**DISASTER POLICY**

October 2020

# Background

New South Wales State Sporting Organisation (SSOs) boards and management (whether paid or volunteer) should turn their minds towards governance for recovery and not lose sight of their overarching role and responsibility for good organisational governance, purpose and strategic direction and planning.

There are many learnings from COVID-19 for boards and management of SSOs. Some areas for review for SSOs include:

# Planning

* How SSOs plan for future disasters/pandemics will have direct implications on the continuity and recovery of their sport as well as their long-term viability and sustainability.
* Crisis management plans (CMP) and business continuity plans (BCP) should be developed or reviewed and updated to reflect learnings from COVID-19. These plans should be updated frequently, to capture new information and COVID-19 measures around sport sector standards, best practice and any vulnerabilities or structural changes caused by COVID-19.
* In responding to the impact of COVID-19, what was done well and what was done poorly by your organisation?
* SSOs should review existing plans and develop new robust plans including a Sport BCP and Disaster Recovery Planning (DRP) to all operational areas of the sport business?

# Risk Management

* COVID-19 has caused significant risks to SSOs including financial stability, decline, suspending or terminating operational capability, decreased capacity to meet contractual obligations and commercial relationships and workforce layoffs.
* Risk management is a director and board responsibility. SSOs must 'speed up' day-to-day risk management to be more dynamic and forward-looking. It must remain relevant and play a more frontline role in general management and decision making by directors and boards of SSOs.
* Does your risk management framework cater for once in a generation events like COVID-19?
* Did COVID-19 highlight other risks, such as sport delivery, supply chain, operating model, financial or personnel risks that should be addressed by your sport?
* Can WH&S policies be updated as a positive long-term shift rather than a temporary reaction to COVID-19?

# Financial resilience

* Consolidating the SSO’s financial position is critical during times of crisis. This requires consideration around existing and future sources of funding as economic and political climates shift in response to COVID-19.
* SSOs should access their short, immediate, and long-term financials?
* Questions to ask include:
  + Review our operating model to better understand and be aware of their current trading and cash flow position.
  + What is our funding mix and how has COVID-19 impacted this?
  + What is the relative reliance on membership fees, government grants, corporate support, donations and philanthropy and event fundraising? Will support-in-kind become just as valuable as financial donations?
  + Is there sufficient cash to pay costs over the short and long term? Is it prudent to cut non-essential and discretionary expenditure?
  + Is it possible to move accepting income online?
  + Should we consider philanthropy or fundraising events as income streams other than direct sponsorships?
* What innovation initiatives can be developed and implemented to support and retain employees and members in the face of any future constraints?
* SSOs must regularly review cash reserves and understand what amounts are tied to grants and what amounts can be drawn upon if required. A detailed understanding of expenses in the sport business is critical, so decisions can be made on where to adjust spending to improve the forecast cash position.
* Within the risk management decision-making and reporting framework SSOs should regularly analyse their financial health.
* Making profits and accumulating wealth to invest in survival during the next disaster could be the new ‘norm’.

# Other SSO considerations

## Stakeholder relations and external communications

* COVID-19 has exposed the importance of SSOs relying on continued support from key stakeholders, whether in the form of financial support from members, sponsors, government, and pro-bono partners maintaining their existing commitments or engaging in productive dialogue with government and regulators.
* Boards must be more mindful of competing stakeholder expectations and ensuring an effective communication strategy is in place.
* What are stakeholders focused on? Does their focus align with your sport’s purpose, strategy, and business plan? The answer may be different for each stakeholder ranging from the interests of clients, employees, volunteers, sponsors to community partners.
* Will stakeholders support the SSO changing its focus, whether temporarily or permanently? Are they adequately updated on any significant changes to our organisation?
* Does the communication strategy focus both on the immediate response to the crisis, as well as longer term and post-COVID-19 purpose and strategy?
* Is the sport maintaining regular engagement with key regulatory agencies e.g. ACNC, ATO, ASIC and State OFT/Consumer Affairs – to ensure that any changes in regulatory focus do not come as a surprise?
* Is the sport complying with new and changing regulatory responses to COVID-19 whilst continuing to comply with existing legal and regulatory requirements?

