TEMPLATE CRISIS AND EMERGENCY MANAGEMENT PLAN

**CITMANAGEMENT PLAN**

Message from the General Manager/Chief Executive Officer

X Council Local Government Area faces many natural and human made risks. The management team of the X Council must be capable of efficiently responding to and recovering from any major incident that occurs within its area of responsibility.

The protection and recovery of our constituents, staff, assets, operations and the reputation of X Council during the time of a crisis is our highest priority.

To achieve this objective, the X Council has embraced a simple and robust concept of emergency operations. Under the leadership of the Crisis Director, a senior level Crisis Management Team will be responsible for implementing all actions required to manage the crisis. Responsible managers and staff from across the X Council are required to understand and be prepared to enact this plan in accordance with directions given at the time of an incident.

I have given the Director, X Council Services the dual responsibility of ensuring that the X Council is capable and ready to respond to an incident, and leading the response as the Crisis Director when an incident occurs. The overarching objectives of the plan are to:

* Ensure the safety and wellbeing of X Council’s constituents, employees and the general public;
* Ensure compliance with legislation, regulation and standards;
* Ensure that X Council’s assets are protected and that normal operations and services are maintained or resumed within the shortest possible timeframe in line with the Business Continuity Plan;
* Ensure that the publics’ confidence in the X Council is enhanced through a visible and professional response to the crisis;
* Ensure that where possible, appropriate actions are undertaken to prevent or avoid a recurrence of the crisis event and to improve future crisis responses;
* Manage the financial implications resulting from any crisis.

All recipients of this plan must read and ensure they understand what is required of both themselves and their business unit. It is also important to understand the broader framework, so that all stakeholders can see their own role in the context of other business units’ responsibilities. However, no plan can cater for every possible crisis and much depends on the judgment and professionalism of managers and staff to ensure an effective response.

**X Person**

General Manager/Chief Executive Officer

X Council

Crisis Management Team

The Crisis Management Team is comprised of selected members of the X Council Executive Management Team, along with the Manager, Security and Emergency Management, the Executive Manager, Office of the GM/CEO, and the Executive Assistant to the Director, X Council Services. The team may be supplemented by additional members of the Executive Management Team and other specialists as necessary. During a crisis or emergency, members of the team will set aside their normal roles and perform their role on the crisis management team. To ensure Council operations are maintained and ensure the crisis team can focus on their crisis team roles, A/Directors are to be appointed.

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| **Name** | **Crisis Team Role** | **Substantive Role** | **Support Team** |
| **CMT** | **Divisional** |
|  | Crisis Director | Director X Council Operations  |  |  |
| **CMT Alternate:**  | **Alternate:**  |  |  |
|  | Community Welfare | Director, X Council Life  |  |  |
| **CMT Alternate:**  | **Alternate:**  |  |  |
|  | Media & Communications | Exec Mgr, Media & Comms |  |  |
| **CMT Alternate:**   | **Alternate:**  |  |  |
|  | Operations | Chief Operations Officer |  |  |
| **CMT Alternate:**  | **Alternate:**  |  |  |
|  | Staff Welfare | Director W&TDS |  |  |
| **CMT Alternate:**  | **Alternate:**  |  |  |
|  | Assets | Director Property & Projects |  |  |
| **CMT Alternate:**  | **Alternate:**  |  |  |
|  | Emergency Management | Manager Security & EM |  |  |
| **CMT Alternate:**  | **Alternate:**  |  |  |
|  | CMT Support | Executive Manager, Office of the CEO/GM |  |  |
| **CMT Alternate:**  | **Alternate:**  |  |  |
|  | CMT Support | EA, Director Operations |  |  |
| **CMT Alternate:**   | **Alternate:**  |  |  |

Legislative Framework and Related Plans

The following acts and their respective regulations are relevant to this plan:

* State Emergency and Rescue Management Act 1989 (as amended)
* Local Government Act 1993

The following external plans are relevant to this plan, refer to Summary of Plans

