



**BETTER
BUILDINGS
PARTNERSHIP**



CBD Emergency Management Toolkit

**Findings, Resources and
Implementation
Considerations**

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Prepared for the City of Sydney and
Better Buildings Partnership



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Disclaimer

The authors have used all due care and skill to ensure the material is accurate as at the date of this report. City of Sydney and the authors do not accept any responsibility for any loss that may arise by anyone relying upon its contents. July 2026



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Acknowledgment of Country

City of Sydney and Resilient Services acknowledge the living cultures of the Traditional Custodians of the lands and waterways across the City of Sydney, including the Gadigal people of the Eora Nation and other Aboriginal peoples with cultural connections to this area. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

EXECUTIVE SUMMARY

The CBD Emergency Management Toolkit (Toolkit) project was developed in response to evolving emergency management expectations and the increasing complexity of operational environments across the City of Sydney commercial property sector. While traditional fire and evacuation planning remains essential, stakeholder engagement identified a growing need for more practical and scalable approaches to preparedness across a broader range of complex incident types.

The project was informed by stakeholder workshops, surveys, emergency services consultation and findings from the BBP Emergency Management Baseline Report. Consultation consistently highlighted challenges associated with translating documented plans into effective operational response during dynamic incidents. Key themes included coordination and communication complexity, decision-making under pressure, limited exercising beyond evacuation drills, inconsistent tenant engagement and the need for practical and adaptable emergency preparedness resources.

Findings reinforced that emergency preparedness, and response capability depends not only on documented procedures, but on how effectively arrangements can be implemented, coordinated and communicated in practice. Stakeholders consistently highlighted the importance of operational coordination, situational awareness, exercising and continuous improvement activities across different building contexts and preparedness maturity levels.

In response, the Toolkit has been developed as a practical resource suite that supports emergency preparedness, coordination, exercising and continuous improvement activities across commercial building environments. The Toolkit is intended to complement existing emergency management arrangements through concise and scalable tools, templates and guidance that can be progressively adopted across different operational environments and organisational contexts.

The report also outlines key implementation considerations for the sector, including strengthening practical emergency preparedness activities, broader emergency exercising approaches, emergency communication and coordination arrangements, tenant engagement during emergencies and ongoing continuous improvement processes. The Toolkit also aligns with broader industry priorities relating to resilience, sustainability and ESG performance, including themes reflected within frameworks such as GRESB, Green Star and the WELL Building Standard. By supporting governance, resilience planning, stakeholder engagement and continuous improvement activities, the Toolkit may assist organisations in strengthening practices that contribute to broader organisational resilience and ESG objectives.

Supporting activities include:

- Masterclasses,
- Case studies,
- Stakeholder engagement and
- Publication of resources through the Better Buildings Project (BBP) website.

These activities are designed to further support Toolkit awareness, implementation and knowledge sharing across the built environment.

Collectively, the Toolkit and associated project activities aim to support a practical, coordinated and resilient approach to emergency preparedness across the City of Sydney Local Government Area (LGA) commercial property sector.

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1 INTRODUCTION AND PROJECT CONTEXT

1.1 Project background

The CBD Emergency Management Toolkit project was initiated to support commercial building stakeholders in strengthening emergency preparedness, coordination and operational resilience across the City of Sydney LGA. The project builds on findings from the BBP Emergency Management Baseline Report, which identified increasing expectations for buildings to manage a broader range of incidents extending beyond traditional fire and evacuation scenarios.

The project recognised that while many organisations maintain emergency plans and compliance-based procedures, there is a growing need for more practical resources that support decision-making, coordination and operational readiness during dynamic incidents. Stakeholder engagement also identified a need for guidance that is scalable, adaptable and usable across different building types, operating contexts and levels of preparedness maturity.

In response, the Toolkit was developed through a collaborative process involving research, stakeholder workshops, surveys, emergency services consultation and iterative review. The Toolkit aims to provide practical tools, templates and guidance that support building teams to strengthen preparedness, improve coordination and enhance operational readiness across a range of emergency scenarios.

1.2 Evolving emergency management expectations

Emergency management within commercial buildings is increasingly being shaped by a broader and more complex risk environment. While traditional fire and evacuation planning remains essential, building owners and operators are now expected to prepare for a wider range of incidents including severe weather events, infrastructure failures, security incidents, utility disruptions and prolonged operational disruptions.

