

New South Wales Police Academy (1991). *District emergency operations centre: Standard operating procedures* (pp. i-iv, 1-33). Goulburn.

Commonwealth of Australia

Copyright Act 1968

Notice for paragraph 135ZXA (a) of the *Copyright Act 1968*

Warning

This material has been reproduced and communicated to you by or on behalf of Charles Sturt University under Part VB of the *Copyright Act 1968* (the *Act*).

The material in this communication may be subject to copyright under the Act. Any further reproduction or communication of this material by you may be the subject of copyright protection under the Act.

Do not remove this notice.



DISTRICT EMERGENCY OPERATIONS CENTRE

STANDING OPERATING PROCEDURES

**FOR EXERCISE AND CASE STUDY
PURPOSES ONLY**

**MANAGEMENT EDUCATION PROGRAM
NSW POLICE ACADEMY, GOULBURN**

DEFINITIONS

EMERGENCY

means an emergency due to an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, accident, epidemic or warlike action) which:

- a. endangers, or threatens to endanger, the safety or health of persons in the State; and
- b. destroys or damages, or threatens to destroy or damage, property in the State,

being an emergency which requires a significant and co-ordinated response.

EMERGENCY OPERATIONS CENTRE

means a location established at a State, district or local level as a centre of control, co-ordination and communication during an emergency.

AMENDMENT LIST

1. Proposals for amendment or addition to the contents of these Standing operating Procedures are to be forwarded to the Operations Officer.
2. Amendments promulgated are to be certified in the undermentioned amendment sheet when entered.

AMENDMENT		ENTERED	
Number	Date	Signature	Dated

CONTENTS

	Page	Para	
DEFINITIONS	i		
AMENDMENT LIST	ii		
CONTENTS	iii-iv		
SECTION 1			ORGANISATION OF 'X' DISTRICT EMERGENCY OPERATIONS CENTRE
	1-2	1	GENERAL - DISTRICT EMERGENCY OPERATIONS
	2	2	DISTRICT POLICE OPERATIONS
	2	3-5	STAFFING
	3	6-8	LIAISON OFFICERS
	4	9-10	OPENING
	4	11	SECURITY
	4	12-13	MEDIA
	4	14	LAYOUT
SECTION 2			OPERATIONS
	5	1	PRINCIPLES
	5-6	2-9	INFORMATION DISPLAY
	7	10	MAPS/WEATHER INFORMATION
	7	11	PLANS
			DUTY STATEMENTS:
	8		District Emergency Operations Controller
	9		Principal Duty Officer
	10		Operations Officer
	11		Operations Clerk
	12		Planning Officer
	13		Planning Clerk
SECTION 3			ADMINISTRATION
	14	1-3	ROSTER ARRANGEMENTS
	14-15	4-7	FORMS
	16	8-11	FILING
	16	12	WHITEBOARDS

SECTION 4

COMMUNICATIONS

17	1	GENERAL
17	2	TELEPHONES
17	3	FACSIMILE
17	4	TELEX
17	5	RADIO
17	6	MEDIA

SECTION 5

ANNEXES

19-20	A	STAFFING OF DISTRICT EMERGENCY OPERATIONS CENTRE
21	B	LAYOUT OF DISTRICT EMERGENCY OPERATIONS CENTRE
22	C	CONTACT BOARD
23	D	RESOURCES BOARD
24	E	SITUATION BOARD
25	F	ACCESS BOARD
26	G	EVENT BOARD
27	H	VICTIM STATE BOARD
28	I	OPERATIONS LOG
29	J	RECORD OF CONVERSATION FORM
30	K	ACTION MEMORANDUM FORM
31	L	INCIDENT FILE COVER
32	M	INCOMING INFORMATION FLOW
33	N	OUTGOING INFORMATION FLOW

SECTION 1

ORGANISATION OF THE EMERGENCY OPERATIONS CENTRE

GENERAL

1. Under the State Emergency and Rescue Management Act the District Emergency Operations Centre is activated to control an emergency, and to co-ordinate District resources for response and recovery operations in an emergency.
 - a. **Roles**
 - . assess the operational needs of the impact area;
 - . co-ordinate and deploy resources to assist response and immediate recovery; and
 - . exercise direct control of operations when required.
 - b. **Tasks**
 - . monitor events to ensure the District Emergency Operations Controller is aware of incidents having the potential to develop into emergencies;
 - . collect, process, interpret and disseminate information and intelligence to appropriate levels of the emergency management network;
 - . provide communication facilities for independent control and co-ordination of response and immediate recovery during emergencies;
 - . process requests from Local Emergency Operations Controllers for assistance;
 - . monitor events and emergencies being managed by combat agencies which may require support or control/co-ordination by the State Emergency Operations Controller;

District Emergency Operations Centre - Standing Operating Procedures

- . co-ordinate the provision of additional material and logistic resources required to support operations;
- . prepare and issue warnings and information to the public;
- . issue co-ordinating directions to Emergency Service Organisation(s) and Functional Area resources for response and immediate recovery requirements during an emergency; and
- . maintain an event diary.

