

## Individual Council Response Report - Overall Performance

**Overall readiness score = 3.03**Key competencies:

Managing Risks: 3.19  
Emergency Planning: 2.9  
Response Capability: 2.83  
Providing Assurance: 3.57

15 Key Areas

1. Risk management: 3
2. Collaborating with stakeholders to reduce risk: 3.33
3. Considering risks and hazards in land use planning: 3.29
4. Emergency planning management and policy: 3.4
5. Emergency management roles and responsibilities: 2.25
6. The role of the Local Emergency Management Committee (LEMC): 3.13
7. The role of the Local Emergency Management Officer (LEMO): 1.5
8. Identifying and preparing vulnerable communities and individuals: 3.5
9. Informing and engaging the community: 3.33
10. Considering emergency management risks within asset management programs: 3
11. Business continuity planning for council and the broader community: 3.5
12. Maintaining Local Emergency Operations Centres: 3
13. Resourcing for recovery: 3.5
14. Emergency management training and exercising to build response capability: 2.83
15. Reviews and reporting to provide assurance and capacity: 3.57

**A GUIDE TO THE RESULTS SCALE:****5 = HIGHLY EFFECTIVE**

Demonstrates best practice in capability and the capacity to sustain and continuously improve.

**4 = EFFECTIVE**

Processes and procedures meet expectations and should continue to be regularly reviewed to maintain assurance of effective capability at all times.

**3 = ADEQUATE**

Isolated gaps in processes and procedures mean a consistent, effective and coordinated approach cannot be assured.

**2 = LIMITED**

Major gaps in capability exist which may lead to financial or operational loss, safety or compliance breach or community, environmental or reputation impact.

**1 = POOR**

Capability is absent or not effective posing extreme risks. Potential for significant adverse financial, operational, safety, community, environmental or reputational impacts.



Individual Council Response Report - ALL QUESTIONS

**QUESTION 1 – RISK MANAGEMENT**

Q1.1 A consistent approach is taken in managing risk across all activities and assessing the potential impacts of emergencies.

Result: **4**

Comments on your response
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Q1.2 Emergency Risk Assessments are completed and current for all location-based hazards.

Result: **2**

Comments on your response

Q1.3 Emergency Risk Assessments inform Local Government Risk Management, Emergency Management, Asset Management and Business Continuity Planning.

Result: **2**

Comments on your response

Q1.4 Please indicate which plans have been developed and implemented for your Local Government Area

Option	Indicated Yes
Flood Plain Risk Management Plans	<input checked="" type="checkbox"/>
Bush Fire Risk Management Plans	<input checked="" type="checkbox"/>
Coastal Zone Management Plans	<input checked="" type="checkbox"/>
Tsunami Plans	<input type="checkbox"/>
Other	<input type="checkbox"/>
Heat Wave Plans	<input type="checkbox"/>
EMPLAN	<input checked="" type="checkbox"/>
Total	

**Individual Council Response Report - ALL QUESTIONS****QUESTION 1 – RISK MANAGEMENT (Continued)**

Q1.5 Within your emergency management planning consideration has been given to:

- changes to the frequency and severity of natural disasters;
- disruptions to transport modes during evacuations; and
- climate change risks and impacts?

**Result: 4**

Comments on your response

Q1.6 Emergency hazards and risks are included in Council's Risk Register and reviewed regularly by the General Manager or Senior Staff as part of your Risk Management processes.

**Result: 4**

Comments on your response

Q1.7 Emergency hazards and risks have been evaluated and mitigated to minimise impact on Council's assets and ability to deliver Council and Community services in an emergency.

**Result: 2**

Comments on your response

## Individual response report

### QUESTION 1 – RISK MANAGEMENT

#### ACTIONS TO IMPROVE YOUR READINESS:

- Councils should continually monitor and review their risk management strategies and practices ensuring consistent alignment with ISO 31000 and NERAG and application of best practice principles. Also ensuring that effective consultation is undertaken with the relevant Emergency Management stakeholders and the Community throughout the risk assessment and mitigation process.
- Local Emergency Management Committee (LEMC) to table as an agenda item or conduct workshops for the review and completion or update of local emergency risk assessments and emergency management plans.
- Ensure Emergency Risk Assessments are considered in all Risk Management, Emergency Management, Asset Management, Strategic, Land Use and Business Continuity planning across your council.
- Utilise subject matter experts to inform decisions within the planning framework including impacts of transport, climate, demography changes.
- Council to consider review of existing land use developments in high risk areas and ensure they incorporate provision for emergency management arrangements.
- Ensure as part of your internal audit and risk management process that local government area emergency hazards and risks that have the potential to significantly impact council responsibilities and/or operations are included within the Risk Register.
- Utilise environmental subject matter experts within and external of council within hazard emergency management planning.