There is also growing recognition that incidents rarely occur in isolation. Emergencies may impact neighbouring buildings, shared infrastructure, transport access and public interfaces, requiring stronger coordination, communication and situational awareness across multiple stakeholders.

Stakeholder consultation highlighted a shift away from viewing emergency preparedness solely as a compliance activity. Participants consistently identified the need for practical preparedness arrangements that support effective decision-making, coordination and operational response during dynamic incidents. Findings also reinforced that preparedness depends not only on documented plans and procedures, but on how effectively those arrangements can be implemented and coordinated in practice.

The increasing complexity of operating environments, changing workforce patterns, evolving occupant expectations and climate-related disruption risks are also influencing how preparedness is approached across the commercial property sector. As a result, emergency management programs are increasingly expected to support not only life safety outcomes, but also operational continuity, resilience and coordinated response across the broader built environment.

Emergency preparedness and resilience activities supported by the Toolkit align with a number of themes reflected within industry frameworks such as GRESB, Green Star and the WELL Building Standard. Areas including governance, risk management, resilience planning, stakeholder engagement, occupant wellbeing, climate adaptation and continuous improvement are increasingly recognised within these frameworks. While the Toolkit is not intended as a certification or ratings tool, implementation of its resources may support organisations in strengthening practices and evidencing activities that contribute to broader resilience, sustainability and ESG objectives. This alignment reinforces the value of emergency preparedness as both an operational resilience initiative and a contributor to wider organisational priorities.

These evolving expectations informed the development of the Toolkit and reinforced the importance of providing practical and scalable resources that support operational preparedness across a range of building contexts and incident types.

1.3 Purpose of the Toolkit

The CBD Emergency Management Toolkit was developed to support commercial building stakeholders in strengthening emergency preparedness, coordination and resilience across a range of emergency scenarios and building contexts.

The Toolkit is intended to complement existing emergency management arrangements by providing practical and scalable tools and guidance that can support preparedness, coordination, exercising and continuous improvement activities. The resources have been designed to be scalable and flexible, recognising that buildings vary in size, complexity, risk profile and emergency preparedness maturity.

A key focus of the Toolkit is supporting the practical implementation of emergency arrangements, rather than introducing additional compliance-based documentation. The Toolkit aims to help building teams improve operational readiness by providing clear and usable resources that support operational decision-making, coordination and preparedness activities before, during and after incidents.

The Toolkit also promotes a broader and more integrated approach to preparedness by encouraging consideration of non-routine scenarios, tenant and stakeholder engagement, exercising beyond evacuation drills and coordination across the wider built environment where relevant.

1.4 Engagement and Development Approach

The Toolkit was developed through a collaborative and iterative process involving research, stakeholder engagement and multiple review stages to ensure the resources reflected operational realities across the commercial property sector.

Development was informed by findings from the BBP Emergency Management Baseline Report, stakeholder workshops, surveys, emergency services consultation and ongoing project feedback. Engagement activities explored current preparedness approaches, operational challenges, communication and coordination arrangements, exercising practices, tenant engagement and continuous improvement processes across a range of building contexts.

2 KEY FINDINGS AND TOOLKIT RESPONSE

Stakeholder workshops, surveys and consultation activities identified a range of recurring emergency preparedness challenges across the commercial property sector. A stakeholder workshop was held online on 26 February 2026, with survey responses completed by 11 March 2026.

While many organisations maintain established emergency plans and compliance arrangements, participants consistently highlighted difficulties applying these arrangements effectively during dynamic or non-fire related incidents.

Findings reinforced the importance of practical coordination arrangements, communication pathways, exercising, tenant engagement and continuous improvement processes in supporting effective preparedness outcomes across different building contexts.

In response to these findings, the Toolkit has been developed to provide practical and scalable resources that support emergency preparedness, communication, coordination, exercising and continuous improvement activities across a range of building environments and incident types.

2.1 Preparedness Approaches Often Remain Compliance-Focused

Stakeholders identified that emergency preparedness activities are often heavily influenced by compliance requirements, particularly in relation to fire safety and evacuation obligations detailed in Australian Standard 3745:2010 Planning for Emergencies in Facilities (AS 3745). While these arrangements remain essential, participants noted that emergency preparedness activities do not always extend to broader operational coordination, non-routine incidents or dynamic disruption scenarios.