DISTRICT POLICE OPERATIONS

2. The District Emergency Operations Centre may also be used to assist in the control of major Police operations.

a. Tasks

- . collect and process information on behalf of the Police Commander;
- . disseminate information as directed by the Police Commander;
- . when requested to do so, co-ordinate response and functional area resources for response requirements of the emergency;
- . monitor events to ensure the Police Commander is aware of developments;
- . if so directed by the Police Commander, prepare and issue warnings and information to the public; and
- . maintain an event diary.

STAFFING

3. The District Emergency Operations Centre is managed by the Staff Officer (Intelligence) of the District. The minimum staffing level required for the District Emergency Operations Centre in the initial opening stage, or while monitoring, is an Operations Officer and an Operations Clerk. Emergency Service Organisation Liaison Officers and Functional Area Liaison Officers are called for as required.

4. District Emergency Operations Centre personnel (except for Liaison Officers and their assistants) are drawn from the District staff, the Police Patrols, and other participating organisations as required.
5. Maximum staffing levels are shown at Annex A.

LIAISON OFFICERS

6. Emergency Service Organisation Liaison Officers are attached personnel representing the Emergency Service Organisation(s) active in the emergency. In the event that normal communications facilities are out of action they are to be supported by a radio operator/clerk from the parent organisation. Emergency Service Organisation Liaison Officers are to:
 - . maintain and operate communications links with their Emergency Service Organisation(s) Emergency Operations Centre(s);
 - . provide advice to the District Operations Controller and the District Emergency Operations Centre staff on the capabilities and characteristics of their organisation;
 - . keep the District Emergency Operations Controller and the District Emergency Operations Centre staff informed of the actions taken and requirements of their organisation; and
 - . convey the District Emergency Operations Controller's directions/instructions to their organisation.
7. Functional Area Liaison Officers are attached personnel representing the Functional Areas active in the emergency, and are to:
 - . maintain and operated the communications links with their Functional Area Emergency Co-ordination Centre(s);
 - . provide advice to the District Emergency Operations Controller and the District Emergency Operations Centre staff on the capabilities and characteristics of their Functional Area,
 - . keep the District Emergency Operations Controller and the District Emergency Operations Centre staff informed of the actions taken and requirements of their Functional Area; and

District Emergency Operations Centre - Standing Operating Procedures

- . convey the District Emergency Operations Controller's directions/instructions to the respective Functional Area Emergency Co-Ordination Centre(s).
- 8. Emergency Service Organisation Liaison Officers and Functional Area Liaison Officers must have the authority to commit the resources of their respective organisations/agencies.

OPENING

- 9. A watchkeeper situation is maintained in the District Emergency Operations Centre during normal office hours, and the District Emergency Operations Centre is maintained at READY. The District Emergency Operations Centre is operational, or an Emergency Service Organisation(s) is attending to an incident which has the potential to develop into an emergency. The move to STANDBY occurs at the direction of the District Emergency Operations Controller. If the situation required further co-ordinated response the District Emergency Operations Controller directs CALL OUT. After hours an on-call Duty Officer system is maintained.
- 10. The Police Duty Operations Inspector has been instructed to contact the State Rescue and Emergency Services Board on-call Duty Officer in the event of an EMERGENCY, or if there is a possible or actual need to activate the State Emergency Operations Centre for any reason.

SECURITY

- 11. The District Emergency Operation Centre is a secured area. Access, controlled by key card, is restricted to working members of the staff. Visitors to the District Emergency Operations Centre are to be escorted at all times.

MEDIA

- 12. No TV, radio, press or media personnel are to be allowed in the District Emergency Operations Centre/Police Operations Centre during operations.

LAYOUT

- 13. The layout of the Emergency Operations Centre is shown at Annex B.

