

From: s. 22(1)(a)(ii)
To: Manus Settlement
Subject: FW: ELRTC EMT Exercise POR and AAR [SEC=UNCLASSIFIED]
Date: Saturday, 5 August 2017 5:40:27 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[POR ELRTC ECO Exercise 20170803.docx](#)
[20170803 ELRTC After Action Review \(AAR\).xlsx](#)

s. 22(1)(a)(ii)
 Manus Settlement Lead
 s. 22(1)(a)(ii)

Sent with Good (www.good.com)

s. 22(1)(a)(ii)

Subject: ELRTC EMT Exercise POR and AAR

Hi s. 22(1)(a)(ii),

Please find attached the draft Post Operation Report (POR) for the ELRTC EMT Training held on Thursday. Please review and make changes as appropriate. Once you are happy with it sign it off and email a scanned version to me for uploading. I would also recommend commencing an After Action Review (AAR) register to capture the recommended actions for all EMT exercises and revisiting the document every rotation to check off the points. I have also attached an AAR template for you. This can be used for ECO and Operational Exercises.

Regards,

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s. 22(1)(a)(ii)

Subject: Email Addresses ELRTC ECO

Hi s. 22(1)(a)(ii)

Please find in CC stakeholder email addresses.

Thank you for today, it was a real eye opener. We all are looking forward to improving the EL's ECO's capabilities, especially me,.

Thanks again.

Regards

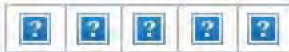
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Description: Adobe Systems



ELRTC AFTER ACTION REVIEW (AAR)

Serial	Date	Item	Source Activity (Emergency Exercise, Operation)	Action Dept	Action Owner	Under action	Completed	Completed Date	Comments
1	03-Aug-17	Develop and disseminate a monthly revised ELRTC EMT Contact list and updated EMT members phone contacts	ELRTC Lockdown Scenario	BRS	ELRTC St Mgr	Open			
9	03-Aug-17	Radio communications check at the start of every shift	ELRTC Lockdown Scenario	BRS	ELRTC St Mgr	Open			
10	03-Aug-17	Weekly staff accountability checks initiated by service provider leads	ELRTC Lockdown Scenario	All SP	All	Open			
11	03-Aug-17	All EMT members to familiarise with the EMT Folders contents and Duty Cards	ELRTC Lockdown Scenario	All SP	All	Open			
7	03-Aug-17	All EMT members familiarise with the ELRTC location call signs	ELRTC Lockdown Scenario	All SP	All	Open			
8	03-Aug-17	Print and place Site Emergency Maps, Emergency Toolboxes and Gate Maps in all staff offices and the conference room	ELRTC Lockdown Scenario	BRS	ELRTC St Mgr	Open			
6	03-Aug-17	Conduct another ELRTC EMT Exercise on Thursday 10th August at 1000hrs	ELRTC Lockdown Scenario	BRS	ELRTC St Mgr	Open			
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POST OPERATIONAL REPORT

3 August 2017



ELRTC - Emergency Management Team (EMT) Exercise 3 August 2017

Background

Ongoing training continues on a weekly basis for the Emergency Command Organisation (ECO). This week, the East Lorengau Emergency Management Team (EMT) activated their emergency management capability in support of an ELRTC Lockdown emergency exercise.

Lessons Learnt

What went well?

1. Passage and accuracy of information provided from the ICP;
2. The EMT members activated within 2 minutes of the exercise commencing;
3. Clear communications between the EMT members; and
4. Achieved the required actions for the Lockdown exercise.

What needs improvement?

1. Assigned support staff roles and equipment within the EMT (Coordinator/Scribe);
2. Accounting for all personnel including other service provider's e.g. IHMS;
3. Accuracy of information disseminated within the ECO;
4. All emergency equipment prepared for activation of EMT at all times e.g. radios charged, emergency contact list; and
5. Staff location management systems.

Recommendations:

1. Develop and disseminate a monthly revised ELRTC EMT Contact list and updated EMT members phone contacts;
2. Radio communications check at the start of every shift;
3. Weekly staff accountability checks initiated by service provider leads;
4. All EMT members to familiarise with the EMT Folders contents and Duty Cards;
5. All EMT members familiarise with the ELRTC location call signs;
6. Print and place Site Emergency Maps, Emergency Toolboxes and Gate Maps in all staff offices and the conference room; and
7. Conduct another ELRTC EMT Exercise on Thursday 10th August at 1000hrs.