## Digital presence, technology capabilities and cybersecurity

* SSOs must have a strong digital presence and technology capability.
* Does the sport’s technology platform support remote, flexible, or work from home arrangements for personnel (employees and volunteers)?
* Is the sport cyber secure to protect the organisation and its personnel?
* How have member behaviours changed – or digitisation trends been accelerated – because of COVID-19?

## Strategic partnerships and other opportunities

* Are there strategic partnerships – possibly with other SSOs, NFPs or community partners – that will support and strengthen the SSO into the future? This may deliver benefits ranging from consolidating and strengthening sport product and supply chains, cost reductions and the sharing of knowledge, expertise, or resources.
* Should your sport restructure? Reducing the number of ancillary services which are already better served by other SSOs or other NFPs organisations may resharpen the focus on core strategy and mission statement.
* Has COVID-19 presented any opportunities or challenges unique to our sport sector or organisation? How can your sport leverage or overcome these?
* SSOs should review and update existing SSO strategic and business plans to reflect the short-term impact of COVID-19 and changes to their organisation's operating environment, especially around changes in the focus and expectations of the community, members, and volunteers.
* SSOs should refocus their attention on their primary governance role. SSO boards must look forward and plan the 'road to recovery', ensure their mission statement, purpose and strategic direction remains fit for purpose and maintain adequate oversight and management of key risks and opportunities for the organisation beyond COVID-19.

Introduction

This resource has been prepared by the NSW Office of Sport to assist State Sporting Organisations (**SSOs**) develop a specific disaster response to COVID-19 and future unforeseeable events aligning with the SSO’s overall risk management framework.

The document has been designed specifically for sport. It is a governance document and your board should take ultimate responsibility for it. It should however be able to be used by volunteers and personnel alike.

As with any legal document, this does not replace obtaining legal advice on your specific requirements.

Key definitions

**Business continuity planning** is the process of creating systems of prevention and recovery to deal with potential threats to an organisation. In addition to prevention, the goal is to enable ongoing operations before and during execution of disaster recovery.

**Consequence** is the outcome of an event affecting objectives.

**Crisis** means a time of intense difficulty or danger.

**Crisis management** is the process by which an organisation deals with a disruptive and unexpected event that threatens to harm the organisation or its stakeholders.

**Disaster** means a sudden accident or natural catastrophe that causes great damage or loss of life.

**Likelihood** is the chance of something happening.

A **recovery plan** should enable an effective response if a crisis affects your organisation. It should shorten recovery time and minimise losses. A recovery plan contains information relating to planning for recovery as well as the resumption of critical business activities after a crisis has occurred.

**Risk** is the effect of uncertainty on objectives.

**Risk management** are coordinated activities to direct and control an organisation with regard to risk.

**Stakeholders** are persons and organisations that can affect, be affected by, or perceive themselves to be affected by, a decision or activity.

**Standard** means ISO 31000:2018 Risk management.

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Reviewed (October 2020) by:  
  


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# Preparing a crisis response plan

A crisis response plan is a general plan for dealing with any number of crises that could negatively impact your sport. The crisis response plan should describe the types of incidents or crisis situations in which it will need to be used. It should outline the actions that need to be taken to limit the loss of life and property in the time immediately before a crisis, if possible, as well as during and immediately after.

A crisis response plan should include:

* plan activation details, including a clear statement of the circumstances when the plan will be activated and who is authorised to do so
* incident response team details, including key roles and responsibilities
* an emergency kit
* evacuation procedures for your premises
* a communication plan, including key communication methods and timings needed to keep everyone safe
* contact lists for all the people you will need to communicate with during a crisis, including personnel and emergency services
* an event log to record information, decisions and actions that you take during a crisis.

# Characteristics of a crisis

While every crisis is different, there are some common characteristics. Understanding the common characteristics of crises will help you develop a practical and reliable incident response plan for your business.

During a crisis:

* there may be physical danger, which should be your first priority
* you and your personnel may suffer from confusion, friction, pressure and stress
* key personnel may be unavailable
* it may be difficult or impossible to carry out your usual daily activities
* external support may be needed (e.g. from emergency services or neighbouring businesses)
* there may be a lack of clear information about what is happening
* there may be limited time in which to make decisions about what to do
* attention from your stakeholders, customers and the media may be intense
* news may travel fast, shaping the public perception of the crisis and how it is being handled.

