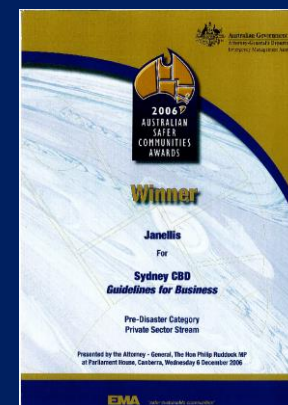


Janellis

Sydney CBD Emergency Management

Guidelines for business



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Foreword

*New South Wales
State Emergency Management Committee*

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FORWARD TO THE GUIDELINES FOR BUSINESS SYDNEY CBD EMERGENCY SUB PLAN

In August 2005, the NSW Premier launched the Sydney CBD Emergency Sub Plan which detailed the special control and coordination arrangements for an emergency which may involve evacuation of all or part of the Sydney or North Sydney CBD. In the event of such an emergency, a 'significant and coordinated response' will require businesses, government, and the broader community working together to ensure community safety.

The NSW State Emergency Management Committee (SEMC) has worked in collaboration with Janellis Australia Pty Ltd to engage the business community on the development and implementation of the Sydney CBD Emergency Sub Plan. The resulting 'Guidelines for Businesses' have been developed to ensure that businesses are aware of how the police, other emergency services and the local authorities will respond to an emergency.

The aim of the Guidelines is to improve the preparedness, planning, response and recovery of businesses operating in the Sydney and North Sydney CBD.

I commend these Guidelines as a planning tool for all businesses operating in the Sydney and North Sydney CBD. They represent an opportunity to secure the safety of people and to minimise the impact on businesses during an emergency.

A handwritten signature in black ink, appearing to read 'Anderson'.

John Anderson, AFSM
Chairman



Pictured: Greg Mullins, Acting Chair, NSW SEMC at the

Introduction

- The purpose of these guidelines is to show what businesses can do to prepare for an emergency within the Sydney CBD.
- Emergencies by their nature are such large events that they require a “significant and coordinated response”.
- The economic cost of emergencies to the Australian community averages more than \$1 billion per year.
- The number and severity of threats to business have increased in recent years.
- In many respects a serious fire, flood, gas leak or a catastrophic failure of a company’s IT infrastructure, may be as damaging to the business as the more extreme consequences of an explosion.
- Corporations have the safety of their staff to consider *as well as* the impact on their financial results, brand and reputation, relationships with employees, regulators, clients, supplier and investors.
- An ‘Emergency in the Sydney CBD’ can involve any number of possible disastrous threats that a business faces nowadays.
- These diverse threats require businesses to make contingency plans and to take certain preparatory measures.
- In the event of an emergency in NSW a “significant and coordinated response” will **require businesses, government, critical infrastructure companies, service providers and the broader community to work together.**
- In order to successfully work together businesses need to be aware of how the police, the other emergency services and the local authority will respond.
- Conversely, the police, the other emergency services and local authorities are seeking to understand the needs of business and take them fully into account in their own contingency plans and in the management of the incident.

The Sydney CBD Emergency Sub Plan

- The Sydney CBD Emergency Sub Plan was developed in 2005 as a Sub Plan to the NSW State Disaster Plan (Displan) to detail the special control and coordination arrangements for an emergency in the Sydney CBD which may involve evacuation of all or part of the CBD.
- The Sydney CBD Emergency Sub Plan covers the area bounded roughly by the Harbour foreshore, Darling Harbour, Railway Square and College Street. Around 400,000 people are in this area during working hours.
- The common law obligation of fulfilling ‘duty of care’, and the provisions of the SERM Act, require emergency management stakeholders to develop, test and review plans for emergencies.
- Copies of the plan can be found at www.emergency.nsw.gov.au.

These Guidelines

- These Guidelines have been developed by Janellis Australia Pty Ltd in conjunction with NSW State Emergency Management Committee (SEMC).
- They are specifically aimed at businesses operating in the Sydney CBD and organisations that provide services to those companies.
- They include the key elements of the Sydney CBD Emergency Sub Plan that organisations need to have included in their own Emergency Management, Crisis Management or Business Continuity plans.
- They provide information on the Emergency Management process for an event in the Sydney CBD and an indication of the key stakeholder groups and the roles they play in an emergency.
- They also include tools for highlighting businesses compliance against the Government’s requirements.
- There are recommendations on best practice Emergency Management to maintain staff confidence and ensure business resilience by “minimising the loss of life and impact to business” that an emergency in the Sydney CBD may have.
- Copies of the Guidelines can be found at www.janellis.com.au.

Case Study

Gas Leak Thursday – Sydney Australia

At 1:22pm on 6th February 2004, NSW Fire Brigades (NSWFB) responded to 000 calls from the State Rail Authority reporting a strong smell of gas at Town Hall station. Within the next 20 minutes, calls were received reporting a similar smell of gas coming from other City Circle Stations, including St James, Wynyard, and then Circular Quay.

Under NSWFB direction, all City Circle stations, which form a loop through the heart of Sydney's CBD, were safely evacuated and station entrances blocked to the public.

Fire crews walked the complete circle of train tunnels with a range of gas monitoring and air sampling equipment to determine the source of the odour.

At around 4:00pm the tunnels were cleared. Trains were sent through the tunnels to ventilate the area and disperse any gas. Train services recommenced at around 5:30pm.

Excerpts from the media on this event:

“Australia's biggest city was thrown into commuter chaos today when a mysterious gas leak crippled the Sydney CBD's rail network, forcing stations to be evacuated and dozens of services to be cancelled.

Sydney's main transport hub at Central was also closed as growing crowds and a lack of trains threatened public safety.”