Conclusion:

This training consolidates the EMT member's knowledge, and provided a broad overview of the key areas and functions when linking with the MRPC ECO. The scenario base training was well received and was successful in identifying key areas for further training and development. ELRTC EMT members agreed this exercise was valuable in increasing their confidence and capability for emergency management. It was agreed for another exercise to be held on the 10th August 2017 to reinforce the lessons learnt.

POST OPERATIONAL REPORT

3 August 2017



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Broadspectrum
ELRTC

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Distribution List:

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To: s. 22(1)(a)(ii)
Cc: [Manus Settlement](#)
Subject: FW: ELRTC EMT Exercise POR and AAR [SEC=UNCLASSIFIED]
Date: Sunday, 6 August 2017 9:06:24 AM
Attachments: [image001.png](#)
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[20170803 ELRTC After Action Review \(AAR\).xlsx](#)

UNCLASSIFIED

Morning

Just starting to keep you in the loop with key things.

We've started running live ECOs at ELRTC which has been great to capture the gaps in our knowledge and processes.

Attached is the outcome and action items from our first one last week.

I'm going to start running s. 22(1)(a)(ii) through drills this week focussing on capture ABF, IHMS and interpreters locations onsite.

s. 22(1)(a)(ii)

PNG Settlement Lead

East Lorengau Refugee Transit Centre

Detention and Offshore Operations Command Division

Australian Border Force

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From: s. 22(1)(a)(ii)
Sent: Saturday, 5 August 2017 9:39 AM
To: s. 22(1)(a)(ii)
Cc: s. 22(1)(a)(ii)
Subject: ELRTC EMT Exercise POR and AAR

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Review (AAR) register to capture the recommended actions for all EMT exercises and revisiting the document every rotation to check off the points. I have also attached an AAR template for you. This can be used for ECO and Operational Exercises.

Regards,

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From: s. 22(1)(a)(ii)
Sent: Thursday, 3 August 2017 3:55 PM
To: s. 22(1)(a)(ii)
Cc: s. 22(1)(a)(ii)
Subject: Email Addresses ELR/C ECO

Hi s. 22(1)(a)(ii)

Please find in CC stakeholder email addresses.

Thank you for today, it was a real eye opener. We all are looking forward to improving the EL's ECO's capabilities, especially me,.

Thanks again.

Regards

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Description: Adobe Systems





Work Health & Safety (WHS) Management Plan

Immigration Contract - Manus Island

ABF - Regional Processing Centre

August 2016

Revision	Description	Prepared by:	Approved by:	Date
A	Draft Plan	s. 47F(1)		31/01/2016
0	Final			February 2016
1	Updated to reflect processes on site			August 2016
2	Updated Scope, typos, provided context to Legal and Other Register.			September 2016

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Work Health and Safety Management Plan

TMM-3050-SA-0001



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1 Purpose & Scope

1.1 Site Contacts

Name	Title	Contact Number
Various	Principal HSE Advisor	s. 47F(1)
s. 47F(1)		

1.2 Purpose

The purpose of this Workplace Health & Safety Management Plan (WHSMP) is outline the management of WHS activity for the Manus Immigration Regional Processing Centre.

1.3 Scope

The Scope includes:

- ▶ Broadspectrum employees, contractors, visitors and others under Broadspectrum's operational control
- ▶ "Others" in the workplace include Residents in our care.

Out of Scope includes:

- ▶ Activities out of Broadspectrum's operation control and/or not directly contracted to Broadspectrum, e.g. International Health and Medical Services (IHMS) activity.
- ▶ Although "other" stakeholders are not controlled by this WHS Plan, they are still bound by the requirements in the Workplace Health and Safety Act 2011.

1.4 Project Description

Broadspectrum is contracted to provide Garrison Services in support of the ABF operation on Manus Island. The services include:

- ▶ Security and Intelligence
- ▶ Logistics (including freight, transport, stores)
- ▶ Environmental services (including waste, cleaning, pest and vermin, grounds)
- ▶ Catering Management & Accommodation support services
- ▶ Asset Maintenance and Management
- ▶ Care & Welfare.

