

## 1. Overview: Municipal Responsibilities

**Aim: Responding to emergencies is recognized as a municipal responsibility.**

There is no single structure for delivering the services covered by the *Emergency Management Act*. Much will depend on local issues (for example local hazards such as flooding, storm surges, or industrial threats such as refineries, etc.) Municipalities also need to contribute to local multi-agency strategic work and to the development of regional and provincial agendas. Business continuity arrangements are an issue for all services.

All municipalities need clarity about who would be responsible for responding to an internal or external emergency on behalf of the municipality; effective arrangements for contacting those people, including after hours; and a clear system for control and communication during emergencies. Individuals who may form any municipal emergency planning committee are likely to benefit from appropriate training. The effectiveness of arrangements can only be reviewed and validated through regular exercises. Reviews and learning based on those exercises and on actual incidents in a municipality, or in other municipalities, can then feed into improvements.

*Many of the issues covered here are touched on again in individual sections.*

	Key Issues and questions	Y	P	N	NA	Examples of local evidence that could support a positive assessment
1	Corporate awareness and commitment					
1.1a	<b>Are municipal senior managers and council members aware of their municipality's emergency planning responsibilities and performance?</b>					Published hazard, risk and vulnerability assessment and work program signed off at senior level. Mayor//Warden & Elected Officials awareness training / briefings. Senior staff and councillors have designated responsibilities during an emergency.
1.1b	<b>Have the municipality's senior management team and council members considered the effects of a major disruption on services?</b>					Impact/risks considered by senior management & council members, for example as part of municipality risk management/business continuity planning. Senior managers/council members at training/ exercises.
1.1c	<b>Is training and support available for new and existing staff with a role in</b>					Handbook/procedures outline for all relevant staff. Appropriate specific information e.g. on notification/specific actions required for relevant municipal staff and emergency planning committee

	<b>emergency response?</b>				members. Procedures mean new staff with responsibilities under plans/arrangements are offered information and/or early training. Update training program for existing staff.
1.1d	<b>Do municipal emergency plans support:</b> - local emergency first responder partners and; - any relevant strategic priorities agreed to at the Emergency Planning Committee?				Municipality can show specific work contributing to partner priorities. Report backs on strategic partnership developments made. Partnership meetings and decisions attended/supported by staff sufficiently senior to commit resources and/or agree policy on behalf of the municipality.
1.1e	<b>Has the municipality appointed an “Emergency Planning Committee”, in accordance with the Emergency Management Act?</b>				The Emergency Planning Committee is a committee of council responsible for the direction, management and implementation of an emergency management program within the municipality. The committee sets goals and objectives through the development of a strategic plan for meeting the expectations of the community during an emergency. How often does committee meet? Are formal minutes maintained? What is structure of committee?
1.1f	<b>Has Council enacted a municipal By-Law for Emergency Management in accordance with the <i>Emergency Management Act</i>?</b>				Municipal legislation which gives authority to the Council and Committee for the development and implementation of emergency plans. How often is by-law reviewed? Are all Council members and senior staff aware of the by-law and it's authorities?
1.1g	<b>Has Council approved an Emergency Plan for the municipality in accordance with the <i>Emergency Management Act</i>?</b>				Municipality has established a structure to direct its planning? The plan has been communicated and distributed to planning committee members, council members partnering agencies and senior municipal staff? The plan has been approved by Council?
1.1h	<b>Has Council appointed an Emergency Measures Coordinator in accordance with the <i>Emergency Management Act</i>?</b>				Is this a full or part-time commitment, if part-time how many hours a week are dedicated to emergency management. Does this person possess the necessary training and development to maintain their currency in emergency management? Is there an alternate? Are they provided with the necessary equipment to respond prior to or during an emergency?
1.1i	<b>Has Council established an Emergency Measures Organization in accordance with the <i>Emergency Management Act</i>?</b>				Has the Municipality met the requirements of the Emergency Management Act to; <ul style="list-style-type: none"> <li>• establish an Emergency Planning Committee</li> <li>• appoint an Emergency Management Coordinator</li> <li>• and provided resources which support their emergency management program?</li> </ul>
1.1j	<b>Have current municipal resources (including staff) and management</b>				Hazard, risk and vulnerability assessments should be conducted on a regular basis so that municipalities can both mitigate and prepare for potential emergency situations. Has the municipally

	<b>arrangements been reviewed against recent identified hazards, risk and vulnerability assessments?</b>					acquired the necessary resources/staff to meet the current challenges identified in the hazard, risk and vulnerability assessment?
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**Comments:**

**Recommendations:**

2	Clarity on emergency management responsibilities and processes	Y	P	N	NA	
1.2a	<b>Is mutual emergency planning conducted in conjunction with partnering organizations and other stakeholders and reviewed regularly?</b>					Plans and supporting checklists and/or arrangements/protocols clarify roles and responsibilities. Appropriate joint manuals. Joint exercising and debriefings. Formal agreements/ discussions with voluntary organisations.
1.2b	<b>Is there a program of regular joint exercises and reviews to validate integrated emergency plans?</b>					Planned program of joint exercises for major incident and other plans/arrangements that require major input from another partner or authority. Reports show regular checks on alerting arrangements for joint plans. Records of post exercise debriefings and any post incident review meetings.
1.2c	<b>Do you have arrangements to ensure that contractors and/or other community resources will, where relevant, support the municipality's response to an emergency, and be able to continue critical services in an emergency?</b>					Procurement policy of Council recognises the issue. Relevant contractors/community resources required to show adequate arrangements are in place. Monitoring information shows contractor/community resources attendance at training and exercises.

