



INCIDENT CLASSIFICATION AND CONTROL	COMMAND
S.2.7 Incident Action Plans	

### 1. PURPOSE

To outline Tasmania Fire Service (TFS) requirements for the development, implementation and review of the Incident Action Plan (IAP).

### 2. APPLICATION

This publication applies to all TFS personnel who may be involved in the development, implementation and review of an IAP.

**Note:** Where references to 'fire' are made, they can be interpreted as referring to any incident type where an IAP may be used.

### 3. GENERAL INFORMATION

An IAP is the planning methodology used to develop and implement a sustainable course of action for a specific incident. The primary functions of an IAP are as follows:

- Describe the overall incident objectives and strategies
- Identify and ensure continuity of operations across shifts
- Provide effective resource management and planning
- Allocates resource requirements
- Identify primary methods of command, control and communication strategies
- Highlight all safety issues that may affect operations
- Cue thought to other considerations, such as: mapping, traffic plans etc.

TFS, in conjunction with Parks and Wildlife Service (PWS) and Forestry Tasmania (FT), has developed two written IAP formats, as follows:

- **Incident Action Plan – 1 Page Summary:** This document is only to be used at a Level 1 incident where a full IAP is not warranted, or during larger incidents where the situation has changed rapidly and new objectives and strategies are required for the current shift only  
**Note:** this format should be used within four hours of an escalating incident.
- **Full Incident Action Plan:** This document is used at Level 2 incidents and above.

Regardless of type, an IAP is primarily designed to detail incident objectives and strategies, and follows the SMEACS briefing format. A generic IAP may include:

<b>Situation</b>	Incident details, weather, fire prediction, resource deployment, key risks etc.
<b>Mission</b>	Objectives, strategies, contingency plans etc.
<b>Execution</b>	Division/Sector plans, air operations plan etc.
<b>Administration and Logistics</b>	Locations (ICC, staging), logistics plan etc.
<b>Command and Communications</b>	IMT & fireground communications; Public Info, Supporting agencies, org chart etc.
<b>Safety</b>	Safety plan, medical plan, warnings, traffic management etc.
<b>Questions</b>	Tear-off shift feedback form.
<b>Additional</b>	Maps: ICS map symbols, over map, sector map etc.

## 4. DEVELOPING AN IAP

### 4.1 General

Information about the incident should be gathered from any and all available sources, including:

- Pre-incident planning (TFS plans and other agency plans)
- Reconnaissance
- Situation reports
- Local knowledge from the community
- Advice from personnel on-site.

Incident objectives must then be scoped for the effective management of the incident. This will include determining the “what, when, where and how” as it relates to the incident. For example; the intent (what), timeframe (when), location (where), method (how). Each incident objective must clearly articulate what is to be achieved, thereby providing direction to all personnel at (or in support of) the incident.

The Incident Controller (IC) will normally set the incident objective; however, this should be done with the input and assistance of the Incident Management Team (IMT) when and where appropriate. Objectives may change during a rapidly escalating incident or over time; therefore, each operational period may have a discrete objective within a broader static objective.

Once the objective has been established, a strategy must be determined to achieve it. In the TFS context, this may be a function of the Operations Officer (in conjunction with the Planning Officer) for each Sector/Division. Once the strategies have been developed, tactics and tasks will follow. Tactics and tasks are those actions that are likely to occur at the local level. (e.g. determined at the Division/Sector/Crew level).

The resulting packet of information is then compiled into an IAP; and will follow a SMEACSQ format.

**Note:** Harnessing local knowledge and expertise is imperative. Although this may routinely be gained from the TFS volunteer workforce and/or municipal bodies, any reliable source should be utilised.

## **4.2 Situation**

This statement details the current situation. It may include size of fire, incident location, incident status and prediction, key risk exposures, weather and resources deployed.

## **4.3 Mission**

The mission outlines the overall incident objectives to be achieved. These should be measurable, specific, realistic and time-framed.

## **4.4 Execution**

This component outlines the strategies and tactics to be adopted in order to achieve the incident objective(s). Additionally, special considerations (e.g. equipment), the air operations plan and any known local restrictions may also be included here.

