

## GOOD-BETTER-BEST

The Good–Better–Best model is a simple way to describe how emergency management capability can improve over time.

| Level                                          | Meaning in Practice                                                                                                                                                                                |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Good</b><br>(Informal / basic)              | The basics are in place. The site can respond to common scenarios, but approaches may be inconsistent, ad hoc, or rely on key individuals.                                                         |
| <b>Better</b><br>(Documented and consistent)   | Practices are structured and consistent. Plans, roles and processes are clearly defined and are tested and improved on a regular basis.                                                            |
| <b>Best</b><br>(Embedded, tested and adaptive) | Emergency management is integrated into day-to-day operations. The site can respond effectively across a range of scenarios, coordinate with others, and continuously improve based on experience. |

### How to Use this Checklist

This checklist is designed to support practical improvement, not to score or audit performance. Not every site needs to achieve “Best” in every area. The focus should be on identifying the capabilities most relevant to your building or site and prioritising a small number of meaningful actions.

Use this checklist alongside other Toolkit resources as part of a simple improvement cycle. Planning and exercises help test capability, debriefs and lessons learned capture insights, corrective actions track improvements, and periodic reviews help prioritise next steps.

When working through the checklist:

1. **Start with what you already do:** Capture your current practice honestly, as this will form your baseline.
2. **Select the closest fit (Good / Better / Best):** Choose the level that best reflects your current approach.
3. **Identify gaps (if any):** Consider what would move you to the next level.
4. **Capture simple actions:** Focus on practical steps (e.g. clarifying roles, testing different scenarios, improving communication).

Progression using this checklist should support movement from:

- Informal processes to structured and embedded practices.
- Reactive responses to more proactive approaches.
- Reliance on individual knowledge to shared understanding and coordinated capability.

## CAPABILITY CHECKLIST

| PLANNING – How risks, scenarios and site-specific considerations are identified and reflected in emergency planning, including recovery and re-entry |                                                 |                                                                               |                                                                                                                                                                                               |                   |                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|
| Capability                                                                                                                                           | Good                                            | Better                                                                        | Best                                                                                                                                                                                          | Where are we now? | Actions (If needed) |
| <b>Scenario Coverage</b>                                                                                                                             | Plans cover fire and basic emergency scenarios. | Plans cover multiple high-risk scenarios, including non-fire events.          | Plans address complex, combined and prolonged scenarios, including precinct-level disruption where relevant.                                                                                  |                   |                     |
| <b>Risk Awareness</b>                                                                                                                                | Key site risks are identified.                  | Broader and emerging risks are considered in planning.                        | Risks are actively monitored, reviewed and updated to reflect changing site, precinct and climate conditions.                                                                                 |                   |                     |
| <b>Inclusion and Context</b>                                                                                                                         | Planning takes a general site-wide approach.    | Planning considers tenants, public interfaces and key site vulnerabilities.   | Planning is inclusive, site-specific and considers accessibility, people who may require additional assistance (e.g. accessibility, disability or communication needs) and operating context. |                   |                     |
| <b>Communication Planning</b>                                                                                                                        | Basic communication arrangements exist.         | Communication roles, channels and templates are documented for key scenarios. | Communication arrangements are scenario-based, tested, and designed to support clear, timely and trusted messaging.                                                                           |                   |                     |
| <b>Security and CCTV capability</b>                                                                                                                  | CCTV available but limited access.              | CCTV monitored and accessible on site.                                        | Real-time monitoring, tracking capability and ability to share footage during incidents.                                                                                                      |                   |                     |
| <b>Recovery / Re-entry Planning</b>                                                                                                                  | Reopening is managed case by case.              | Basic recovery and re-entry considerations are documented.                    | Recovery, occupant communication and re-entry are planned for prolonged disruption and complex incidents.                                                                                     |                   |                     |

**GOVERNANCE** – How emergency roles, decision-making and escalation are structured, understood and applied during an incident

| Capability                        | Good                                                                       | Better                                                                                                     | Best                                                                                                                                                        | Where are we now? | Actions (if needed) |
|-----------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|
| <b>Roles and Responsibilities</b> | Core emergency roles are identified but may rely on key individuals.       | Roles are clearly documented, assigned and communicated to relevant staff.                                 | Roles are clearly understood in practice, regularly exercised, and supported by trained alternates to ensure continuity.                                    |                   |                     |
| <b>Decision Making</b>            | Basic decision points are understood for common scenarios (e.g. evacuate). | Decision triggers are defined for multiple scenarios, including evacuation, lockdown and shelter-in-place. | Decision-making is supported by clear triggers, practiced scenarios and timely escalation, including under pressure and uncertainty.                        |                   |                     |
| <b>Escalation Pathways</b>        | Escalation pathways are informal or known only by key staff.               | Escalation pathways are documented and shared with relevant staff.                                         | Escalation pathways are clearly defined, understood, tested and consistently applied during incidents and exercises.                                        |                   |                     |
| <b>Leadership Oversight</b>       | Emergency management is primarily managed at an operational level.         | Senior leaders are aware of emergency arrangements, risks and escalation processes.                        | Emergency management is embedded in governance processes, with active oversight, accountability and integration into risk and resilience frameworks.        |                   |                     |
| <b>Emergency Services Liaison</b> | No clearly defined liaison role with emergency services.                   | A liaison role is identified and understood for coordinating with emergency services.                      | A trained liaison is in place, capable of supporting emergency services through coordination, information sharing and facilitating access during incidents. |                   |                     |