An incident response plan provides clear instructions for dealing with these characteristics. Having a plan will help you stay calm and in control during a crisis, which will help reduce the impact to your business.

Your crisis response plan should be part of your broader business continuity plan (BCP), which should include a risk management plan and business impact analysis that identify possible risks to your business. An incident response plan is the response step in the prevention, preparedness, response and recovery model (PPRR) of business continuity planning.

While a risk management plan will identify and help treat most of the risks to your sport, some will be untreatable or unpredictable. Having a crisis response plan will help you and your personnel deal with these risks if they do happen by reducing confusion and stress in a crisis situation. An incident response plan can also help minimise the impact a crisis has on your business.

# Assemble an incident response team

If your business is large enough, you should put together an incident response team that can evaluate a crisis and develop strategies to keep everyone safe and minimise the impact to your business.

During a crisis, your incident response team's usual duties may need to be disbanded or passed on to other personnel, as responding to the crisis will be their top priority. Team members should have a backup and everyone must be clear about their roles.

Depending on the size of your sport, your incident response team may include the following members.

* Team leader: the team leader should be someone who knows your business inside and out, and who can take full responsibility for the ongoing management of an incident or crisis.
* Response team: the response team, or individual in a small organisation, must be able to make decisions, approve recommendations and provide direction if a crisis occurs.
* Assessors: assessors, along with their backups, are responsible for assessing the impact an incident or crisis has on the organisation. The assessors can then provide feedback to the response team to help them work out what needs to be done.
* Spokesperson: during a crisis you may face questions from your stakeholders and the media. If you have paid staff, it may be the CEO or EO who is a appointed to deal with the media as a spokesperson. If you are a small business, the president will most likely be the spokesperson.
* The spokesperson should be the one voice responsible for all internal and external communications. They must create and build the perception that the organisation is under control, that you know and understand what is happening, and that you are working to resolve the situation. An effective spokesperson can help minimise negative publicity for your business.
* Others: depending on your organisation, you may also include personnel from areas such as human resources, security and other specialists who have specific expertise regarding your sport.

# Prepare for an emergency

If a crisis occurs, you may not receive advance warning to evacuate. You may even be ordered to evacuate by local authorities (e.g. the police). Being prepared with an evacuation procedure and team in place avoids confusion and possible injury during an emergency situation.

As well as an evacuation procedure you should include an emergency kit in your crisis response plan and develop a crisis response checklist so that you and your personnel know what to do in an emergency.

Having an emergency kit available can help keep your business running in a different location. Keep your emergency kit where you can quickly and easily retrieve it. Ideally, you should store your kit safely and securely off-site in case your premises are destroyed or unreachable in a crisis.

Record in your crisis response plan the contents of your emergency kit and make sure it is kept up to date.

Making sure you have evacuation procedures will ensure you are prepared in advance should a crisis occur. Consider in advance who will take control in an emergency and make sure that staff understand the evacuation procedures and their responsibilities.

# Policy Objectives and Measures

|  |  |
| --- | --- |
| Effective from: |  |
| Contact officer: |  |
| Next review date: |  |
| File reference: |  |

|  |  |
| --- | --- |
| Objectives | To comply with current and relevant legislation.  To outline the dport’s commitment in providing adequate resources and personnel to achieve the necessary capability and capacity for prevention, preparedness, response and recovery across the entire organisation in the advent of a disaster event.  To implement a process to reduce members and stakeholder vulnerability in the event of a disaster within the organisation or which threatens its operations or strategic objectives. |
| Performance measures | Compliance with Disaster Management Plan.  Frequency of meetings of the Disaster Management Group  Readiness of the to maintain operations for an extended duration. |
| Risk assessment | High |

# Policy Statement

This policy provides a framework which outlines Sport’s readiness to respond to and recover from disaster events that might occur within the organisation. It recognises and supports comprehensive

# Disaster Management Policy

In the event of a disaster, personnel are to endeavour to make available sufficient resources for required response and recovery measures as requested by the Board. Sport will apply effective corporate governance strategies that allow the continuous improvement of disaster management policy, programs, practices and service delivery to promote safety and enhance disaster resilience within the organisation.

# Scope

This policy applies to Disasters – natural and/or non-natural – that impact the Sport and its strategic objectives

# Definitions

**Disaster –** A serious disruption in the community, caused by the impact of an Event, that requires a significant coordinated response by Government and other entities to help the Sport recover from the disruption.