## **4.5 Administration and Logistics**

This section may include the following:

- Timekeeping (machinery and personnel)
- Meals and drinking water (including preparation and delivery)
- Accommodation and welfare arrangements
- Vehicles (fuel, servicing/maintenance, method of movement)
- Clothing, PPE and re-supply
- Rubbish
- Other information specific to logistics.

## **4.6 Command and Communications**

This section may include the following:

- Structural table detailing Incident Management and fireground structure/communications
- Incident Communications Plan
- Incident management arrangements (e.g. meeting times, SitRep contents etc.)
- Public Information Plans (including dissemination plan for warnings and alerts).

## **4.7 Safety**

This section may include the following:

- Safety Plan (General information, LACES checklist, Hazard table)
- Medical Plan
- Emergency meeting points, aid stations and medical contact numbers
- Locations of medical centres and/or key medical staff
- Traffic Management Plan (normally provided by Tasmania Police).

## **5. IAPS AND INCIDENT LEVELS**

As discussed in Section 3, TFS maintains two types of IAP – the IAP 1 page summary and the full IAP. As a general rule, the following considerations for use should apply:

## 5.1 IAP – 1 Page

A written IAP is not mandatory for a Level 1 incident, and may be initially communicated verbally by the IC based on an initial assessment and knowledge of any pre-existing plans. However, where the IC assesses the requirement for written guidance to be provided (e.g. a vegetation fire where there still needs to be clearly stated objectives for managing the incident, a multi-agency response occurs where delineation is required for each task, a brief on safety issues and/or what the command structure looks like), the 1 page IAP can be used.

Additionally, at Level 2 incidents and above, the IAP – 1 page may be used in circumstances where the situation has changed rapidly and the full IAP no longer applies to the specific operational period (e.g. current shift).

**Note:** In the event the IAP - 1 page is used to promulgate new objectives and strategies, these only apply to the current shift of operations. The planning section (in conjunction with operations) would continue to prepare a full IAP for the next shift.

Furthermore, the Regional Fire Operations Centre (RFOC) should provide the IMT with a written one page (or greater) IAP when handing an incident over. The IAP – 1 page template is attached.

## 5.2 Full IAP

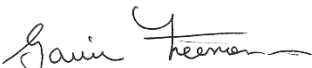
The full IAP should be compiled when attending Level 2 incidents or above. These guidelines are further articulated in doctrine publication *S.2.1 Incident Classification and Escalation*. The full IAP template (with instructions) is attached.

## 6. ATTACHMENTS

1. IAP – 1 Page Template
2. Full IAP Template

Prepared by: Principal Staff Officer

Approved by:

  
Gavin Freeman AFSM  
**CHIEF OFFICER, TFS**



## Incident Action Plan – 1 Page Summary

### *Instructions for use.*

The document is **only** to be used in the following situations:

1. At a *Level 1 Fire* – where a full IAP is not warranted. However, in these situations, there still needs to be clearly stated objectives for managing the fire, an understanding of who is undertaking each task, what the command structure is, and a briefing of safety issues.
2. At a larger incident where the situation has changed rapidly and the IAP prepared for that operational shift no longer applies. New objectives and strategies are required for **the current shift of operations only**.

In this circumstance, the operation and planning officers would work together preparing the IAP summary, so there is a written record of changes in strategy and tactics, for that shift of operations only. The planning section would continue to prepare a full IAP for the next operational shift.

The form has been designed for printing so it can be completed by hand.

The headings on the form are self-explanatory, and all fields (including weather) must be completed.