SECTION 2

OPERATIONS

PRINCIPLES

1. The main principles which apply are:
 - a. a sense of priorities to ensure the aim of preservation of life, limb and property;
 - b. knowledge of these Standing Operating Procedures and the various Government;
 - c. continuous liaison between all authorities, both Government and non-Government;
 - d. the efficient co-ordination of the available manpower and resources, and
 - e. the collection and processing of operational information, and the dissemination of intelligence.

INFORMATION DISPLAY

2. The following information displays are maintained in the District Emergency Operations Centre:
 - a. **the situation map:** an appropriate map of the impact area marked with the developing threat/hazard/known information from the impact;
 - b. **a locality map:** marked with routes for response traffic, evacuations, traffic control, etc., and any other co-ordination information concerning the area; and
 - c. **report displays:** copies of current situation reports, operation and administrative orders, and intelligence summaries.
3. The White Boards are normally left blank so they can be used to display the information pertinent to the particular emergency, using the following criteria:

District Emergency Operations Centre - Standing Operating Procedures

- a. the location of the main resources and forward control points;
- b. resources committed;
- c. resources available but not committed; and
- d. additional, special, and other resources that may be required.

Contact Board (Annex C)

- 4. One or two boards are used to record important contact numbers for use during the emergency. Contact numbers in regular use are permanently displayed, eg. the State Emergency Operations Centre, the State Emergency Operations Controller, and Emergency Service Organisation Emergency Operations Centre/Functional Area Emergency Co-Ordination Centre.

Resources Board (Annex D)

- 5. One board is used to show location, quantity, period applicable, etc. of outside resources available and/or being utilised.

Situation Board (Annex E)

- 6. To summarise the current situation for the various locations affected by the emergency with a brief prognosis of the likely events.

Access Board (Annex F)

- 7. A board showing major roads, highways, rail links, airfields, etc, that may be open/used/closed by the emergency.

Event Board (Annex G)

- 8. A board showing major celebrations/activities in the District.

Victim State Board (Annex H)(mobile)

- 9. This board summaries the number of deceased, hospitalised, injured, evacuated, and location.

MAPS/WEATHER INFORMATION

10. The following information is maintained:
- a. (i) maps of the District, together with detailed maps of the area where the incident occurs; and
 - (ii) detailed weather information together with current weather/flood/fire warnings as applicable;
 - b. maps of the District with overlays of other organisations, showing boundaries and command structure; and
 - c. site plan overlays as applicable.

PLANS

11. The following plans are held in the District Emergency Operations Centre:
- a. NSW State Disaster Plan, its Sub Plans and Supporting Plans;
 - b. copies of District Disaster Plans;
 - c. copies of Local Disaster Plans;
 - d. copies of Major Industrial/Private Enterprise Disaster Plans if produced;
 - e. copies of Adjoining District Disaster Plans;
 - f. reference material relating to Hazard Analysis and Disaster Management;
 - g. Special Police Operations Plans;

DUTIES STATEMENT EMERGENCY OPERATIONS CONTROLLER

1. The District Emergency Operations Controller is responsible, in the event of an emergency which affects more than one local area, for controlling the allocation of resources in response to the emergency. The District Emergency Operations Controller may:-
 - "a. issue directions to agencies who have functions in connection with responses to emergencies for the purpose of controlling the allocation of those resources; and
 - b. appoint an officer of an agency to have overall control of particular activities in response to an emergency where a number of combat agencies are involved, the controlling authority is not otherwise determined and those agencies cannot agree on the matter."
2. The functions of the District Emergency Operations Controller may be exercised without the need for a declaration of a state of emergency, but during a state of emergency the exercise of those functions is subject to Division 4 of the State Emergency and Rescue Management Act, 1989.
3. The District Emergency Operations Controller is to establish and control a District Emergency Operations Centre with:
 - a. communication facilities for independent control and co-ordination of districts;
 - b. discrete communication facilities with heads of Emergency Service Organisation(s) and Functional Area(s);
 - c. independent communications with the public broadcasting media network; and
 - d. independent media information facilities.