**Event Management Arrangements –** Plans, processes, systems and actions to manage the impacts and/or potential adverse effects of an Event. This includes arrangements for mitigating, preventing, preparing for, responding to and recovering from a Disaster.

# Disaster Management Policy

**Event –** An “event” may be natural or caused by human act or omission, and may include:

* a cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening
* an explosion or fire, a chemical, fuel or oil spill, or a gas leak
* an infestation, plague, epidemic or pandemic
* a failure of, or disruption to, an essential service or infrastructure
* an attack against the State
* an epidemic or pandemic
* any other event similar to an event mentioned above.

**Serious disruption –** loss of human life, or illness or injury to humans; widespread or severe property loss or damage; and/or widespread or severe damage to the environment.

# Related Policies and Delegations

[TBC]

AS/NZ ISO 31000:2009 Risk Management – Principles and Guidelines

# Disaster Management Policy – Guidelines

Comprehensive disaster management involves four key strategic phases. These strategic phases form the basis of Sport’s approach to disaster management and provide strategic objectives that align with the requirements of the Disaster Management Plan. Each of these four phases detailed below provide guidance as to the activities that Sport may undertake to achieve effective disaster management.

## Prevention

Prevention refers to the regulatory and physical measures taken to ensure that emergencies are prevented or their effects mitigated. Activities that support prevention include:

* Supporting disaster management planning key objectives with appropriate resources.
* Ensuring the integrity of disaster management risk assessments through alignment to AS/NZS ISO 31000.
* Continually improving disaster management systems and processes to reflect technological improvements in disaster management.
* Utilising post-disaster assessments to review the effectiveness of disaster management.
* Taking a lead role in the operation and maintenance of the Sport’s Disaster Management Group ensuring both compliance and all necessary resources are applied to support this group.
* Consulting, advising and communicating with relevant Sport to ensure that an appropriate level of awareness exists on any potential risks and mitigation strategies.
* Maintenance of relevant infrastructure

## Preparedness

Preparedness is having ‘arrangements or plans to deal with a threat situation or a disaster, that is, the mobilisation of the disaster response structure and resources’. Activities that support preparedness include:

* Ensuring alignment of local disaster management plans to other relevant disaster management plans (eg NSO).
* Reviewing and implementing best practise management systems to adequately respond to and manage any disaster event occurring and that effects the Sport and its strategic objectives.
* Reviewing and improving disaster management plans on identified risks that potentially could affect the Sport.
* Conducting annual testing of disaster management plans.
* Providing an appropriate level of personnel and volunteer training to all identified personnel who have or may have a role or function during a disaster event.
* Conducting annual management reviews of the Disaster Management Plan in accordance with adopted procedures.
* Reviewing and recommending updates to the Disaster Management Plan.
* Actioning or delegating issues raised in other forums.
* Reviewing debriefs after large scale incidents.
* Enhancing Sport disaster resilience through the implementation of education and awareness programs.

## Response

The principal purpose of response is the preservation of life and property, minimisation of the impact and effect to the community, infrastructure, the economy and the environment. Response is defined as the ‘actions taken in anticipation of, during, and immediately after a disaster to ensure that its effects are minimised’.

During the response phase, the Local Disaster Coordinator and/or delegate shall coordinate disaster operations on behalf of the City of Gold Coast Local Disaster Management Group. Actions that support response include:

* Timely activation of the Disaster Management Group, disaster management plans, processes and procedures for coordination of an event.
* Operating any disaster response and ensuring that it is adequately resourced.
* Providing interim support for the Sport (as possible or applicable).
* Implementing communication and information plans to the Sport and relevant stakeholders as appropriate.
* Undertaking actions to make safe assets damaged during an event, and to minimise the risk of further damage or injury to persons.

## Recovery

The primary aim of recovery is to assist the affected Sport (and stakeholders) to regain an effective level of functioning following a disaster as quickly as possible. Activities that support recovery include:

* Human-social recovery actions.
* Actions to recover the Sports essential assets and activities.
* Actions to recover non-essential but important infrastructure.
* Minimising further harm or impact.
* Facilitating economic recovery.

Recovery will involve engagement with stakeholders within the Sport and also possibly external stakeholders (eg government).