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FIGURE 1: MAP OF THE MANUS ISLAND FACILITY

2 HSEC Leadership & Commitment

2.1 HSEC Leadership & Commitment

All personnel are expected to demonstrate effective leadership behaviours to minimise health and safety impacts and eliminate catastrophic events.

Refer to the BRS intranet HSEC Centre of Excellence (COE) for the [HSE Policy](#).

2.2 Leader Led Safety Conversations

Leader Led Safety Conversations (LLSC) are to ensure genuine communication between Senior Management and our employees about safety in the workplace.

Service Line Managers will complete at least one LLSC per rotation and record the discussion in Integrated Management System (IMS).

2.3 Mandatory Safety Rules

All personnel must work in accordance with the Mandatory Safety Rules, Broadspectrum's non-negotiable behavioural requirements.

2.4 Stop Work Authority

Everyone has the authority to stop work if a job or activity is unsafe and may materially harm personnel, equipment and the environment.

Reference:

TMP-0000-SA-0053	Leader Led Safety Conversations
TMS-0000-SA-0006	Mandatory Safety Rules
TMD-0000-SA-0101	Stop Work Authority Card
TMP-0000-SA-0100	Stop Work Authority Procedure



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3 HSEC Legal & Other Requirements

3.1 Legal and Other Reference Register

The HSE Manager is responsible for maintaining the Immigration Legal & Other Requirements Register.

A summary of the relevant Legislation and other requirements that apply, or may impact BroadSpectrum during the Contract can be found in the Legal & Other Obligations Register.

This WHS Plan has been developed in accordance with OHSAS 18001:2007 Occupational Health & Safety and AS/NZS 4801:2001 Occupational Health and Safety Management Systems.

3.2 Contract Requirements

The HSE Manager will consider contract requirements in the development of the Legal & Other Requirements Register.

3.3 Document Control

The Document Controller will record the following in the revision history box (front page of this document):

- ▶ sign off of this version of the WHSMP;
- ▶ their acknowledgement of all changes made in this revision on the WHSMP; and
- ▶ Acceptance by ABF.

BroadSpectrum utilises an intranet-based system, "INFORM", to control technical documents, including all documents subject to revision and approval, e.g. procedures, and forms.

The HSE Manager will maintain a Document Review schedule to ensure all relevant documents are current and accurate.

3.4 Control of Records

The HSE Manager will maintain a register of minimum WHS records. All employees must ensure records generated under their control shall be identified, collected and stored in accordance with BroadSpectrum's quality system, e.g.:

- ▶ Management review minutes and agendas
- ▶ Internal and external audit reports
- ▶ Incidents, non-conformance, complaints, corrective action reports
- ▶ Training records
- ▶ Maintenance reports on environmentally significant systems.

Reference:

[TMP-0000-QA-0005](#)

[TMP-0000-QA-0016](#)

[TMP-0000-SA-2008](#)

Document Control Procedure

Filing & Records Control

HSE Legal Requirements ID, Action and Review Procedure

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4 Hazard Identification & Risk Management

4.1 HSEC Hazard Management

The Service Line Manager is responsible for maintaining their Hazard Register in consultation with the Principal HSE Advisor and other relevant stakeholders to determine the safety aspects and impacts, and to identify the risk profile.

The Operations Manager shall approve the Hazard Register.

4.2 Job Analysis/Job Start

The Service Line Manager must ensure Safe Work Method Statements (SWMS) are developed for high risk activities and Job Starts are utilised for medium and low risk activities, both tools must be completed prior to the activity commencing. Broadspectrum's S.T.A.R.T Right (stop, think, assess, review, talk) process is to be promoted by Service Line Managers as an informal process designed to improve hazard awareness and alertness for routine activities.

4.3 Job Safety Observation

The Principal HSE Advisor, Operations Manager, Service Line Managers and Supervisors/Team Leaders are responsible for completing and recording Job Safety Observation in accordance with the Job Safety Observation Procedure.

4.4 Emergency Response

The Principal HSE Advisor will work with the Emergency Control Organisation (ECO) to review the Emergency Management Plan to ensure a state of readiness is maintained.