**Individual response report****QUESTION 2 – COLLABORATING WITH STAKEHOLDERS TO REDUCE RISK**

Q2.1 There is collaboration between local government, Local Emergency Management Committee (LEMC), emergency services and community stakeholders in identifying, evaluating, prioritising and managing hazards and risk.

Result: 4

Comments on your response

Q2.2 There is regular collaboration between neighbouring councils and/or LEMCs to share knowledge and resources in order to mitigate and/or respond to regional hazards and risks.

Result: 3

Comments on your response

Q2.3 Incentive programs are in place to encourage community actions that reduce risks in the built environment.

Result: 3

Comments on your response

Please provide information on any successful incentive programs you have used to encourage community risk mitigation:

Successful incentive programs

**Individual response report****QUESTION 2 – COLLABORATING WITH STAKEHOLDERS TO REDUCE RISK****ACTIONS TO IMPROVE YOUR READINESS:**

- Provide support to agencies in the engagement of community stakeholders for identifying, evaluating, prioritising and managing hazards and risks in the local government area. For example, the provision of meeting venue, posting on information on council website, providing communication channels to residents and businesses.
- Leverage REMC meetings as a vehicle for collaboration and knowledge sharing across neighbouring LEMCs and councils. For example, each meeting provides an agenda item to share learnings/experiences including discussion of best practice in hazard and risk mitigation.
- Introduce incentive programs such as 'fire safe' gardens, 'storm safe' preparedness. Investigate options for grant funding to support such programs.

## Individual response report

## QUESTION 3 – CONSIDERING RISKS AND HAZARDS IN LAND USE PLANNING

Q3.1 Emergency management risks and hazards are evaluated as part of land use planning processes and procedures.

Result: 3

## Comments on your response

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Q3.2 Local Environment Plans (LEPs) require appropriate development within hazard zones and any rezoning / subdivisions minimise impacts from hazards.

Result: 4

## Comments on your response

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Q3.3 All new land use developments incorporate assessed and documented arrangements for emergency risk management - inclusive of broad-scale evacuations.

Result: 2.5

## Comments on your response

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Q3.4 Council has effective programs in place to inform and educate residents and potential buyers on the local environmental hazards, risks and emergency management issues that may impact them and their property.

Result: 4

## Comments on your response



**Individual response report****QUESTION 3 – CONSIDERING RISKS AND HAZARDS IN LAND USE PLANNING****ACTIONS TO IMPROVE YOUR READINESS:**

- Ensure all future land use planning processes incorporate consultation with emergency management subject matter experts.
- Review or undertake natural hazard assessments to ensure currency.
- Ensure all 149 certificates incorporate all known existing 149(2) and future hazards 149(5).
- Avoid intensifying land use in hazard areas through appropriate strategic and land-use planning.
- Consider options to reduce land use intensity in hazard areas where feasible.
- Ensure future land use developments be required to incorporate assessed and documented emergency management arrangements.
- Council to provide links to current mapping and tools that identify specific emergency hazards within their local government area. For example:
  - [saferhomes.nrma.com.au](http://saferhomes.nrma.com.au)
  - [http://www.pittwater.nsw.gov.au/property/natural\\_hazards](http://www.pittwater.nsw.gov.au/property/natural_hazards)
  - <http://www.rfs.nsw.gov.au/plan-and-prepare/know-your-risk/Bush-fire-hazards-and-your-property>
  - <http://www.rfs.nsw.gov.au/plan-and-prepare/building-in-a-bush-fire-area/planning-for-bush-fire-protection/bush-fire-prone-land/check-bfpl>

**Individual response report****QUESTION 4 - EMERGENCY MANAGEMENT PLANNING & POLICY**

Q4.1 Council has a consistent and integrated approach to Emergency Management Planning.

Result: 4

Comments on your response

Q4.2 The current Emergency Management Planning (EMPlan) templates and guidelines provided by NSW Government have been implemented.

