



# **Field Team Leader Learner Guide**

**Wollongong City SES  
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## **Field Team Leader Learner Guide**

### **Aim**

The Aim of this course is to provide Field Team Leaders with the tools to successfully lead a team in an SES callout. For the purposes of this course, a Field Team Leader (FTL) is defined as an SES volunteer who is not ranked as a Team Leader or a Deputy Team Leader, but under certain circumstances will act as a Team Leader for a field team whose mission is to attend Requests for Assistance. Circumstances that will see a Field Team Leader deployed include large, extended events or when Team Leaders and Deputy Team Leaders are not available.

### **Outcomes**

The outcomes of this course are to enable a potential Field Team Leader to:

- ❖ Fulfill administrative requirements related to the position of Team Leader during operations.
- ❖ Ensure that all tasks are completed to the highest quality as per SES training and standards.
- ❖ Ensure that the team responding to a task is appropriately qualified, experienced and equipped.
- ❖ Ensure that vehicles and equipment are properly maintained/stocked at the start and completion of operations.
- ❖ Ensure that the team is prepared with equipment for operational and training requirements.
- ❖ Ensure that members use all safety equipment relative to the task.
- ❖ Provide support to team members and act as a mediator in member conflicts where applicable.
- ❖ Ensure that all catering and welfare requirements for the team have been addressed.
- ❖ Conduct briefings and debriefings.

## **Structure**

This course has six sections:

- ❖ Attending RFAs
- ❖ Briefings and Debriefings
- ❖ Team Welfare
- ❖ Safety
- ❖ Dealing with the Public
- ❖ Practical Advice

Each section contains activities to help you better understand each topic.

## **Assumed Knowledge**

People undertaking this training for Field Team leader are expected to have the following SES qualifications:

- ❖ First Aid
- ❖ General Rescue
- ❖ Storm and Water Damage
- ❖ Maintain Team Safety

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# **1 Assess, Organise, Lead and Review**

## ***1.1 Preparing to leave LHQ***

- Ensure a Vehicle List is filled out. The Vehicle List must include the printed full name of all members in the team and a contact number for the Field Team Leader. Blank Vehicle Lists are kept in the Vehicle Folder at the front desk.
- Take a vehicle phone, or if using your personal phone, ensure the number is written on the Vehicle List.
- Take radios and spare batteries. Log the radio numbers on the radio board.
- Take batteries for the power tools.
- Ensure that the team responding to a task is appropriately qualified, experienced and equipped. Is the skills ratio fulfilled? (Two "experienced" [GR + SWD] for every "newbie"). Are the members' skills levels appropriate for the task?
- Ensure the vehicle is stocked and check the batteries for the power tools. Ask the rest of the team to do this while you gather the required paperwork.
- Get a Vehicle Folder with RFAs (Requests for Assistance) tasked to your team from Operations.
- Assess and prioritise the jobs before departing, as they will not always be in a logical order. Consider the nature of the threats as well as the physical location of the jobs. Ask for input from the team.

## ***1.2 Assessing the Job***

When assessing a job consider the following things:

- Skill levels in the team. Will the current team be able to complete this job safely and effectively? Does the team have sufficiently qualified/experienced operators?
- Does the Team Leader have the ability and knowledge to undertake the task? If unsure, don't be afraid to ask. Ring the Rescue Officer or LHQ.
- Equipment. Does the team have the correct equipment for the task at hand?
- Time constraints. Will the team be able to complete this job in a reasonable time frame? If it is late at night and you have a job that will take several hours to complete, ask yourself if it is possible to leave it until the morning.

- Remember that the SES only does "temporary repairs". Don't do jobs that you don't need to do. If it is a tree job, generally the SES makes the tree safe and ensures access is not blocked.
- Don't forget to **Take 5**.

### **1.3 SITREPs**

When arriving on a job, Field Team Leaders are expected to notify LHQ that they have arrived and let them know their intentions — in other words, provide a SITREP. Generally, the best way to do this is to radio LHQ after you have talked to the resident and undertaken some reconnaissance.

The information you give to LHQ should include:

- The team has arrived at job XXXX (the job number on the RFA).
- Estimated time required to complete the job. Allow a half hour for small jobs and one to two hours for roof and chainsaw jobs. If unsure, consult with the team, and if it's a tree job, with the chainsaw operators as well.
- If you need to give more information than this to LHQ, ask them over the radio to contact you by phone.
- In the event of a large job, additional SITREPs every hour are recommended. In addition, if your estimated time for completion of the job changes significantly, consider sending an updated SITREP.

### **1.4 Getting the job done**

- Use the *Team Leader Callout Procedure* summary card to remind you of the steps to follow.
- Don't be afraid to ask for help. If in doubt, ring your Team Leader, LHQ, the Rescue Officer or Rescue Controller.
- Before starting a job, devise a plan. Ask other members of the team for their suggestions and ideas. However, the final decision and the responsibility are yours.
- Stand back and observe the team. Ensure they are working safely and the quality of their work is good.
- Draw on the skills of other team members to perform the job.

## **1.5 *Completing the Job***

- Pack up all equipment. Ensure it is in good condition and if possible, clean and dry.
- Complete a Team Response Sheet (Pink Sheet).

### **1.5.1 Team Response Sheets (Pink Sheets)**

- You need to complete one after each job, even if the job required no further action (NFA). You (or one of your team members) can complete it while traveling between jobs or when you return to LHQ.
- Ensure you record the RFA number, dates and times on and off site, what you did and any equipment left on site.
- You will find Team Response Sheets in the Vehicle Folders supplied by Operations or in the Team Leader Folder under the sign-on book.

### **1.5.2 Equipment left on site**

- Consumable items such as plastics, cords, tarps, and natural-fibre rope do not need to be listed as equipment left on site.
- If any equipment is left on site, ensure that the resident signs the section of the Team Response Sheet acknowledging that SES equipment has been left at their property and needs to be returned.
- It is important to record any equipment left on site on the Team Response Sheet, as this is the only means Operations has of tracking and recovering equipment left behind.