Consultation findings reinforced the view that documented procedures and annual evacuation drills alone do not ensure emergency readiness, highlighting the need for more practical and adaptable preparedness approaches.

Toolkit Response

Toolkit Resource	Intended Outcome
Good–Better–Best Capability Checklist	Supports organisations to assess preparedness maturity and identify opportunities to strengthen preparedness activities beyond compliance-driven requirements.
Climate Hazard Planning Prompts	Encourages broader consideration of operational disruption scenarios and emerging risks beyond traditional evacuation planning.
Lockdown and Shelter-In-Place Checklist	Supports planning for non-routine incidents requiring protective actions other than evacuation.
Prolonged Disruption and Recovery Planning Checklist	Supports preparedness for extended disruptions and operational continuity considerations.
Emergency Communication Disruption Guide	Supports communication fallback planning and coordination during disruption scenarios.

Response Decision Aid – Evacuate, Lockdown or Shelter-In-Place	Supports practical operational decision-making across different emergency scenarios.
Emergency Exercise Planning Template	Supports scenario-based exercising activities beyond traditional evacuation drills.
Emergency Exercise Scheduling Guidance	Encourages broader and more regular exercising activities across different incident types and preparedness priorities.

2.2 Challenges Translating Plans into Response

Participants identified challenges implementing documented emergency arrangements during real-world incidents, particularly where situations are evolving, information is incomplete or multiple stakeholders are involved.

Stakeholders highlighted difficulties establishing situational awareness, coordinating information and supporting consistent decision-making during the early stages of incidents. Findings reinforced the need for clearer guidance, decision-support tools and practical communication arrangements that support effective implementation of existing emergency procedures.

Toolkit Response

Toolkit Resource	Intended Outcome
Response Decision Aid – Evacuate, Lockdown or Shelter-In-Place	Assists operational decision-making during the early stages of evolving incidents.
Facility Critical Information For Emergency Services	Provides critical facility and incident information to emergency services during incidents.
Emergency Message Template	Helps deliver clear, consistent and timely emergency communications
Internal Handover Template	Facilitates operational handover and information sharing between personnel during incidents or disruptions.
Emergency Precinct Coordination Matrix	Strengthens coordination and information sharing across neighbouring buildings and precinct stakeholders.
Emergency Precinct Communication and Coordination Guide	Provides guidance for communication and coordination during incidents involving multiple stakeholders.
Emergency Communication Disruption Guide	Assists with establishing communication fallback arrangements during disruptions or communication outages.
Emergency Communications Testing Checklist	Enables testing and validation of emergency communication systems and processes.
Emergency Exercise Planning Template	Encourages exercising activities that validate coordination, communication and operational decision-making arrangements.
Exercise Observation and Debrief Template	Captures observations, lessons identified and improvement opportunities following incidents or exercises.

2.3 Coordination and Communication Complexity

Stakeholders identified communication and coordination as key operational challenges, particularly where incidents extend beyond a single building or involve multiple stakeholders. Participants noted that incidents may impact neighbouring buildings, shared infrastructure, transport access and public interfaces, requiring broader coordination and information sharing.

Consultation findings highlighted the importance of clear communication pathways, defined escalation arrangements and consistent messaging during incidents, including situations involving communication disruptions or uncertainty across precinct environments.

Toolkit Response

Toolkit Response	Intended Outcome
Emergency Precinct Coordination Matrix	Strengthens coordination and information sharing across neighbouring buildings and precinct stakeholders during incidents.
Emergency Precinct Communication and Coordination Guide	Provides guidance for communication, escalation and coordination arrangements across precinct environments.
Emergency Message Template	Helps deliver clear, consistent and timely messaging during incidents and disruptions.
Internal Handover Template	Facilitates operational handover and information sharing between personnel during incidents or extended disruptions.
Emergency Communication Disruption Guide	Assists with communication fallback arrangements during outages or communication disruptions.
Facility Critical Information For Emergency Services	Provides critical facility and operational information to emergency services and responding stakeholders.
Emergency Communications Testing Checklist	Enables testing and validation of communication systems, escalation pathways and coordination processes.
Emergency Exercise Planning Template	Encourages exercising activities involving communication, coordination and multi-stakeholder incident scenarios.