**Comments:**

**Recommendations:**

3	Municipal and multi agency emergency arrangements in place and tested	Y	P	N	NA	
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1.3a	<b>Has the municipality provided sufficient training to ensure that key staff can respond with the necessary skills to manage with emergency situations?</b>					Emergency plan outlines arrangements with key staff. Appropriate specific information on roles e.g. on notification/specific actions with relevant staff. Training Program/training records. Relevant staff involved in exercises.
1.3b	<b>Is the municipality prepared with a notification system for contacting those expected to manage any emergency on behalf of the municipality, including after hours arrangements?</b>					Clear contact/notification arrangements, updated regularly (contact names/numbers in particular checked on a regular basis, e.g. twice a year). Exercises test effectiveness. Up to date rotations/arrangements cover after hours. Additional rotations for regional response arrangements, if relevant (regional variations). Logs / performance indicators show checks.
<b>Comments:</b>						
<b>Recommendations:</b>						
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4	Performance review, learning and improvement of the emergency program	Y	P	N	NA	
1.4a	<b>Can you show evidence of lessons learned and improvement in your emergency plan and arrangements following exercises, research comparisons and/or incidents?</b>					Evidence of improvements adopted following reviews of exercises and/or actual incidents. Changes following research, for example comparisons with others or reviews of incidents in other areas.
1.4b	<b>Is there a self-assessment and review system covering emergency planning that includes occasional external challenge/review?</b>					Challenge and review arrangements such as self-assessment checks, peer review, provincial reviews, partner/outsider involvement in post incident/exercises reviews.
1.4c	<b>Is the municipal emergency management program soliciting the input of potential users (general public and special interest groups) for the purpose of evaluating its service delivery?</b>					Involvement of relevant others. Meetings, satisfaction questionnaires etc. used to collect potential user's views. Obtaining feedback for improvement, evolution of the plan.

<b>Comments:</b>						
<b>Recommendations:</b>						
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5	In areas where Regional Emergency Measures Organization (REMOs) exist	Y	P	N	NA	
1.5a	<b>Are the relative roles of each municipality and the responsible emergency planning agency or authority clear?</b>					Plans and supporting handbooks/checklists, and/or arrangements and protocols clarify relative roles and responsibilities.
1.5b	<b>Are municipalities given the opportunity to comment on emergency management performance?</b>					Formal arrangements for reporting annually on performance to all municipalities and for obtaining feedback on performance from all stakeholders.
<b>Comments:</b>						
<b>Recommendations:</b>						
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<b>SECTION 1 GENERAL COMMENTS:</b>						
<b>SECTION 1 GENERAL RECOMMENDATIONS:</b>						
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## 2. Hazard, Risk and Vulnerability Assessment

**Aim:** Municipalities are responsible for establishing and utilizing a hazard, risk, and vulnerability assessment process

<p><b>Risk Assessment</b></p>	<p>The importance of risk assessment is stressed in emergency management training. Hazard, risk and vulnerability assessments by municipalities for emergency planning purposes are not universal. Such assessments should inform priorities for local work, including identifying any appropriate areas for targeted preventative and mitigation work. Emergency Measures/Management Organizations are encouraged to work with their planning committees and other partners on conducting a hazard, risk and vulnerability assessment for their individual municipality and/or REMO.</p> <p>Such assessments can help municipalities obtain and update information needed to underpin their emergency plans. However, knowing what to ask for can require some specialist knowledge, and may benefit from discussion at a wider regional level. Hazard, risk and vulnerability assessments would also help organizations such as utilities companies and transport operators who cover a large number of municipalities.</p>
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Key Issues and questions	Y	P	N	NA	Examples of local evidence that could support a positive assessment
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2.1	Hazard identification	Y	P	N	NA	
2.1a	<b>Have you identified the hazards, risks and vulnerabilities within your municipality and those of neighbouring municipalities which could impact on your jurisdiction?</b>					Hazard, risk and vulnerability assessment document/ background reports.
2.1b	<b>Do you share information internally to help early identification of potential hazards and hence preventative/risk reduction work?</b>					Regular communication arrangements with other relevant sections of the municipality – for example, planners / environment health staff. Protocol/system of notifying neighbours and partners of local changes likely to have regional impact. Regular item on joint agendas.
2.1c	<b>Do you have systems and resources to gather, store and analyse information to conduct hazard, risk and vulnerability assessments and planning?</b>					Systems and resources to store and process information. Links with planning and environmental health information systems. Data sharing working party / similar with strategic partners. Geographical Information Systems used to map known hazards and actual/possible incidents.
2.1d	<b>Are you working with neighbouring municipalities and other partners to identify information that is useful to share and effective ways of sharing it?</b>					Working parties on information issues for example across REMO or service provider partners. Development of shared/compatible systems with key partners.
2.1e	<b>Are the relevant departments within your municipality represented on your emergency planning committee for the purpose of conducting hazard, risk and vulnerability analysis?</b>					Does the committee include the following: Planning Department, Public Works, Leisure Services, Town Solicitor etc.?
<b>Comments:</b>						
<b>Recommendations:</b>						
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2.2	Structured Hazard, Risk, and Vulnerability Assessment	Y	P	N	NA	
2.2	<b>Has the municipal EMO carried out a hazard, risk and vulnerability assessment for emergency planning purposes, following a structured process that balances likelihood of occurrence and possible impact on community?</b>					Hazard, risk and vulnerability assessment report or background documents show the structured process used.
<b>Comments:</b>						

**Recommendations:**

		Y	P	N	NA	
2.3	Use of hazard, risk and vulnerability assessment					
2.3a	<b>Are the results of hazard, risk and vulnerability assessment incorporated in the planning and prioritising of preventative and/or mitigation work?</b>					Emergency plans show link to hazard, risk and vulnerability assessment. Linked preventative work e.g. targeted awareness raising/education for the public, local planning guidelines for development in areas at risk of flooding, etc.
2.3b	<b>Has the hazard, risk and vulnerability assessment, and subsequent priorities for action, been presented to council?</b>					Assessment results reviewed by senior management and presented to council.
2.3c	<b>Is information from any hazard, risk and vulnerability assessment available to inform local businesses and individuals for inclusion in their own plans?</b>					Any self help information for public and business such as web pages, leaflets etc. includes information on relevant local risks.

**Comments:****Recommendations:**

		Y	P	N	NA	
2.4	Regular updating and review					
2.4	<b>Is there a clear process for reviewing and updating your hazard, risk and vulnerability assessment?</b>					Does the review cycle have definitive dates for accountability and submission. Regular updating process, for example agenda item on emergency planning committee minutes. Internal and external notification systems on changes used to update.