Lessons Learnt

- The mass evacuation of people in the Sydney CBD is a logistical challenge due to the geographical characteristics of the Sydney CBD including :
 - Rail transport system reliant on the City Circle
 - Surrounded by water
 - The Funnelling effect of North / South transport network due to the Sydney Harbour Bridge and Sydney Harbour Tunnel.
- The rail network relies on the City Circle. If any part of the City Circle is unavailable then this would cause major disruption to the remainder of the network as most go through the City Circle.
- The need for a highly co-ordinated solution that includes communicating between the different Government agencies and business to effectively:
 - Prevent
 - Prepare
 - Respond
 - Recover in an emergency.
- The need to control the movement of people in the event that transport is affected to relieve the pressure on the transport network.
- It may be safer to Shelter-In-Place in the event of a serious threat or simply to remain in the office working if the transport network is unavailable.
- There is a need for businesses and individuals to be self-reliant. Emergency Services may not be able to respond to the number of requests for assistance due to the sheer number of people within the CBD or the nature of the emergency.
- Special consideration needs to be given for families that have children in care within the city and a coordinated personal emergency plan needs to be developed with their respective child care centres.
- The affect on families and children beyond the CBD also needs to be considered as the reliance on the City Circle for the entire network makes the impact of an emergency extending to schools beyond the CBD.
- There needs to be multiple levels of communication and the public information systems needs to be effective and understood as to where and how people will receive information in an emergency.

The Value of CBD Emergency Planning

Definition of Emergency Management Planning

The collective and collaborative efforts by which agreements are reached and documented between people and organisations to meet their community's emergency management needs.

The need for CBD Emergency Planning

According to NSW State Emergency Management Committee:

"Evacuation planning has been an integral part of emergency management in NSW for many years. Dealing with the inability of your workers to get to their workplace, or to get to a back-up site in time, is a key consideration for all business continuity planning when we consider the consequences of an emergency occurring in the CBD of Sydney.

The very structure and nature of the CBD means that we need to give due consideration if an emergency occurs. However, the chance of a complete evacuation of the city is remote, even in the event of an emergency.

"Our goal is to minimise the loss of life and disruption to business, in the event of an emergency in the Sydney CBD".

The Sydney CBD Emergency Sub Plan

The Sydney CBD Emergency Sub-Plan was developed in 2005 as a Sub-Plan to the NSW State Disaster Plan (Displan) to detail the special control and coordination arrangements for an emergency in the Sydney CBD, which may involve evacuation of all or part of the CBD.

The plan was developed to manage an emergency or imminent emergency within the Sydney CBD, which may require large numbers to initially remain in the workplace and then be evacuated under "Directions to the Public", or to be evacuated directly.

The plan focuses on the primary evacuation points in the CBD, escalation processes, communication channels, "Directions to the Public", alternative transport arrangements, and the need for personal emergency plans. It has been developed for a broad audience including residents, schools, community groups, property owners and managers, commuters and businesses.

The plan caters for the worst case scenario of an evacuation of a large section or all of the CBD area combined with a loss or major disruption to our normal transport services.

Why Plan?

- The economic cost of emergencies to the Australian community averages more than \$1 billion per year.
- Emergencies are such large events that no single entity can undertake response or recovery single-handed.
- Business preparedness to deal with emergencies is reliant on agreed arrangements for:
 - Prevention (mitigation)
 - Preparation
 - Response
 - Recovery
- Government agencies and business need to agree to accept roles and responsibilities, provide resources, and work cooperatively.
- The common law obligation of fulfilling 'duty of care' require emergency management stakeholders to develop, test and review plans for emergencies.

The Need for a Coordinated Response

Your plans will be sounder if they are formed by an understanding of how the police, emergency services and authorities are likely to respond to an emergency in the Sydney CBD from a simple gas leak to an extreme situation like a bomb threat.

Incident versus Emergency

The NSW Police, Ambulance Service, and the NSW Fire Brigades, are the likely Emergency Services agencies that respond to incidents occurring across the CBD on a daily basis. This includes responding to accidents, fire alarms, fires and security issues. Most businesses deal with these agencies with little or no effect on their business.

In the event of an emergency in the CBD, it will be necessary for these and other agencies to respond in a significant and coordinated manner. The manner in which they respond are underpinned by the State Emergency and Rescue Management Act (1989), and known as the NSW Emergency Management Arrangements.

These arrangements bring together the Emergency Services (Fire, Police, Ambulance, SES), government agencies, and the private sector. It also includes senior Emergency Coordinators across Government dealing with the areas of Engineering, Environment, Transport, Welfare, Agriculture & Animals, Communications, Health, Energy & Utilities, and Public Information.

A Sydney CBD Emergency

The arrangements in place to deal with an emergency in the Sydney CBD include:

Initial Response

The buildings immediately affected may or may not commence self evacuation due to the emergency, and the Police, Fire Brigade and Ambulance will respond from the calls to 000, or from activation of fire alarms.

On arrival, the Emergency Services will start to provide directions to those people affected, and start to take control of the emergency. Police may

establish an inner cordon around the emergency site, and an outer cordon to assist with evacuation control.

Control

For an emergency, the Police will establish a Site Control at or near the emergency. This is the location from which the Site Controller (an appointed NSW Police Officer), agency commanders and representatives coordinate the on ground response. It may also include advisors from government agencies or businesses needed to deal with the emergency.

The State Emergency Operations Centre would also be activated, from which the overall emergency will be coordinated. This centre will deal directly with agency control centres such as: the Police Operations Centre, the Health Services Disaster Control Centre, the Transport Services Control Centre, the Major Incident Control Centre (NSWFB), the Ambulance Control Centre, the Traffic Management Centre, and the Rail Management Centre.