## **1.6 *Receiving RFAs on the road***

Sometimes you will be tasked to a new job over the radio. There are blank RFA forms in the vehicle folder you brought with you from LHQ.

When receiving an RFA over the radio, ensure you have the following information as a minimum:

- RFA number
- Name of the resident
- Address; you may ask for a UBD reference
- Threat

- Contact number. You may want you ring ahead to check whether the caller still needs the SES.

## **1.7 Returning to LHQ**

### **1.7.1 Administrative requirements: paperwork**

- **Team Leader Form.** Fill this in only at the completion of the shift. Make sure you answer all the questions. Ask the team for help. You will find Team Leader Forms in the Vehicle Folders supplied by Operations or in the Team Leader Folder under the sign-on book.
- **Battery Requisition Form.** If you were working at night, you may need to issue your team members with replacement batteries for their torches or headlamps. This form can be found outside Store 1.
- **Specialist Skills Log.** One of these should be filled out by chainsaw, flood boat and VR operators whenever they use their skills. Your job is to remind them of the form; there is no need to fill it out for them, although you will have to sign the form to confirm that the information they supply is correct. Specialist Skills Log Forms are in the Members Folder under the sign-on book.

### **1.7.2 Vehicles and batteries**

- Ask your team to check and re-stock your vehicle. Ensure it is ready for the next team to respond.
- Write down any problems encountered with the vehicle on the vehicle board in the radio room.
- Return the batteries of all power tools to the chargers in the radio room. If the vehicle is going to be used by another team, replace the batteries with fresh ones.
- Hang up any wet equipment to dry and if possible replace it with spares. If no spares are available, make a note on the vehicle board.

### **1.7.3 Injury Forms**

- If an injury occurs during your shift, you will have to complete an Injury Form. You will need the injured person to complete the form with you.
- Injury Forms are located in the Team Leader Folder.

- The Injury Form **MUST** be completed within 24 hours of the incident happening. Ensure you report all injuries, even if they seem minor at the time.
- If LHQ is closed at the time the injury occurs, contact the Duty Officer and let them know what happened.

#### **1.7.4 If the Operations Center is closed**

If on returning to LHQ the Operations Center is closed, follow the following alternative procedure:

- Ring the Duty Officer or your Team Leader or page the Senior Officers to notify them that the team has returned and the RFA numbers of the jobs completed.
- Return all completed paperwork to the Operations Officer's pigeonhole.

**Activity 1**

- ❖ Fill out a vehicle list, find your team vehicle phone and fill out the radio board.
- ❖ Send a SITREP for a small job involving a leaking roof. Reconnaissance has revealed a cracked tile on a single-storey house roof.
- ❖ Where do you find the number for LHQ? Which number do you ring if you need to contact LHQ during an event?
- ❖ Receive an RFA over the radio.
- ❖ Complete a Team Response Sheet (Pink Sheet) using the following information: RFA number 1544-675. There are four members on your team. You arrived on site at 18.30 and completed the job at 19.45. The job involved a cracked tile on a single-storey roof, which you repaired using an RSK and silicon.
- ❖ Locate and complete a Team Leader Form, Injury Form, Battery Requisition Form and Specialists Skills Log.
- ❖ Send a pager message to the Senior Officers.

## **2 Briefings and Debriefings**

### ***2.1 Briefings***

Your team wants to know what's going on. It's your job to give them the big picture at the start of the shift, as well as the details of each RFA as you go along. Moreover, you need information from them for your own "big picture" about how the team is going to go during the shift.

- Give the team an initial briefing before departing LHQ.
- Discuss the types of jobs the team has been tasked to.
- Gather welfare information from the team. Including their last meal time and if anyone needs to return early. Pass any relevant information on to LHQ.

### ***2.2 Debriefings***

At the end of a shift, you and your team need time to talk about what happened on the shift, what went well, and what can be improved. Innovative solutions, safety issues, problems with residents or bystanders, interactions with other services — all may need to be discussed.

- Conduct "hot" (immediate, informal) debriefs at the end of the shift. These can be conducted in the car on the way back to LHQ. You can also gather information during breaks as you go.
- A formal debrief (After Action Review) might be required on completion of the event.
- Forms for typical Team Debrief Records can be found in the Team Leader Folder or on the server.
- If possible, type up any notes from your debrief and forward them to the Rescue Officer.
- If any significant issues arise from the team debrief, make sure you let someone know as soon as practicable. This someone can be your Team Leader, Rescue Officer or the Deputy Controller - Rescue, depending on who you feel comfortable reporting to.

### **2.3 Other comments**

- After the event, discuss any issues, questions or comments that you want to share with your Team Leader.

### **Activity 2:**

- ❖ Familiarise yourself with and complete a Team Debrief Record Form.



### **3 Team Welfare**

Team welfare does not only refer to keeping the team fed and watered. It also includes addressing the physiological, safety and belonging needs of the team members.

#### ***3.1 Meals***

- Ask members about dietary requirements before leaving Local Headquarters (LHQ) and ensure that these are given to Operations. Fill out a Dietary Form if required; these are found in the Members' Folder at the front desk.
- Ask members when their last meal was; this will give you an idea of when the next meal will be required.
- In a large event or if the team will be out for long periods, snack packs are available. Ask the Tasking Officer about them. If they don't know, ask the Tasking Officer to find out and let you know.
- Refer to SOP OPS-14 for Catering Provisions during callouts. If you are having a meal from a commercial venue, ensure you ask for a receipt and that this is handed over when you return to Headquarters.

#### ***3.2 Breaks***

- As a guideline, allow 30 to 45 minutes for meal breaks (lunch and dinner) and give the team a five-minute break every few jobs. This depends on the size of each job.
- There is no need to take a break after each job as this wastes time.
- Sometimes small breaks can be used to conduct rapid hot debriefs and to get an idea of how the team is going. Are they getting tired? Snappy (often a symptom of fatigue)? Are they happy and in good spirits?
- Take notes (or mental notes) of these and add them to the final debrief.