**Comments:****Recommendations:****SECTION 2 GENERAL COMMENTS:****SECTION 2 GENERAL RECOMMENDATIONS:**







### 3: Emergency Management Planning

**Aim:** Municipalities, through their Emergency Measures Organization can provide a planned, co-ordinated, practised and monitored response to incidents and emergency situations.

The section is divided into three: 1) Plans; 2) Resources; and 3) Training and Plan Validation.

#### 3.1 Plans:

**Aim:** Up to date plans and arrangements in place to support a co-ordinated response to emergencies.

This section is not intended to cover all issues such as how to prepare plans or details of content. Guidance covers both all hazards planning as well as hazard specific circumstances. Incidents and emergencies vary in scale and in length, and responses need to do the same. Scaling up local plans in case of ‘catastrophic’ incidents may require particular attention in light of our changing weather patterns and recently highlighted risks around terrorism.

Plans need to be tailored to the differing needs of individuals and communities, taking particular account of local geography, local infrastructure and the more vulnerable members of society. Municipalities should consider which groups and individuals they may need to focus on locally given their local population ( permanent residents and daily commuters, including tourists) and locally identified risks. Examples include those with whom communication may be more difficult, and those who may be less able to physically help themselves. The diverse beliefs and customs of individuals and communities should be considered, especially in plans for reception centres and other victim support.

	Key Issues and questions	Y	P	N	NA	Examples of local evidence that could support a positive assessment
3.1.1	Appropriate plans are in place	Y	P	N	NA	
3.1.1a	<b>Does the municipality have an up to date and flexible all hazard emergency plan(s), to deal with the consequences of a major incident, whatever the cause?</b>					Plan contents regularly reviewed against local review timetable. More frequent arrangements for reviewing areas of known change e.g. contact details. Responses to a local and major incident covered in plans and arrangements.
3.1.1b	<b>Are there up to date specific plans to deal with the hazards that were identified in</b>					Up to date hazard specific plans – for relevant issues (e.g. rabies, flooding, town centre evacuation, etc.). Confirmation of any required checks and exercises. Issues (if any) that have been raised by first responders regarding these plans have been addressed.

	<b>your hazard, risk and vulnerability assessments?</b>					
3.1.1c	<b>Do plans and arrangements cover relevant local capabilities, supported by up-to-date information?</b>					Data on local capacity for comfort centre provision, mortuary facilities, debris clearance. Arrangements for capabilities that require a joint approach reviewed jointly with appropriate partners.
3.1.1d	<b>Do you have an Emergency Public Information Plan?</b>					Formal media plan or arrangements exist. Discussions held with partners e.g. Media working group or regular agenda item with service providers. Identified media centre(s) for local and major incident(s).
<b>Comments:</b>						
<b>Recommendations:</b>						

3.1.2	Quality assurance	Y	P	N	NA	
3.1.2a	<b>Are your plans clear, unambiguous and easy to use?</b>					Quality standards/procedure for researching, writing and checking plans. Plans reviewed for clarity and plain English. External quality checks such as peer review by neighbours, internal communications staff.
3.1.2b	<b>Do your plans take account of the particular needs of vulnerable individuals and local diverse communities?</b>					Concentrations of those most likely to need help identified. Needs of specific vulnerable groups considered, e.g. disabled access arrangements for emergency transport and proposed comfort centres; plans for informing/warning consider those not fluent in English (including tourists if relevant locally), or who through age/disability/low literacy may be unable to read information; arrangements for comfort centres, victim support and temporary mortuaries checked with different faith communities. Relevant individuals/groups or those with experience of speaking on their behalf involved in planning.
<b>Comments:</b>						
<b>Recommendations:</b>						
3.1.3	Arrangements (structures and procedures) in place to respond in a co-ordinated way to different levels of	Y	P	N	NA	

	threat					
3.1.3a	<b>Is the municipality prepared with a notification system for contacting those expected to manage any emergency on behalf of the municipality, including after hours arrangements?</b>					Clear contact/notification arrangements, updated regularly (contact names/numbers in particular checked on a regular basis, e.g. twice a year). Exercises also test effectiveness. Up to date rotations/arrangements cover after hours. Clear arrangements to trigger multi agency plan. Additional after hours rotations for regional response arrangements if relevant (REMO). Logs / performance indicators show checks.
3.1.3b	<b>Are there arrangements so that emergency management coordinator(s) can contact and mobilise appropriate responders, including after hours?</b>					Up to date after hours rotations/arrangements including relevant contractor information. Information accessible to emergency measures/management coordinator. Roles and responsibilities of individuals, internal sections/departments, contractors and organisations involved in response plans set out in plan. Action checklists.
3.1.3c	<b>Do you have a communications plans/arrangements to support the effective management of all or any emergency?</b>					Communications shown to work under exercises/test conditions. Any specialist equipment allocations updated regularly e.g. satellite phones, etc. Back up systems available. Communication plan is a critical component of the municipality's overall emergency plan.
3.1.3d	<b>Do all plans include arrangements for sustaining any response over longer periods?</b>					Relevant arrangements set out such as staff rotation/reliefs; parallel arrangements for covering the 'normal' workload of those involved in the emergency response.
3.1.3e	<b>Do you have an Emergency Operations Centre adequately equipped for an emergency, with staff who know how to access and use the centre and its equipment?</b>					Centre and equipment have proved adequate in exercises/incidents. Personnel expected to run EOC have received orientation/training for their role.
3.1.3f	<b>Do you have contingency arrangements if your main EOC is unavailable or your main method of communication cannot be used?</b>					Identified alternate EOC(s) geographically distant from first with different power supply (could be via a mutual aid agreement). Back up communications e.g. radio.
<b>Comments:</b>						
<b>Recommendations:</b>						

3.1.4	Plans and arrangements are integrated internally and externally	Y	P	N	NA	
3.1.4a	<b>Are mutual expectations between yourselves and partner organisations clear and regularly reviewed?</b>					Plans and supporting checklists and/or arrangements/protocols clarify roles and responsibilities. Appropriate joint manuals. Joint exercising and debriefing. Formal agreements/ discussions with voluntary organizations.
<b>Comments:</b>						
<b>Recommendations:</b>						
<b>SECTION 3.1 GENERAL COMMENTS:</b>						
<b>SECTION 3.1 GENERAL RECOMMENDATIONS:</b>						

## 3.2 Resources

**Aim:** Resources are identified and accessible in an emergency, having regard to risk, to deliver an effective emergency response

A local review of resources may be necessary in many areas. Some specialist resources may be required, both of equipment and personnel. Local decisions are needed on competencies and skills required by local staff and/or external specialists who may be used, for example for training and exercises.

