes directing the tactical level.
- The key principle is to keep the structure simple, pragmatic and apply the process to any type of emergency. Decision-making should also be relegated to the appropriate level in the structure, particularly to the local level.
- EMA will provide assistance to the IMT when requested and will not overlay additional structure or take the lead during an incident.

## 1.6 EMERGENCY MANAGEMENT CAPABILITIES

This Plan recognises Norfolk Island’s need to maintain capability to manage an emergency for up to 48 hours. SoP’s will be prepared to request external assistance where the IMT considers the event has or is likely to exceed the limits of local capacity. Requests to EMA for assistance will be made through the Office of the Administrator, Norfolk Island to the Australian Government Crisis Coordination Centre (CCC), Canberra.

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## PART 2 – AGENCY ROLES AND RESPONSIBILITIES

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The EMNIC has considered the following hazards as risks / threats to Norfolk Island with responsibilities and roles limited to within the day to day resources available on Island:

RISK	LEAD AGENCY	FUNCTIONAL SERVICE AREAS INVOLVED
Commercial airliner crash	NI Fire Service & Police	Border Force, NIHRACS, Media & PI, Transport & Resources & Welfare
Cyclone	IMT & EMT (appointed by EMNIC)	Airport, Fire, NIHRACS, Media & PI, Police, Telecommunications, Transport & Resources & Welfare
Structural Fire (commercial building/s)	NI Fire Service	NIHRACS, Media & PI, Police, Transport & Resources, Welfare & EMT
Small aircraft ditching into ocean or crash landing	Airport & Police	Border Force, Fire, NIHRACS, Media & PI, Transport & Resources & Welfare
Explosion	NI Fire Service & Police	Airport, NIHRACS
Epidemic – human to human contagious disease	NIHRACS	Border Force, Media & PI, Police, Welfare
Terrorist incident	Police	Airport, Border Force, Fire, NIHRACS, Welfare
Marine Search & Rescue	Police	Airport, NIHRACS, Media & PI, Transport & Resources, Welfare

Tsunami	IMT & EMT (appointed by EMNIC)	Airport, Media & PI, Police, Telecommunications, Transport & Resources, Welfare
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## **PART 3 – PREVENTION**

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### **3.1 MITIGATION**

Mitigation is one of the foundations for building a resilient community. Emergency mitigation means measures taken in advance of or after a disaster aimed at decreasing or eliminating the impact on society and the environment. Greater investment in disaster mitigation is likely to reduce the economic cost of natural disasters to the Island.

Mitigation strategies are developed based on a thorough understanding of hazards identified in emergency risk planning and their interaction with all aspects of society. Norfolk Island utilises the following range of measures:

- a) Land use planning –The Norfolk Island Planning Act 2002 and its statutory Plan is the framework for future development and land management on Norfolk Island.
- b) Biosecurity and border control – These functions are carried out by the Australian Government for the environmental and border protection of Norfolk Island.
- c) Building codes – The Norfolk Island Building Act 2002 and the Australian / New Zealand Building Standards ensures buildings are to standards.
- d) Business continuity planning – Various types of insurance are available to the Norfolk Island community, however it is unknown whether businesses have continuity plans to cover disasters, loss of customers and market share.
- e) Public education – In preparation for the cyclone season, warning posters are distributed amongst the community along with an information page in the NI phone book.

### **3.2 EMERGENCY RISK ASSESSMENTS**

EMNI adopts a risk management approach to disaster and emergency management. “Risk management” is defined as:

*“The identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events.”*

The risk assessment matrix is underpinned by ISO 31000:2009 and is included at Annexure 3.

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## **PART 4 – PREPARATION**

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### **4.1 PLANNING**

The threat to the Norfolk Island community from disasters or emergencies requires the ability to mobilise all available resources to preserve life and property and to plan for, respond to and recover from those disasters. Planning for such risks recognises the geographic isolation of the Island and that, even with all resources available for a major event; local capabilities are likely to be insufficient to meet the total response or recovery need.

Resources are available commensurate with both risk and need from:

- i) the Norfolk Island Regional Council;
- ii) the Norfolk Island community, including private and business resources; and
- iii) the Australian Government services including the Federal Police, Border Protection, Biosecurity, Parks and Wildlife and
- iv) Emergency Management Australia

### **4.2 RISK ASSESSMENT**

The following threats/risks have been identified by the EMNIC as “high” and requiring active management through SoP’s.