#### ***3.3 Welfare of New Members***

- Sometimes newer members or not-so-new members will not speak up for themselves. Ensure they are being treated fairly. Are they being given interesting jobs? Or are they only footing the ladder?

- Take the time to explain and mentor them, or allocate an experienced member in the team to work with them and explain to them what is happening.
- Ensure that they have correct PPE before departing LHQ. Sometimes due to inexperience (or stupidity) they will not know what to take with them. For example: Do they have wet-weather gear? If it is a hot day, what are they wearing under the overalls? If it is a search, ensure they have the correct equipment and clothes.

### **3.4 Workload**

- In some situations, some members in the team will have to work harder than the rest of the team (for example, chainsaw operators). Team leaders must consider their additional needs. These include:
  - a. Ensure that the rest of the team supports the chainsaw operator: for example, they clear the area so the chainsaw operator can focus on cutting.
  - b. Ensure that you allow time for the chainsaw operator to clean and maintain equipment on returning to LHQ. Allow at least 30 minutes for this. This means that the team has to return to LHQ at least 30 minutes before LHQ closes down. Don't leave the chainsaw operator by themselves while the rest of the team goes home. Assign someone to help them if possible, and use the rest of the team to check and restock the vehicle.
- If the team is re-tasked or split, ensure the new Team Leader is aware of any team members' special needs.

### **Activity 3**

- ❖ Find out the meal procedures during a callout in the Unit.

## **4 Safety**

### **4.1 Risk Assessments.**

- Conduct a risk assessment at the beginning of each job using the **Take 5** approach.
- Continue to monitor the situation. If anything changes, review the initial risk assessment and conduct a new one or update the initial document.
- Involve the whole team and tell them about the controls implemented.
- The sample risk assessments provided in the Vehicle Folders will help you quickly and accurately complete a risk assessment for a typical roof job or tree job, although it's important to remember that every situation is different, and the sample assessments may not cover all aspects of a particular job.

### **4.2 PPE**

- Ensure that all members are wearing appropriate PPE.

### **4.3 Asbestos**

- The SES does not carry out asbestos jobs.
- If you suspect a roof contains asbestos, update LHQ so they can refer the job to the Fire Brigades.
- If you are unsure, ring LHQ for advice.

### **4.4 Bystanders**

- Ensure that residents and bystanders do not endanger themselves while the team is on site.
- If necessary, use barrier tape to isolate your work area or advise the resident to go back inside the house.
- Advise residents to keep children away while you attend to the job.

### **4.5 Vehicles**

- Ensure that doors and all compartments are locked if the vehicle will be left unattended.

- If it is dark and the vehicle is parked in hazardous conditions (due to heavy traffic or low visibility for other motorists), turn the beacons or the hazard lights on.
- Ensure there are witches' hats placed around the vehicle if the team is using equipment from the compartments on the road side.

#### **Activity 4**

- ❖ Complete a risk assessment for a job you have previously done.

## **5 Dealing with the public**

### **5.1 *On the Job***

- On arrival, go to the door with another team member (not on your own) and ask the resident what the problem is. Ask the resident to show you the problem. Consider pets and access to the property. The rest of the team should either wait for you inside the vehicle or start preparing equipment that you will need to complete the job.
- Sometimes it is advisable to ring ahead before making your way to the job, especially if it is a big event and the RFA was received more than four hours ago. When you ring, identify yourself ("Good evening, this is XXX from the State Emergency Service"), tell the resident that you are calling in regards to their Request For Assistance and ask them if they still need the help of the SES.
- Always advise the resident to contact their insurance company or landlord if they haven't already done so.
- On completion of the job, approach the resident and explain to them what the problem was and what type of temporary repairs the team has done. If necessary, advise them to contact their insurance company or a tradesperson to undertake permanent repairs.
- If a resident requests that you come back at a more "convenient" time, mark the job as NFA (no further action required), complete a Team Response Sheet and notify the Operations Centre. We are an emergency service, if our attendance at a resident's request is "not convenient" then it is hardly an emergency.

### **5.2 *Donations***

- If you receive a donation, give the person a receipt. There is a receipt book in the glove box of every vehicle.
- Make sure you advise the person that donations over \$2.00 are tax deductible.
- If a receipt book is not available, take their details (you will find most of them in the RFA) and notify Operations on your return to LHQ so that a receipt is mailed to them.
- Record the RFA number, receipt number and the amount received on the Team Leader Form.

### **5.3 Complaints**

- If dealing with a complaint, be polite and keep calm.
- Do not argue with the person making the complaint or make promises.
- Do not offer advice if it is a neighbourhood complaint.
- Tell them that you are not qualified to deal with their complaint and ask them to ring headquarters (or 132 500). Give them the RFA number to write down and ask them to quote it when they call.
- Ring LHQ as soon as possible and let them know what happened so they have the background before the person calls. Make sure you give them the RFA number.

### **5.4 Media**

- Refer any media enquiries to the Unit's Media Officer. Let LHQ know.
- If the media attend your work site and ask you to comment, only talk about what you and your team are doing. Do not talk about the whole event.
- Remember that it's the reporter's job to get a story, and they may try to pressure you into saying more than you're authorised to say. If you feel even slightly pressured or uncomfortable, just keep repeating that the best person to talk to is the Media Officer, and take the reporter's name, affiliation (which paper or station they are with) and mobile number so that the Media Officer can get back to them right away. When you contact LHQ, make sure the Media Officer gets all the reporter's details. *Please don't put this off* until you "have a spare moment": the media are on tight deadlines, and if they don't get information from the SES, they will seek information from sources who may be uninformed, inaccurate or even hostile to the SES.
- Courtesy is absolutely crucial at all times, and particularly when dealing with reporters.