Result: 3

Comments on your response

Q4.3 There is a top down approach to Emergency Management Planning and Policy providing strong guidance and support from the General Manager and Senior Staff.

Result: 3

Comments on your response

Q4.4 Elected Council are briefed and informed on Emergency Management Policy and Planning.

Result: 4

Comments on your response

**Individual response report****QUESTION 4 - EMERGENCY MANAGEMENT PLANNING & POLICY (continued)**

Q4.5 Formal arrangements are in place to share resources (people and/or equipment) between neighbouring councils and/or agencies.

Result: 3

Comments on your response

**ACTIONS TO IMPROVE YOUR READINESS:**

- Ensure Local Government emergency management planning aligns with the principles of PPRR (Prevention, Planning, Response and Recovery).
- Review of the EMPlan in part or in full is a standing item on the LEMC meeting agenda or is conducting regular workshops to review and refine plan elements (e.g. Consequence Management Guides [CMGs]).
- Identify members of the Executive team to champion, drive and provide oversight of Emergency Management Planning across council.
- Consideration for involving Elected Council in the oversight of emergency management capability via scheduled briefings on emerging risks, planning updates, outcomes of exercises and After Action Reviews.
- Consider establishing Memorandums Of Understanding (MOUs) / Mutual Aid Agreements (MAA) with neighbouring councils for the identification of emergency management resources (people and/or equipment) that may be shared in broad-scale local emergencies.

**Individual response report****QUESTION 5 - EMERGENCY MANAGEMENT ROLES AND RESPONSIBILITIES**

Q5.1 Staff are aware of council's roles and responsibilities in Emergency Management as well as their own where relevant.

Result: 2

Comments on your response

Q5.2 Primary and supporting roles for Emergency Management have been identified and documented.

Result: 2

Comments on your response

Q5.3 Council staff allocated to Emergency Management roles have been inducted and provided adequate training on their responsibilities and procedures.

Result: 2

Comments on your response

Q5.4 Council maintains an up to date register of all relevant emergency management stakeholder contacts

Result: 3

Comments on your response

## Individual response report

### QUESTION 5 - EMERGENCY MANAGEMENT ROLES AND RESPONSIBILITIES

#### ACTIONS TO IMPROVE YOUR READINESS:

- Emergency management roles and responsibilities to be included in staff induction programs, supported by an annual awareness program or session. Include emergency management updates in internal communications, newsletters and other material.
- Ensure council staff with a role to play in Emergency Management have responsibilities and required competencies included in Role Cards or Position Descriptions.
- Ensure all council staff allocated Emergency Management roles have participated in relevant induction and training programs provided by NSW Office of Emergency Management or Emergency Service Organisations.
- Please refer to the resources section at [www.emhealthcheck.com.au](http://www.emhealthcheck.com.au) or [www.emergency.nsw.gov.au](http://www.emergency.nsw.gov.au) for more information.
- Council to ensure it maintains a current register of all Emergency Management stakeholder contacts including but not limited to:
  - Within your council
  - Emergency Services
  - Regional command
  - Local Government within your region
  - Members of Parliament
  - Critical service providers (eg utilities)
  - Contractors
- Consider developing a ready reference tool (for example wallet or security card sized contact list) with emergency contacts that is carried at all times by council staff involved in emergency management.

## Individual response report

**QUESTION 6 - ROLE OF THE LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC)**

Q6.1 LEMC is chaired by the General Manager or a Senior Staff member.

Result: 2

Comments on your response

Q6.2 The LEMC Chairperson regularly informs Senior Staff (inclusive of the General Manager if not the Chair of the LEMC) of strategic risk management issues relevant to local planning and risk management.

Result: 3

Comments on your response

Q6.3 The LEMC Chairperson's roles and responsibilities are defined, documented and regularly reviewed.

Result: 3

Comments on your response

Q6.4 The LEMC meets on a scheduled basis each year.

Result: 4

Comments on your response

## Individual response report

**QUESTION 6 - ROLE OF THE LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC) - (continued)**

Q6.5 The LEMC minutes are reported to the General Manager, Senior Staff and relevant stakeholders.

Result: 4

Comments on your response

Q6.6 The LEMC members have provided input into the development of relevant Hazard Consequence Management Guidelines (CMGs).

Result: 3

Comments on your response

Q6.7 The Chair of the LEMC attends REMC meetings to ensure the interests of the LEMC and the role of Local Government are recognised, represented and supported.