Arrangements for mutual aid, for sharing specialist, knowledge, equipment, and for standardising procedures and equipment between neighbouring municipalities and partners can increase cost effectiveness. REMO's may provide a new opportunity for the sharing of specialist skills and equipment, or joint procurement arrangements for certain services and equipment.

Volunteer commitment is a vital resource in some areas, and many voluntary bodies are highly professional; but in some areas volunteer numbers have fallen and/or the need for particular skills has changed. Both municipalities and voluntary bodies need to be clear about local expectations and future strategies.

	Key Issues and questions	Y	P	N	NA	Examples of local evidence that could support a positive assessment
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3.2.1	Resources: emergency expenditure	Y	P	N	NA	
3.2.1	<b>Are there clear procedures for authorizing emergency expenditures?</b>					Procedures for authorising emergency expenditures.
<b>Comments:</b>						
<b>Recommendations:</b>						
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3.2.1	Resources: Personnel	Y	P	N	NA	
3.2.2a	<b>Are you clear about the competencies and emergency management qualifications/experience required for personnel responsible to prepare emergency plans in this municipality?</b>					Competencies, qualifications and experiences are identified in the light of local risks and structures. Job descriptions. Training Program for existing staff.
3.2.2 b	<b>Do you have a clear policy on when and how to use volunteers, with expectations shared with voluntary agencies?</b>					Clear policy on role of volunteers, developed with volunteers/voluntary agencies. Service level agreements or contracts with relevant voluntary organisations covers quality of response/availability. Volunteers involved in training and exercising.
3.2.2c	<b>Do you have arrangements to ensure that contractors and/or other community resources will, where relevant, support the municipality's response to an emergency, and be able to continue critical services in an emergency?</b>					Procurement policy of council recognises the issue. Relevant contractors required to show adequate arrangements are in place. Monitoring information shows contractor attendance at training and exercises.
3.2.2 d	<b>Have you reviewed with voluntary agencies and partners potential multiple municipality reliance on limited contractor and/or voluntary agency capacity?</b>					Use and capacity of contractors and voluntary agencies on the agenda at joint meetings. Reviews carried out with neighbours and/or wider basis to identify any capacity concerns for standard services & specialist equipment/skills.
<b>Comments:</b>						
<b>Recommendations:</b>						
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3.2.3	Resources: Equipment/services available and accessible in an emergency	Y	P	N	NA	
3.2.3a	<b>Do you have contingency plans for obtaining extra equipment/services in a major emergency?</b>					Advance arrangements made e.g. stand by contracts, other formal arrangements with suppliers, mutual aid. Regularly updated lists of suppliers and contact numbers, especially for after hours.
3.2.3 b	<b>Is it clear who, within the municipality, is responsible for keeping up to date on developments in specialized equipment for responding to emergencies?</b>					Arrangements show responsibilities clearly allocated between service departments and/or emergency planning team.
3.2.3c	<b>Is emergency equipment easily accessible in an emergency?</b>					Location of equipment identified in plans/on action checklists and in specific training e.g. generators, pumps etc.
3.2.3 d	<b>Do you have an up to date inventory of useable emergency equipment?</b>					Stock control records; regular program for testing relevant equipment.
<b>Comments:</b>						
<b>Recommendations:</b>						



3.2.4	Resources: Mutual aid	Y	P	N	NA	
3.2.4a	<b>Do you have formal, up to date mutual aid agreements/Memorandums of Understandings (MOU's) with all neighbouring municipalities that cover costs and other liability issues associated with equipment and personnel?</b>					Mutual aid agreements/MOU's/protocols signed or confirmed with all contiguous authorities; procedure for reviewing these.
3.2.4b	<b>If you have mutual aid agreements/MOU's for sharing EM work and key skills across municipalities, can you be confident that all parties are meeting their emergency plan responsibilities?</b>					Arrangements formalized; provision for review and regional performance monitoring.
<b>Comments:</b>						
<b>Recommendations:</b>						
<b>SECTION 3.2 GENERAL COMMENTS:</b>						
<b>SECTION 3.2 GENERAL RECOMMENDATIONS:</b>						

### 3.3 Training and Plan Validation:

- Aims:
- a) Individuals likely to be involved in emergency management receive appropriate training;
  - b) Plans are up to date and have been validated and improved where necessary through a program of exercises and reviews.

All municipal staff and council members must be aware of their emergency management responsibilities. Some will need specific training. Others with a role in a municipality's planned response, for example volunteers, may also need appropriate training.

Well designed exercises, plus reviews of how the emergency plan and procedures perform in actual incidents, are often the only way of testing plan outcomes. (Exercises are taken to include 'table top' as well as 'live' exercises). Exercises can act as a training activity as well as (but not always at the same time as) a method of plan validation, so it is important that the aims of any particular exercises are clear. External involvement in at least some exercise design, management and/or review is helpful. This gives an important external element of challenge. In addition the individual designing and running an exercise cannot effectively test their own reactions, which weakens the value of exercises if they are always run by a municipality's own emergency management coordinator/planning team.

There should always be a review/debrief after an exercise or incident, involving all players; and a municipality/REMO should be able to show that actions have been taken, if necessary, as a result of this.

Plans need maintenance; out of date contact names or numbers, or a service contracted out without adequate links, could cause confusion and delay. Plans need to take account of new risks and new options resulting from changes in the external environment.