DUTIES STATEMENT PRINCIPAL DUTY OFFICER

1. The Principal Duty Officer is responsible for:
 - a. the smooth and efficient running of the District Emergency Operations Centre;
 - b. screening the District Emergency Operations Controller from matters of a minor nature;
 - c. keeping the District Emergency Operations Controller informed on all new developments or any matters which appear to be of importance;
 - d. provision of information and advice on:
 - (i) disaster plans which detail the responsibilities of Emergency Service Organisation(s) and Functional Area(s), and the resource co-ordination arrangements;
 - (ii) the efficient co-ordination of the available manpower and resources;
 - (iii) the acquisition and deployment of outside support when the situation so dictates; and
 - (iv) the efficient collection, processing and dissemination of operational information and intelligence.
 - e. preparing the appreciation of the emergency including briefing on alternatives, options and solutions impact.
2. The Principal Duty Officer is also responsible for the preparation of the event diary and post emergency report.

DUTIES STATEMENT OPERATIONS OFFICER

1. The Operations Officer manages the day to day efficient and smooth running of the District Emergency Operations Centre, and is responsible for:-
 - a. ensuring the District Emergency Operations Controller and the Principal Duty Officer have a clear, accurate and concise picture of the situation;
 - b. ensuring the District Emergency Operations Controller's decisions are translated into action orders/instructions promptly and issue to the appropriate person or agency;
 - c. monitoring the situation to ensure that the District Operations Controller's orders/instructions are carried out with the minimum of delay;
 - d. screening the District Emergency Operations Controller and the Principal Duty Officer from matters of a minor nature yet keeping them informed on any new developments or matters which appear to be of importance;
 - e. determining, in consultation with the District Emergency Operations Controller, the specific times at which Situation Reports and Media Releases are prepared and issued;
 - f. preparing staff duty rosters for the District Emergency Operations Centre;
 - g. arranging for Liaison Officers and staff to be stationed in the District Emergency Operations Centre as required;
 - h. rostering meal breaks; and
 - i. ensuring staff on the relieving shift are fully briefed on the emergency prior to commencing duty.
2. Before stepping down from duty the Operations Officer is to brief the incoming Operations Officer on any action still outstanding, problems that may occur during the shift, any unusual problems that may or have occurred, and actions taken.

DUTIES STATEMENT OPERATIONS CLERK

1. The Operations Clerk assists the Operations Officer as required, and is responsible for maintaining the message filing system. Duties are:
 - a. collect, photocopy, dispatch, filing of the incoming and outgoing messages, together with preparation of Situation Reports and media releases;
 - b. ensure all messages/fax/information are handled in accordance with the message flow set out in Annexes N and O;
 - c. route and transmit messages by the most suitable method;
 - d. maintain all relevant lines of communications;
 - e. ensure that all necessary displays are updated with the minimum of delay;
 - f. ensure that all relevant information is correctly recorded on the pin and white boards prior to filing of information on the incident file;
 - g. brief the incoming Operations Clerk prior to ceasing duty; and
 - h. other duties as directed.

DUTIES STATEMENT PLANNING OFFICER

1. The Planning Officer assists the Operations Officer as required. Duties are:
 - a. collect, collate, and assess information;
 - b. display and disseminate intelligence for the use of the District emergency Operations Controller and participating organisations;
 - c. preparation and provision of maps, overlays, traces and enlargements for use in the operations area;
 - d. preparation and conduct of briefings as required;
 - e. maintaining intelligence records; and
 - f. ensuring that all relevant information is correctly recorded on the operational maps and intelligence maps.
2. Before stepping down from duty the Planning Officer is to brief the incoming Planning Officer on actions taken, outstanding problems yet to be resolved, and planning options.

DUTIES STATEMENT PLANNING CLERK

1. The Planning Clerk assists the Planning Officer as required. Duties are:
 - a. collecting, collating and assessing information;
 - b. displaying and dissemination of intelligence for the use of the State Emergency Operations Controller and participating organisations;
 - c. preparation and provision of maps, overlays, traces and enlargements for use in the operations area;
 - d. preparation and conduct of briefings as required;
 - e. maintaining intelligence records;
 - f. ensuring all relevant information is correctly recorded on the operational and intelligence maps;
 - g. briefing the incoming Planning Clerk on any action still outstanding and that all important information, logs, maps and displays are examined; and
 - h. other duties as directed.

SECTION 3

ADMINISTRATION

ROSTER ARRANGEMENTS

1. Rostering of staff for duty in the District Emergency Operations Centre is determined by the Emergency Operations Controller and/or the Staff Officer Operations/DEMO as dictated by the type of emergency.
2. The Operations Officer is to produce the staff duty roster acknowledging the specialist skills available and required by the type of emergency. A copy of the roster is maintained in the District Emergency Operations Centre.
3. Periods of duty are normally 8 hour shifts, with a maximum on duty period being 12 hours.