# Attachment 1 – 1 Page IAP

			<b>Incident Action Plan Summary</b>						<b>Fire Name:</b>		<b>Incident #:</b>		<b>Attachments:</b> <input type="checkbox"/> Map <input type="checkbox"/> AIIMS Structure <input type="checkbox"/> Communications Plan <input type="checkbox"/> Weather forecast			
			Incident Location		<b>Shift</b>	Day / Night		Day:	Date:	Time:						
			Prepared by <small>(name/role)</small>		Authorised by <small>(name/role)</small>		(Sign)		Sitreps every		<b>Hrs</b>					

<b>Situation</b> (Details of incident, life and property at risk, location, weather, resource deployment)							<b>Variables</b>		Current	<b>Forecast/Observation</b>		
										☁	☁	☁
							<b>Temp (°)</b>					
							<b>R.H. (%)</b>					
							<b>Wind Speed (km/h)</b>					
							<b>Wind Direction</b>					
							<b>Forest FDI</b>					

<b>Mission</b> (OBJECTIVE for Incident/Section/Division/Sector <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant to policy, <u>T</u> ime framed)														
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Execution	Strategies/Tactics <small>(What, how, by when, where)</small>	Progress so far	Work to do	Resources  Agency	People			Tankers			Vehicles			Plant		Aircraft
					TFS	PWS	FT	TFS	PWS	FT	TFS	PWS	FT	Dozer	Other	
<b>Total:</b>																

<b>Administration and Logistics</b> (Incident locations, e.g. ICC, Ops Pt, Staging Area, Base Camp; Logistics e.g. Fuel, water, catering)																
<b>Command and Communications</b> (Support agencies assisting, other, See also ICS Org Chart and Communications Plan)																
<b>SAFETY</b> (First aid and medical. Warnings (LACES), alerts etc)																

TFS Incident No.(s):

Incident Name:

IAP No:

For Day &amp; Date:

Shift:

Attachment 2 – Full IAP

# Incident Action Plan

Table of contents	<i>Delete sections that will not be used for this shift.</i>	Page
<b>Situation</b>	Situation, weather, fire prediction, key risks**	
<b>Mission</b>	Objectives, strategies, contingency plans, key locations**	
<b>Execution</b>	Division/Sector plans**	
	Air operations plan	
<b>Administration &amp; Logistics</b>	Administration & logistics plan	
<b>Command &amp; Communications</b>	IMT & fireground communications	
	Incident communications plan**	
	Public information plan	
<b>Safety &amp; Medical</b>	Safety plan**	
	Medical plan**	
	Traffic management plan	
<b>Questions</b>	Tear-off shift feedback form**	
<b>Maps</b>	ICS map symbols	
	Incident overview map**	
	Sector maps	
	Traffic management plan map	

**\*\* Required for all incidents**

*The finalised IAP must be one electronic file, so ensure all pages (e.g. additional Sector Plans) are pasted into the final document.*

*Delete all red italicised prompts before approving the document.*

<b>Prepared by:</b>			
	Name & position	Date	Time
<b>Approved by:</b>			
	Incident Controller	Date	Time

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**TFS Incident No.(s):****Incident Name:****IAP No:****For Day & Date:****Shift:**

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Attachment 2 – Full IAP

## Situation

### Situation (incident type, size, status)

*Provide a summary of the current situation. Include the size of the fire, a brief description of its location, and the status of the fire. This information is intended for fire crews, IMT members, MAC, etc.*

### Weather forecast

*A few sentences summarising the relevant weather forecast for the shift and the location. A spot weather forecast table can be inserted here, if available. Mention timing and occurrence of critical weather changes such as cold fronts and wind changes.*

Time	Temperature °C	RH %	Wind speed km/hr	Wind direction	FFDR

**Pr  
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d  
fir**

### e behaviour and development

*Summarise predicted fire behaviour, e.g. flame heights, ROS, spotting distances.*

*When is the most severe fire behaviour expected to occur during the shift? Is a significant change in fire behaviour expected to occur during the shift? If so, when and how will the fire behaviour change?*

*Describe expected fire spread for the shift.*

### Key risk exposures

*List the key risks, i.e. what needs to be protected from the fire. Consider risks to firefighter safety, community safety, critical infrastructure, assets, and any other values that require protection.*

*Refer to the Community Response Plan & any other relevant fire management plans. These are available from the Fire Season CD and the relevant agencies*



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**TFS Incident No.(s):****Incident Name:****IAP No:****For Day & Date:****Shift:**

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Attachment 2 – Full IAP

## Mission

### Incident objectives

*List the overall objectives for the shift. Objectives should be specific, measurable, attainable, realistic and time-targeted. Include fallback objectives and trigger points.*