	Key Issues and questions	Y	P	N	NA	Examples of local evidence that could support a positive assessment
3.3.1	Training Strategy and Program	Y	P	N	NA	
3.3.1a	<b>Do you have a training strategy that covers all those who have responsibilities under emergency management?</b>					Training needs analysis and records of trained staff. Training strategy. Structured annual training program. Program of continuous professional development for emergency management coordinator and planning committee.
3.3.1b	<b>If individuals at your municipality have a specialized skill/training in emergency management, with a regional application, do you have a process in place to ensure their training is current?</b>					Training records. Formal arrangements with region. Shared personnel resources e.g. emergency site manager, emergency public information officer, EOC Manager etc.
3.3.1c	<b>Does your local training program align with provincial or national training programs?</b>					Discussed with provincial EMO training unit. Joint training timetables.
3.3.1d	<b>Do you share training with partners and neighbouring municipalities where appropriate?</b>					Joint local training and exercises program. Program discussed at REMO with neighbouring municipalities. Shared training calendar.
3.3.1e	<b>Are training opportunities promoted to individuals who may need the training – and to their managers?</b>					Appropriate advertising material (leaflets, posters, calendars etc).
3.3.1f	<b>If particular key individuals/groups are not attending training, have the reasons been explored and alternative approaches investigated?</b>					Reviews of attendance.
3.3.1g	<b>Do you evaluate the quality and effectiveness of training provided?</b>					Aims set for training. Feedback sought from trainees and line managers on achievement of aims and on the quality of training.

<b>Comments:</b>						
<b>Recommendations:</b>						
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3.3.2	Specific issues in Regional Emergency Measures Organizations (REMO)	Y	P	N	NA	
3.3.2a	<b>Are all municipalities involved in decisions on training strategies and programs?</b>					Annual discussions on training needs.
3.3.2 b	<b>Is it clear who, within each municipality, is responsible for promoting and co-ordinating emergency management training?</b>					Nominated individual / section.
<b>Comments:</b>						
<b>Recommendations:</b>						
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3.3.3	Planned program of checks and exercises to validate and improve plans	Y	P	N	NA	
3.3.3a	<b>Are all emergency plans covered by a program of regular exercises and subsequent debriefing?</b>					Rolling program of exercises for both all hazards plans as well as hazard specific plans. Notes from debriefing/review meeting held after every exercise.
3.3.3 b	<b>Is there a system of quality control for exercises, including reviewing achievement against aims?</b>					Feedback arrangements. Participant feedback covers aims and whether achieved and quality. Occasional external reviews.
3.3.3c	<b>Are the conclusions of exercises /incident debriefs used where relevant to improve plans?</b>					Notes of debriefing meeting after all exercises/incidents. Action plans.
<b>Comments:</b>						
<b>Recommendations:</b>						

3.3.4	Plan maintenance and review	Y	P	N	NA	
3.3.4a	<b>Is there a program for reviewing all emergency plans, using a structured review process that includes learning from exercises and incidents and partner views?</b>					Review process and program. Looking at lessons learned from exercises, actual incidents, and partner reviews.
<b>Comments:</b>						
<b>Recommendations:</b>						
3.3.5	<i>Specific arrangements in</i> Regional Emergency Measures Organizations ( <i>REMO</i> )	Y	P	N	NA	
3.3.5a	<b>Are reviews of emergency planning integrated at all municipalities?</b>					Relevant emergency/risk or other group at individual municipal level.
3.3.5b	<b>Is there a clear process for involving municipal staff in plan reviews?</b>					Formal arrangements. Identified individuals responsible for liaison on both sides.
<b>Comments:</b>						
<b>Recommendations:</b>						
<b>SECTION 3.3 GENERAL COMMENTS:</b>						
<b>SECTION 3.3 GENERAL RECOMMENDATIONS:</b>						

## 4. Municipal Public Preparedness and Communication

- Aims:** a) Public who are informed and aware, are able to take steps to protect themselves, their family and their property/business in an emergency (72 hour strategy);  
 b) Tested methods for communicating effectively with relevant staff, partners and members of the public during an emergency.

Within this section there are two distinct duties for municipalities; one is to raise public preparedness, the other is to warn and inform the public in the event of an emergency. There are no requirements as to the particular advice that should be given to the public by municipalities in emergencies. Individual preparedness and emergency management education in advance of incidents can help increase local capacity to deal with some emergencies. Municipalities need to know that there are plans for warning those immediately at risk in emergencies. These may be partly or entirely the responsibility of emergency management coordinators and/or the emergency measures organization (EMO) for the municipality. Relative responsibilities should be clear. Municipalities will need to provide appropriate up-to-date information during and after an emergency to victims and to others who may be affected, including family, friends and the media.

In any larger scale emergency the role of the media will be critical for warning and for keeping people informed, so links with local media are important. Joint arrangements with provincial and/or federal partners are also important, to clarify responsibilities and ensure consistent messaging. Recent emergencies have shown that the increased extent of media interest in emergencies has grown and authorities and their partners need to be able to respond to this.

The information role of municipalities does not end when an immediate crisis is over. There is an on going role in helping individuals/communities deal with shock and disruption, including ensuring that those affected know what help is available and how it can be accessed.

	Key Issues and questions	Y	P	N	NA	Examples of local evidence that could support a positive assessment
4.1	Education/awareness raising (see also hazard, risk and vulnerability assessment)	Y	P	N	NA	
4.1a	<b>Do you have a strategy for raising and reinforcing public and business awareness of the potential for emergencies?</b>					Strategy/ annual work program includes education. Information to households in risk areas reinforced /repeated on a regular basis. Risk-based awareness/information work e.g. via locally appropriate volunteers such as fire services. Materials for the public in a range of formats; e.g. leaflets, web pages, videos for schools, local media articles.
4.1b	<b>Does the awareness strategy include suggesting preventative action that individuals can take?</b>					Materials for the public cover what individuals and businesses can do themselves where relevant e.g. flood protection measures, business continuity plans, 72 hour preparedness booklet.