# The Crisis Action Plan

## Crisis contacts

*[List your local Crisis services numbers and any additional contacts you will need to phone in an Crisis (e.g. Employee's next of kin).]*

| **Organisation Name** | **Contact** | **Title** | **Phone number** |
| --- | --- | --- | --- |
| ALL | - | - | **000** |
| State Emergency Services (SES) | - | - | *[(Area code) Number]* |
| Police | - | - | *[(Area code) Number]* |
| Fire | - | - | *[(Area code) Number]* |
| Ambulance | - | - | *[(Area code) Number]* |

## Emergency procedures

*[List your emergency/evacuation procedures. It may be useful to attach a copy of your detailed emergency procedures and floor plan with the location of emergency exits, emergency kit and safety equipment clearly marked. Your emergency procedures should also include a map of evacuation locations for all emergencies.]*

| **Procedures** | **Brief outline of procedures** | **Evacuation point/ address** | **Reference to full procedure document** | **Supporting documentation** |
| --- | --- | --- | --- | --- |
| *[e.g. Fire Evacuation Procedure]* | *[e.g. 1. Alarm raised and relevant emergency services authorities contacted.*  *2. Wait for evacuation signal.*  *3. Follow fire warden instructions.*  *4. Calmly evacuate the premises from nearest emergency exit.*  *5. Arrive at evacuation location.*  *6. Locate and account for all personnel.]* | *[e.g. Corner of Safe Street and Sound Lane, City.]* | *[e.g. The Fire and emergency procedures.doc can be found on the shared drive under the 'Emergency' folder. A printed copy is also located in the main filing cabinet.]* | *[e.g. Office floor plan,*  *map of evacuation locations.]* |
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## Evacuation drill schedule

*[Use this table to schedule your emergency evacuation drills.]*

| **Evacuation procedure type** | **Drill frequency** | **Position/person responsible** | **Next drill dates** |
| --- | --- | --- | --- |
| *[e.g. Fire, flood, cyclone]* | *[Monthly]* | *[e.g. S. Jones]* | *[Day/Month/Year]* |
| *[e.g. Fire, flood, cyclone]* | *[Monthly]* | *[e.g. S. Jones]* | *[Day/Month/Year]* |
| *[e.g. Fire, flood, cyclone]* | *[Monthly]* | *[e.g. S. Jones]* | *[Day/Month/Year]* |

## Emergency kit

Location

*[Where is your emergency kit located/stored?]*

Contents

*[List the contents of your emergency kit and the date each item was last checked/reviewed.]*

| **Object** | **Checked/Reviewed Date** | **Person responsible** |
| --- | --- | --- |
| *Emergency management & recovery plan* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *Emergency and recovery contacts* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *Insurance documents* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *Financial documents* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *Torch* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *First-aid kit* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *Portable radio* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *Plastic bags* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *Spare batteries* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *Adhesive tape* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |
| *Pen/pencil and notepad* | ***[Day/Month/Year]*** | ***[e.g. J. Smith]*** |

## Emergency team roles & responsibilities

| **Role** | **Details of responsibilities** | **Person responsible** | **Email** | **Phone/Mobile numbers** |
| --- | --- | --- | --- | --- |
| First Aid Officer | *[e.g.*   * *Attend regular first aid training courses.* * *Administer first aid support in an emergency situation.* * *Contact ambulance services when necessary*.] | *[e.g. M. Smith]* | *[e.g. ms@example.com]* | *[(Area code) Number]*  *[Mobile number]* |
| Chief Fire Warden | *[e.g.*   * *Attend relevant training courses.* * *Communicate procedures to all personnel.* * *Supervise and action emergency evacuation procedures (including contacting emergency services, accounting for personnel).* * *Conduct regular drills.* * *Update procedures regularly*.] | *[e.g. S. Jones]* | *[e.g. sj@example.com]* | *[(Area code) Number]*  *[Mobile number]* |
| Fire Warden | *[e.g.*   * *Attend relevant training courses.* * *Assist in evacuating personnel according to evacuation procedures (including collecting emergency kit and resilience and recovery documentation).* * *Assist with regular drills.* * *Assume Chief Fire Warden duties when required*.] | *[e.g. J. Silos]* | *[e.g. js@example.com]* | *[(Area code) Number]*  *[Mobile number]* |