FORMS

OPERATIONS LOG (See Annex I)

4. A Log Sheet is to be maintained by all staff on duty in the District Emergency Operations Centre. As each sheet is completed it is to be signed by the action officer and handed to the Principal Duty Officer to enable an up to date picture of the situation being maintained. Once information/action on the sheet is completed, the Principal Duty Officer initials the sheet and passes it to the Operations Clerk for filing on the incident file.
5. The Principal Duty Officer master operations log is to record:
 - a. reference to staff action log sheets;
 - b. telephone conversation contacts;
 - c. radio communication contact;
 - d. summary of written messages and reports received and dispatched;
 - e. reports from Liaison Officer and official visitors;

- f. time of issue of operations orders and administrative orders;
- g. time of conferences and order groups;
- h. movement of principal staff;
- i. dispatch of Situation Reports; and
- j. any key information which enables briefing and/or Situation Reports to be prepared.

RECORD OF CONVERSATION FORM (See Annex J)

- 6. A record of Conversation Form is to be completed when the information received is:
 - a. of an urgent/important nature and needs to be brought to the attention of the District Emergency Operations Controller/Principal Duty Officer, or actioned immediately by some other person on duty in the District Emergency Operations Centre;
 - b. too long to be included in the log, and the full details have to be recorded;
 - c. used to record telephone conversations, interviews, and debriefings of other personnel; and
 - d. once completed, logged and passed to the Principal Duty Officer and Operations Clerk for information/file.

ACTION MEMORANDUM (See Annex K)

- 7. An Action Memorandum is to be used when giving instructions/directions, seeking comments, or providing information. It can be used alone, or as a cover sheet to an incoming message or a record of conversation. Once completed and actioned it is to be passed to the Principal Duty Officer and Operations Clerk for information/file.

FILING

8. An Incident file is created for each occurrence the District Emergency Operations Centre is required to respond to or monitor. All events which generate the opening of the District Emergency Operations Centre are given an Incident Number. Those which do not require the opening of the District Emergency Operations Centre are filed on the Monitor Occurrence Incident File.
9. All paperwork for an incident is placed on one file. This may be in multiple parts if there are more than 46 folios generated for the particular incident. The file folders are bone in colour with a white folio sheet glued to the front headed "Incident File". (See Annex L)
10. The Incident File Number consists of two parts:-
 - a. the number of the incident issued in chronological order, and
 - b. the last two digits of the year.
- e.g. The ninth incident of 1990 is indicated as 9/90.
11. Because facsimile paper deteriorates over a short time all messages received by facsimile are to be photocopied immediately by the Operations Clerk. The original facsimile is to be destroyed, and photocopy passed to the Operations Officer who indicates distribution. The action copy is placed on the incident file, and any other copies are stamped "copy" and distributed within the District Emergency Operations Centre as directed by the Operations Officer.

WHITE BOARDS

12. All reports received by staff or liaison officers from whatever source should be plotted by the appropriate staff on the boards/maps in the District Emergency Operations Centre as soon as possible after receipt to maintain the information state at current level.

SECTION 4

COMMUNICATIONS

GENERAL

1. It is vital that the message flow system is followed by all personnel in the District Emergency Operations Centre. The system is designed to ensure that messages are handled by the appropriate staff, no message is overlooked or lost, no duplication of function takes place, and messages are handled expeditiously. Each piece of information received is to be separately recorded on the log held by the Operations Clerk. Outgoing information is to be handled in the same manner. See Annex M and Annex N for detail.

TELEPHONES

2. The normal method of communication is telephone. Telephone with STD capability are available at all work stations in the District Emergency Operations Centre. To ensure maintenance of communications, lines to the District Emergency Operations Centre come from separate Telephone Exchanges. Internal telephone directories are maintained at each work station in the District Emergency Operations Centre.

FACSIMILE

3. A facsimile machine is available for the transmission and receipt of messages in the District Emergency Operations Centre and has FAXSTREAM capability. Incoming telephone number is:

TELEX

4. One machine is available. The exchange number is:

RADIO

5. VKG radio communications are established in the Police Control area of the District Emergency Operations Centre with UHF, VHF and HF radio systems. Police Communications technicians are available and on call when the District Emergency Operations Centre is operating. Additionally,
 - . Fire/Ambulance bot line communications and UHF and VHF radio systems are installed in the District Emergency Operations Centre; and
 - . Radio links and dedicated line for other organisations are set up as required.