Reference:

TMS-0000-SA-0003	HSE Hazard Management – Operational Standard
TMP-0000-SA-2006	Job Observation Procedure
TMF-0000-SA-2022	Job Safety Observation Report
TMP-0000-SA-0003	Job Analysis/Job Start

5 Planning Objectives & Targets

5.1 WHS Objectives and Targets

The HSE Manager must maintain this WHS Management Plan and an annual HSE Improvement Plan with objectives & targets. Both plans shall be approved by the Operation Managers.

The HSE Improvement Plan should align the contract Hazard Register priorities and with individual performance objectives.

5.2 HSEC Responsibilities

Responsibilities & accountabilities are recorded in a range of places including Position Descriptions, Performance Reviews, Annual Improvement Plans and meeting minutes etc. Key safety responsibilities are outlined in this WHSMP and described below.

Roles	Responsibilities
Executive General Manager – Care & Welfare	- Provide relevant resources - Responding proactively to monthly HSE reports - Verifying effectiveness of MSR/class two incidents to assist with managing safety risks.
General Manager – Immigration	- Assist client in communications with the local community and other external stakeholders - Negotiate and authorise contractual requirements.
Operations Manager	- Drive or contract safety management - Assist client in communications with the local community - Negotiate and authorise contract wide safety initiatives - Ensure the management of non-compliances.
Service Line Manager	- Establish individual safety accountabilities, responsibilities and objectives for their staff - Refer to each element of this WHSMP to understand responsibilities, e.g. training, subcontractors, risk and incident management.
HSE Manager	- Drive a high performing culture - Report on compliance of safety monitoring schedule - Maintain this WHSMP and annual improvement plans, including: - Hazard Registers - The HSE component of Role based training profiles - Health Surveillance Schedules etc.
Principal HSE Advisor	- Provide technical safety support and coach operations - Complete risk assessments - Implementing the inspection, monitoring and reporting requirements of this WHSMP
Employees, Contractors and sub-contractors	- Undertake work in accordance with procedures and systems - Adhere to all regulatory and contract specific requirements - Report any complaints, incidents or close calls to management immediately - Participate in workplace inspections.

HSE Objectives and Actions Procedures

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Reference:

[TMP-0000-EV-0011](#)

[TMP-0000-QA-0001](#)

Management Responsibility

6 Communication and Consultation

The Operations Manager is responsible for leading meaningful consultation and communication to manage safety risks.

The Principal HSE Advisor will maintain an annual calendar of HSE Communication as a guide for targeted communications.

Typical internal communications may include:

- ▶ Management monthly meetings and annual Management Reviews
- ▶ Induction Training and Toolbox sessions (see 5.1)
- ▶ WHS Committee meetings (See 5.2)
- ▶ Continuous Improvement Process, including the Better Way system for reporting innovations, process faults etc.
- ▶ Intranet HSEC Centre of Excellence (COE) & Discussion Board
- ▶ Yammer, Team Sites and collaboration tools
- ▶ HSE Monthly Reporting
- ▶ Site noticeboards
- ▶ Incident Alerts

Typical external communications may include:

- ▶ ABF meetings & directives
- ▶ PNGICSA meetings & directives
- ▶ Government and Industry Alerts
- ▶ Community engagement and participation (e.g. Public Service Day)
- ▶ Other stakeholders and community initiatives

6.1 Toolbox Talks

The Principal HSE Advisor will provide a quarterly outlook of Toolbox Talk topics.

The Supervisor will conduct Toolbox Talks encouraging two-way communication and participation in the continuous improvement process. Attendance must be recorded on a Training Attendance Record.

Attendance at all training sessions will be recorded by the Training representatives in the LMS, scanned and saved to the training shared drive, then maintained in the contract filing system.

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6.2 HSE Committee and HSR's

The HSE Committee is to actively promote the contract's policies and procedures aimed at ensuring the safety of personnel through communication and cooperation between all levels of management and the workforce and external stakeholders.

The HSE Committee meeting provides a forum by which personnel can be:

- ▶ Involved in developing, reviewing and revising HSE policies, procedures and setting safety goals
- ▶ Informed and knowledgeable of safety efforts and activities on the contract.

There are 2 separate HSE Committee Meetings conducted by Broadspectrum:

- ▶ Broadspectrum HSE Committee: Internal meeting held every 3 weeks and will be comprised of the Principal HSE Advisor, Team Leaders or Supervisors, Safety and Health Representatives, and the Chairperson.
- ▶ Stakeholder HSE Committee: Meeting between all RPC stakeholders (external to Broadspectrum) held every month.