2.4 Exercising and Continuous Improvement Gaps

While annual evacuation drills are widely conducted, stakeholders noted that broader exercising activities are often limited or inconsistent. Participants identified a need for more practical and scenario-based exercising approaches that support communication, coordination and operational response arrangements across a wider range of incidents.

Stakeholders also highlighted inconsistent approaches to capturing lessons identified through incidents and exercises, reinforcing the importance of practical continuous improvement processes that support ongoing review and corrective actions.

Toolkit Response

Toolkit Response	Intended Outcome
Emergency Exercise Planning Template	Encourages broader and more practical exercising activities across different incident scenarios

Emergency Exercise Scheduling Guidance	Supports more consistent and structured exercising programs beyond annual evacuation drills
Emergency Communications Testing Checklist	Strengthens validation of communication systems, escalation pathways and coordination arrangements
Exercise Observation and Debrief Template	Encourages structured debriefing and capture of lessons identified following exercises and incidents
Incident Action Log	Improves recording of operational decisions, actions and incident activities during exercises and real-world incidents
Lessons Identified and Actions Register	Supports tracking of corrective actions, operational improvements and continuous preparedness uplift
Emergency Precinct Coordination Matrix	Encourages multi-stakeholder coordination and exercising activities across precinct environments

2.5 Tenant Engagement and Inclusion Challenges

Consultation findings highlighted variability in tenant engagement and participation in emergency preparedness activities across buildings and organisations. Participants noted challenges maintaining awareness of emergency procedures and supporting consistent participation in preparedness activities.

Stakeholders also reinforced the importance of considering accessibility, inclusion and varying occupant needs within emergency arrangements, including communication and support requirements across different building contexts.

Toolkit Response

Toolkit Response	Intended Outcome
Tenant and Contractor Emergency Awareness and Engagement Guide	Encourages practical preparedness awareness and engagement activities across tenants and contractors
Emergency Message Template	Promotes clear, consistent and accessible emergency communication during incidents and disruptions
Lockdown and Shelter-In-Place Checklist	Encourages consideration of occupant needs and protective action arrangements across different emergency scenarios
Facility Critical Information For Emergency Services	Improves awareness of building-specific operational considerations and occupant support requirements
Emergency Precinct Communication and Coordination Guide	Encourages consistent communication and coordination across multiple stakeholders and building environments
Good–Better–Best Capability Checklist	Encourages organisations to identify preparedness gaps and progressively strengthen engagement and preparedness capability

2.6 Need for Practical and Adaptable Resources

A consistent theme throughout stakeholder engagement was the need for practical and concise resources that could be realistically implemented within commercial building environments. Participants expressed a preference for flexible tools and guidance that support emergency

preparedness activities without creating unnecessary administrative burden or duplicating existing emergency plans.

Stakeholders highlighted the value of editable templates, decision-support tools and flexible resources that could be adapted to different building types, operating environments and preparedness maturity levels.

Toolkit Response

Toolkit Resource	Intended Outcome
Good–Better–Best Capability Checklist	Enables organisations to identify preparedness priorities and progressively strengthen capability over time
How to Use the Toolkit in Practice	Provides practical guidance for navigating and implementing Toolkit resources across different operational environments
Response Decision Aid – Evacuate, Lockdown or Shelter-In-Place	Delivers concise operational guidance to support practical decision-making during incidents
Emergency Message Template	Provides an editable communication resource that can be adapted across different incident scenarios
Internal Handover Template	Improves consistency and usability of operational handover arrangements during incidents and disruptions
Emergency Communication Disruption Guide	Provides practical and adaptable communication fallback guidance during disruption scenarios
Emergency Exercise Planning Template	Supports flexible exercising activities across different operational contexts and preparedness priorities
Lessons Identified and Actions Register	Encourages practical and structured continuous improvement processes that can be adapted across different organisations and building environments

3 TOOLKIT PROMOTION, ADOPTION AND ENGAGEMENT STRATEGY

The Toolkit has been developed as a practical and operationally focused resource suite designed to support commercial building stakeholders in strengthening preparedness, coordination and resilience across a broad range of emergency scenarios and operational environments.