Evacuation

If evacuation occurs (self evacuation or directed), the intent will be to minimise the area of the evacuation without compromising safety. The area evacuated will be decided based on safety, or to assist in the management of the area around the emergency.

Directions to the Public

The Sydney CBD Emergency Sub Plan divides the CBD into three precincts and in the event of an emergency the control arrangements will direct businesses and residents to either:

- **Evacuate to Safety Site**
- **Shelter in Place**
- **Stay at Work**
- **Return to Work**

On issuing an evacuation messages, the public will evacuate buildings in nominated areas and move to a Safety Site. Some living close to the CBD may commence to walk home. Buildings outside the evacuation area will

either Stay-at-Work or possibly Shelter-in-Place and wait till transportation is ready.

Communications

- **Media.** One of the key aspects to effectively managing an emergency in the CBD will be the use of the Public Media to pass on critical information about the emergency. There are existing arrangements with the Police Media Unit to advise radio, TV and other agencies of key operational messages.
- **sydneyALERT.** This is an initial warning system based on SMS and email to advise building and security managers, and members of crisis management teams of the key operational or control messages for areas across the CBD.
- **Safety Site Marshals.** These are trained volunteers who will deploy to the safety Sites and pass information to the public at these sites.
- **Street Communications.** Two initiatives are being developed to pass key messages to people on the streets. A Public Address System with loudspeakers mounted on CBD traffic lights will broadcast key messages, and Variable Message Signs (VMS) will be placed at Circular Quay, Wynyard, Town Hall and Central to pass on key messages.

Transportation

When public transport systems are disrupted, the control centres from each agency can identify and commence controlling the situation. Trains, buses and ferries may stop running in order to enact their emergency plans, or until the extent of the emergency can be determined.

- Sydney Buses may commence to move their buses out of the CBD area and may not re-enter until advised.
- Trains will stop running and not bring passengers closer to the CBD than Chatswood, Strathfield and Sydenham.
- If affected, ferries will pull into the nearest wharf and await instructions.
- The Ministry of Transport will establish the Transport Services Coordination Centre to coordinate all transport issues relating to the emergency.
- Once transport is ready, media, Safety Site Marshals, Variable Message Signs (VMS) and street Public Address (PA) systems used to advise the public.

Welfare Services

Evacuation Centres will be established around the CBD for individuals who are in need special assistance. If the emergency requires the evacuation of all or most of the CBD, this centre is likely to be established at Homebush Bay.

Return to Work

When the emergency is under control, an order to "Return to Work" will be issued to advise that it is safe to return to the CBD. This message will come via the media, Safety Site Marshals or SydneyALERT.

Some caveats on this may be required if areas remain unsafe or restricted.

Preparing Businesses for a CBD emergency

Beyond existing Building Managers and Business Owners Emergency Plans and Procedures required by law, the NSW State Emergency Management Committee recommends three (3) critical aspects of the Sydney CBD Emergency Sub Plan be integrated into the Emergency Planning and Response process for building managers, businesses and staff.

The three key requirements for businesses for preparing for and responding to an emergency in the Sydney CBD are:

- 1) **Ability to receive and deliver effective and timely communications in the event of an emergency defined as the:**
 - a. ability to receive timely external communications
 - b. ability to effectively communicate internally to staff
 - c. Effective communications to staff in preparation for an emergency.
- 2) **Understanding and adoption of the four (4) “Directions to the Public” which may be issued by Emergency Services:**
 - a. Evacuate to Safety Site
 - b. Shelter-in-Place
 - c. Stay-at-work
 - d. Return to Work
- 3) **All staff having Personal Emergency Plans to reflect their individual situations and requirements in an emergency eg childcare arrangements, special needs, medication, roles in Crisis Management or Business Continuity Management Teams:**
 - a. Preparing a documented, tested Personal Emergency Plan
 - b. Preparing a Personal Readiness Emergency Pack [PRE-Packs]

Each of these requirements, essential for the safe and orderly management of an emergency in the Sydney CBD need to be embedded into the strategies, plans and procedures for each business’s On-site Emergency Plan, Crisis Management Plan and Business Continuity Plans.

Details of the definitions of each requirement are outlined in this section, along with some specific questions that will assist you in quickly assessing your company’s level of preparedness for a major disruption to business as usual in Sydney’s Central Business District.

1. EFFECTIVE AND TIMELY COMMUNICATIONS

- a. **The business has the ability to receive timely external communications from Emergency Services via multiple sources in the event of an emergency in the CBD.**

What does this look like?

- Crisis Management Team registered on SydneyALERT
- Agreed internal protocol/plan for escalation and decision making on receipt of individual SMS Alerts
- Access to SMS updates
- Access to Landline telephone
- Access to radio (ABC and Commercial Channels)
- Access to free to air TV
- Access to internet
- Access to cable TV
- Access to email
- Access to satellite phones
- Access to Building Intercom / PA System
- Access to Private Crisis Information Providers
- Access to Public Enquiry Info Line 1800 Number - issued at time of event

Readiness Questions:

1. *Are the Chief Warden, Head of Security, Crisis Director and key members of the Crisis Team registered on SydneyALERT?*
2. *How will the response to external information be managed if multiple stakeholders receive SMS from SydneyALERT, how will a decision to respond be made and who will make it?*
3. *Is there a change management process internally to ensure that this registration is kept current and accurate?*
4. *Do you have the ability to receive external information via channels other than landline, mobile or internet communications? Eg, radio/TV/satellite phone?*

- b. **The Business has the ability to effectively communicate internally to staff and key decision makers with directives and updates in the event of an emergency in the CBD (taking into account loss of telecommunication scenarios)**

What does this look like?