### **5.5 Frail and Distressed Residents**

- Sometimes you will attend RFAs from people (often older or disabled) who are distressed and frightened. Be courteous, explain to them what you can or can not do and make it clear that you have more jobs to attend. Don't stay for a 20-minute chat, as the rest of the team is waiting for you and there are more RFAs.
- Remember, we are not gardeners or free clean-up crews.

**Activity 5**

- ❖ Find the receipt book in a vehicle.
- ❖ Who is the Media Officer in the Unit?
- ❖ With a partner, practice what you will say if a reporter approaches you while you're on a job.

## **6 Practical Advice**

This section provides practical advice for dealing with the most common types of RFAs received in a wind or rain storm. These include Water/Heavy Rain, Wind, Hail and Trees.

Remember that the SES provides temporary repairs on a single-visit basis. We only make a building livable, we do not provide complete weatherproofing. Moreover, we do not do re-visits to replace/repair our previous work, so ensure you are happy with your repair.

Finally, in the event of a rain storm, if it has stopped raining and there is no more rain forecast, there is no need to make temporary repairs and you can advise the resident that there is no more rain forecast and they can contact their insurance company or a tradesperson to inspect/repair their roof.

### ***6.1 Water/Heavy Rain***

#### **6.1.1 Water running down the walls**

- This is often caused by gutters overflowing due to the large volume of water going into them. There is no fix for this.
- Check the gutters and clear any blockages. DO NOT clean the entire gutter system, as this requires too much time and is outside the scope of our activities.
- If the problem is severe, remove the downpipe or drill holes along the gutter (with the resident's permission!).
- Advise the resident that it is their responsibility to ensure their gutters are clean.

#### **6.1.2 Water through the ceiling**

- The cause is most likely a leaking roof.
- If a large pool of water is forming in the ceiling and bending the plasterboard, take a large container and place under the sagging ceiling. Make a hole in the ceiling using the handle end of a broom. Stand well clear when doing so. If the resident is reluctant, let them know that if the water remains in the ceiling space the ceiling could collapse, resulting in greater damage and repair costs.

#### **6.1.3 Leaking roof**

- The cause is often missing, cracked or moved roof tiles.



- Scan the roof and repair any visible damage. This can be done from within the roof cavity or on the roof.
- Sometimes during heavy rain the roof and the gutter system won't be able to keep up and water will overflow the gutters and go into the house. If you can't see any visible damage, advise the resident that this is the likely cause of the leak and ask them to ring again if the problem returns.

#### **6.1.4 Water coming under the door**

- Half fill sandbags with dirt, sand or wet towels.
- Place these on the outside of the door, on top of a sheet of plastic, pressed tightly together.
- NEVER place the sandbags directly at the base of the door (without plastic), as this tracks water inside.

### **6.2 Wind**

#### **6.2.1 Power lines down or damaged**

- If you encounter power lines down or damaged, do not approach them, but report them to LHQ. The situation will be referred to Integral Energy and you need take no further action other than completing any applicable paperwork (for example, if the downed or damaged power lines prevent you from completing an RFA).

#### **6.2.2 Window blown in**

- Move all furniture away from the window.
- Cover the window with battens and plastic or board it up.

#### **6.2.3 Tin shed blowing away**

- Trample the remains flat and place heavy object/s onto it.
- Ram two pickets at opposing angles through the sheet metal and into the ground to hold.

## **6.3 Hail Damage**

### **6.3.1 Leaking roof**

- Check the gutters, especially if they are box gutters, as they may be blocked by hailstones.
- If it is a tile roof, the cause may be cracked or broken tiles.

### **6.3.2 Minor Flooding**

- Check the nearest drain as it may be blocked with hail stones.

## **6.4 Trees**

### **6.4.1 Tree fallen into yard**

- If the tree is not blocking damaged structures or access, advise the resident that since the tree is down and safe and has not caused damage, it is up to them to organise removal through their insurance company.
- Put a note on the Team Response Sheet stating such.
- It is the resident's responsibility to dispose of the remains of any trees down. Council WILL NOT collect the waste for them.

### **6.4.2 Tree has fallen onto house**

- Ensure there are no residents in the house and that the power and services are isolated.
- Secure the tree and discuss removal of the tree with the chainsaw operator.

### **6.4.3 Tree on driveway or path/blocking access**

- Trim the tree enough to restore access.
- There is no need to completely cut and neatly stack the tree.

### **6.4.4 Tree fallen with power lines down or damaged**

- Refer this job to LHQ for Integral Energy to be called to isolate the power.
- You may be able to move on to the next job and return once you have been notified that the power is off.
- Give the resident the RFA reference number and ask them to call 132 500 once the electricity has been isolated.

**Activity 6**

- ❖ Have you been involved in any situations as described above? Share your experiences with the group.
- ❖ Have you attended any unusual or unexpected RFAs? Share your experiences with the group.

## **Parting Words**

This course has given you the basic skills you need to lead teams safely and effectively in the field. While you may feel unsure at first, if you keep your team's safety as your highest priority, you will soon gain experience and confidence. It is important to remember that your team is relying on you to guide them and keep them safe, and that it is **your** job to see that every member of your team operates safely and responsibly.

You should also remember that everyone in the Unit wants to see you succeed. Don't be afraid to ask for help or advice from Senior Officers or experienced members, and don't be afraid to listen to suggestions from your team members. Most important of all, your skills, desire for excellence and commitment to the Unit are what put you in a leadership position — you can rely on yourself!