<b>Threat/Incident</b>
Commercial airliner crash
Cat 3+ cyclone impacting the island resulting in casualties, infrastructure and building damage
Structural fire (commercial building/s – more than 10 people)
Small aircraft (6 person) ditching into the ocean near the island
Explosion
Epidemic – contagious disease (Human to Human)
Terrorist Incident
Marine Search and Rescue

### **4.3 COMMUNITY VULNERABILITY**

Vulnerable groups requiring special attention and details of those elements and/or parts of the community that are at risk are listed below:

<b>Vulnerable Group</b>	<b>Comment</b>
Hospital	Requires a plan that includes evacuation, practice and possible alternate site arrangements. Patients will be evacuated, if required, by air. There are limited morgue facilities.

	Is also a Residential Aged care facility, possible disabled patients or reliant on medical treatment, culturally or linguistically diverse. People concentrated in a defined area.
Central School & Banyan Park Playcentre	Children and teachers concentrated in a defined area. Ease of spread of communicable diseases. Requires an Evacuation and assembly plan. Young children need directing.
Airport	Runway length limits access for larger aircraft.
Tourists	A majority of the tourists on Island are elderly.
Museums	Low lying area and buildings could flood in extremely high tides / storm surges.

#### **4.4 ORGANISATIONAL PLANS & PROCEDURES**

The emergency risk management process is used as the basis for emergency planning by the EMNI in preparation of its plans. This methodical approach to the planning process provides a consistent framework for the NIRC and community when addressing emergency management issues.

Nothing in this NORDISPLAN reduces responsibilities of individual agencies to fulfil their own emergency management functions for specific events.

The emergency management structure uses NIRC and non-NIRC organisations to prevent, prepare for, respond to and recover from the effects of an emergency.

#### **4.5 REVIEWING, TESTING, EVALUATING AND MAINTAINING THE NORDISPLAN**

Conducting well prepared and coordinated exercises, in addition to testing emergency plans and SoP's, leads to a better mutual understanding and cooperation between the various components of the Island's emergency management structure.

The EMNIC Chair is responsible for ensuring EMNIC arranges for the NORDISPLAN to be exercised in alternate years by live and table-top exercises. The NORDISPLAN will be reviewed in accordance with section 8(1)(d) of the Act.

On the invitation from the Chair, the NIRC General Manager will assist with the preparation, conduct or assessment of exercises.

#### **4.6 MAP STANDARDS**

To ensure uniformity and alleviate problems during response operations, NIRC and or other applicable agencies shall supply consistent maps to be used by the relevant functional service areas.

#### **4.7 EMERGENCY OPERATIONS CENTRE (EOC)**

The EMNIC Chair is responsible for controlling, preparing and maintaining SoP's, as well as general management of the Emergency Operations Centre (EOC). This includes staffing and administrative arrangements, and ensuring that the EOC remains in a constant state of readiness and can be staffed and activated at short notice.

#### **4.8 PUBLIC EDUCATION**

Public involvement and participation is a key principle in emergency management in Norfolk Island. NIRC in conjunction with EMNIC are responsible for developing community education programs that will provide an awareness of:

- 1) The nature of local hazards
- 2) Public warning systems
- 3) Agency roles and responsibilities
- 4) Emergency procedures

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### **PART 5 – CONTROL AND COORDINATION**

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#### **5.1 LIAISON**

Persons representing their agency at the EOC must be capable of providing immediate advice to the EMT and IMT, and other agencies, on the capabilities and current resource status of their agency.

During prolonged operations the Chair or the IC is to conduct regular progress report / briefing / planning meetings, at a suitable place, to be attended by the IMT and functional area coordinators. The minimum requirement is for a daily meeting to plan for the next 24 hour period.

#### **5.2 INFORMATION MANAGEMENT AND INTELLIGENCE**

The following may be used to disseminate public information throughout the community:

- 1) Local newspaper
- 2) Local online news
- 3) Local radio stations
- 4) NIRC website
- 5) Visitor Information Centre
- 6) Leaflet handouts, public displays and public addresses

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## **PART 6 – RESPONSE ARRANGEMENTS**

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### **6.1 ACTIVATION OF THE NORDISPLAN**

NORDISPLAN has 3 phases:

1. STANDBY
2. ACTIVATED
3. DEACTIVATED

Any phase change of NORDISPLAN will be in response to an incident or emergency that requires a coordinated community response. The EMNIC Chair is authorised to determine the phase of the NORDISPLAN at any time after consultation with EMT.