Result: 3

Comments on your response

Q6.8 The LEMC liaise with and provide advice to the REMC on recovery planning and resourcing requirements.

Result: 3

Comments on your response

**Individual response report****QUESTION 6 - ROLE OF THE LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC)****ACTIONS TO IMPROVE YOUR READINESS:**

- Consider the appointment of a Senior Manager at a minimum to Chair the LEMC. Ideally it would be the General Manager.
- Ensure emergency management responsibilities are included as a Key Performance Indicator (KPI) for senior management within council. Where the LEMC Chair is not the General Manager, they will regularly meet with the General Manager and/or senior staff to provide briefings on LEMC reviews, actions and planning.
- Establish an agenda item for the next LEMC meeting to review and/or define the roles and responsibilities of the LEMC Chairperson. Once agreed, create a schedule for annual review of the document.
- The LEMC membership to meet at least 3 times per year (as mandated) and to consider convening at additional times as required - for example in the lead up to severe forecasted weather events or in light of other emerging threats that may impact the local government area.
- The LEMC Chair to ensure that meeting minutes are tabled for review at the next executive team meeting.
- LEMC to coordinate the provision of assistance into the development of CMGs by all members of the LEMC.
- At a minimum ensure the Chair of the LEMC attends all REMC meetings. Consider additional council representation at these meetings by other senior staff with a role to play in building resilience – for example Risk Managers, Business Continuity Managers, Community Engagement Managers, Environment Managers etc.
- Through attendance at the REMC meetings, Local Government ensure the provision of recovery planning and resource requirements.



**Individual response report****QUESTION 7 – THE ROLE OF THE LOCAL EMERGENCY MANAGEMENT OFFICER (LEMO)**

Q7.1 There is formal documentation in place for the LEMO function with clear and agreed roles and accountabilities.

Result: 2

Comments on your response

Q7.2 Your council has access to a structured induction program for the LEMO including guidelines, reference material and tools.

Result: 2

Comments on your response

Q7.3 Appropriately skilled and trained alternates are identified and supported for the role of LEMO within council.

Result: 2

Comments on your response

Q7.4 There is a longer term resourcing strategy (or succession plan) in place within council for the LEMO function.

Result: 1

Comments on your response

## Individual response report

**QUESTION 7 – THE ROLE OF THE LOCAL EMERGENCY MANAGEMENT OFFICER (LEMO) - continued**

Q7.5 The LEMO's training requirements are defined and met on annual basis.

Result: 1

Comments on your response

Q7.6 The LEMO has sufficient delegated authority, funding, time, training and resources to effectively perform their role and provide assurance of council's readiness for emergencies and disasters.

Result: 1

Comments on your response

**ACTIONS TO IMPROVE YOUR READINESS:**

- Council to create a formal document for the LEMO function with agreed performance indicators, competencies required, roles and accountabilities, training requirements and review schedule.
- Council to consult the REMO is the first instance and then the Office of Emergency Management for guidance on creating an induction program and relevant tools for the LEMO function.
- Council to identify suitable alternates to be trained and mentored to fulfill the function of the of LEMO during absences, vacancies or long duration emergency.
- Council to consider a longer term resource strategy for the function of the LEMO to ensure knowledge transfer and continuity of the role in the event of resignation, retirement or other unforeseen departure of the LEMO.
- General Manager and Senior Staff to ensure an Annual Review is conducted with both the LEMO and alternate LEMOs in order to:
  - identify training requirements for the next 12 months
  - provide a platform for discussion and feedback on the training conducted or the experience of actual events in the previous 12 months.
- General Manager and/or Senior Staff to conduct a review of the LEMO function to ensure appropriate funding, resources, training and allocation of time is commensurate with the requirements of their role and the risk profile of the local government area.

## Individual response report

**QUESTION 8 - IDENTIFYING AND PREPARING VULNERABLE COMMUNITIES & INDIVIDUALS**

Q8.1 Council uses data to understand communities of interest, and location, to assist in understanding exposure with regards to emergency management.

Result: 4

Comments on your response

Q8.2 Households in high risk areas have been made aware of the importance of completing personal or home emergency plans.

Result: 3

Comments on your response

**ACTIONS TO IMPROVE YOUR READINESS:**

- Council to use Census data to develop profiles of its communities. Council to identify the key vulnerabilities of community groups and prioritise areas of need based on hazard mapping and other sources of information.
- Council to support agencies in their communications to households in high risk areas of the need to complete personal or home emergency plans. With particular reference to guidelines and templates that are available for the key risks in their area. Eg information from RFS and SES on Bushfire, flood, storm household and personal emergency planning.