## **Appendix 1    Supplementary Documentation**

The following supplementary documentation applies specifically to the Wollongong City Unit and will be useful during this course:

### **A1.1    *Forms***

- Vehicle Form
- Blank Request For Assistance Form
- Team Response Sheet (Pink Sheet)
- Team Leader Form
- Battery Requisition Form
- Risk Assessment Form
- Team Debrief Record

### **A1.2    *Other Documents***

- Team Leader Callout Procedure Summary Card
- Sample Roof Job Risk Assessment
- Sample Tree Job Risk Assessment
- SES Code of Conduct
- Team Leader Position Description

### **A1.3    *SOPs***

- OPS-01      Callout Procedure for Rescue Members
- OPS-02      Personal Equipment for Storm/Flood Callouts
- OPS-03      Local Area Search Response Procedure
- OPS-04      Personal Equipment for Local Area Searches
- OPS-13      Personal Equipment for Bushfire Support Operations
- OPS-14      Catering Provision on Callouts
- ADMIN-09    Vehicle Accidents & Incident Reporting

## Appendix 2 Introduction to Team Leaders and Deputies

This section includes Wollongong City Unit's *Team Leader Position Description* and the jobs and responsibilities of Team Leaders and Deputies. These activities are divided into regular training nights, callouts and general team management.

### A2.1 Regular Training Nights

#### A2.1.1 Availability

❖ ***Ensuring that there are enough personnel available for the operational roster requirements.***

- Is the team aware of their current shift?
- Are there people available to fulfill it?

❖ ***Ensuring all pagers are allocated appropriately for roster duty.***

- Is somebody getting the pagers and handing them out?
- Check with ops which members have not returned pagers.

❖ ***Ensuring all personnel availability is recorded for operational purposes.***

- Fill out availability sheet and hand over to JP.
- Ensure members taking leave record it on the board.
- Special availability might be required over Easter, Christmas, etc.

#### A2.1.2 Training

❖ ***Ensuring members not in courses are provided with appropriate training opportunities.***

- Does everyone know what they are doing for training?
- Has training been organised for cling-ons?
- Can anyone not in a course help out with running courses?

❖ ***Ensuring structured training is organised for team Training nights.***

- Ask the team what they would like to do.
- Talk to other TLs or DTLs for ideas/resources.
- Run team bonding exercises and activities centered on courses currently running, etc.
- Use resources such as training coordinator and ACSES website.

### **A2.1.3 Operational**

❖ ***Ensuring team is prepared with equipment for operational and training requirements.***

- Do members have correct PPE?
- Wet weather/cold weather gear? Batteries? Second issue?

❖ ***Ensure that vehicles and equipment are properly maintained/stocked at the start and completion of operations.***

- Check the vehicles, if Dayshift, check the truck.
- Address any deficiencies, see stores and write problems on vehicle board.

### **A2.1.4 Team Management**

❖ ***Ensuring all members of the team are provided with a structured mentoring program.***

- Talk to team members and ask them which courses/areas they would like to specialise in.
- Facilitate this and introduce them to experienced members in their areas of interest.

❖ ***Enforce policy and SOPs in relation to operational response of field teams.***

- Enforce SOPs: Minimum Member Commitment, Driver Responsibilities.

❖ ***Fulfill administrative requirements related to the position of Team Leader.***

- Use the Team Meeting Agenda to structure team meetings.

## **A2.2 Callouts**

### **A2.2.1 Training**

❖ ***To ensure that the team responding to a task is sufficiently qualified, experienced and equipped.***

- Is the skills ratio fulfilled? (Two "experienced" GR + SWD for every "newbie")
- Are the members' skills levels appropriate for the task?
- Does the team have the correct equipment for the task at hand?

❖ ***During operations to ensure that all tasks are completed to the highest quality as per the training provided by the organisation and the Unit.***

- Stand back and supervise.
- If unsure, ring LHQ and ask for help.

### **A2.2.2 Safety**

- ❖ ***Enforcing members' use of all safety equipment relative to the task.***
  - Conduct risks assessments, use the Risk Assessment form and the Take 5 principle.
  - Stand back and supervise the team.
  - Is correct PPE being worn?

### **A2.2.3 Operational**

- ❖ ***Fulfill administrative requirements related to the position of Team Leader.***
  - Complete paper work: Team Response Sheets, Team Leader form, battery requisition, etc.
  - Use Team Leader Call Out Procedure

### **A2.2.4 Team Management**

- ❖ ***Conducting briefings and debriefings.***
  - Conduct debriefs at the end of the shift, can be informal.
  - Formal de-briefs (after action reviews) might be required at the end of an event.
- ❖ ***Ensuring all catering requirements for the team have been actioned.***
  - Is it time for a meal? Does anyone in the team have special dietary requirements?
  - Is it time for a break?

## **A2.3 General Team Management**

- ❖ ***Providing information regarding the Unit to team members.***
  - Tell new members about the unit.
  - Duty roster, typical training structure, remind current members of this information periodically.
  - Refer to SOPs: Minimum Member Commitment, Specialist Skills training requirements.
- ❖ ***Provide support to team members and act as a mediator in member conflicts where applicable.***
  - Talk to team members, ask them how things are going, follow up with any problems they might have.
  - Get back to them so they know you are addressing their problems.



❖ ***Manage the membership of team members including monitoring attendance and developing a personal training plan for each member.***

- Talk to people, which courses are they interested in?
- Introduce new members to the unit.
- Call members who haven't been attending regularly.
- Look at the team's overall skills level, is the team as a whole lacking in any particular areas?

❖ ***Comply with directions given by the Rescue Officer or other Senior Officer.***

❖ ***Attend, or send a delegate Deputy Team Leader to Team Leader and Senior Officer's meetings.***

- Ask the Team if there is anything they would like you to mention at the meeting.
- Attend the meetings and bring any issues raised by the Team to the attention of the Senior Officers.
- Go through the main part of the minutes of the meeting with the Team.

❖ ***Enforce the Code of Conduct.***

- Be familiar with the Unit's code of conduct. Do you know where it is?
- Remind the team of the main points of the Code of Conduct.

❖ ***Enforce the Chain of Command.***

- For Field Personnel: Deputy Team Leader or Team Leader - Rescue Officer - Deputy Controller (Rescue) - Controller.
- Is the team aware of this chain of command?