4.1c	<b>Is information from any hazard, risk and vulnerability assessment available to inform local businesses and individuals own plans?</b>					Self-help information for public and business such as web pages, leaflets etc. includes information on relevant local risks.
4.1d	<b>Do you monitor the effectiveness of your education/awareness raising activity?</b>					Monitoring systems (for example, a question on any regular local council surveys, special surveys of households in high risk areas.) Effectiveness discussed with partners.
<b>Comments:</b>						
<b>Recommendations:</b>						
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4.2	Clarity of responsibility and clear messages	Y	P	N	NA	
4.2a	<b>Is there clarity locally between service provider about local responsibilities for warning and informing?</b>					Joint exercises include warning arrangements. Included in joint manuals for emergency management (if relevant locally). Protocols or other formal arrangements cover any overlapping responsibility for informing and warning. Issue on agenda at partnership meetings/working groups.
4.2b	<b>Does the public receive consistent information and advice from your jurisdiction and neighbouring municipalities/partner agencies?</b>					Local information leaflets/web text checked with any named partners (Red Cross, Salvation Army, Provincial, Federal Gov't.) for accuracy. Consistency discussed with neighbouring municipalities/ partners for specific areas – e.g., if a boundary runs through a settlement at risk of flooding. Joint discussions. Joint information and warning systems developed /shared with partners.
<b>Comments:</b>						
<b>Recommendations:</b>						
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4.3	Tested arrangements for warning	Y	P	N	NA	
4.3a	<b>Do you have a public alerting/warning program?</b>					A structured program for informing the general public who may be impacted by emergencies. e.g. sirens at fire stations, arrangements with local media etc.

4.3b	<b>Do you have a program for testing your own and/or joint arrangements for warning and informing those who may be affected by emergencies?</b>					Test schedule of agreed frequency for any relevant warning systems such as sirens, telephone cascades. Warning /informing arrangements regularly covered in exercises.
4.3c	<b>Have you considered and, if necessary, taken action on issues or improvements identified through tests or exercises?</b>					Results of tests and exercises available. Action plans and evidence of improvements made, if relevant
4.3d	<b>Do you have tested methods for keeping staff informed in an emergency?</b>					Service /business continuity plans contain arrangements for alerting relevant managers/ staff where necessary, including after working hours. Protected staff information line and/ or web pages that can be accessed and updated during an emergency.
4.3e	<b>Do contingency plans for warning exist in case of breakdown in the primary method?</b>					Contingency arrangements set out in plans/checklists.
<b>Comments:</b>						
<b>Recommendations:</b>						
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4.4	Plans are tailored to the needs of your local community	Y	P	N	NA	
4.4	<b>Do warning/notification plans take into account the particular needs of vulnerable individuals and local diverse communities?</b>					Plans identify and cover particular local needs. Issue discussed with relevant individuals/groups. Written or web based information summarised/available in major local community languages. Advance information available in taped/Braille format.
<b>Comments:</b>						
<b>Recommendations:</b>						
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4.5	Media links and arrangements	Y	P	N	NA	

4.5a	<b>Do you have an emergency public information plan/ formal arrangements for use in emergencies that have been discussed with your emergency service providers?</b>					Formal plan or arrangements exist. Discussions held with partners e.g. media working group or regular agenda item with service providers. Identified media centre(s) for local and major incident(s).
4.5b	<b>Do municipal communications officers understand their responsibilities in any emergency?</b>					Communications officers involved in exercises. Written arrangements clear. Have taken public emergency training.
4.5c	<b>Do you have an ongoing relationship with your local media?</b>					Discussions on plan arrangement involve media locally and/or at regional level. Coverage of emergency issues in local papers/radio.
<b>Comments:</b>						
<b>Recommendations:</b>						
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4.6	Information to support recovery	Y	P	N	NA	
4.6	<b>Are there protocols to ensure those involved in emergency incidents (public, staff and volunteers) can access information about post-incident support?</b>					Specific critical incident stress management (CISM) plan and/or identified trained staff for longer term care and support. Plan to include support for the families of emergency responders and emergency management during the response/recovery stage of an incident. Information available as part of rest centre arrangements for victims/staff.
<b>Comments:</b>						
<b>Recommendations:</b>						
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4.7	Specific arrangements in Regional Emergency Measures Organizations (REMO)	Y	P	N	NA	
4.7	<b>Does the regional emergency public information plan identify the individual/alternate responsible for</b>					Written arrangements. Exercises cover issues.



	providing the information for media briefings?					
<b>Comments:</b>						
<b>Recommendations:</b>						
<b>SECTION 4 GENERAL COMMENTS:</b>						
<b>SECTION 4 GENERAL RECOMMENDATIONS:</b>						

## 5. Information Sharing

**Aim:** Improve the sharing and analysis of information to support hazard, risk and vulnerability assessment, planning, response and recovery.

Information needs to be stored securely and analysed and used appropriately; for hazard, risk and vulnerability assessment, planning, supporting decisions during operations and post-incident analysis. Municipalities need systems that can handle data, and resources for analysis. Wherever possible both analysis and information should be accessible by and/or shared with partners, to increase the usefulness of any analysis, reduce duplication and support strategic and tactical decision making during emergencies.

Much information is increasingly likely to be stored and analysed electronically and rapid access could be critical during an emergency. Relevant systems and data need to be backed up and have suitable priority within any IT disaster recovery strategy, and back up systems must be tested.

	Key Issues and questions	Y	P	N	NA	Examples of local evidence that could support a positive assessment
5.1	Systems for information storage and analysis (link to hazard, risk and vulnerability assessment)	Y	P	N	NA	
5.1a	<b>Do you have systems and resources to gather, store and analyse information to conduct hazard, risk and vulnerability</b>					Systems and resources to store and process information. Links with planning and environmental health information systems. Geographical Information Systems used to map known hazards and emergency incidents. Data sharing