Reference:

[TMS-0000-SA-0001](#)

HSE Consultation & Communication – Operational Standard

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7 Client Relationship

7.1 Client Relationship

The General Manager – Immigration shall identify relevant client personnel to assist with stakeholder engagement.

7.2 Health of Relationship Program

The General Manager – Communities shall consult with General Manager – Immigration to determine the best methods to consult and obtain stakeholder feedback.

Action plans should be developed to drive continuous improvement.

Reference:

[TMS-0000-CS-0002](#)

Client Relationships – Operational Standard

8 Stakeholder & Community Engagement

8.1 Community Engagement

The Community Liaison Officers should consider health safety and environmental risks and opportunities.

Reference:

[TMS-0000-CS-0003](#)

Community Engagement – Operational Standard

[TMS-0000-CS-0001](#)

Customer Service – Operational Standard

9 Operational Process

9.1 Health

9.1.1 Health, Well Being and Fitness for Work

"Fit for work" means an individual is in a state (physical, mental and emotional) that allows them to perform assigned tasks competently and in a manner which does not compromise or threaten the safety or health of themselves or others.

As part of the recruitment process, the HR Advisor will arrange for all employees to undergo a pre-employment medical assessment, prior to any offer of employment.

As per section 11.3, Principal HSE Advisors conduct random Breath Alcohol Content (BAC) tests and drug test on all employees.

Broadspectrum promote the use of employee assistance programs including Psycare and Broadspectrum's Employee Assistance Program.

9.1.2 Fatigue Management

The Service Line Manager must ensure all employees and subcontract employees comply with the Fatigue Management Instruction and relevant Fatigue Management Plans.

9.1.3 Traffic Management

The Site Manager shall ensure the Traffic Management Plan is completed, signed off and available, and implemented on site.

All personnel will be provided information and instruction, they must ensure they understand and comply with the plan.

9.1.4 Manual Handling

The Service Line Manager shall ensure all personnel understand the requirement of the Manual Handling Procedure, prior to commencing work.

All personnel required to undertake manual handling activities shall endeavour to reduce the need for manual handling through use of mechanic aids, where this is not possible they must comply with the requirements of the Manual Handling Procedure.

9.2 Safety

9.2.1 Confined Space

The Service Line Manager, in consultant with Principal HSE Advisor, is responsible for ensuring the Confined Spaces are identified and compliance with the Entry Operational Standard.

All personnel required to enter a confined space must comply with the applicable Procedure and Operational Standards.

9.2.2 Cranes Rigging and Lifting Equipment

The Service Line Manager is responsible for planning the crane activities, consideration must be given to the below in conjunction with the Cranes, Rigging and Lifting Operations Procedure:

- ▶ The selection and use of the crane
- ▶ Ensuring that sufficient competent personnel and suitable equipment is available for the duration of the activities
- ▶ Ensuring the crane and associated lifting equipment meet all relevant standards e.g. Australian/New Zealand Standards and Codes of Practice
- ▶ Ensuring all involved personnel understand their responsibilities and work in accordance with the Cranes, Rigging and Lifting Operations Procedure.
- ▶ The Crane Operator must be qualified and competent in crane operations and shall inspect the crane prior to starting work each day.
- ▶ The Dogman/Rigger must be qualified and competent, and shall inspect all rigging components to ensure they are free from defects and have sufficient capacity to support the load.
- ▶ The sole responsibility of the Spotter during a lift is to make sure that no parts of the crane, lifting equipment, load or people enter a prohibited zone i.e. under loads or within a barricaded area.

9.2.3 Hand and Portable Power Tools

The Service Line Manager shall ensure all personnel understand the requirement of the Hand and Portable Power Tools Procedure, prior to commencing work.

All personnel required to use hand and/or portable power tools in the course of their activities must comply with the applicable Procedure.

9.2.4 Isolated Plant & Equipment

The Service Line Manager in consultant with Principal HSE Advisors must ensure:

- ▶ work is carried out in accordance with the Procedure
- ▶ equipment specific Lock Out-Tag Out procedures are developed and implemented
- ▶ existing equipment can be isolated / locked out
- ▶ danger tags and Out of Service tags to be used as per the procedure
- ▶ purchasing requirements identify that all new equipment is compatible with the procedure.