MEDIA

6. Media releases are to be prepared and released during a major operation at least twice a day, or a determined by District Emergency Operations Controller having regard for media deadlines. Releases are to be sent by fax to the nominated groups through FAXSTREAM.

ANNEX A

STAFFING OF DISTRICT EMERGENCY OPERATIONS CENTRE

1. AN EMERGENCY UNDER THE STATE EMERGENCY & RESCUE
MANAGEMENT ACT 1989

Maximum staffing (called as required)

- . The District Emergency Operations Controller
- . Principal Duty Officer
- . Operations Officer
- . Operations Clerk
- . Planning Officer
- . Planning Clerk
- . Emergency Service Organisation Liaison Officer(s) and Radio Operator/Clerk(s) (as dictated by the emergency)
- . Functional Area Liaison Officer(s) and clerks (as dictated by the emergency)
- . VKG Communications cell staff
- . Police Control Area staff, as determined by the District Commander
- . Inquiry Clerks
- . Media/Public Relations Officer(s)

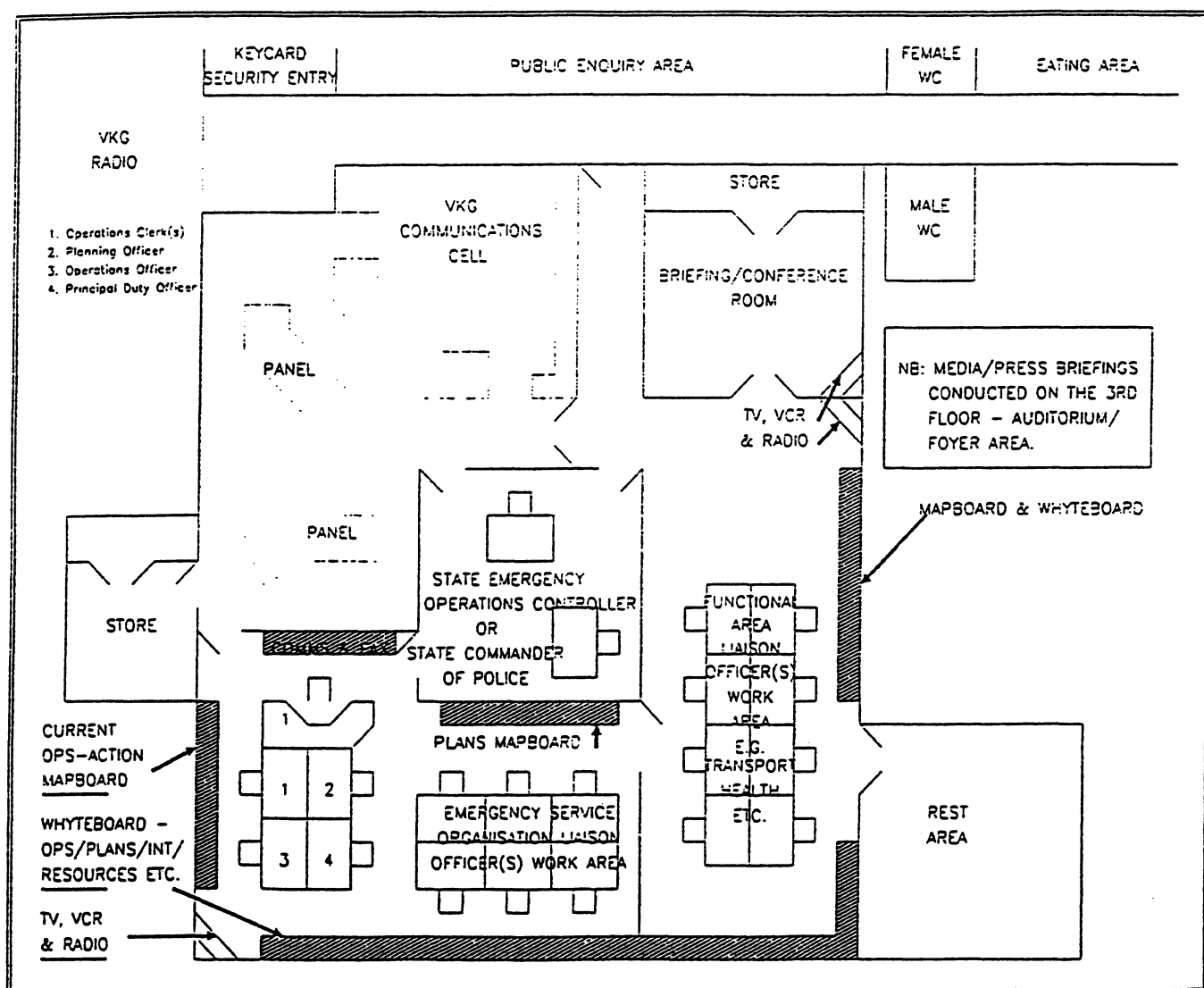
2. POLICE EMERGENCY

Maximum staffing (called as required)