Nothing in this NORDISPLAN prevents the EMNIC Chair from moving the status of the NORDISPLAN directly to the “Activated” phase or moving down to the “Standby” phase at any time, depending on the circumstances of the particular event being faced.

Where the NORDISPLAN has been “stood-down” it must be reinitiated.

### **6.2 DECLARING A “STATE OF DISASTER” OR A “STATE OF EMERGENCY”**

The Act provides for declarations by the Administrator of a “State of disaster” or “State of emergency”.

The declaration of a “State of Disaster” or “State of Emergency” is a significant step in the emergency management process. It invokes the extraordinary statutory powers of the Administrator, the EMNIC Chair and the Authorised Officers and can only be made by the Administrator on the advice of the EMNIC Chair.

During a declared state of disaster or emergency the Act gives Authorised Officers extraordinary powers aimed at the protection of life and property and a restoration of conditions to normal. These powers extend to both public and private property and to individuals and corporations.

### **6.3 DETERMINING THE DISASTER OR EMERGENCY AREA**

The Act allows the Administrator to include in any declaration a geographic description of the physical area to which it applies. EMNIC may also consider whether the area to which a declaration is effective needs to be expanded, contracted or changed entirely during the course of the event.

### **6.4 REQUEST FOR EXTERNAL ASSISTANCE**

During a disaster or emergency situation where, in the opinion of the EMT Chair, local resources are, or are likely to be, inadequate or overwhelmed the EMT Chair, on the recommendation of the EMT, may request Australian Government physical assistance under the auspices of the Commonwealth Disaster Response Plan (COMDISPLAN).

The EMT Chair is authorised to liaise directly with Emergency Management Australia (EMA) to facilitate the provision of assistance under the COMDISPLAN. The Administrator must be

advised of the request for assistance. EMA will consider requests and coordinate Australian Government assistance.

When a request for assistance is received, EMA will coordinate the provision of assistance which may be provided by a Commonwealth agency, a commercial provider or a combination of these.

Requests for physical assistance from the Australian Government may be telephoned to EMA in the first instance, but must be confirmed by a formatted hard copy via email.

## 6.5 DEPLOYMENT OF EMA-LO

The EMNIC may also request further EMA assistance in the form of an EMA Liaison Officer (EMA-LO) who can be deployed and embedded with the EMT in advance of the emergency.

## 6.6 OPERATIONS CENTRES

The EOC on Norfolk Island is a dedicated facility established and staffed (as required) to coordinate operational responses, resource acquisition and deployment; and recovery from an emergency situation.

The primary EOC is located at the southern end of the Emergency Services Centre (ESC) on Ferny Lane, within the ESC, adjacent to the airport runway 11 approximately 2kms from the intersection with Douglas Drive.

An alternative operation centre has been identified at the Police Station. In the event that the EOC facility is non-operational due to damage or any other cause, the EMNIC Chair will determine the most appropriate alternate location.



Figure 4

## **6.7 WARNINGS**

Emergency warnings will be broadcast to the community over the following media outlets in accordance with the Media & Public Information SoP:

- 1) Local radio stations
- 2) NIRC website
- 3) Local newspaper
- 4) Local online news
- 5) Visitor Information Centre
- 6) Leaflet handouts, public displays and public addresses
- 7) If time permits appropriate personnel will deliver evacuation warnings through a doorknock operation

Approximately 800 visitors on average are present on Norfolk Island. During a disaster or emergency they will not be familiar with the terrain, geography, locality or identity of key features and personnel involved in emergency management activities. Therefore, clarity and consistency of the details of public messages will be critical to successful information transfer.

## **6.8 EVACUATION CENTRES**

Evacuation centres may be required for one day, short term (4-5 days) or long term use. The Welfare Functional Service Coordinator will maintain a register of Evacuation Centres and key holder contacts.

## **6.9 EVACUATION ARRANGEMENTS**

Evacuation of persons or animals from an area of danger or potential danger is a possible strategy in combating any particular hazard impact. This includes the consideration of:

- a) The decision to evacuate persons or animals is not one which should be taken lightly. A risk management approach using all available and relevant data will enable a timely decision.
- b) The trigger to evacuate or stay put will ideally be identified during the planning process and be included in organisation's SoP's.
- c) The IC in conjunction with EMT will determine the need for evacuation and seek assistance from the Australian Government.
- d) If evacuation of Norfolk Island is the preferred option and possible, the EMNIC Chair will liaise with the Administrator, the General Manager of NIRC and EMA.