* [State Emergency Management Plan](http://www.emergency.nsw.gov.au/publications) (<http://www.emergency.nsw.gov.au/publications>)
* [Regional Emergency Management Plan](https://www.emergency.nsw.gov.au/) (<http://www.emergency.nsw.gov.au/publications>)
* Local Emergency Management Plan
* [Sub Plans and Supporting Plans](http://www.emergency.nsw.gov.au/publications) (<http://www.emergency.nsw.gov.au/publications>)

The following internal plans are relevant to this plan:

* Business Continuity Plan and related action plans
* Emergency Communications Supporting Plan
* Emergency Response Supporting Plan
* Community Recovery Supporting Plan
* Volunteer Management Supporting Plan
* Evacuation Centre Supporting Plan

The following tools are available to support the implementation of this plan:

* Executive Decision Support Tool
* Decision Making Support Tool
* Crisis Status Table
* SitRep Guidelines

Incident Response

In the event that an incident requires a coordinated response, the Crisis Director may activate the Crisis Management Team (CMT). Activation of the Crisis Management Team should occur within 15 minutes of incident notification. The CMT will be asked to meet at a suitable location to control and conduct the response. The CMT is required to bring relevant plans, mobile phone, laptop/iPad, and any other relevant equipment.

The Crisis Director and the Manager of Security & Emergency Management (if applicable) will provide a briefing to the CMT regarding the incident using the SitRep Guidelines. The CMT will work though the incident/issue using guidance from the X Council TRAPS/TARP plan (See Page 2), the Crisis Status Table, and the Decision Making Support Tool.

The CMT provides leadership and direction for the X Council for all issues surrounding the incident, allowing other parts of the business to focus on maintaining normal operations where possible. Once established, the CMT shall automatically assume full decision making authority for all matters relating directly to the incident.

All crisis or emergency events, incidents, and actions are to be logged in the X Council’s Crisis and Emergency Management Log. Divisions not directly represented on the CMT are to advise the CMT of issues via the Chief Operations Officer.

In the absence of a team member, the nominated alternate may assume the applicable CMT role at the discretion of the Crisis Director. These alternates are indicated under ‘Responsibilities’ (page two) in this plan. Given the significant workloads in times of crisis, team members are to delegate their divisional responsibilities to an alternate senior manager.

Crisis Management Centre

The Crisis Management Centre (CMC) serves as an operations centre from which X Council’s efforts are coordinated:

**Location:** X Room, in X Council building

**Alternate:** Designated by chair – alternatives may include:

* X building
* X building
* X Building

Maintenance and Audit

**Communicating the Plan -** A comprehensive communications strategy has been developed to ensure all staff with responsibilities under the Plan understands what is required of them. These strategies include:

* Individual briefings to those with responsibilities under the Plan;
* Distribution of the Plan to those with responsibilities under the Plan; and
* Crisis and emergency management exercises with the Crisis Management Team

**Responsibility for Maintenance of Accurate Documentation -** The Manager Security and Emergency Management is responsible for reviewing and updating all information contained within the Crisis and Emergency Management Plan.Information contained within the Plan will be reviewed for accuracy every 12 months.

**Audit and Testing -** The Crisis Director is responsible for checking and approving document revisions. The document is to be registered in X filing system to ensure version control and audit trail.The Manager, Security and Emergency Management is responsible for auditing the resources listed in Resources. The Crisis Management Team will conduct a test of systems, information and teamwork by means of a desktop exercise not less than once every 12 months.