All personnel working on plant and equipment must comply with the requirements of the Isolation and Tagging of Plant and Equipment Procedure.

9.2.5 Permit to Work

The Service Line Managers shall maintain registers of Permits. The Principal HSE Advisors will assist identify high risk activities requiring permits as part of the Hazard Register.

9.2.6 Plant and Equipment

The Service Line Manager shall develop and maintain a site Plant and Equipment Register.

The Service Line Manager in consultation with Principal HSE Advisor and specific personnel must determine all items of plant and equipment requiring a risk assessment and have these developed prior to the activity commencing. Refer to section #11 Assessment & Surveillance.

9.2.7 Storage & Handling of Hazardous Substances & Dangerous Goods

The Service Line Manager, in consultant with Principal HSE Advisor, is responsible for ensuring the procurement, clean up and disposal, storage, transportation and training are completed in accordance with the Working with Hazardous Substances & Dangerous Goods – Operational Standard.

The Service Line Manager is responsible for creating and maintaining the Substances Register.

All employees are to immediately report the discovery or presence of asbestos to their Service Line Manager. The Service Line Manager will ensure that all work in or around asbestos is to be conducted in accordance with the Asbestos Management Procedure.

All personnel working with, or handling hazardous substances and dangerous goods must comply with the applicable Procedure and Operational Standards.

Operational Control	Action	Responsible
SDS	SDS will be available for all substances used on site and stored at the depot. An SDS Register will be kept and reviewed regularly.	Service Line Manager
Register	If hazardous substances are encountered the location will be recorded in a Register.	Service Line Manager
Risk Assessments	Risk assessments of hazardous substances will be completed and retained within the contract electronic files.	Service Line Manager

9.2.8 Working at Heights

The Service Line Manager in consultation with the Principal HSE Advisor must ensure:

- ▶ work is carried out in accordance with the Procedure
- ▶ specific SWMS's are developed and applied
- ▶ all personnel required to Work at Heights comply with the requirements of the Working at Heights Operational Standard
- ▶ works being conducted in an elevated work platform (EWP) is to be conducted in accordance with the Elevated Work Platforms Procedure.
- ▶ all works involving scaffolding are to be in accordance with the Scaffolding Procedure and Temporary Scaffold Modifications Procedure
- ▶ all works involving the use of ladders are to be in accordance with the Ladder Use & Care Procedure.

9.2.9 Hot Works

Hot work applies to all electric welding, gas welding, grinding, cutting, heating and arc/air gouging activities. The Service Line Manager will ensure that any hot work must be carried out in accordance with

local regulatory requirements and Broadspectrum's Welding, Grinding and Hot Work procedures/instructions.

9.2.10 Excavations and Ground Breaking Activities

The Service Line Manager will ensure that prior to excavation, drilling or ground breaking activities commence, potential hazards associated with work are identified and recorded in accordance with the Excavation, Drilling & Ground Breaking Activities Procedure TMP-0000-SA-2017.

9.2.11 Driving

The Service Line Manager in consultation with the Transport Manager will ensure that all relevant employees are appropriately licensed, verified as competent and approved to drive BRS vehicles. All driving is to be conducted in accordance with the Traffic Management Plan and the BRS Operational Standard – Plant & Equipment.

The Transport Supervisor will ensure all approved drivers are issued with an individual IVMS key and maintain the IVMS & Dallas Key Register.

9.3 Environment

Refer to the Environmental Management Plan (EMP) for Environmental Operational Process.