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## PART 7 – RECOVERY ARRANGEMENTS

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### 7.1 RECOVERY

Recovery operations are defined as those which provide the means for:

*“..recovery of the normal pattern of life of individuals, families, and communities affected by a disaster or emergency and include these:*

- (a) restoration of essential facilities and services;*
- (b) restoration of other facilities and services necessary for the normal functioning of a community;*
- (c) provision of material and personal needs; and*
- (d) provision of means of emotional support...”<sup>2</sup>*

Recovery operations aim, as far as possible, to assist the community to manage its own recovery, while recognising that there may be a need for external technical, physical and financial assistance. Recovery is characterised by a complex array of issues and a broad range of organisations and stakeholders. Recovery procedures and processes often have a lasting impact on the community and may be costly in terms of financial and other resources.

The key principles which underpin recovery operations in Norfolk Island are:

1. Disaster recovery is an integral part of emergency management, which includes the broader components of prevention, preparedness and response. Planning for recovery is integral to emergency preparation and mitigation actions may often be initiated as part of recovery, and
2. Disaster recovery includes physical, environmental and economic elements, as well as psychosocial wellbeing. Recovery can provide an opportunity to improve these aspects beyond previous conditions, by enhancing social and natural environments, infrastructure and economies – contributing to a more resilient community.

Successful recovery relies on:

- i. understanding the context;
- ii. recognising complexity;
- iii. using community-led approaches;
- iv. ensuring coordination of all activities;
- v. employing effective communication; and
- vi. acknowledging and building capacity.

Recovery operations are included in the Welfare FSA SoP.

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<sup>2</sup> Disaster and Emergency Management Act 2001 (NI)

## **7.2 EXPENDITURE**

All claims for costs must be presented to the EMNIC for approval and include all relevant invoices. Reimbursement will only be approved for actions sanctioned by the EMNIC. Any questions regarding expenditure or funding, or actual expenses incurred during activation of the NORDISPLAN are to be discussed, recorded and reported to the EMNIC through the EMNIC Chair.

## **7.3 DISASTER AND EMERGENCY RELIEF FUND (DERF)**

A Disaster and Emergency Relief Fund (DERF) has been established under the Act. This fund is managed by the Disaster Relief Fund Committee which is also established under the Act. Funds will be managed in accordance with requirements stipulated under s.17 of the Act and may only be used for providing relief to victims of the disaster or emergency. Detailed information on the operation of the DERF is contained in the Welfare SoP.

## ANNEXURE 1 - PLAN DISTRIBUTION

COPY NO.	RECIPIENT	No. of Copies
1	Master Copy held in Records	1
2	Norfolk Island Administrator (Administrator)	1
3	Chairperson EMNI	1
4	General Manager Norfolk Island Regional Council	1
5	Incident Controller EMNI	1
6	Deputy Incident Controller EMNI	1
7	Emergency Operations Centre	1
9	Functional Service Coordinator (Airport)	1
10	Functional Service Coordinator (Border Protection)	1
11	Functional Service Coordinator (Fire Services)	1
12	Functional Service Coordinator (Health)	1
13	Functional Service Coordinator (Media & Public Information)	1
14	Functional Service Coordinator (Police)	1
15	Functional Service Coordinator (Telecommunications)	1
16	Functional Service Coordinator (Transport & Resources)	1
17	Functional Service Coordinator (Welfare)	1
18	Headquarters, Joint Operations Centre (HQ-JOC) Australian Defence Force (ADF)	1 – ecopy only
19	Crisis Coordination Centre, Department of Home Affairs, Canberra	1 – ecopy only
20	Emergency Management Australia, Department of Home Affairs, Canberra	1 – ecopy only
21	External Territories Policing Desk, International Deployment Group (IDG), Australian Federal Police	1 – ecopy only
22	Territories Division, Department of Infrastructure, Regional Development and Cities	1 – ecopy only
23	Australian Marine Safety Authority	1 – ecopy only
24	Rescue Coordination Centre New Zealand	1 – ecopy only