Wollongong City State Emergency Service



VEHICLE LIST

Form Number: WF-07
Revision Date: July 2008
Refer to SOP: ADMIN-07: Use of Unit Vehicles

Vehicle: \_\_\_\_\_ Date: \_\_\_\_\_
Contact Phone: \_\_\_\_\_ Time Depart LHQ: \_\_\_\_\_
(Vehicle phone or alternate number) Time Return LHQ: \_\_\_\_\_

USE: (Circle One)
Task/Callout Training PR/Community Ed Admin/Maintenance Other \_\_\_\_\_

Table with 3 columns: Driver/Team Leader, Chainsaw Operator?, Special Diet/Allergies. Includes checkboxes for Chainsaw Operator and lines for Special Diet/Allergies.

Driver to complete:

If you are not an authorised driver who instructed you to drive? \_\_\_\_\_

# NSW State Emergency Service

Unit: \_\_\_\_\_

Request For Assistance

Job No: \_\_\_\_\_

## Incident Location

**Building/Property Name**

**Occupant Type**

- Residential
- Aged/Infirm
- Critical Facility
- Commercial

**Status**

- Owner
- Renting
- Housing Dept

**Other**

- Language

**Unit No / Street No Street**

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**Suburb**

**Postcode**

**Map Ref**

**Nearest Cross Street**

**Council**

**Occupant's Name**

**Contact Number**

**Other Contact Number**

**Reported By**

- Resident
- Neighbour
- SES
- Police
- NSWFB
- RFS
- Local Council
- Other

(Fill-in ONLY if reported by non-resident)

**Name**

**Address/Station**

**Contact Number**

**Agency Ref No**

- Called before

## Job Details

(tick one)

- Rescue required

(tick one)

- Motor Vehicle Accident

- Number trapped

- Number injured

**Job Type**

- Tree Down
- Tree Threatening
- Roof Damage
- Flood Threatening
- Flooded
- Subsidence
- Collapse
- Other

**Structure**

- House  No. of storeys
- Window Damage
- Door Damage
- Road
- Pool (above ground only)
- Garage
- Yard
- \_\_\_\_\_

**Type of roof**

- Tiles
- Metal
- Fibro
- Slate
- Rooms Affected**
- Bedroom
- Kitchen
- Living/Dining
- \_\_\_\_\_

**Hazards**

- Power lines to premises threatened
- Power lines on street threatened
- Power lines to premises down
- Power lines on street down
- Burst Water
- Burst Sewer
- Burst Gas
- Blocked Street Drain
- Fibro/Asbestos Dust/Debris

**Access to property**

**Additional Information**

## Request Received

Date  Time  Operator  CentreID

## Operations

- REFER TO  Other SES  Police  Electricity  Housing Dept  Unit \_\_\_\_\_
- OR  RFS  Gas  Council  Other
- NSWFB  Water  DOCS

**Time Referral Confirmed**

ALLOCATION BY THIS UNIT

**JOB ALLOCATION**

Team/Resource	Time Allocated	Time On Site	Time Left Site

**SUPPORT ACTION**

Service/Agency	Unit
----------------	------

Action Required

Time Notified	Time Completed
---------------	----------------

- COMPLETED Time   Job Register updated

Follow up required by  Action

**NSW State Emergency Service  
Team Response Sheet**

Job No:

**Action Report**

Team Callsign/Designation \_\_\_\_\_

Team Leader \_\_\_\_\_

Team Members \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date/Time on Site \_\_\_\_\_

**Reconnaissance Report**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Site/Damage Diagram**

**Action taken**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Equipment Used**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date/Time Action Completed \_\_\_\_\_

Team Leader Signature \_\_\_\_\_

**Follow up action by**

- SES    Tree Contractor    DOCS    Police    Power    Water    Gas    Telstra    Optus

Action recommended: \_\_\_\_\_

**Equipment Left on Site**

Item to be returned	Quantity
_____	_____
_____	_____
_____	_____

**Declaration**

I, \_\_\_\_\_

agree that the above returnable items have been left on site.

\_\_\_\_\_ Date

\_\_\_\_\_ Resident's Signature

\_\_\_\_\_ Witnessed



**TEAM LEADER FORM**

Form Number: WF-19

Revision Date: June 2009

Refer to SOP: OPS-05 - Duty Officer's Responsibilities

Team Leader: \_\_\_\_\_

Date or Event Number: \_\_\_\_\_

<u>Questions</u>	<u>Response</u>	<u>Follow-up action by Ops if a response was made</u>
Were there any accidents or injuries sustained during your shift?		<i>Complete Injury form give to Unit Support Officer.</i>
Were there any problems with the vehicle?		<i>Report to Logistics Coordinator</i>
If you received any donations please list the RFA numbers and amount:	RFA No:..... \$ ..... RFA No:..... \$ .....	<i>Donations and copy of this form to be given to the Unit Support Officer.</i>
List any problems encountered with equipment:		<i>Copy of this form to be given to Logistics and the Rescue Officer.</i>
List any lessons learnt or training related issues:		<i>Copy of this form to be given to the Training and Rescue Officer.</i>
At which tasks (if any) was equipment left on site?	RFA No:..... RFA No:..... RFA No:.....	<i>Copy of this form to be given to Logistics.</i>
If chainsaws were used on any tasks list the names of the operators who used them.		<i>Copy of this form to be placed in Chainsaw pigeon hole.</i>
Was an MDT used on this shift?		<i>Copy of this form to be placed in Steve's pigeon hole.</i>
<input type="checkbox"/> Catering tax invoices given to Ops <input type="checkbox"/> Pink forms with completed risk assessments given to Ops		<input type="checkbox"/> RHQ and AHDO notified (1-5 tasks) <input type="checkbox"/> Fuel dockets placed in Admin pigeon hole

Vehicle restocked at end of shift: Yes or No

Vehicle refuelled at end of shift: Yes or No

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



# Battery Claim Form

**Form Number:** WF-  
**Revision Date:** Month Year  
**Refer to SOP:** OPS-05 - Duty Officer's Responsibilities

**Callout Date:** .....  
**Team Leader:** .....

The following members used the following batteries during the callout on the above date:

<b>Name</b>	<b>Petzl</b>	<b>Dolphin</b>	<b>D Cell</b>	<b>C Cell</b>	<b>AA Cell</b>	<b>AAA Cell</b>

If there are any queries regarding the above claims please see the Team Leader

# Hazard Identification and Risk Assessment Form



<b>TASK / ACTIVITY</b>	<b>RFA No:</b>
------------------------	----------------

### Matrix

Potential Hazards	Possible Controls	PPE
1.Confined Space	13.Working at Depth	13.Safety lines / Communication
2.Lone Worker – Recon work	14.Overhead Hazards	14.Establish perimeter / PPE
3.Structural collapse	15.Working On / Near Water	15.Tag line / PFD / Dry suit
4.Access / Egress	16.Noise	16.Reduce / Ear plugs / Muffs
5.Electricity – including Static	17.Flooding / inundation	17.Water diversion / Pumps / Tarping
6.Fire / Explosion	18.Manual Handling	18.Mechanical aid / Awareness
7.Traffic / Vehicles	19.Uneven / wet / slippery surfaces	19.Awareness / PPE / tag line
8.Pedestrian management	20.Hazardous materials - Asbestos	20.External agency / MSDS
9.Vermin / Reptile	21.Night work	21.Adequate lighting / Awareness
10.Water / Sewage / Gas	22.Remote location	22.Communication / EPERB
11.Extreme weather conditions	23.Sharps	23.Clean up / PPE / Awareness
12.Working at Height		
Other .....		

LIKELIHOOD	CONSEQUENCES				
	Catastrophic	Severe	Major	Moderate	Minor
Almost certain	H	H	H	H	M
Likely	H	H	H	M	M
Possible	H	H	M	M	M
Unlikely	H	M	M	L	L
Rare	H	M	L	L	L

**Definitions**

**H** = Critical, Stop work until something is done. Plan controls for immediate action.

**M** = Moderate, Set time scales for action as soon as practicable.

**L** = Low risk, manage by routine procedures and monitor.

Activity / Task / Step	Hazard (describe the hazard including how it can happen and what can happen)	Risk Rank before controls	Controls (List all controls – current and required – intended to support the development of safe systems of work)	Residual Risk

**Sign Off:** Risk assessment conducted on \_\_\_/\_\_\_/\_\_\_

**By:** \_\_\_\_\_  
(print name & sign)



## TEAM DEBRIEF RECORD

Form Number: WF-18  
Revision Date: June 2009  
Refer to SOP:

Activity: \_\_\_\_\_ Team: \_\_\_\_\_

### Safety Issues, Near misses or Injuries:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

### Things that went well:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

### Problems or issues encountered and suggestions to avoid them in the future:

Issue/Problem: \_\_\_\_\_  
Suggestion: \_\_\_\_\_

Issue/Problem: \_\_\_\_\_  
Suggestion: \_\_\_\_\_

Issue/Problem: \_\_\_\_\_  
Suggestion: \_\_\_\_\_

Issue/Problem: \_\_\_\_\_  
Suggestion: \_\_\_\_\_

Issue/Problem: \_\_\_\_\_  
Suggestion: \_\_\_\_\_

Issue/Problem: \_\_\_\_\_  
Suggestion: \_\_\_\_\_

---

### Team Leader

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



# Team Leader – Callout Procedure

13.1

## Before Leaving LHQ

1. Fill out vehicle list and hand over to OpCen\* (*Ops Officer pigeon hole*).
2. Procure Radios, Vehicle Phones and Batteries.
3. Obtain vehicle folder and RFA Details from OpCen (*DO or TL*).
4. Ensure vehicle is stocked and operational, check vehicle board.
5. Notify SOs team is attending RFAs – Radio out (*Ring DO or page SOs*).

## On the job

1. Do a risk assessment and Take 5.
2. Notify arrival on site – Radio Sitrep and estimated time<sup>#</sup>.

## After each Job

1. Fill out pink sheet.
2. Notify departure from site – Radio completion and next job<sup>#</sup>.
3. Ensure vehicle has enough fuel.

## Returning to LHQ

1. Notify SOs team has returned to LHQ – Radio in (*Ring DO or page SOs with team returned and No. of jobs complete*).
2. Fill out Team Leader form and Injuries form (if required).
3. Return radios, batteries and phone to charge.
4. Return completed paperwork (include fuel receipts and white RFAs for jobs not completed) to OpCen (*Ops Officer pigeon hole*).
5. Re-stock the vehicle.
6. Write down unresolved vehicle issues on the vehicle board.

\* If OpCen is not open, alternative procedure to follow is in brackets.

# Only when OpCen is open.

**DO** = Duty Officer, **LHQ** = Local Headquarters, **OpCen** = Operations Centre,  
**RFA** = Request for Assistance, **SOs** = Senior Officers, **TL** = Team Leader.

# Hazard Identification and Risk Assessment Form



<b>TASK / ACTIVITY</b>	<b>ROOF JOB</b>	<b>RFA No:</b>	<b>SAMPLE ONLY</b>
------------------------	-----------------	----------------	--------------------

Potential Hazards	Possible Controls	PPE
1.Confined Space 2.Lone Worker – Recon work 3.Structural collapse 4.Access / Egress 5.Electricity – including Static 6.Fire / Explosion 7.Traffic / Vehicles 8.Pedestrian management 9.Vermin / Reptile 10.Water / Sewage / Gas 11.Extreme weather conditions 12.Working at Height Other .....	13.Working at Depth 14.Overhead Hazards 15.Working On / Near Water 16.Noise 17.Flooding / inundation 18.Manual Handling 19.Uneven / wet / slippery surfaces 20.Hazardous materials - Asbestos 21.Night work 22.Remote location 23.Sharps	1.Ventilation / Gas testing 2.Procedures / 2 responders 3.Props / Shoring / Barricades 4.Tag line / 2 points of entry 5.ELCB / Isolate /Electrical awareness 6.Extinguisher / Awareness 7.Traffic management / Vests 8.Barricading / signage 9.Pest control / PPE 10.Isolation / External agency / PPE 11.Shift changes / shelter / Water / PPE 12. RSK / Self rescuer / Safety lines Other.....