	assessments and planning?					working party/similar with strategic partners.
5.1b	Is critical information (paper based or electronic) duplicated and accessible in an emergency, with any back up/recovery system tested in the past 12 months?					Information is accessible in case of emergency e.g. essential information is duplicated; electronic information is backed up and accessible from more than one location. Records of back up system checked in past 12 months. Relevant part of data and information recovery plan has been tested during the past year.
5.1c	Do critical emergency planning systems have a high priority in your municipality's data and information recovery strategy?					IT disaster recovery strategy identifies systems needed to support emergency response to incidents (for example, EOC systems) as critical.
<b>Comments:</b>						
<b>Recommendations:</b>						
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5.2	Information sharing and information governance	Y	P	N	NA	
5.2a	Does your information storing and sharing protocol meet legal requirements? (i.e. Freedom of Information Protection of Privacy Act)					There is an accountable person or information oversight group; relevant issues are regularly reviewed. Protocols on information sharing cover confidentiality issues.
5.2b	Are you working with neighbouring municipalities and other partners to identify information that is useful to share and effective ways of sharing it?					Working parties on information issues for example amongst service providers. Development of shared/compatible systems with key partners;
5.2c	Where there is an information sharing agreement with partners is it clear who keeps what up to date and what information should remain confidential?					Protocols on information sharing cover confidentiality; what, when and who is responsible for updating; and take account of information governance issues including Data Protection, Freedom of Information etc.
<b>Comments:</b>						
<b>Recommendations:</b>						
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5.3	Use of information during and after events	Y	P	N	NA	
5.3a	<b>Can information collected during emergencies be processed /analysed quickly to support decision makers?</b>					Clear procedures for information collection during incidents Procedures/approaches discussed with potential user partners (e.g. police)
5.3b	<b>Do your protocols for information collection and storage during any event meet requirements for any potential legal processes?</b>					Data protection compliant procedures allow retention of information received at EOC centres, comfort/reception centres and via help lines, including recorded information. Suitability of arrangements for retaining information periodically reviewed with police, and other relevant partners.
<b>Comments:</b>						
<b>Recommendations:</b>						
<b>SECTION 5 GENERAL COMMENTS:</b>						
<b>SECTION 5 GENERAL RECOMMENDATIONS:</b>						

## 6. Co-operative Working Environment

**Aim:** The promotion of a co-operative working environment, to improve the quality of municipal emergency plans and response, to maximise the efficient use of resources to support and improve municipal, regional and provincial readiness.

Effective emergency planning requires close co-operation between a wide range of agencies and individuals in terms of mitigation, planning, response and recovery.

A co-ordinating structure provides a basis for co-operation, but partnership is also about attitude and approach. Partners need a shared vision and priorities, with jointly agreed outcomes to work towards. Mutual understanding of the constraints that different partners work under is important in making the best overall use of diverse local resources and expertise. Partnerships need to be developed across organisations at different levels, and to be enshrined in procedures and arrangements where relevant, so that they are not reliant on a few individuals.

	Key Issues and questions	Y	P	N	NA	Examples of local evidence that could support a positive assessment
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6.1	Clarity on responsibility for joint plans and response (REMO, MOUs)	Y	P	N	NA	
6.1a	<b>Are the municipalities clear about their role within any specific regional joint arrangements?</b>					Relevant municipal officials (for example; Mayor/Wardens/Wardens, Councillors, CAOs, etc.) trained in specific arrangements. Revised procedures/training program/handbooks. Relevant exercises held.
6.1b	<b>Do joint plans identify lead agency?</b>					Lead agency is determined by the individual nature of the emergency, determined by EOC Manager or agreed to by established protocols.
6.1c	<b>Have you reviewed with voluntary agencies and partners potential multiple municipality reliance on limited contractor and/or voluntary agency capacity?</b>					Use and capacity of contractors and voluntary agencies on the agenda at joint meetings. Reviews carried out with neighbours and/or wider basis to identify any capacity concerns for standard services & specialist equipment/skills.
<b>Comments:</b>						
<b>Recommendations:</b>						
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6.2	Partner involvement in hazard, risk and vulnerability assessment	Y	P	N	NA	
6.2a	<b>Is relevant information on local hazards and potential risks shared with partners and neighbouring authorities?</b>					Protocol/system of notifying neighbours and partners of local changes likely to have cross jurisdictional impact. Regular item on joint agendas.
6.2b	<b>Was your hazard, risk and vulnerability assessment developed in consultation with local partners/neighbouring municipalities?</b>					Agendas/minutes show hazards,risk and vulnerabilities discussed with partners; opportunity for involvement and comment. Region consulted.
<b>Comments:</b>						
<b>Recommendations:</b>						
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6.3	Contribution to the regional agenda (REMO)	Y	P	N	NA	
6.3a	<b>Is your municipality fully involved in the regional emergency management planning role?</b>					Appropriate municipal representation at support groups/working parties. Involvement in joint exercises and training events.

6.3b	<b>Have you reviewed your protocols for emergency management in the light of relevant regional developments?</b>					Responses to relevant regional requests/planning (if relevant). Revised procedures/training programs. Plans and handbooks/action checklists cover escalation to catastrophic arrangements. Checks with other responders on follow-on consequences of recent plan changes. (for example, to check that the same premises are not designated for incompatible uses in an emergency by two agencies).
6.3c	<b>Do you have regular links with those responsible for emergency planning in all neighbouring municipalities, especially where regional arrangements do not include those municipalities?</b>					Regular meetings of emergency practitioners from municipalities cover cross-jurisdictional issues. Formal procedures for sharing key information and documents (e.g. risk assessments) with all neighbours. Up to date mutual aid agreements with all neighbouring authorities.
<b>Comments:</b>						
<b>Recommendations:</b>						
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6.4	Common approaches to promote efficiency and effectiveness	Y	P	N	NA	
6.4a	<b>Do you have formal, up to date mutual aid arrangement with all neighbouring municipalities that cover costs and other liability issues associated with equipment and personnel?</b>					Mutual aid agreements/protocols signed /confirmed with all neighbouring municipalities; procedure for reviewing these.
6.4b	<b>Is your municipality plus partners and/or neighbours looking at common approaches and resource sharing to promote efficiency and responses to wider area emergencies?</b>					Sharing training. Compatible and shareable communications equipment; Joint agreements with voluntary agencies across neighbouring authorities. Standardising procedures across regions e.g. consistent/standard documentation and procedures for EOC management, incident logging, comfort centres & their management etc.
6.4c	<b>Is your purchasing strategy for specialist equipment or services consistent with and supportive of partners?</b>					Agreeing on future communications equipment with strategic partners. Joint arrangements with other authorities on grant aid or contracts for voluntary organisations or specialist contractors.
<b>Comments:</b>						
<b>Recommendations:</b>						
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6.5	Monitoring, review and validation of joint plans/agreements	Y	P	N	NA	
6.5a	<b>Is there a program of regular joint exercises and reviews to validate integrated emergency plans/protocols, with joint review (debriefing) meetings held after these?</b>					Planned program of joint exercises for major incident and other plans/protocols that require input from another partner or municipality. Reports show regular checks on alerting arrangements for joint plans. Records of post exercise debriefings and any post incident review meetings.
6.5b	<b>Is joint action taken on relevant issues raised in joint debriefing sessions?</b>					Evidence of action taken on issues identified in debriefs.
<b>Comments:</b>						
<b>Recommendations:</b>						
<b>SECTION 6 GENERAL COMMENTS:</b>						
<b>SECTION 6 GENERAL RECOMMENDATIONS:</b>						