Individual response report

**QUESTION 9 - INFORMING, ENGAGING AND COLLABORATING WITH THE COMMUNITY**

Q9.1 Council promotes initiatives in support of agencies to ensure the community is informed of location-based hazards and the need for emergency preparedness.

Result: 4

Comments on your response

Q9.2 Where there are potential limitations of Emergency Management response during an event, your community has been made aware of the need for self-reliance in being prepared.

Result: 3

Comments on your response

Q9.3 Please indicate the strategies your Local Government area (including Agencies, LEMC and Council) has used to inform and engage your community on emergency management:

Option	Indicated Yes
Website with hazard information and links to agencies	<input checked="" type="checkbox"/>
Early warning advisory services	<input type="checkbox"/>
Other	<input type="checkbox"/>
Council Social Plan	<input checked="" type="checkbox"/>
Constituent rates notices	<input type="checkbox"/>
School/child care/aged care/hospital awareness programs	<input type="checkbox"/>
Community events	<input type="checkbox"/>
Collaboration with community groups eg. APEX, Rotary etc	<input type="checkbox"/>
Identification of Community Champions to reinforce EM messages	<input type="checkbox"/>
Communication and collaboration with local businesses	<input type="checkbox"/>
Provision of templates and guidelines for personal response plans	<input type="checkbox"/>
Community Service Announcements in the media	<input checked="" type="checkbox"/>



## Individual response report

**QUESTION 9 - INFORMING, ENGAGING AND COLLABORATING WITH THE COMMUNITY (continued)**

Q9.4 Medical, Public Health and Animal welfare providers / stakeholders are considered and involved in Emergency Management Planning by both the LEMC and REMC.

Result: 3

Comments on your response

**ACTIONS TO IMPROVE YOUR READINESS:**

- In collaboration with Agencies, council can consider a range of methods for engaging and communicating with the community either directly or via supporting the relevant agencies and community groups to communicate on risk, hazards and the need for self-reliance.
- Some strategies, activities and methods may include:
  - *Websites with hazard information and links to agencies*
  - *Early warning advisory services*
  - *Constituent mail or email communications*
  - *School/child care/aged care/hospital awareness programs*
  - *Community events*
  - *Collaboration with community groups*
  - *Identification of Community Champions to reinforce EM messages*
  - *Communication and collaboration with local businesses*
  - *Provision of templates and guidelines for personal response plans*
  - *Community Service Announcements in the media*
  - *Volunteer Strategy*
  - *Social media networks*
- Both LEMC and REMC to ensure that Hazard Risk Assessments consider vulnerable entities such as animal welfare providers, health and medical authorities.

## Individual response report

**QUESTION 10 - CONSIDERING EMERGENCY RISKS IN ASSET MANAGEMENT PROGRAMS**

Q10.1 Asset Management systems use risk management processes to identify, evaluate and prioritise emergency-related risks to council assets.

Result: 2

Comments on your response

Q10.2 Vulnerable and critical assets are prioritised for mitigation plans, emergency management procedures and business continuity planning.

Result: 4

Comments on your response

Q10.3 The Asset Management System identifies council and Community facilities that require design features to withstand future hazards.

Result: 4

Comments on your response

Q10.4 Resourcing for maintenance of existing mitigation infrastructure (eg flood levees) is included in the council Delivery Program and relevant Operational Plan (as part of the Community Strategic Plan).

Result: 2

Comments on your response

**Individual response report****QUESTION 10 - CONSIDERING EMERGENCY RISKS IN ASSET MANAGEMENT PROGRAMS****ACTIONS TO IMPROVE YOUR READINESS:**

- Ensure an enterprise risk management approach is being applied across all business areas and that it informs emergency-related risks and impacts within Asset Management systems.
- Ensure Council has a process in place for identifying and assessing those assets within its control that are either most vulnerable to disruption or those that are most critical to its delivery of council services and obligations. These must then be prioritised for the development of comprehensive plans that are documented and tested to ensure council's ability to continue to meet its responsibilities and obligations with regards to these assets.
- Where mitigation infrastructure is already in place, ensure the requirements for maintaining the integrity of these structures is considered in council's Integrated Planning and Reporting (IP&R) processes and documentation. This includes provision of resources and funding for maintenance programs in the Delivery Program and Operational Plan.
- Ensure mitigation infrastructure (such as flood levees) are identified as such in the asset management planning process, and related enhancements, maintenance and renewals are included in the Delivery Program and relevant Operational Plan.