- . The District Commander
- . Staff Officer to the District Commander
- . Operations Officer }
- }
- . Operations Clerk }
- }
- . Planning Officer }
- }
- . Planning Clerk }
-
- . Specialist Police Liaison Officers and clerks
- . Emergency Service Organisation Liaison Officer(s) and clerks as require for the emergency
- . Functional Area Liaison Officer(s) and clerks as required for the emergency
- . VKG Communications cell staff
- . Police Control Staff, including a Supervisor, Radio Operators, Telephonists, Plotters, and Log Keepers
- . Inquiry Clerks
- . Media/Public Relations officer(s)

ANNEX B

LAYOUT OF DISTRICT EMERGENCY OPERATIONS CENTRE



CONTACT BOARD

ORGANISATION/ PERSON/RESOURCE	TELEPHONE	FACSIMILE	REMARKS

RESOURCES BOARD

RESOURCE TYPE	QTY	LOCATION	ALLOCATION/REVIEW/REMARKS

ANNEX E

SITUATION BOARD

EVENT	{	what happened and when
LOCATION	{ {	where exactly - give boundaries if over an area
CONTROL/COMMAND	{ { {	who is in charge where located what means of communication
SUMMARY	{ { {	Summary of the situation/problem - generally - note, threats/hazards

SUPPORTING SERVICES

FIRE-CONTROL	{	who is in charge
AMBULANCE	{	where located
STATE EMERGENCY SERVICE OTHER	{ {	what means of communication

ACCESS BOARD

ROAD/RAIL/AIRFIELD/WATERWAY	REMARKS

EVENT BOARD

SER	TIME	EVENT	RESPONSIBILITY	COMPLETED	REMARKS

ANNEX H

VICTIM STATE BOARD

LOCATION	TYPE*	REMARKS+
		<p>* DECEASED INJURED - SERIOUS - MINOR EVACUEES HOMELESS</p> <p>+ COMMENTS RE MOVEMENTS/ACTION ETC</p>

ANNEX I

OPERATIONS LOG

DATE _____

[illegible]

ANNEX J

RECORD OF CONVERSATION FORM

RECORD OF CONVERSATION			File No
Interviewing Officer	Designation	Date of interview / /	Time
<input type="checkbox"/> Personal Interview <input type="checkbox"/> Telephone Conversation	Subject	Persons Present	
Conversation with	Dept. Firm, Private address	Telephone No	
	Details		
	Action taken (if applicable)		
Distribution		Signature of Interviewing Officer	

ANNEX K

ACTION MEMORANDUM FORM

Action Memorandum				File	Folio
To (Name or Appointment)	Attention/Location	Reference(s)			
Subject					
<div style="display: flex; justify-content: space-between;"><div style="width: 30%;"><p>FOR <input type="checkbox"/> Action</p><p><input type="checkbox"/> Information</p><p><input type="checkbox"/> Comments</p></div><div style="width: 30%;"><p>FOR <input type="checkbox"/> Approval</p><p><input type="checkbox"/> Signature</p><p><input type="checkbox"/> Circulation</p></div><div style="width: 30%;"><p>Please <input type="checkbox"/> Telephone/Discuss</p><p><input type="checkbox"/> Note and Return/Retain</p><p><input type="checkbox"/> Prepare Draft Reply</p><p><input type="checkbox"/> Signature of</p></div><div style="width: 15%;"><p><input type="checkbox"/> File on</p></div><div style="width: 35%; border-left: 1px solid black; padding-left: 5px;"><p>Comment/Action is Requested</p><p>by</p><p>Nil Returns <input type="checkbox"/> Required</p><p>are <input type="checkbox"/> Not Required</p></div></div>					
Additional Comments					
Originator					
<div style="display: flex; justify-content: space-between;"><div>.....</div><div>.....</div><div>.....</div><div>.....</div><div>.....</div></div> <div style="display: flex; justify-content: space-between; font-size: small; margin-top: 5px;"><div>(Signature)</div><div>(Printed Name)</div><div>(Appointment)</div><div>(Phone)</div><div>(Date)</div></div>					