- There is a **Crisis / Emergency Management Team**
 - Roles and responsibilities of the Crisis Management Team agreed and documented
 - They are equipped to respond to and manage an emergency affecting a significant area of the CBD with emphasis on loss of normal transport facilities within the City Centre
 - They are trained and tested in working together as a team in an emergency
- Agreed and documented **communication plans and channels** for dissemination of directives / information to staff and between members of the Crisis Management Team for escalation and decision making:
 - Building PA system
 - Email
 - SMS / Mobile
 - Intranet
 - Floor wardens (with authority)
 - Building Intercoms
 - Company 1800 number - Emergency / Business Continuity answering service – preferably operated through a managed call centre out of the CBD
 - Pager
- Agreed **Crisis Command Centre / Area** in each building
 - Access to all communications above
 - White boards, flip charts, pens etc
 - No windows in room, located towards centre of building floor
- **Crisis Management Plan** in place, incorporating the Emergency Management Plan and procedures for managing an emergency in the Sydney CBD
 - Documented
 - Tested

- Updated and accessible through multiple sources:
 - In secure space within Command Centre
 - Online via secure login
 - Inside Crisis and/or Evacuation Kit
 - At recovery site
 - At other office location within CBD
 - At other office location outside of CBD

Readiness Questions:

1. *Do you have a Crisis Management Team?*
2. *Have they undertaken exercises to test the company's Emergency and Crisis Management plans, their ability to work as a team and the capabilities of individuals in a crisis situation?*
3. *Is there a dedicated Crisis Command Centre in your building? Is there an alternate one in another building or location?*
4. *Does your business have methods and systems for communicating instructions, information and updates with staff in an emergency other than the existing building communications systems eg. Public Address systems or floor wardens?*
5. *Is there a documented process for communicating internally during an emergency? Do all staff know what that process is?*
6. *What communications systems do you have in place for communicating key messages and directives to staff other than those that require telecommunications support?*

- c. **The business has communicated to all staff their responsibilities in an emergency and have provided information and training on the specific procedures for preparing for and responding to an emergency in the Sydney CBD.**

What does this look like?

- **Communication Programs** are in place to educate and inform staff of procedures, roles, how to prepare – intranet, roadshows, workshops, brochures, posters, endorsements from the Executive, forums/meetings with representatives of the Emergency Services, presentation of case studies of Best Practice, [involvement in industry groups, or other business community committees for the gathering and sharing of information]

- **Staff Handbooks** available that summarise key procedures and considerations
- Staff have **emergency management tools** with them at all times – pocket-size cards with contact numbers, evacuation sites, summary of procedures, clear maps with directions to Sydney Safety Sites
- **Training and development programs** for the training and assessment of critical staff with roles and responsibilities in an emergency.
- **Testing / Exercises** – desktop run-throughs, drills, scenario-based simulations, collaboration with other businesses, buildings, industry-wide exercises
- CBD emergency management procedures are incorporated into **induction / orientation programs** for new staff
- **Change management** program allowing ongoing communications, education and awareness campaigns/channels to provide updates to existing procedures / assessments.
- **Staff surveys** to assess knowledge and ability to apply emergency concepts, follow procedures, execute plans – demonstrating an understanding of the importance of this and a willingness to embrace a “culture of safety and continuity”

Readiness Questions:

1. Do you know the location of and directions to your company’s Sydney Safety Sites?
2. Do all staff know the location of and directions to your company’s two closest Sydney Safety Sites?
3. Do all staff have a map and simplified set of procedures for “Evacuation to a Sydney Safety Site” or “Shelter-in-Place”?
4. Is there a program for training or educating existing and new employees on the procedures for an emergency in the Sydney CBD?
5. Is there a program in place for regular testing and exercising of emergency procedures with all staff other than Fire Drills and evacuation to Assembly Areas?
6. Do your staff know the circumstances in which lifts may be used to evacuate the building in an emergency?
7. Has each staff member walked from their office to their two closest Sydney Safety Sites?

2. UNDERSTANDING AND ADOPTING “DIRECTIONS TO THE PUBLIC” ISSUED BY EMERGENCY SERVICES

For all staff, building managers, security and the Crisis Management team to fully understand, adopt, practice and follow the four (4) “Directions to the Public” that may be issued by Emergency Services either directly, via SydneyALERT, media or a public address system.

The existing Sydney CBD Emergency Sub Plan (as at August 2005), provides for only two “Directions to the Public” in the event of an emergency. One is for affected precinct(s) to “Evacuate to a Safety Site” and for non-affected precinct(s) to “Shelter-in-Place”.

The NSW State Emergency Management Committee have now revised this part of the Plan and have introduced these four “Directions to the Public” as part of the emergency response process:

- a. Evacuate to Safety Site
- b. Shelter-in-Place
- c. Stay-at-Work
- d. Return to Work

a. EVACUATE TO SAFETY SITE

This requires all staff to evacuate the premises immediately and move in an orderly manner to one of the three (3) designated Sydney Safety Sites, outlined in the Sydney CBD Emergency Sub Plan. This control measure assumes that the building’s Assembly Area is unavailable or is perceived to be dangerous.

Sydney Safety Sites are large public spaces which are under the control of government agencies and have an ongoing level of management and control.

The sites are:

- **Royal Botanic Gardens and Domain**
- **Hyde Park and Cook Parks**
- **Darling Harbour**

chosen because they are the most easily-accessible, large open spaces with the city boundaries (maps are contained in the Sydney CBD Emergency Sub Plan).

It is recommended that organisations include at least two (2) of the Safety Sites in their Emergency Procedures and ensure these are aligned with the plans for Building Management. Having staff aware and trained in the movement to two different sites will greatly enhance the orderly and safe evacuation to a Safety Site in the event of an emergency in the CBD.