Stakeholder engagement consistently reinforced the importance of concise, usable and implementation-focused resources that support operational preparedness activities without creating unnecessary administrative burden or duplicating existing emergency management arrangements.

The following promotion, engagement and implementation activities are intended to support Toolkit awareness, adoption and ongoing use across the commercial property sector.

3.1 Toolkit Positioning

The Toolkit should be positioned as a practical and flexible resource suite that supports operational preparedness implementation across commercial building environments.

Messaging should reinforce that the Toolkit:

- Complements existing emergency management arrangements
- Supports practical implementation rather than additional compliance requirements
- Provides flexible and scalable resources that can be progressively adopted
- Supports operational coordination, communication and preparedness activities
- Encourages exercising, training and continuous improvement activities beyond evacuation-only preparedness approaches
- Can be adapted across different building environments, operational contexts and preparedness maturity levels

The Toolkit should be promoted as a usable operational resource that supports preparedness activities before, during and after incidents.

3.2 Flexible and Scalable Adoption

The Toolkit has been intentionally designed to support flexible implementation across a wide range of building environments and preparedness maturity levels. Resources may be used individually or collectively depending on organisational priorities, identified risks and capability.

This scalable approach recognises that buildings vary significantly in size, operational complexity, tenant profile and preparedness maturity. Organisations may initially focus on selected resources, such as exercising guidance, communication tools or coordination templates, before progressively expanding implementation across broader emergency preparedness activities over time.

The Toolkit's editable templates, concise guidance materials and modular structure are intended to support practical adoption without requiring significant additional administrative processes.

3.3 Toolkit Messaging and Promotion Themes

Promotion and communication activities should consistently reinforce practical implementation, operational usability and adaptable adoption across commercial building environments.

Key messaging themes may include:

- Practical resources for real-world preparedness and operational resilience
- Flexible tools adaptable across diverse building environments and operational contexts
- Supporting preparedness beyond compliance and evacuation-only activities
- Strengthening coordination, communication and operational response capability
- Encouraging exercising, operational learning and continuous improvement
- Scalable implementation aligned to organisational priorities and preparedness maturity
- Supporting resilience, wellbeing and ESG outcomes aligned with frameworks such as GRESB, Green Star and WELL.

Example promotional messaging may include:

- "Strengthening emergency preparedness and operational resilience across commercial building environments."
- "Supporting confident operational response across a broad range of complex emergency scenarios."
- "Practical and scalable resources designed to support preparedness implementation in real-world operational environments."
- "Helping organisations strengthen coordination, communication and operational decision-making during dynamic incidents."
- "Supporting preparedness beyond compliance-driven planning and evacuation-only activities."
- "Enabling organisations to progressively strengthen preparedness capability through the Good–Better–Best approach."
- Supporting continuous improvement, exercising and operational learning across the built environment."
- "Supporting emergency preparedness initiatives that contribute to broader resilience, sustainability, wellbeing and ESG objectives."

3.4 Promotion and Awareness Activities

Promotion and awareness activities should support broad visibility of the Toolkit and encourage practical implementation across the commercial property sector.

Promotion activities may include:

- Publication of Toolkit resources through the BBP website
- Promotion through City of Sydney, BBP and Resilient Services communication channels
- Social media promotion aligned with Toolkit release and supporting engagement activities
- Inclusion of Toolkit updates and implementation examples within newsletters and stakeholder communication platforms
- Promotion through masterclasses and implementation activities
- Distribution through precinct working groups, stakeholder networks and industry collaboration channels
- Use of case studies and implementation examples to support awareness and practical application of Toolkit resources

Promotion activities should commence prior to the delivery of masterclasses and continue throughout broader implementation and engagement activities.

3.5 Engagement and Implementation Activities

Ongoing engagement and implementation activities will play an important role in supporting Toolkit awareness, adoption and practical application across the commercial property sector. Stakeholder engagement consistently reinforced the value of ongoing collaboration, knowledge sharing and operational learning activities in supporting preparedness capability uplift across different building environments and organisational contexts.

Supporting engagement activities are intended to encourage practical implementation of Toolkit resources, promote continued discussion regarding emergency preparedness and support sector-wide awareness of evolving operational preparedness challenges and approaches.