### Overall strategies

*Briefly list the overall actions that should be taken to achieve the objectives. Include fallback strategies and trigger points.*

Locations	Grid reference	Radio channel
Incident Control Centre		
Staging Area(s)		
Division/Sector Assembly Areas		

*Only include Community*

*y Refuges if they have been activated!*

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**TFS Incident No.(s):****Incident Name:****IAP No:****For Day & Date:****Shift:**

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Attachment 2 – Full IAP

## Execution: Division/Sector plan

Division/Sector name			
Commander name			
Command channel		Div/Sector channel	
Assembly Area			
Changeover time		Changeover location	
Changeover instructions			

### Boundaries

*Describe the boundaries of the Division/Sector, including the location of the starting point, the direction and features that the boundary follows, and the end point.*

### Objectives

*List objectives to be achieved in the shift. Include alternative or fall back objectives and trigger points.*

### Strategies/tactics

*List the activities that should occur within the sector and during the shift to achieve the objectives. Include alternative or fallback activities that should occur if the objective changes during shift.*

### Special considerations & instructions

Start /finish	Resource name/type	Personnel/shift	Task/role/skill

TFS Incident No.(s):

Incident Name:

IAP No:

For Day &amp; Date:

Shift:

Attachment 2 – Full IAP

## Execution: Air operations plan

Air operations personnel			
Position	Name	Agency	Contact # (s)
Air Ops Officer			
Air Attack Super			
Airbase Mgr 1			
Airbase Mgr 2			
Flight Following			
Air command frequency			

Air resources assigned				
Pilot Name/Company/ Mobile phone no.	Aircraft type	Rego / call sign	Assigned radio frequency <i>Ground crews –39 Repeater Ch –</i>	Assignment (Intentions) <i>Heli Ferrying / Water Bombing / Aerial Rec / Slingshot Cargo / Mapping / Infrared Scanning / S&amp;R / Law Enforcement / etc.</i>
Tactical frequency/channel radius N.M.				

Filling points/remote helipads/service areas	Grid reference

### Safety notes/all known local hazards

*(Examples: Poles / Power-lines / Guylines / Birds / Other Aircraft / Livestock / Inexperienced personnel etc.)*

### Air operations special equipment

*(Examples: Incendiary Machine / IR Camera / Water Bucket / Cargo Net / Longline / etc.)*

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TFS Incident No.(s):

Incident Name:

IAP No:

For Day & Date:

Shift:

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Attachment 2 – Full IAP

## Administration & logistics plan

*This section should be used to pass on important information to crews.*

### Time keeping

Sector Commanders to ensure completed **Inter-Agency Machine Hire Time Sheets** are handed to Logistics Section at the end of each shift

- *Machinery (not including aircraft)*
- *Personnel*

### Meals

### Accommodation

### Vehicles

- *Fuel*
- *Servicing & repairs*
- *Drip torch fuel*
- *Vehicle hygiene & decontamination*

### Equipment

All equipment deployed to the fireground must be entered into the Incident Resource Management System (IRMS) for tracking purposes.

- *Sector Commanders to update the location of plant & equipment on the fire ground each day using the Fire Ground Plant & Equipment Location Sheet.*

### Rubbish

### Other

**Incident Name:**

**Shift:**

## Incident Management Team & fireground communications

[illegible]

## Incident communications plan

### Briefings

Briefings will be conducted at: *list briefing times & locations*

Please collect IAPs, maps, lunches, drinks and other items before the briefing.

Briefings should follow the SMEACS-Q format and include:

- The current situation
- Key risks
- Objectives, strategies & trigger points
- Progress encountered so far
- Relevant administrative and logistical arrangements
- Key contacts
- Safety issues
- Any other relevant issues

### Communicating through the chain of command

General principle: communicate through your line supervisor.