**Individual response report****QUESTION 11 - BUSINESS CONTINUITY PLANNING FOR COUNCIL AND THE BROADER COMMUNITY**

Q11.1 Business Continuity Plans are developed for the critical business requirements of your Council.

Result: 5

Comments on your response

Q11.2 Business Continuity Plans are aligned and fully integrated with Risk Management, Emergency Management and Asset Management Frameworks.

Result: 3

Comments on your response

Q11.3 Emergency Management and Business Continuity impacts have been considered within the Delivery Program and relevant Operational Plan (as part of the Community Strategic Plan).

Result: 3

Comments on your response

Q11.4 Business Continuity Plans of all critical suppliers to council Assets and Services have been reviewed.

Result: 3

Comments on your response

**Individual response report****QUESTION 11 - BUSINESS CONTINUITY PLANNING FOR COUNCIL AND THE BROADER COMMUNITY****ACTIONS TO IMPROVE YOUR READINESS:**

- Ensure that in line with current local government requirements, Business Continuity Plans have been developed for the critical functions within your organisation.
- Better practice would see councils first undertake a Business Impact Analysis (BIA) to determine the key requirements (people, systems, data, processes, assets) needed to achieve Council's critical objectives. Relevant Business Continuity Plans would then be developed, tested and reviewed annually to ensure ongoing currency and effectiveness of the plans.
- Ensure council takes a holistic approach to building capability and that Business Continuity Planning considers the risks identified as part of risk management practices, that triggers and thresholds for activation are integrated with emergency management planning and that critical assets are prioritised for continuity and recovery arrangements.
- As part of the annual review of the Operational Plan, council to review and consider Emergency Management and Business Continuity impacts. Newly proclaimed councils to ensure that requirements for emergency management and business continuity are included in the development of their Community Strategic Plan.
- Council to incorporate providing evidence of Business Continuity capability in future tender applications for procurement of major suppliers for outsourced services to council. For example, IT core systems, waste and road repairs.

## Individual response report

**QUESTION 12 - MAINTAINING EMERGENCY OPERATIONS CENTRES (EOCs)**

Q12.1 An Emergency Operations Centre (EOC) has been established and resourced for your local government area.

Result: 3

Comments on your response

Q12.2 LEMC undertakes a review of the Emergency Operations Centre (EOC) in your area to assess readiness and 'fit for purpose' in the event of an emergency.

Result: 3

Comments on your response

**ACTIONS TO IMPROVE YOUR READINESS:**

- Council to undertake a review of the operational functionality, resourcing and readiness of the nominated EOC.
- The LEMC Chair to determine a date within the LEMC annual meeting schedule to conduct an EOC readiness check to ensure all LEMC members are familiar and conversant with the operations of the centre

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**QUESTION 13 - RESOURCING FOR RECOVERY**

Q13.1 LEMC undertakes a review of the Emergency Evacuation Centres to ensure adequate resourcing including provision for power during outages.

Result: 4

Comments on your response

Q13.2 A Volunteer Strategy is used to engage the community as part of emergency planning and awareness programs in your local government area.

Result: 3

Comments on your response

**ACTIONS TO IMPROVE YOUR READINESS:**

- The LEMC to undertake a review of the Emergency Evacuation Centres to ensure these assets match the hazards and community requirements.
- Local Government, in partnership with existing volunteer organisations, to establish marketing campaigns and engagement forums which focus on their local communities and local needs.
- Local Government to ensure that contained within established volunteering strategies is the requirement for community members and businesses to understand and contribute to, local emergency management preparedness and planning.

## Individual response report

**QUESTION 14 - EMERGENCY MANAGEMENT TRAINING & EXERCISING TO BUILD RESPONSE CAPABILITY**

Q14.1 LEMC and council have an annual schedule of training and exercises in place to address a range of emergency scenarios and identify interoperability and resource sharing opportunities.

Result: 10

Comments on your response

Q14.2 Council staff participate in regional and state level Emergency Management training courses.

Result: 2

Comments on your response

Q14.3 Relevant council staff are aware of the Emergency Management Operating System (EMOS).