Supporting activities may include:

- Delivery of masterclasses and educational sessions focused on practical preparedness implementation, exercising approaches and operational coordination considerations
- Development and publication of case studies and implementation examples demonstrating how Toolkit resources may be applied across different building environments and operational contexts
- Presentations and implementation discussions supporting awareness, operational learning and stakeholder engagement
- Ongoing stakeholder engagement and collaboration activities involving commercial building representatives, precinct stakeholders and relevant emergency management practitioners
- Publication of Toolkit resources, supporting materials and implementation guidance through the BBP website and associated communication channels
- Promotion of Toolkit resources through newsletters, communication platforms and stakeholder networks to support broader awareness and uptake across the sector
- Knowledge-sharing activities that support discussion regarding preparedness challenges, coordination approaches and lessons identified across the built environment

Engagement and promotion activities should commence prior to delivery of masterclasses and continue throughout broader implementation activities to support ongoing awareness and adoption of Toolkit resources.

Collectively, these activities are intended to support practical implementation, strengthen operational preparedness capability, encourage continuous improvement and reinforce a more coordinated and resilient approach to emergency preparedness across commercial building environments.

3.6 Toolkit Navigation Support

To further support usability and accessibility, the Toolkit includes a “How to use the CBD Emergency Management Toolkit” navigation resource that visually demonstrates how Toolkit materials align across the six Toolkit domains:

- Governance
- Planning
- Collaboration
- Exercising
- Training
- Continuous Improvement

The visual overview is intended to help users:

- Understand how resources align across different preparedness and emergency activities
- Identify relevant tools based on organisational needs and emergency preparedness priorities
- Navigate the Toolkit more easily across different domains and resource types
- Support progressive and scalable implementation across different building environments

The resource also reinforces the role of the Good–Better–Best Capability Checklist as a recommended starting point for identifying emergency preparedness maturity, implementation priorities and relevant Toolkit resources.

This approach supports the Toolkit’s practical and user-focused design by improving usability, strengthening resource navigation and encouraging broader adoption across the sector.

4 PREPAREDNESS AND IMPLEMENTATION CONSIDERATIONS

4.1 Supporting Practical Preparedness Approaches

Preparedness approaches are most effective when they extend beyond compliance-driven documentation and annual evacuation activities. Stakeholders consistently highlighted the value of practical activities that strengthen communication, coordination, situational awareness and operational decision-making across a range of incident types.

This may include:

- Scenario-based discussions
- Communication disruption planning
- Emergency operations coordination activities
- Review of initial response arrangements for more complex incidents

Implementation approaches should remain proportionate and adaptable across different building environments, operational contexts and preparedness maturity levels.

4.2 Encouraging Broader Exercising Practices

Broader exercising approaches can improve familiarity with emergency arrangements and strengthen coordination across a wider range of scenarios. This may include discussion-based, functional and scenario-based exercising activities that extend beyond traditional evacuation drills, including communication disruption scenarios, security incidents, utility outages and multi-building coordination exercises.

Exercising programs are most effective when they support validation of communication pathways, coordination processes and emergency procedures in realistic and achievable ways.

4.3 Strengthening Coordination and Information Sharing

Effective emergency arrangements rely on clear communication pathways, timely information sharing and coordinated engagement across building teams, tenants, stakeholders and external parties where appropriate.

Consideration should be given to incidents involving:

- Shared infrastructure
- Neighbouring buildings
- Public interfaces
- Contractor coordination
- Emergency services information sharing

Communication and coordination arrangements should also consider disruption scenarios, communication outages and rapidly changing operational conditions.

4.4 Promoting Continuous Improvement Processes

Continuous improvement processes help organisations review and refine emergency preparedness arrangements over time. Practical debriefing, lessons identified and corrective action tracking processes can help organisations capture insights from incidents, exercises and operational reviews in a structured and consistent way.

Embedding continuous improvement activities into existing preparedness programs may also support longer-term preparedness maturity and organisational resilience outcomes.

4.5 Next Steps and Ongoing Project Activities

The development of the Toolkit represents one component of a broader program of activities intended to support operational preparedness and resilience across the commercial property sector.

Future activities, including masterclasses, case studies, stakeholder engagement and publication of Toolkit resources through the BBP website, will support ongoing awareness, implementation and knowledge sharing across the built environment.