**Matrix**

LIKELIHOOD	CONSEQUENCES				
	Catastrophic	Severe	Major	Moderate	Minor
Almost certain	H	H	H	H	M
Likely	H	H	H	M	M
Possible	H	H	M	M	M
Unlikely	H	M	M	L	L
Rare	H	M	L	L	L

**Definitions**

**H** = Critical, Stop work until something is done. Plan controls for immediate action.

**M** = Moderate, Set time scales for action as soon as practicable.

**L** = Low risk, manage by routine procedures and monitor.

Activity / Task / Step	Hazard (describe the hazard including how it can happen and what can happen)	Risk Rank before controls	Controls (List all controls – current and required – intended to support the development of safe systems of work)	Residual Risk
Scene assessment	<b>20</b> Asbestos roof.	H	Stop Work and notify LHQ	L
	<b>3</b> Roof Damage	M	Awareness. Assess the roof condition before starting work	L
	<b>11</b> Extreme weather conditions	H	Wait until weather conditions improve	L
Establish a safe work site	<b>7</b> Accessing equipment from the road	M	Establish a safe perimeter around the vehicle	L
	<b>21</b> Inadequate light	M	Set up lighting as required	L
Identify anchors	<b>16/18</b> Constructed Anchor	H	Suitable existing anchors and PPE for constructed anchors	L
Access the roof	<b>14</b> Overhead wires	M	Awareness. Look up before erecting the ladder	L
	<b>12</b> Ladder instability	M	Lash ladder and ensure it can be re-raised	L
	<b>12</b> Climbing the ladder	M	Connect to safety line whilst on the ground	L
	<b>19</b> Wet/slippery/uneven roof	M	Awareness. Workers stay on the line at all times	L
Perform Repairs	<b>5</b> Exposed wires on the roof	H	Awareness. Check before commencing repairs	L
	<b>23</b> Sharps in the gutters	M	PPE. All workers wearing gloves	L
	<b>14</b> Falling objects from roof top	H	Awareness. Establish dump site and isolate area	L

**Sign Off:** Risk assessment conducted on \_\_\_/\_\_\_/\_\_\_

**By:** \_\_\_\_\_  
(print name & sign)

# Hazard Identification and Risk Assessment Form



<b>TASK / ACTIVITY</b>	<b>TREE JOB</b>	<b>RFA No:</b>	<b>SAMPLE ONLY</b>
------------------------	-----------------	----------------	--------------------

Potential Hazards	Possible Controls	PPE
1.Confined Space 2.Lone Worker – Recon work 3.Structural collapse 4.Access / Egress 5.Electricity – including Static 6.Fire / Explosion 7.Traffic / Vehicles 8.Pedestrian management 9.Vermin / Reptile 10.Water / Sewage / Gas 11.Extreme weather conditions 12.Working at Height Other .....	13.Working at Depth 14.Overhead Hazards 15.Working On / Near Water 16.Noise 17.Flooding / inundation 18.Manual Handling 19.Uneven / wet / slippery surfaces 20.Hazardous materials - Asbestos 21.Night work 22.Remote location 23.Sharps 24. Moving Machinery	1.Ventilation / Gas testing 2.Procedures / 2 responders 3.Props / Shoring / Barricades 4.Tag line / 2 points of entry 5.ELCB / Isolate /Electrical awareness 6.Extinguisher / Awareness 7.Traffic management / Vests 8.Barricading / signage 9.Pest control / PPE 10.Isolation / External agency / PPE 11.Shift changes / shelter / Water / PPE 12. RSK / Self rescuer / Safety lines Other.....

**Matrix**

LIKELIHOOD	CONSEQUENCES				
	Catastrophic	Severe	Major	Moderate	Minor
Almost certain	H	H	H	H	M
Likely	H	H	H	M	M
Possible	H	H	M	M	M
Unlikely	H	M	M	L	L
Rare	H	M	L	L	L

**Definitions**

**H** = Critical, Stop work until something is done. Plan controls for immediate action.

**M** = Moderate, Set time scales for action as soon as practicable.

**L** = Low risk, manage by routine procedures and monitor.

Activity / Task / Step	Hazard (describe the hazard including how it can happen and what can happen)	Risk Rank before controls	Controls (List all controls – current and required – intended to support the development of safe systems of work)	Residual Risk
Establish Safe worksite	<b>20</b> Roof damage and asbestos roof.	H	Stop Work and notify LHQ	L
	<b>11</b> Extreme weather conditions	H	Wait until weather conditions improve	L
	<b>5</b> Power lines down	H	Stop Work and notify LHQ	L
	<b>7</b> Accessing equipment from the road	M	Establish a safe perimeter around the vehicle	L
	<b>21</b> Inadequate light	M	Set up lighting as required	L
Make the tree safe	<b>3</b> Tree could collapse during removal	H	Secure the tree to prevent further damage or collapse	L
	<b>10/14</b> Other services affected/damaged	H	Awareness. Isolate / Protect as required	L
Remove / Cut the tree	<b>24</b> Chainsaw will be used	H	Exclusion zone. Operator is competent and wearing correct PPE	M
	<b>14</b> Polesaw will be used	H	Awareness. Check for power lines before raising it	L
	<b>16</b> Noise from the saws	M	Team wearing correct PPE	L
	<b>18</b> Trip hazards from the off-cuts	M	Awareness. Pieces cut to sizes that can be handled safely	L

**Sign Off:** Risk assessment conducted on \_\_\_/\_\_\_/\_\_\_

**By:** \_\_\_\_\_  
(print name & sign)