- Fire fighters communicate upwards through Sector Commanders*
- Sector Commanders communicate upwards through Divisional Commander, if appointed, or Operations Officer*
- Operations Officer communicates with other Sections and Incident Controller.*

### Situation reports

Provide situation reports to the Incident Management Team hourly using the Command Channel

Frequency *according to the following schedule:*

- Sector A, on the hour;*
- Sector B, 5 minutes past the hour;*
- Sector C, 10 minutes past the hour;*
- Sector D, 15 minutes past the hour.*

Situation reports should contain:

- Location (place and full coordinates)
- Weather (time taken, height above ground of wind observations)
- Fire Behaviour (nature of fuels, flame height, rate of spread, backing, torching, crowning)
- Progress on tasks
- Problems
- Critical information that should be passed on to the public

Conduct a daily debrief and provide relevant information to the IMT via line supervisors.

### Incident Management Team

Incident Management Team will:

- hold planning meetings at *10:00 & 14:00* hours each day and other meetings as the situation changes;
- email out situation reports by 11:00 and 15:00 hours each day
- Complete the Incident Action Plan & associated maps by *2000* hours each day

### Public information

The Incident Management Team will communicate with the Public and the media according to the Public Information Plan overleaf.

## Public information plan

### General plan

#### Objective

*To gather and deliver accurate, timely, relevant, consistent and authorised messages to communities directly or likely to be directly impacted by an incident that support and encourage appropriate response and proactive measures.*

#### Strategy

Division & Sector Commanders must relay information back to the IMT for use in the Public Information Plan.

#### Hours of operation

*Day Shift: 8am – 8pm*

#### Night shift

*As per IMT hours, after hours all contact through FireComm/On Call District Officer.*

*All Media are to contact the Information Unit Leader by 7pm the night before to arrange interview time with IMT personnel for day!*

#### Message updates

- *Watch and Act 6 – 24 hours, hourly updates on the web*
- *Watch and Act < 6 hours, 30 minute updates on the web (As per appropriate to warning level)*

#### Media liaison

#### Media escort

*Located at Ouse Fire Station. Must accompany all authorised media personnel on the fireground.*

#### Neighbourhood safer place

*Ouse Golf Course and Wayatinah Caravan Park*

**All Community Warnings and Media Messages must be authorised by the Incident Controller before dissemination.**

#### Dissemination methods

- *Organisational website*
- *Local and National ABC Radio*
- *Other local media distribution*
- *Letter drops and fliers*
- *Local phone trees*
- *Local amenities/stores/services (e.g. Wayatinah General Store, Ouse Takeaway and Supermarket, Ouse General Practitioner Rooms, Ouse Fire Station) **Appropriate to venue!!!***

TFS Incident No.(s):

Incident Name:

IAP No:

For Day & Date:

Shift:

Attachment 2 – Full IAP

## Safety plan

### General safety points

For emergency contacts see medical plan.

Everyone must sign in and out of the fire-ground through the Incident Control Point / Staging Area for both safety check and payment records.

All injuries, OH&S incidents, hazards and near misses must be reported to Sector Commanders and Safety Advisors and a report card completed.

### Remember LACES:

**L – Lookouts A – Awareness & Anchor Points C – Communications E – Escape Routes S – Safety Zones**

- |   |  |
|---|--|
| <input type="checkbox"/> Fire not scouted and sized up                      | <input type="checkbox"/> Unburned fuel between crew and the fire.                    |
| <input type="checkbox"/> Safe anchor points not identified to attack fire.  | <input type="checkbox"/> Not in contact with anyone who can see fire.                |
| <input type="checkbox"/> Unfamiliar and unpredictable fire behaviour        | <input type="checkbox"/> Dangerous trees not identified.                             |
| <input type="checkbox"/> Safety zones and escape routes not identified.     | <input type="checkbox"/> Weather getting hotter and drier.                           |
| <input type="checkbox"/> Not briefed on strategy, tactics, and hazards.     | <input type="checkbox"/> Wind increasing and/or changes direction.                   |
| <input type="checkbox"/> Instructions and assignments not clear.            | <input type="checkbox"/> Getting frequent spot fires across line.                    |
| <input type="checkbox"/> Building line downhill with fire below.            | <input type="checkbox"/> Terrain/fuels safety zone access difficult.                 |
| <input type="checkbox"/> In country not seen in daylight                    | <input type="checkbox"/> Crews taking a nap near fireline.                           |
| <input type="checkbox"/> Communication between crew and supervisors unclear | <input type="checkbox"/> On a hillside where rolling material can ignite fuel below. |

### Specific safety points, hazards & control measures

Check crew PPE prior to leaving Staging Area.