ANNEX L

FILE NO. _____/90

INCIDENT FILE

INCIDENT: _____

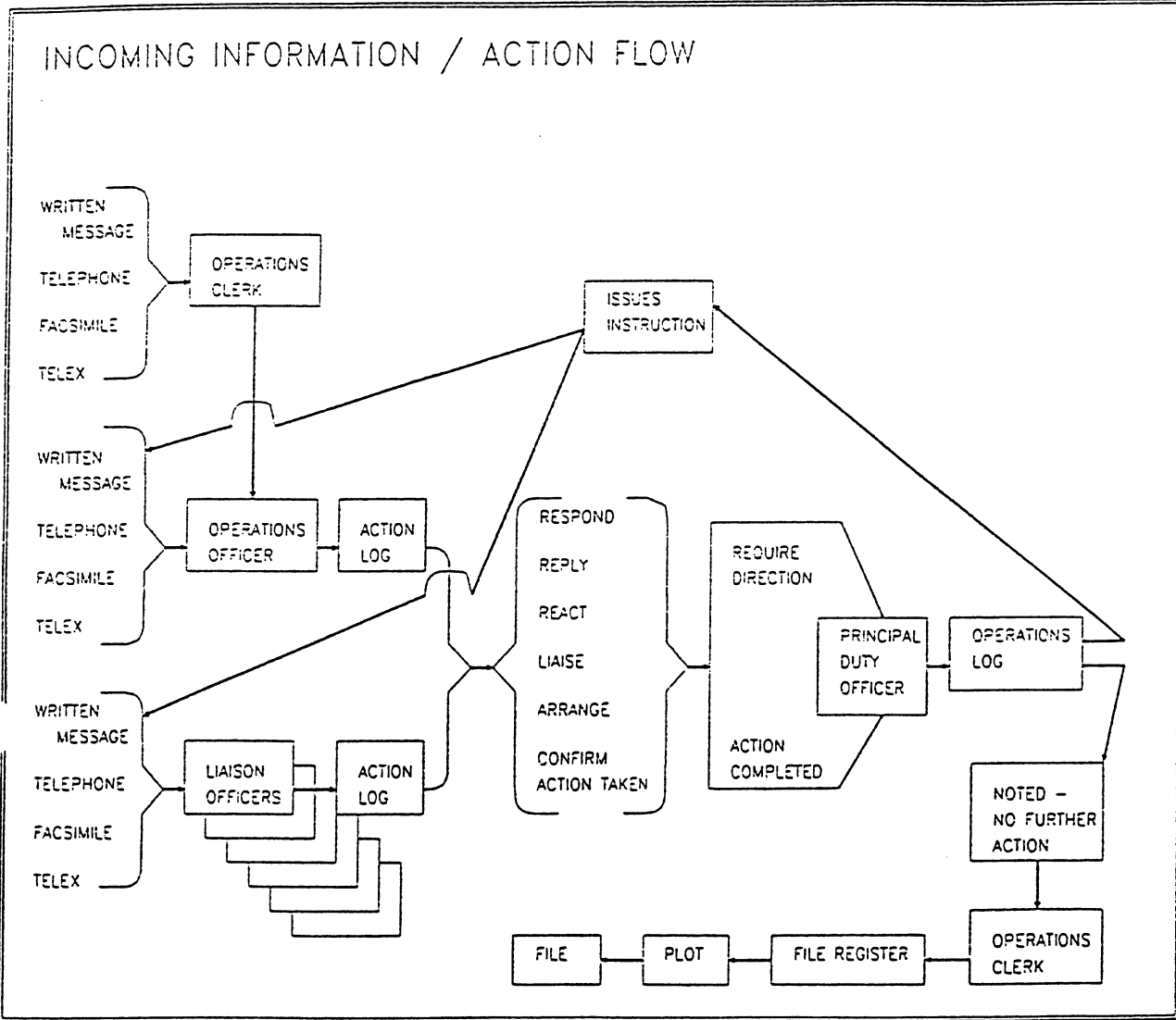
LOCATION: _____

TIME/DATE: _____

FOLIO	BRIEF DESCRIPTION

ANNEX M

INCOMING INFORMATION FLOW



ANNEX N

OUTGOING INFORMATION FLOW