In order to Plan for any eventuality, a number of alternative sites within close walking distance of the city have also been identified, in case one of the three key sites is unavailable. While the likelihood of this is low, work to develop these alternative sites is continuing by the NSW State Emergency Management Committee, ensuring there is optimum flexibility in responding to an emergency.

Recommended Procedures for businesses on receipt of “Evacuate to Safety Site” directive:

- Receipt by multiple members; Crisis Team, Building Manager, Security, Chief Warden etc
- Communication to nominated Emergency / Crisis Management Director according to documented escalation procedure using agreed communication channels
- Communication to staff using agreed, documented, trained and tested communications plans and channels
- Mobilise Emergency / Crisis Management Team
- Invoke Business Emergency Evacuation Plan (including communications)
- Invoke Personal Emergency Evacuation Plans for Staff
- Prepare to delay return to work as normal for at least 24 hours
- Prepare to invoke Crisis Management/Communications Plans
- Prepare to invoke Business Continuity Plans
- Movement to nominated Safety Site, following existing evacuation procedures, with nominated evacuation/safety wardens facilitating the process and following any further directions given along the way by representatives of Emergency Services, either directly, via media, via public address systems or other means

- Nominated evacuation/safety wardens/representative to locate and identify themselves with the Safety Site Marshals in order to receive updates and instructions.
- Staff to follow existing evacuation procedures once assembled at Safety Site eg. each staff member identifying themselves with the nominated company representative for a roll call, or calling 1800 numbers.
- Staff to await information regarding transport, travel home, moving to another area or returning to their buildings, paying particular attention to people with disabilities or special needs who may need to be directed to Welfare Services at a Safety Site Control location.

Readiness Questions:

1. Do all of your staff understand the control measure “Evacuate to Safety Site”?
2. Can all your staff name the three (3) Sydney Safety Sites?
3. Do all of your staff know the nearest Sydney Safety Site to their building?
4. Have all your staff been given directions to all of the Sydney Safety Sites?
5. Has every staff member practiced the walk to two of the Safety Sites?
6. Do you have a method for clearly distinguishing your company staff from other businesses? Eg, coloured vests with logos, flags?
7. Do you have a method for accounting for all staff once they have left the building?
8. Do staff know what to do when they get to a Sydney Safety Site?
9. Do your staff know what to expect in terms of returning home once transport is available to do so?

b. SHELTER-IN-PLACE

The Shelter-in-Place concept is used in situations where it is assessed that for the safety of the occupants it is safer to remain within the building/s than to be on the street. In some circumstances, for example chemical incident or bomb threat, buildings may provide a level of safety and security that cannot be achieved outside.

Shelter-in-Place instructions can be self imposed by the business or Building Management or via SydneyALERT, radio or TV communications from Emergency Services.

Shelter-in-Place essentially means moving to a predetermined interior room or rooms within your facility (ones with no or few windows) and staying in place until the situation has passed or it is safe to leave the building.

Recommended Procedures for businesses on receipt of “Shelter-in-Place” directive:

- Receipt by multiple members; Crisis Team, Building Manager, Security, Chief Warden etc
- Communication to nominated Emergency / Crisis Management Director according to documented escalation procedure using agreed communication channels
- Communication to staff of Shelter-In-Place using agreed, documented, trained and tested communications plans and channels
- Mobilise Emergency / Crisis Management Team
- Invoke Shelter-in-Place Plan
- Prepare to invoke Personal Emergency Evacuation Plans for Staff
- Prepare to remain in this state for a minimum of 30 minutes, with 30 minute updates
- Prepare to invoke Crisis Management/Communications Plans
- Prepare to invoke Business Continuity Plans

Example Shelter-in-Place Plan

1. *Shut and Lock down all windows and doors*
2. *If a chemical incident, turn off ventilation system. eg. air conditioning*
3. *Move away from the external windows and to designated “sheltering spaces” within the building. These are spaces with:*
 - *Few or no external windows*
 - *Towards to the centre of the building*
 - *With access to communications to receive updates*
4. *Have Crisis Command Centre activated with all available communication channels on to receive further information or instructions – Radio, TV, www.emergency.gov.nsw.au*



5. *Prepare to invoke Emergency Evacuation Plan...*

In this scenario while the initial directive is to Shelter In Place as the safest option, there may be a subsequent directive to evacuate. It would be prudent in this situation for the Emergency / Crisis Team and staff to do as much as possible (and only what is safe to do) to best prepare for the evacuation to a Safety Site and possibly further to a transport node and the potential to be delayed for a return to work as normal for at least 24 hours.

Some suggestions for the Emergency or Crisis Management Team are:

- *Move people with disabilities or access impaired people to the lower floors to facilitate evacuation if necessary.*
- *Have Emergency Evacuation Kit ready (with battery operated radio)*
- *If there is a visitors register or system, ensure this is added to the staff contact list / roll call if required to evacuate*

Some suggestions for staff are:

- For each staff member to have their Personal Readiness Emergency Pack (“Go Bag”) with them (see part c. personal emergency plans for staff for more details)
- Collect mobiles, laptops, wallets, keys if safe to do so
- Have comfortable shoes on, been to the bathroom, have full bottle of water
- Staff to have their emergency “tools” with them – key contact numbers, procedures, maps
- If communications permit, staff to make calls to prepare their contacts for the activation of Personal Emergency Plans - eg contact home/family to advise there might be a disruption and being collected from work is not possible, inform child-care that collection may be delayed.