Result: 3

Comments on your response

Q14.4 Council Business Continuity Plans are reviewed and tested using scenario-based exercises or desktop reviews.

Result: 3

Comments on your response

## Individual response report

**QUESTION 14 - EMERGENCY MANAGEMENT TRAINING & EXERCISING TO BUILD RESPONSE CAPABILITY**

Q14.5 Outcomes of Business Continuity reviews and exercises are documented and communicated to the General Manager or Senior Staff for formal review.

Result: 4

Comments on your response

Q14.6 An annual budget is allocated for these training and exercising activities.

Result: 3

Comments on your response

**ACTIONS TO IMPROVE YOUR READINESS:**

- LEMC and council to consider collaboration on the development of a schedule of training and exercises to address a range of different emergency scenarios each year (relevant to the risk and hazard profile of the local to area) to identify interoperability and resource sharing opportunities.
- Consider building the requirements for emergency management training into the relevant position descriptions or Role Cards for staff with a role to play in emergency management.
- Ensure all council staff with a role to play in the EOC are aware of and trained in the use of the EMOS.
- The EMOS Quick Guide and information on OEM training is available via the resource links at [www.emhealthcheck.com.au](http://www.emhealthcheck.com.au) or visit [emergency.nsw.gov.au](http://emergency.nsw.gov.au).
- Ensure at a minimum, there is an annual review of Business Continuity Plans across the critical functions within council. This may include a desktop walkthrough with relevant staff, a more detailed scenario-based exercise and/or the activation of BCPs as part of an integrated emergency management exercise.
- Ensure at the completion of all reviews and exercises a formal report is produced that details observations, outcomes and recommendations for improvement in Business Continuity Planning. This report should be scheduled for review by the General Manager to determine priorities for action, resourcing and further monitoring of effectiveness.
- General Manager or other Senior Staff to conduct a review of training and exercising requirements across emergency management and business continuity within your council to determine an appropriate level of funding is allocated on an annual basis to support this.

**Individual response report****QUESTION 15 - REVIEWING AND REPORTING TO PROVIDE ASSURANCE OF CAPABILITY**

Q15.1 There is an annual review by LEMC of local Emergency Management response capability and capacity including:

- Review of LEMP, Review of LEMC membership, Review of LEMC training requirements, Review of LEMC resource requirements

Result: 4.5

**Comments on your response**

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Q15.2 Formal multi-agency After Action Reviews (AAR) are undertaken following major emergencies and reported to the LEMC and General Manager or Senior Staff.

Result: 3.5

**Comments on your response**

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Q15.3 After Action Reviews and other evaluation of past events are used to inform annual planning, training, exercising and other capability improvement activities by the LEMC and council.

Result: 4

**Comments on your response**

Q15.4 Emergency management actions and outcomes are reported through the IP&R process, including council's Annual Report.

Result: 3

**Comments on your response**

## Individual response report

**QUESTION 15 - REVIEWING AND REPORTING TO PROVIDE ASSURANCE OF CAPABILITY (continued)**

Q15.5 A process or system is in place to record the cost of Local Government responding to and recovery from natural disasters or emergencies.

Result: 2

Comments on your response

**ACTIONS TO IMPROVE YOUR READINESS:**

- Ensure the Local Emergency Management Committee (LEMC) schedule an annual review of the:
  - Local Emergency Management Plan
  - LEMC membership
  - LEMC training requirements
  - LEMC resource requirements
- Ensure the General Manager is informed of the current status of capability and capacity through regular briefings throughout the year.
- Incorporate review of emergency management and business continuity capability into the existing internal audit procedures.
- Local government to ensure provision of senior representation to participate within, and contribute to, all formal multi agency After Action Reviews at the conclusion of declared emergency events.
- Council to provide resources and budget for the actioning and implementation of lessons learned derived from After Action Reviews to inform LEMC planning, training and exercising capability.
- Incorporate emergency management objectives into the Community Strategic Plan. Include emergency management actions in the Operational Plan. Establish KPI's for reporting on emergency management action outcomes through the Annual Report.
- Establish a method of recording and reporting on emergency and incident response/recovery costs. Set up cost centres to assist with recording and reporting on cost data.
- An LGA Costs Spreadsheet has been developed by Risk Frontiers in collaboration with Sydney Coastal Councils Group – for information on this tool please contact [info@emhealthcheck.com.au](mailto:info@emhealthcheck.com.au)



Individual response report - SNAPSHOT QUESTIONS

**QUESTION 16 - RECENT EVENTS WITHIN COUNCIL**

Q16.1 Has your Council been involved in recent or planned amalgamations?