Collectively, these activities are intended to reinforce practical preparedness approaches, encourage continuous improvement and support a more coordinated and resilient approach to emergency preparedness across commercial building environments.

5 CONCLUSION

The CBD Emergency Management Toolkit project was developed in response to evolving emergency management expectations and the increasing complexity of operational environments across the commercial property sector. Stakeholder engagement consistently reinforced the need for practical and scalable resources that support emergency preparedness activities beyond compliance-driven planning and annual evacuation requirements.

Project findings highlighted the importance of strengthening coordination, exercising and continuous improvement processes across a broader range of incident types and building contexts. Consultation also reinforced that effective preparedness depends not only on documented procedures, but on how arrangements are implemented and coordinated in practice during dynamic incidents.

In response, the Toolkit has been developed as a practical and adaptable resource suite that supports operational preparedness, coordination and resilience outcomes across commercial building environments. The Toolkit is intended to complement existing emergency management arrangements through concise, usable and scalable resources that can be progressively adopted across different organisational contexts and preparedness maturity levels.

Ongoing implementation and engagement activities, including masterclasses, case studies and publication of resources through the BBP website, will further support Toolkit awareness, adoption and knowledge sharing across the sector.

Collectively, the Toolkit and associated project activities aim to support a more coordinated, resilient and operationally focused approach to emergency preparedness across the built environment.

6 GLOSSARY

AIDR	Australian Institute for Disaster Resilience
AS 3745	Australian Standard 3745:2010 Planning for Emergencies in Facilities.
BBP	Better Buildings Partnership
Capability Uplift	Progressive improvement of preparedness capability, coordination and operational readiness over time.
Communication Disruption	A situation where normal communication systems, channels or processes are unavailable, degraded or unreliable during an incident.
Continuous Improvement	Ongoing activities that support review, evaluation and improvement of emergency preparedness arrangements, procedures and capability.
Coordination	The process of managing communication, information sharing and operational activities between stakeholders during preparedness or response activities.
Corrective Actions	Actions identified to address gaps, issues or improvement opportunities following incidents, exercises or operational reviews.
Dynamic Incident	An incident where conditions, information, risks or operational priorities may change rapidly.
Emergency Management	Activities relating to preparedness, response, coordination, exercising and recovery associated with emergency situations.
Emergency Preparedness	Arrangements, planning, coordination and capability-building activities intended to support effective response to emergencies and disruptions.
Emergency Services	External responding agencies including police, fire, ambulance and other emergency response organisations.
Escalation Arrangements	Processes used to notify, elevate or transfer information and decision-making responsibilities during incidents.
Exercising	Structured activities used to validate emergency arrangements, communication pathways, coordination processes and operational response capability.
Good-Better-Best Capability Checklist	A benchmarking and self-assessment tool designed to help organisations assess preparedness maturity, identify gaps and prioritise improvement activities.
Incident Action Log	A record used to capture operational decisions, actions and activities during incidents or exercises.
Lessons Identified	Observations and findings identified during exercises, incidents or reviews that may support future preparedness improvement activities.
LGA	Local Government Agency
Operational Readiness	The practical ability of personnel, systems and arrangements to respond effectively during incidents.
Operational Resilience	The ability of an organisation or building environment to prepare for, respond to and recover from disruptions or emergencies.

Preparedness Maturity	The level of development and capability associated with an organisation's emergency preparedness arrangements and practices.
Precinct Coordination	Communication, collaboration and information sharing activities between neighbouring buildings or stakeholders within a shared operational environment.
Scenario-Based Exercising	Exercising activities that use realistic incident scenarios to validate preparedness, coordination and decision-making arrangements.
Situational Awareness	Understanding current incident conditions, risks, impacts and operational priorities to support effective decision-making.
Stakeholder Engagement	Consultation, communication and collaboration activities involving relevant organisations, tenants, contractors or operational stakeholders.
Toolkit	The CBD Emergency Management Toolkit developed to support emergency preparedness, coordination and resilience across commercial building environments.

7 REFERENCES

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Sydney CBD Safety Sub Plan

WELL Building Standard

Green Star Performance

GRESB

NEMA

ISO 31000 – Risk Management Guidelines

ANZCTC