## 7: Business Continuity Management

**Aims: a) The municipality can continue to provide essential services during and following an emergency while responding to the emergency itself;**

**b) The municipality can support the community in recovering from the impact of emergencies.**

There is an expectation by citizens that municipalities will have arrangements to maintain essential services in the event of emergencies. Business continuity management (BCM) assesses all the risks that might affect an organisation's ability to deliver a service and considers how services can be maintained, regardless of the cause of the disruption. Plans developed on this basis should complement municipality's overall hazard, risk and vulnerability protocols, help authorities maintain essential services during and after any emergency and promote recovery.

Emergency management plans and business continuity plans must be complementary. It must be possible to implement both at the same time. An emergency may trigger a continuity plan because *the emergency* affects the service directly (for example, by damaging/preventing access to offices, computers or plant/equipment) or because *responding* to the emergency affects the service and triggers the plan (for example, transport staff and equipment redirected; school buildings required for comfort centres or health plans e.g. smallpox vaccination centre.) If the same staff and/or resources have different roles in both plans there must be priority and contingency protocols.

	Key Issues and questions	Y	P	N	NA	Examples of local evidence that could support a positive assessment
7.1	Awareness and commitment (link to municipal responsibilities)	Y	P	N	NA	
7.1a	<b>Have the municipality's senior management team and Council Members considered the effects of a major disruption on services?</b>					Impact/risks considered by municipality, for example as part of municipal risk management/business continuity planning. Attendance records show senior managers at training/ exercises.
7.1b	<b>Are business continuity protocols for any service disruption clearly set out and tested through exercises?</b>					Plans set out management protocols. Service continuity included in induction training/packs. Regular exercises.
7.1c	<b>Is it clear who is responsible for ensuring that each section/department has a plan for business continuity?</b>					Municipality can name/ list responsible senior managers for each section/service/department.
<b>Comments:</b>						
<b>Recommendations:</b>						
7.2	Business impact analysis, risk assessment and priorities	Y	P	N	NA	
7.2a	<b>Have all municipal services assessed the potential for disruption by a structured process such as a 'business impact analysis, risk assessment and their potential impact on services, critical activities and dependencies?'</b>					Evidence that a structured process such as a business impact analysis has been carried out for essential functions. Risks reviewed. The time that the organisation can be without any specific service/process is identified.
7.2b	<b>Does your business continuity plan(s) prioritise between services and activities?</b>					Record of scored risk assessment. Evidence that priorities considered and agreed by senior management team.

7.2c	<b>Have mitigative efforts been taken to minimise risk been identified and taken, including measures to combat potential information loss?</b>					Evidence of risk minimisation/control activity. Examples could include a review of information security measures, including physical security such as fire safety, checks on insurance cover etc.
7.2d	<b>Have you reviewed the security of critical information and data, whether held electronically or on paper, and taken steps to minimise the danger of losing the information and data, or losing access to the information and data, during an emergency?</b>					Procedures cover information security for electronic and paper records; evidence of use. Review of IT continuity & regular back up testing. Back up IT arrangements are to off site location. Password security checked. Consideration of security issues for any hard copy only information (e.g. fire safety).
<b>Comments:</b>						
<b>Recommendations:</b>						
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7.3	Response and restoration plans developed	Y	P	N	NA	
7.3a	<b>Are prioritised response plans clear and easy to use?</b>					Quality checks on written plans and protocols e.g. for plain English. Copies of plans and essential equipment/ documents (in electronic or hard copy) kept easily available but off site.
7.3b	<b>Are there procedures to ensure all staff would know what to do in an emergency?</b>					Regular exercises held and reported. Specified staff access to protocols over alerting, emergency communication, emergency expenditure.
7.3c	<b>Do contingency arrangements cover alternative premises &amp; communications arrangements?</b>					Essential recovery equipment and copies of plan available off site. Arrangements for temporary alternative premises exist e.g. reciprocal agreements with other municipalities. Staff hotline. Accessible web pages. Communications plan.
7.3d	<b>Is there a short term recovery strategy for every essential service/departments?</b>					Documented recovery strategy for each critical service and/or site; time frames and responsibilities included.
<b>Comments:</b>						
<b>Recommendations:</b>						
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7.4	Integrated planning arrangements include contractors	Y	P	N	NA	
7.4a	<b>Does the municipality have arrangements for essential contracted services during emergencies?</b>					Procurement policy or contracts covers risk management / service continuity arrangements. Arrangements with contractors to cover emergency response.
<b>Comments:</b>						
<b>Recommendations:</b>						
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7.5	Plan validation, maintenance and review	Y	P	N	NA	
7.5a	<b>Are business continuity plans and procedures, including those for after hours emergencies, validated through regular tests and exercises?</b>					Records of regularly tested contact arrangements and exercises Planned exercises /test schedules.
7.5b	<b>Are plans reviewed and updated regularly in the light of lessons learned from any exercises or incidents and research?</b>					Regular review report to relevant management team. Post incident and exercises reports, learning points / action plans.
7.5c	<b>Is there occasional external involvement/challenge in your review arrangements?</b>					External involvement e.g. provincial reviews
<b>Comments:</b>						
<b>Recommendations:</b>						
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7.6	Specific arrangements in areas of joint provision (REMO)	Y	P	N	NA	
7.6	<b>Are all municipal business continuity plans integrated with emergency plans?</b>					Emergency coordinator attends relevant co-ordinating group of municipalities.
<b>Comments:</b>						

*Recommendations:*

**SECTION 7 GENERAL COMMENTS:**

**SECTION 7 GENERAL RECOMMENDATIONS:**