Option	Response
Yes	
No	

Q16.2 If yes, what is your transition plan for the role of the LEMO in your newly merged Council?

Text Entry
n/a

Q16.3 What opportunities has the amalgamation presented in terms of rationalizing, integrating or streamlining Emergency Management within your local area?

Text Entry
regionalising

Individual response report - SNAPSHOT QUESTIONS

**QUESTION 17 - RECENT EVENTS WITHIN YOUR LOCAL AREA**

Q17.1 Please indicate if your community has been impacted by any of the following in the past 10 years:

Option	Response
Bushfire	
Flood	
Inland Storm	
Heatwave	
Other	
Total	

Q17.2 What was the last major incident or emergency your community faced?

Event name	Year of event	Scope of impact (e.g. local, regional, etc)	Financial Estimate of impact

Q17.3 Have you applied for Natural Disaster Relief and Recovery Arrangements (NDRRA) funding in the last 5 years?

Option	Response
Yes	
No	

Q17.4 Was the funding successful?

Option	Response
Yes in all cases	
No not at all	
In some cases	
Total	

Q17.5 Can you provide an indication of what the funding was for?

Text Entry

## Individual response report - SNAPSHOT QUESTIONS

**QUESTION 17 - RECENT EVENTS WITHIN YOUR LOCAL AREA (continued)**

Q17.6 What measures have you put in place to mitigate, reduce, prevent the same level of impact again?

Text Entry

jkkk

Individual response report - SNAPSHOT QUESTIONS

**QUESTION 18 - EMERGENCY MANAGEMENT RESOURCING REQUIREMENTS**

Q18.1 Is your LEMO a dedicated resource for this role?

Option	Response
Yes	
No	

Q18.2 If not, what percentage of their time is dedicated to LEMO responsibilities?

Option	Response
More than 80%	
21% - 40%	
Less than 10%	
41-60%	
61%-80%	
Total	

Q18.3 Does the LEMO have the delegated authority required for this role?

Option	Response
Yes	
No	
Unsure	

Q18.4 What training do you believe would be beneficial to the LEMO in effectively performing their role?

Text Entry
jkjkjk

Individual response report - SNAPSHOT QUESTIONS

**QUESTION 18 - EMERGENCY MANAGEMENT RESOURCING REQUIREMENTS (continued)**

Q18.5 On average how much would your council spend each year on:

[Please indicate the breakdown between internal and external funding]

Emergency Management Training		
Total dollar amount	% Council Funds	% Grant Funds
0	0	0
Emergency Management Exercises		
Total dollar amount	% Council Funds	% Grant Funds
0	0	0
Business Continuity Exercises		
Total dollar amount	% Council Funds	% Grant Funds
5000	100	0
LEMO salary and/or expenses		
Total dollar amount	% Council Funds	% Grant Funds
0	0	0
Emergency Management supplies or equipment		
Total dollar amount	% Council Funds	% Grant Funds
1000	50	50
Special Projects		
Total dollar amount	% Council Funds	% Grant Funds
0	0	0

## Individual response report - SNAPSHOT QUESTIONS

## QUESTION 19 - OPPORTUNITIES FOR GRANTS &amp; FUNDING TO IMPROVE EMERGENCY READINESS

Q19.1 Do you have an annual process for reviewing, evaluating and applying for grant funding to further develop your emergency management capability?

Option	Response
Yes	
No	
Unsure	

Q19.2 If you had the funding, what is the highest priority you would address within your local area with regards to emergency readiness?

Text Entry
mmgh

Individual response report - SNAPSHOT QUESTIONS

QUESTION 20 - TOWARDS COUNCIL AND COMMUNITY RESILIENCE

Q20.1 Are you confident in your Council's ability to support its communities during emergencies?

Option	Response
Yes	
No	
Unsure	

Q20.2 Do you believe your council is strong, resilient and well prepared for ALL potential risks and hazards in your region?

Option	Response
Yes	
No	
Unsure	

Q20.3 What is one thing your council can do within the next 90 days to improve your readiness and resilience for emergencies or disasters in your local area?

Text Entry
complete the improvement plan following this health check.