Readiness Questions:

1. Do all of your staff understand the directive Shelter-in-Place?
2. Do you and your staff understand some of the circumstances in which they may be asked to Shelter-in-Place?
3. Can all your staff name the approved “shelter spaces” within their building?
4. Do your staff know what to do in the first 20 minutes of being given the directive to Shelter-in-Place?
5. Does your Crisis or Emergency Management Team have an agreed process for invoking a Shelter-in-Place plan?
6. Do your approved Shelter Spaces have access to a landline telephone?
7. Have you exercised your Shelter-in-Place plan in the past 6 months?
8. Do you have a method for accounting for all staff and visitors once they have taken shelter within the building?
9. Do you have a method for communicating with staff once they are in a Shelter-in-Place situation?
10. How will your company receive further updates from external sources once everyone in your building is in a Shelter-in-Place position?

c. STAY-AT-WORK

If an emergency occurs in one area of the CBD, SydneyALERT will be used to advise the affected area to Evacuate-to-Safety Site or Shelter-In-Place as detailed above.

The default action for ALL people in an unaffected area of the CBD is to Stay-at-Work (continue as normal), and not attempt to use Public Transport. This directive would be in place for at least 60 minutes. These areas will be notified via media, VMS, SydneyALERT or street PA systems to Stay-at-Work.

This message is intended to reduce the congestion and dangerous crowding at transport nodes, allowing time for these services to be re-established for the orderly movement of people home or out of the city.

Recommended Procedures for businesses on receipt of “Stay-at-Work” directive:

- Receipt of command by multiple members; Crisis Team, Building Manager, Security, Chief Warden etc
- Communication to nominated Emergency / Crisis Management Director according to documented escalation procedure using agreed communication channels
- Communication to staff of “Stay-at-Work” directive using agreed, documented, trained and tested communications plans and channels
- Activate “Stay-at-Work” Plan

Example Stay-at-Work Plan

1. Mobilise Emergency / Crisis Management Team selected to assist in response to a Stay-at-Work directive. Not all members of the CMT may be required – this is a decision that needs to be determined in your Emergency Management Planning Process
2. Activate Access to external Communications – radio, TV, internet
3. Prepare staff for delays in returning home
4. Staff to activate personal emergency plans that affect delays in returning home
5. Prepare to remain “on alert” for further instructions or information from the media, SydneyALERT, PA systems or directly from Emergency Services.

- *Activate Company 1800 Emergency / Business Continuity answering service or recorded message with up to date instructions on what staff should do*

Readiness Questions:

1. *Do all of your staff understand the control arrangement “Stay-at-Work”?*
2. *Do you and your staff understand some of the circumstances in which they may be asked to “Stay-at-Work”?*
3. *Do your staff understand the implications on availability of public transport if a “Stay-at-Work” message is given?*
4. *Do your staff know what to do in the first 20 minutes of being given the message to Stay-at-Work?*
5. *Do they know how they will receive that message?*
6. *Does your Crisis or Emergency Management Team have an agreed process for invoking a Stay-at-Work plan?*
7. *How will your company receive further updates from external sources once everyone in your building is in a Stay-at-Work situation?*

d. RETURN TO WORK

This command is used when it is assessed that it is safe to return to the CBD. Some caveats on this may be required if some areas remain restricted for operation or control reasons.

This message will be communicated via the media, Safety Site Marshals, VMS, and public address systems.

Depending on the nature of the emergency Return-to-Work may be a staged approach, with essential staff returning first and remaining staff over a delayed period which could be several days.

Readiness Questions:

1. *If your staff have returned to their homes following an evacuation of the CBD, do you have a way of communicating a Return to Work message to them?*
2. *Do you know who your essential staff would be if a staged return to the CBD was required?*

3. PERSONAL EMERGENCY PLANS FOR STAFF

Beyond the Emergency Plans for buildings and businesses, good Emergency Management planning practice and the NSW State Emergency Management Committee, recommend **every employee have in place a “Personal Emergency Plan” that reflects the specific needs of their individual situation.**

The Personal Emergency Plan reflects the need for staff to be self-reliant in preparing for and responding to an emergency – especially in those situations where communications and information may not be readily available. Staff need to be educated, confident and prepared to respond to the emergency.

The Personal Emergency Plan further prepares your people for a safe, controlled and orderly response to an emergency and improves their ability to follow the required instructions having already planned for and practiced several potential scenarios that have required activation of personal plans.

The more prepared the individual the less traumatic the experience of being in an emergency situation. This will result in increased staff confidence in the safety of their workplace and the CBD which will facilitate their return to work and business as usual.

Elements of the Personal Emergency Planning process are:

a. Preparing a documented, tested Personal Emergency Plan

A Personal Emergency Plan is a documented, tested personal plan for every employee that considers all the implications at a personal level that an emergency in the CBD may have.

It takes into account things such as child care arrangements, requirements of people with disabilities or special needs, the need to play specific roles in the event of an emergency (eg, member of crisis management team, floor warden etc), and incorporates situations where:

- normal return home may be delayed for at least four hours
- staff may be required to walk a reasonable distance to a Safety Site, transport node or alternate site, more specifically:
 - Walk from their work location to home (if in walking distance)
 - Walk from their work location to their Safety Site(s)

- Walk from the Safety Sites to re-established bus, rail or ferry locations which may be several kilometres away
- they may NOT be dropped off at their usual bus stops in their suburb.
- mobile phones or telecommunications may not available
- if living in the CBD, may not be able to return home for at least 48 hours
- may not return to work for an unspecified time.

- Torch with spare batteries
- Comfortable walking shoes
- Bottle of water
- Energy bar or pre-packaged snack
- Extra layer of clothing for warmth if required (plus spare children's clothing if your child is in care in the CBD)
- Back up supply of critical medication
- Mini transistor radio - battery operated.

b. Preparing a Personal Readiness Emergency Pack

One of the key requirements of the Personal Emergency Plans is a **Personal Readiness Emergency Pack for staff**.

Each business will need to determine the most appropriate location for these to be kept depending on the nature of their business and the work being performed by each employee.

A standard recommendation would be to be kept at the individual's desk or other agreed, appropriate and easily accessible location within the building.