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| **Incident Assessment Guideline (TRAPS)**An incident requiring a coordinated response will be declared by the Crisis Director if the circumstances reported are believed to meet any of the following Threat/Response/Attention/Process/Stakeholders (TRAPS) Criteria: |
| **T**hreatTo the safety of constituents, staff and/or assets | **R**esponseRequires significant coordinated response | **A**ttentionMay or has caused significant media attention | **P**rocessMay or will severely disrupt operations | **S**takeholdersPerceive it is serious, requiring immediate response |

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| **Trigger / Action / Responsibility / Procedure (TARP)**A TARP checklist provides guidance for the resolution of an incident. It provides a generic framework for the CMT to consider and evaluate the issues and to accomplish the common response measures that could be anticipated as a consequence to any incident.**ALL ACTIONS AND DECISIONS MUST BE LOGGED BY THE EXECUTIVE MANAGER USING THE CRISIS AND EMERGENCY LOG (2014/569109-05)** |
| **T**riggerCircumstance, condition or event that has or needs to occur | **A**ctionActions that should be considered in response to a trigger | **R**esponsibilityWho should take the action? | **P**rocedureSupporting procedures for the action |
| **1. Incident occurs** | - Complete the initial assessment of the incident- First Director aware notifies the Crisis Director, Crisis Director notifies the GM- Crisis Director decides of CMT is required- Activate the CMT and the Crisis Management Centre- Assign alternate directors to cover divisional responsibilities | - First Person aware/first Director aware- First Director aware- Crisis Director- Crisis Director- Crisis Director and Manager S&EM | - Refer to TRAPS and Crisis Status Table - Refer Incident briefing guide - Refer key contacts card (gold card) – conference call- Refer Resources  |
| **2. Impact analysis**Safety and well-being, compliance, assets protection, essential services, public confidence, financial implicationsWhat impact does it have on our neighbours, staff, and community? | - Brief CMT on incident and known consequences- Using the Incident Assessment Guidelines (TRAPS), assess the impact of the event- Identify stakeholders affected by the event (staff, community, visitors, neighbours)- Do we have the right skills on the CMT to respond? Who else should attend? | - Crisis Director, Manager S&EM- CMT- CMT- CMT | - Refer Incident briefing guide- Register all events, incidents, and actions in Crisis and Emergency Log |
| **3. Implement the response**Actions to be taken in response to the impact analysisFocus on the ‘big picture’, not the nuts and boltsEnsure all people are safe and properties secure | - Identify the issues and how to deal with them- Identify who will deal with each issue and the desired outcome- Set timeframes for completion, ensure staff know these timeframes- Confirm staff have the necessary skills/resources to achieve the outcome- Document and monitor the status of all events, incidents and actions- Establish and define task allocation and feedback protocols- Keep the GM informed of events, incidents, actions and status | - CMT- CMT- CMT- CMT- Manager, Executive Support & Executive Assistant- Crisis Director- Chief Operating Officer | - Decision Making Support Tool - Register all events, incidents, and actions in Crisis and Emergency Log- Document all decisions and contacts- Maintain contemporaneous notes of discussion |
| **4. Who needs to know?**What do we communicate, how, and who does it? | - Identify stakeholders – community, staff, neighbours, visitors- Confirm general intent of key messages- Draft the key messages, media releases/statements- Develop standard responses to key questions- Decide who will speak on behalf of Council and delivery options- Coordinate liaison with Office of the Mayor, and media outlets- Monitor media outlets for accuracy and balance | - CMT- CMT- Executive Manager, Media and Communications- Executive Manager, Media and Communications- General Manager, Chief Executive Officer and/or Mayor- Executive Manager, Media and Communications- Executive Manager, Media and Communications | - Refer Communications Supporting Plan - Refer Key Emergency Contacts (External) - Refer Emergency Response Contacts (Internal)  |
| **5. What if events escalate?** | - Review impact analysis, revisit the incident assessment guidelines- Do we still have the right skills on the CMT to respond? Who else should attend?- Who else do we need to tell?- Have any additional stakeholders been affected? | - Crisis Director and CMT | - Refer Business Continuity Plan - Refer to TRAPS and Crisis Status Table  |
| **6. How are our stakeholders doing?** | - Review status of staff – health, safety and wellbeing- Review status of identified stakeholders – health safety and wellbeing | - Director, Workforce Services- Director, X Council Engagement | - Refer Communications Supporting Plan  |
| **7. What is the impact on operations?** | - Are there any delays or reductions in services? - Are we required to increase service levels, and do we have the resources?- How have our customers been affected, what information do they require?- Implement Business Continuity Plans as required | - Crisis Director, Chief Operating Officer- Directors and Business Unit Managers | - Refer Business Continuity Plan  |
| **8. How is the team doing?** | - Should we rotate members, send some home to rest?- Bring in relevant CMT alternates- Maintain food and refreshment levels | - Crisis Director and Director, Workforce Services- CMT- Executive Manager and Support Staff |  |
| **9. Communicate update to key stakeholders** | - Review previous update- Has information, situation changed- Review steps in trigger 3: Who needs to know what? | - Crisis Director and Director, X Council Engagement | - Refer Communications Supporting Plan  |
| **10. Have we documented our decisions?** | - Document all intelligence, incoming information, what is happening, critical information- Document all crisis team discussions- Document all decisions, actions, instructions, responsibilities, timeframes and status | - Manager, Security and Emergency Management- Executive Manager + Support Person- Executive Manager + Support Person | - Emergency/Crisis Log (Alternate)  |
| **11. Evaluation** | - What did the team do well or not so well- How will procedures need to change to enhance responses? | - Crisis Director and Manager, S&EM | - Refer Maintenance and Audit (page 1) |