Crews should determine escape routes and safety zones.

Conduct regular risk assessments on fire line.

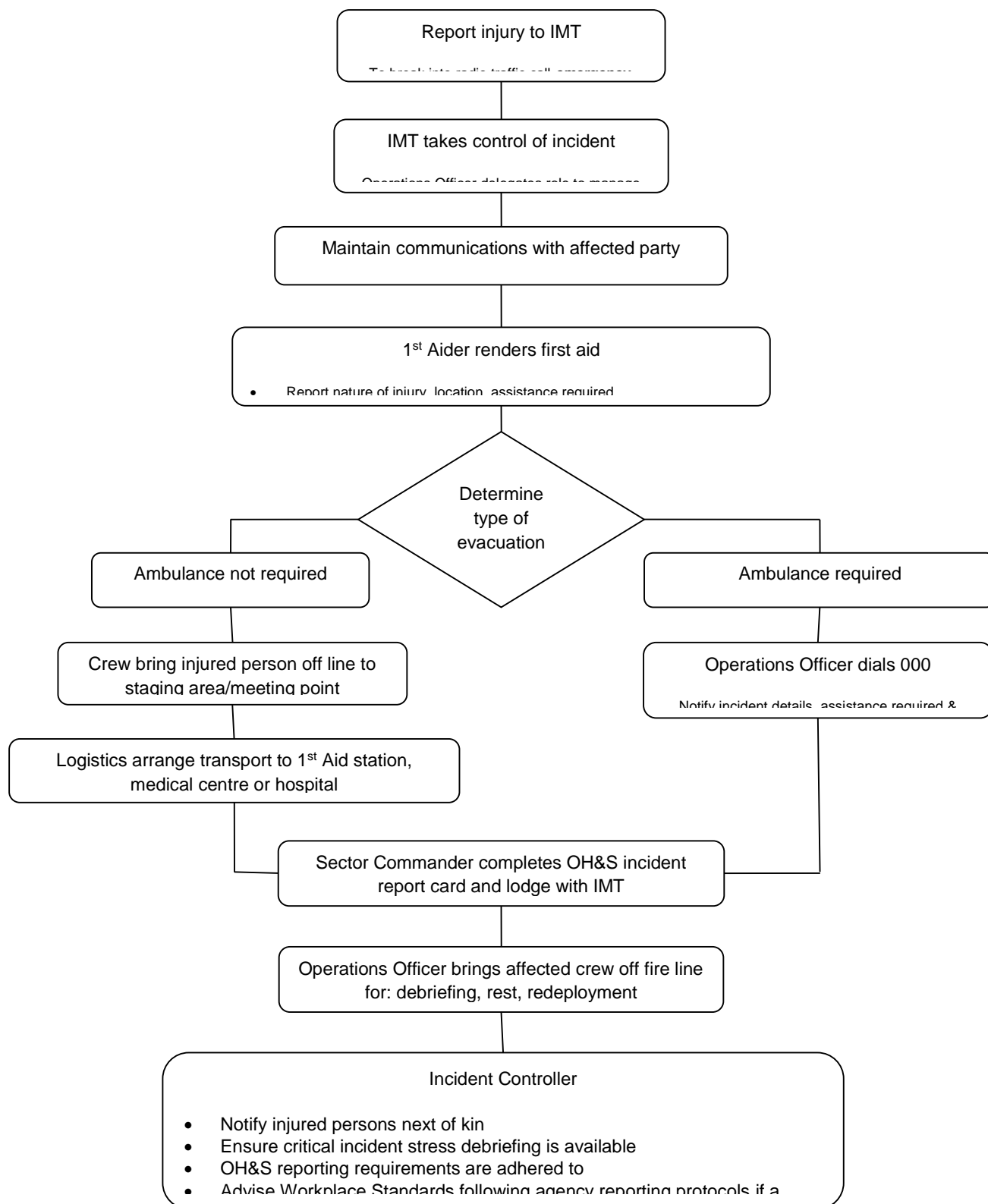
Safety zone locations (description)	Grid reference