Suggested inclusions in staff Emergency Packs are:

- Key personal contact numbers:
 - Partner's work and mobile
 - Your children's mobile numbers
 - School numbers
 - Child care centres
 - Child carers
 - After school facilities or activities organisers
 - Designated adults, authorised to collect children from schools or child care centres
- Key company contact numbers of:
 - Freecall 1800 Emergency / Business Continuity Number
 - Immediate Manager – mobile and home
 - Direct reports – mobile and home
 - All members of the CMT if you are a member of the CMT
- Emergency Management Handbook
- Map to Safety Sites

Readiness Questions:

1. *Do all of your staff have a Personal Emergency Plan?*
2. *Do all staff understand the in what circumstances they may be required to invoke their Personal Emergency Plans?*
3. *Has consideration been given to the personal requirements of members of the Crisis Management Team? eg child care arrangements?*
4. *Do all of your staff have a Personal Readiness Emergency Pack or Go Bag?*
5. *Do all your staff know in what circumstances they will be required to use their Go Bag?*
6. *Does each staff member have a process in place for keeping their personal contact numbers up to date?*
7. *Does the company have a process for measuring the currency and adequacy of Personal Emergency Plans and Go Bag? Ensuring company contacts, maps, directions etc are up to date?*

Things you can do to prepare your Personal Emergency Plan with regards to children now:

Check on the Emergency Plan of your children's school or day-care centre:

- You need to know if your children will be kept at school until you or a designated adult can pick them up, or whether they will be sent home on their own.
- Be sure that the school has updated information about how to reach parents and responsible caregivers to arrange for pick up.
- Keep in mind that during times of emergency the school telephones may be overwhelmed with calls.
- Find out ahead of time what type of authorization the school requires to release a child to someone you trust should you not be able to collect your child yourself.
- If your child care facility is in the CBD, find out what their emergency evacuation or shelter in place procedures are.*

**There are currently investigations underway by Emergency Services for making transport arrangements available to immediately escort children under 5 years old within child care facilities to either designated alternate Child Care facilities or other safe locations outside the CBD. Children in Child Care Facilities will NOT be directed to a Safety Site.*

Assessing your business's readiness

We suggest you complete these questions using the following guide:

YES - we can confidently say we comply fully with this requirement


SOMEWHAT – we partially comply with limited capability in place

NO – we do not comply with this requirement


1. Have you reviewed your existing Emergency Management Plans and procedures against the Sydney CBD Emergency Sub-Plan?
2. Do you have a Crisis Management Framework in place? Eg, Dedicated Crisis Management Team, Crisis Management Plans, Crisis Communications Plans?
3. If so, have you reviewed your existing Crisis Management Plans and procedures against the Sydney CBD Emergency Sub-Plan?
4. Are the Chief Warden, Head of Security, Crisis Director and key members of the Crisis Team registered on SydneyALERT?
5. How will the response to external information be managed if multiple stakeholders receive SMS from SydneyALERT, how will a decision to respond be made and who will make it?
6. Is there a change management process internally to ensure that this registration is kept current and accurate?
7. Do you have the ability to receive external information via channels other than landline, mobile or internet communications? Eg, radio/TV/satellite phone?
8. Have the Crisis Management Team undertaken exercises to test the company's Emergency and Crisis Management plans, their ability to work as a team and the capabilities of individuals in a crisis situation?
9. Is there a dedicated Crisis Command Centre in your building? Is there an alternate one in another building or location?
10. Does your business have methods and systems for communicating instructions, information and updates with staff in an emergency other than the exiting Building communications systems eg. Public Address systems or floor wardens?
11. Is there a documented process for communicating internally during an emergency? Do all staff know what that process is?
12. What communications systems do you have in place for communicating key messages and directives to staff other than those that require telecommunications support?
13. Do you know the location of and directions to your company's Sydney Safety Sites?
14. Do all staff know the location of and directions to your company's two closest Sydney Safety Sites?
15. Do all staff have a map and simplified set of procedures for Evacuate to a Safety Site or Shelter-In-Place, Stay-at-Work, Return-to-work?
16. Is there a program for training or educating existing and new employees on the procedures for an emergency in the Sydney CBD?
17. Is there a program in place for regular testing and exercising of emergency procedures with all staff other than Fire Drills and evacuation to Assembly Areas?
18. Do your staff know the circumstances in which lifts may be used to evacuate the building in an emergency?
19. Has each staff member walked from their office to their two closest Safety Sites?
20. Do all of your staff understand the directive "Evacuate to Safety Site"?
21. Can all your staff name the three (3) Sydney Safety Sites?
22. Do all of your staff know the nearest Sydney Safety Site to their building?
23. Have all your staff been given directions to all of the Sydney Safety Sites?
24. Has every staff member practiced the walk to two of the Safety Sites?
25. Do you have a method for clearly distinguishing your company staff from other businesses? Eg, coloured vests with logos, flags?
26. Do staff know what to do when they get to a Sydney Safety Site?
27. Do you have a method for accounting for all staff once they have left the building?
28. Do all of your staff understand the directive "Shelter-in-Place"?