## ANNEXURE 2 – LIST OF EMERGENCY MANAGEMENT ABBREVIATIONS

<b>ADF</b>	Australian Defence Force
<b>AFP</b>	Australian Federal Police
<b>AIIMS</b>	Australasian Inter-Service Incident Management System
<b>AMSA</b>	Australian Marine Safety Authority
<b>AO</b>	Authorised Officer
<b>AOCC</b>	Australian Federal Police Coordination Centre
<b>ARFFS</b>	Aviation Rescue Fire Fighting Service
<b>ATSB</b>	Australian Safety Transport Bureau
<b>AUSSPREDPLAN</b>	Australian Government Space Re-Entry Debris Plan
<b>BOM</b>	Bureau of Meteorology
<b>CASA</b>	Civil Aviation Safety Authority
<b>AUSAVPLAN</b>	Australian Government Aviation Disaster Response Plan
<b>COLREGS</b>	Convention on the International Regulations for Preventing Collisions at sea
<b>COMDISPLAN</b>	Australian Government Disaster Response Plan
<b>CCC</b>	Crisis Coordination Centre (Department of Home Affairs)
<b>GM</b>	General Manager, Norfolk Island Regional Council
<b>CFCO</b>	Chief Fire Control Officer
<b>DERF</b>	Disaster and Emergency Relief Fund
<b>Home Affairs</b>	Department of Home Affairs
<b>DIRDC</b>	Department of Infrastructure and Regional Development and Cities
<b>DVI</b>	Disaster Victim Identification
<b>EMA</b>	Emergency Management Australia
<b>EMA-LO</b>	Emergency Management Australia Liaison Officer
<b>EMT</b>	Emergency Management Team (Norfolk Island)
<b>EMNI</b>	Emergency Management Norfolk Island
<b>EMNIC</b>	Emergency Management Norfolk Island Committee
<b>EMNIC CHAIR</b>	Chairperson, Emergency Management Norfolk Island Committee
<b>EOC</b>	Emergency Operations Centre
<b>ESC</b>	Emergency Services Centre
<b>FSA</b>	Functional Service Area
<b>FSC</b>	Functional Service Coordinator
<b>IC</b>	Incident Controller
<b>IMT</b>	Incident Management Team
<b>NIRC</b>	Norfolk Island Regional Council
<b>NIHRACS</b>	Norfolk Island Health and Residential Aged Care Service
<b>NIVRS</b>	Norfolk Island Volunteer Rescue Squad

<b>NIFS</b>	Norfolk Island Fire Service
<b>NIPF</b>	Norfolk Island Police Force
<b>NORDISPLAN</b>	Norfolk Island Disaster and Emergency Plan
<b>NRIS</b>	National Registration and Inquiry System
<b>OIC-NIPF</b>	Officer-in-Charge, Norfolk Island Police Force
<b>PA-NI</b>	Parks Australia Norfolk Island
<b>SoP</b>	Standard Operating Procedure
<b>VRA-NSW</b>	Volunteer Rescue Association of NSW
<b>WAA</b>	Welfare Assembly Areas

### ANNEXURE 3 – RISK ASSESSMENT MATRIX

LIKELIHOOD \ CONSEQUENCE	1. Negligible	2. Minor	3. Moderate	4. Major	5. Extreme
	LEVEL OF RISK				
5. Certain	S	S	H	H	H
4. Likely	M	S	S	H	H
3. Moderate	L	M	S	H	H
2. Unlikely	L	L	M	S	H
1. Rare	L	L	M	S	S

#### LEGEND

<b>H</b>	H = High Risk
<b>S</b>	S = Significant Risk
<b>M</b>	M = Moderate Risk
<b>L</b>	L = Low Risk

A five point scale is used to define the likelihood of risk

#### MEASURE OF LIKELIHOOD

LEVEL	DESCRIPTION	DESCRIPTION
5	<b>CERTAIN</b>	The risk event will occur
4	<b>LIKELY</b>	The risk event is almost certain to occur
3	<b>MODERATE</b>	The risk event will probably occur
2	<b>UNLIKELY</b>	The risk event is not likely to occur
1	<b>RARE</b>	The risk event will occur only in exceptional circumstances

A five point scale is used to define consequence of risk.

**MEASURE OF CONSEQUENCE**

<b>LEVEL</b>	<b>DESCRIPTION</b>	<b>HUMAN THREAT</b>	<b>PHYSICAL COST</b>
5	<b>EXTREME</b>	Severe threat to human life, multiple deaths	Physical cost up to \$100 M
4	<b>MAJOR</b>	High threat to human life, few deaths	Physical cost up to \$10 M
3	<b>MODERATE</b>	Some threat to human life	Physical cost up to \$1 M
2	<b>MINOR</b>	Low threat to human life	Physical cost up to \$100k
1	<b>NEGLIGIBLE</b>	Low threat to human life	Physical cost up to \$10k