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| **Responsibilities of the Crisis Management Team**All members of the CMT are to provide expert advice on specific areas of organisational responsibility, additional responsibilities are assigned below |
| **ROLE: CRISIS DIRECTOR****CMT Alternate: Director X Council Life*** Activates Crisis management Team
* Manages assessment of the crisis
* Manages team function
* Ensures the team works towards common goals
* Summarises discussions, assesses options, determines actions
* Monitors events, incidents, actions and status
 | **ROLE: COMMUNITY WELFARE****CMT Alternate: Manager, Social Programs & Services*** Assesses of community impact
* Identifies and communicates with vulnerable groups
* Manages the use of community volunteers
* Manages access to community facilities
* Manages community support during and post event
 | **ROLE: MEDIA AND COMMUNICATIONS****CMT Alternate: Media Manager** * Develops and implements the communications plan
* Identifies key stakeholders and media outlets
* Assesses the risk to organisational reputation
* Prepares all external communications
* Monitors media outlets and community feedback
* Liaison with Office of Mayor media officers
 | **ROLE: STAFF WELFARE****CMT Alternate: Work Health and Safety Manager*** Manages internal staff communications
* Monitors staff health, safety & wellbeing
* Manages post crisis support for staff affected by the incident
* Liaison with external services - Unions, SafeWork, Insurers
* Manages contact with families of staff affected by the crisis
* Ensuring continuity of information/IT systems
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| **ROLE: SUPPORT****CMT Alternates: Executive PAs*** Assists with activating the Crisis Management Centre
* Organises all necessary equipment and supplies
* Maintains log of organisational response
* General administrative and logistic support to the CMT
* Maintains the crisis log and meeting minutes
 | **ROLE: EMERGENCY MANAGEMENT****CMT Alternate: Systems Manager, SEMU*** Provides briefings on emergencies/incidents
* Provides advice on emergency management response
* Manages the implementation of the CMP and Sub Plans
* Liaises with senior management from responding agencies
* Supports the crisis director with their responsibilities
 | **ROLE: ASSET MANAGEMENT****CMT Alternate: Executive Manager Property Services** * Assesses impact on Council facilities and buildings
* Manages emergency repairs and restoration
* Prepares alternatives for staff/operational accommodation
* Manages impact of property loss on business continuity
* Implements strategies to protect Council facilities
 | **ROLE: OPERATIONS****CMT Alternate: Exec Mgr Research, Strategy & Corp Planning** * Represents the interest of the non-CMT executive
* Informs the GM/CEO of events, actions and status
* Manages normal operations, including business continuity
* Monitors the operational impact of the crisis
* Coordinates the operational response to the crisis
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