**TRAINING** - How staff and tenants are prepared to understand their roles and respond during an incident

| Capability                            | Good                                            | Better                                                                                                 | Best                                                                                                                         | Where are we now? | Actions (if needed) |
|---------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|
| <b>Staff Preparedness</b>             | Core emergency roles have received training.    | Relevant staff have broader awareness of emergency procedures and expectations.                        | Training supports confident role performance across key staff groups, including building teams and occupants where relevant. |                   |                     |
| <b>Tenant Engagement</b>              | Tenant engagement is limited.                   | Tenants receive some communication and limited involvement in training.                                | Tenant engagement is regular, practical and supports meaningful participation in preparedness activities.                    |                   |                     |
| <b>Training Delivery</b>              | Training is periodic and compliance focused.    | Training is scheduled regularly and delivered using a range of formats appropriate to different roles. | Training is ongoing, accessible, scenario-based and adapted to different roles and needs.                                    |                   |                     |
| <b>Decision-Making Under Pressure</b> | Training focuses mainly on standard procedures. | Training includes scenarios requiring judgement and escalation.                                        | Training regularly develops decision-making, time pressure and incomplete information.                                       |                   |                     |

**EXERCISING** - How emergency arrangements are tested and improved through structured exercises and debriefs

| Capability               | Good                                                | Better                                                            | Best                                                                                                                          | Where are we now? | Actions (if needed) |
|--------------------------|-----------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|
| <b>Exercise Type</b>     | Evacuation drills only.                             | Discussion-based or desktop exercises are included.               | Functional and realistic exercises test multiple scenarios, systems and decision-making.                                      |                   |                     |
| <b>Frequency</b>         | Exercises occur occasionally or on an ad hoc basis. | Exercises are planned and scheduled.                              | Exercises follow a regular program aligned to site risks, capability gaps and lessons learned.                                |                   |                     |
| <b>Learning Capture</b>  | Debriefs are informal.                              | Formal debriefs are conducted and lessons are recorded.           | Hot and cold debriefs are used, lessons are tracked, and improvements are embedded into plans, training and future exercises. |                   |                     |
| <b>Participant Scope</b> | Exercises involve core internal staff only.         | Exercises include broader internal participants and some tenants. | Exercises include relevant tenants, contractors, neighbouring buildings or agencies where appropriate.                        |                   |                     |

## COLLABORATION - How the building coordinates and shares information with external stakeholders, including neighbouring buildings and emergency services

| Capability                          | Good                                                                              | Better                                                                                    | Best                                                                                                                                | Where are we now? | Actions (if needed) |
|-------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|
| <b>Neighbour Coordination</b>       | Contact with neighbouring buildings is informal and ad hoc.                       | Some formal coordination arrangements exist.                                              | Ongoing coordination exists with key neighbouring buildings and precinct stakeholders.                                              |                   |                     |
| <b>Emergency Services Interface</b> | Basic understanding exists of emergency services expectations and contact points. | Key information is prepared and emergency services interface arrangements are understood. | Practical interaction with emergency services is planned, supported by clear information, access arrangements and tested processes. |                   |                     |
| <b>Information Sharing</b>          | Information sharing is ad hoc and undocumented.                                   | Some structured sharing occurs.                                                           | Information is shared consistently, appropriately and in a timely way during incidents and reviews.                                 |                   |                     |

## CONTINUOUS IMPROVEMENT - How lessons, actions and insights are captured, tracked and used to improve capability over time

| Capability             | Good                                                | Better                                                | Best                                                                                          | Where are we now? | Actions (if needed) |
|------------------------|-----------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------|---------------------|
| <b>Lessons Learned</b> | Learning is captured through informal discussion.   | Lessons learned are documented.                       | Lessons are consistently documented, tracked and translated into action.                      |                   |                     |
| <b>Action Tracking</b> | Follow-up is limited and inconsistently documented. | Actions are tracked and documented.                   | Actions are tracked, documented, completed and verified.                                      |                   |                     |
| <b>Cross-Learning</b>  | Learning remains internal to the site.              | Some structured sharing occurs across teams or sites. | Learning is actively shared across buildings, portfolios or precinct networks.                |                   |                     |
| <b>Review Cycle</b>    | Reviews occur after major events only.              | Periodic reviews are undertaken.                      | Reviews are scheduled, risk-informed and linked to exercises, incidents and planning updates. |                   |                     |

**PRECINCT COORDINATION** - How the building contributes to and aligns with coordination, communication and response across the broader precinct or CBD

| Capability                                         | Good                                                                           | Better                                                                                                               | Best                                                                                                                                                | Where are we now? | Actions (if needed) |
|----------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|
| <b>Coordination with Nearby Buildings</b>          | Informal awareness of neighbouring buildings and occasional contact.           | Some coordination exists with neighbouring buildings, including shared contacts or basic communication arrangements. | Active coordination with key neighbouring buildings, including defined communication channels and participation in joint activities where relevant. |                   |                     |
| <b>Communication Across Buildings</b>              | Communication with other buildings occurs on an ad hoc basis during incidents. | Communication pathways with neighbouring buildings are identified and used where needed.                             | Communication protocols are defined and support timely, coordinated messaging across buildings during incidents.                                    |                   |                     |
| <b>Awareness of Conditions Beyond the Building</b> | Limited visibility of conditions beyond the building.                          | Some awareness of precinct conditions through informal updates or contacts.                                          | Situational awareness is supported by shared information, coordination with others, and awareness of impacts beyond the building.                   |                   |                     |
| <b>Engagement in Precinct Networks</b>             | Limited or no participation in precinct-level discussions or activities.       | Occasional participation in forums, meetings or information sharing.                                                 | Active participation in precinct or CBD-level coordination forums, exercises or information sharing initiatives.                                    |                   |                     |
| <b>Alignment with External Response</b>            | Focus is primarily on internal building response.                              | Some understanding of how building actions interact with surrounding areas.                                          | Building response is coordinated with neighbouring buildings and aligns with broader precinct or emergency services response where appropriate.     |                   |                     |