## Medical plan

### Remember DRSABCD:

**Danger, Response, Send for help, Airway, Breathing, CPR & Defibrillation**



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**TFS Incident No.(s):****Incident Name:****IAP No:****For Day & Date:****Shift:**

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Attachment 2 – Full IAP

**Emergency meeting points**

Marked as EM within a circle on TFS map books. A list of emergency meeting points is located at: <http://www.forestrytas.com.au/forest-management/emergency-meeting-points>

Location	EMP No.	Grid reference
Staging area		
Sector A		
Sector B		
Sector C		

**First Aid Station/s (examples Staging area, sector A, sector B etc)**

Location	1 <sup>st</sup> Aider / Paramedic / Nurse ?	Contact

**Tasmania Ambulance Service**

Local ambulance station	
Non-urgent calls	1800 008 008
Urgent calls	000

**Medical Centre, Hospital, Mine Rescue, etc.**

Name	Location	Dr/ Nurse/ Paramedic ?	Hours	Contact

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TFS Incident No.(s):

Incident Name:

IAP No:

For Day & Date:

Shift:

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Attachment 2 – Full IAP

## Traffic management plan

### General traffic briefing

*Consider: Divisions, Map, include particular safety issues in relevant sector plan/s, trigger points for road closures, predetermined road closure points (note: there are map symbols for planned & active road closure & traffic control points)*

### Road closures / control points / Emergency Traffic Management Points

*Provide names and/or organisation of people tasked to operate road closure points, control points or Emergency Traffic Management Points as well as any specific instructions. For more information on Emergency Traffic Management Points, see the Emergency Traffic Management Points (TMP) Access Levels guidelines by the Tasmanian Police on the fire season CD.*

### One way roads & tracks

### Damaged or destroyed bridges

### Other

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**TFS Incident No.(s):****Incident Name:****IAP No:****For Day & Date:****Shift:**

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Attachment 2 – Full IAP






























































## **Tear-off shift feedback form**

This page is for written comments to be passed on to the IMT. You are not required to fill out this page. Comments made here should not replace proper communications through your chain of command.

Feedback may include comments about the previous shift, including: the staging area, briefings, changeovers, communications, suitability of equipment for the allocated task, refuelling, tasking, supervision, interagency cooperation, catering, accommodation & the work load or any other relevant issues.

**Name, agency & contact number****Sector/Location****Comments**

## Attachment 2 – Full IAP

ICS MAP SYMBOLS			
	Confirmed		Operations
	Unconfirmed/Planned		Assets
The use of solid or dashed line applies to operation, asset and incident symbols			Incidents
	Control Centre		Fire Origin
	Control Point		Hot Spot
	Assembly Area		Spot Fire
	Staging Area		Fire Direction
	Divisional Command		Aerial Ignition
	Refuge Area		Active Fire Edge
	Helibase		Predicted Fire Edge
	Helipad		Fire Boundary (not active)
	Airbase		Control Line – Proposed
	Water Point		Control Line – Complete
	Water Point – Helicopter		Back Burn – Proposed
	Water Point - Vehicle		Back Burn – Completed
	Plant		Machine Cut Track
	Portable Radio Repeater		Burnt Area (Current incident)
	Mobile Weather Station		Previously Burnt Area
	Remote Access Fire Team		Sector Boundary
	Dangerous Tree		Division Boundary
	Road Closure		General Asset
	Drop Zone		Threatened Asset
	Evacuation Area		Significant Flora
	Evacuation Centre		Significant Fauna
	Evacuation/Escape Route (Point)		Defendable
	Fire Fighting Vehicle		Potentially Defendable
	Ambulance		Not Defendable
	Police Vehicle		Hazmat
	SES Vehicle		Indigenous Site
	Medical		Historic Site
	Hydrant		Evacuation/Escape Route (line)