29. Do you and your staff understand some of the circumstances in which they may be asked to “Shelter-in-Place”?
30. Can all your staff name the approved “shelter spaces” within their building?
31. Do your staff know what to do in the first 20 minutes of being given the directive to Shelter-in-Place?
32. Does your Crisis or Emergency Management Team have an agreed process for invoking a Shelter-in-Place plan?
33. Do your approved Shelter Spaces have access to a landline telephone?
34. Have you exercised your Shelter-in-Place plan in the past 6 months?
35. Do you have a method for accounting for all staff and visitors once they have taken shelter within the building?
36. Do you have a method for communicating with staff once they are in a “shelter-in-place” situation?
37. How will your company receive further updates from external sources once everyone in your building is in a Shelter-in-Place position?
38. Do all of your staff understand the control arrangement “Stay-at-Work”?
39. Do you and your staff understand some of the circumstances in which they may be asked to “Stay-at-Work”?
40. Do your staff understand the implications on availability of public transport if a “Stay-at-Work” message is given?
41. Do your staff know what to do in the first 20 minutes of being given the message to Stay-at-Work?
42. Do they know how they will receive that message?
43. Does your Crisis or Emergency Management Team have an agreed process for invoking a Stay-at-Work plan?
44. How will your company receive further updates from external sources once everyone in your building is in a Stay-at-Work situation?
45. Do you have a Business Continuity Management Framework in place? Eg, Dedicated Business Continuity representatives, Business Continuity Plans, Business Recovery Plans?
46. If so, have you reviewed your existing Business Continuity Plans and recovery procedures against the Sydney CBD Emergency Sub-Plan?
47. If your staff have returned to their homes following an evacuation of the CBD, do you have a way of communicating a Return to Work message to them?
48. Do you know who your essential staff would be if a staged return to the CBD was required?
49. Do all of your staff have a Personal Emergency Plan?
50. Has consideration been given to the personal requirements of members of the Crisis Management Team? eg child care arrangements?
51. Do all of your staff have a Personal Readiness Emergency Pack?
52. Does the company have a process for measuring the currency and adequacy of Personal Emergency Plans?


If you answered more than 75% of the questions as “Yes”:

 **Congratulations.** You have clearly invested much time and effort in preparing your organisation and your staff specifically for an emergency in the Sydney CBD. You should examine those areas where you did not fully comply and consider strategies to address these within the next 6 months.

If you answered more 50%-75% of the questions as “Yes”:

 **Well done.** You are half way there. While you may have strong general emergency management capability within your organisation you may need to consider the specific implications of an emergency in the Sydney CBD on your planning, preparation and response strategies. Or, you may have integrated the specific requirements for a CBD emergency in your planning process but have not sufficiently communicated or tested this with all your staff. You should examine those areas where you did not fully comply and consider strategies to address these within the next 3 months.

If you answered less than 50% of the questions as “Yes”:

 **Your readiness to respond effectively to an emergency in the Sydney CBD is limited.** You should consider undertaking an initiative immediately to assess and determine the critical requirements and priorities for improving your preparation and capability to manage an emergency affecting a proportion of the CBD.

Steps to improving business readiness now

What businesses can do

1. **Review the company's Emergency Management**, Crisis Management and Business Continuity Plans against these Guidelines – readiness assessment, gap analysis, external audit.
2. **Initiate a program for compliance** with the key requirements in the Guidelines for business – ie. communications, control, personal plans. Your program should set out:
 - Vision for the program
 - Scope of the work
 - Priorities for the tasks
 - Specific actions
 - Timeframes
 - Responsibilities
 - Measurement criteria
3. **Establish a Crisis Management framework** for planning and management of an emergency if you do not already have one in place:
 - Team
 - Plans
 - Training
4. **Register members of the crisis management team onto sydneyALERT** so that they are tapped into the heart of the communications that will be made available, and establish a command structure internally for the dissemination of information and decision making in an emergency.
 - To become part of the scheme you need to register your details online at the www.emergency.nsw.gov.au
5. **Undergo a scenario-based workshop simulation** with the Crisis Management Team and Executive that considers the implications on your business of a major emergency in the Sydney CBD.
6. **Develop Personal Emergency Plans for members of Crisis Management Team.** Ensure that all members of the crisis management team have prepared a personal emergency plan that they can execute in the event that an emergency occurs.

What CBD Building Managers can do

1. **Review the Building's Emergency Management Plans** against these Guidelines – readiness assessment, gap analysis, external audit.
2. Have an **up-to-date Shelter-in-Place procedure** for all CBD buildings.
3. Adjust your procedures to **include the nearest two (2) Sydney Safety Sites**. The Sydney Safety Site is used if the building emergency assembly area is occupied or the building is directed to evacuate to a Sydney Safety Site.
4. Ensure the chief warden and deputy chief warden are **registered with the sydneyALERT system**. (Go to www.emergency.nsw.gov.au and follows the links to sydneyALERT).
5. Ensure external fire doors are equipped with **signs showing** the building emergency assembly area and **nearest Sydney Safety Sites**.
6. Obtain a **Sydney CBD Emergency Kit**. These can be ordered on www.emergency.nsw.gov.au and follow the prompts to Sydney CBD Evacuation Kit. The Kit contains:
 - Signs for the inside of the final fire doors
 - Lanyards and checklists for all wardens
 - Checklists and guidelines for planning for and evacuating people with special needs
7. Ask your emergency consultant to **update your procedures**, floor plans and training program to include the Sydney CBD Emergency Plan details.
8. **Make staff and occupants aware of the Sydney CBD Emergency Plan** and how they can prepare for it.

Further suggestions for improving your business and staff readiness

- Readiness Assessments – evaluation of existing Emergency, Crisis Management and Business Continuity Management capability against Best Practice
- Stakeholder Engagement Exercises
- Risk Appetite Workshops
- Risk Assessments
- Business Impact Analysis
- Communications Planning
- Industry or area-wide testing / exercises – working together to consider a CBD emergency scenario
- Emergency and Crisis Management Handbooks for Staff
- Crisis Management Training
- Resource Continuity and Success Planning Strategies
- Business and IT Recovery Planning

This is a working document and we encourage ongoing review and contribution to its contents.

If you have any questions, comments or feedback on these Guidelines please contact Janellis on +61 2 9994 8914 or email info@janellis.com.au.

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