Reference:

TMP-0000-SA-2019	Asbestos Management Procedure
TMS-0000-SA-0009	Confined Space Entry – Operational Standard
TMP-0000-SA-2016	Cranes, Rigging & Lifting Operations
TMP-0000-SA-2011	Driver Fatigue
TMP-0000-SA-2022	Elevating Work Platforms (EWPs)
TMP-0000-SA-2017	Excavation, Drilling & Ground Breaking Activities procedure
TMI-3053-SA-0002	Fatigue Management Instruction – Immigration
TMI-3053-SA-0001	Fitness for Duty Instruction – Immigration
TMI-0000-SA-0016	Hand and Portable Power Tools
TMP-0000-SA-0101	Hot Work Procedure
TMP-0000-SA-0009	Isolation and Tagging of Plant & Equipment
TMP-0000-SA-0027	Ladders – Use & Care
TMP-0000-EV-0010	Management of Substances
TMP-0000-SA-0011	Manual Handling
TMP-0000-SA-2003	Noise Management
TMS-0000-SA-0013	Plant and Equipment – Operational Standard
TMP-0000-SA-0040	PPE Requirements procedure
TMP-0000-SA-0106	Safe Welding and Oxy Cutting
TMI-0000-SA-0019	Safe Work Instruction - Grinder
TMP-0000-SA-0008	Scaffolding
TMS-0000-SA-0014	Spill Management
TMP-0000-SA-2001	Standard for Low Voltage Electrical Safety
TMP-0000-SA-0052	Temporary Scaffold Modifications Procedure
TMS-0000-SA-0015	Vehicles and Driving – Operational Standard
TMI-3050-SA-0001	Vehicles and Mobile Plant Isolation Instruction
TMS-0000-SA-0016	Work at Heights – Operational Standard

10 Contractor & Supplier Management

10.1 HSEC Purchasing and Procurement

The Service Line Manager is responsible for ensuring purchased goods conform to HSE requirements and that non-conformances are addressed prior to the goods becoming operational. The Service Line Manager must ensure that employees are trained in the control measures before any purchased product is used and any appropriate Register is maintained.

Prior to the purchase of high risk equipment and tools, the Service Line Manager, in consultation with the Subject Matter Expert, will complete a formal pre-purchase risk assessment.

All personnel must ensure the control measures highlighted during training are in place prior to use and that the requirements of the procedure are complied with.

10.2 Contractor Engagement

The Service Line Manager shall ensure that contractors and suppliers are selected, evaluated and managed as outlined in the Subcontractor Management Procedure. The following areas should be considered:

Stage	Action	Responsible
i) Selection	Consult HSE during tendering stage	Subcontractor Manager
ii) Engage	Setting expectations following contract award and ensure SWMS, Chemical Registers and Training Registers for high risk work are reviewed prior to commencement	Service Line Manager
	Track the review of SWMS, Chemical Registers and Training Registers for high risk work are reviewed prior to commencement	Service Line Manager
iii) Mobilise	Support the review of HSE documents	HSE Principal Advisor
	Inductions and site access arranged by the person engaging subcontractors	Service Line Manager
iv) Manage	Ensure the implementation of Risk assessments, SWMS, Job Starts	Service Line Manager
v) Monitor & Review	Maintain a subcontractor Audit Schedule	Exec. QA Mgr. (NE Region)
	Maintain OPC/CPC schedules and monitor performance	Offshore HSE Principal Advisor

Reference:

Released by Department of Home Affairs
under the Freedom of Information Act 1982

[TMP-0000-SA-0007](#)
[TMF-0000-SA-0062](#)
[TMP-0000-SC-0027](#)
[TMP-0000-QA-0005](#)
[TMF-0000-SA-2002](#)

HSE Purchasing and Procurement
 Purchasing HSE Assessment
 Subcontractor Management
 Subcontractor / Supplier Assessment Checklist
 SWMS Review Checklist

11 Training and Competency

All personnel working on the contract will have the necessary competencies to undertake their work safely. No employee or subcontract employee will be permitted to perform work unless that person holds the required qualifications/licences and competencies.

The HR/Training representative will undertake a training needs analysis to determine the training requirements and competency needs, including specialised duties such as confined space, high voltage etc, for all personnel engaged on the contract.

Service Line Managers are responsible for training, competency and building the capability of individuals and teams, including where the nature of work during the contracted period changes or the responsibility of an individual is changed.

Operational Control	Action	Responsible
Role Based Training Profiles	Work with Training Advisor to identify relevant HSE training and competency needs.	HSE Manager
Individual & Team Competency	Ensure all employees have: - Development plans - Current mandatory training and licences.	Service Line Managers
Annual Training Plan	Work with Training Advisor to ensure an Annual Training Plan is developed based on a Training Needs Analysis (TNA).	HSE Manager HSE Principle Advisor
Reporting	Provide monthly reports of outstanding mandatory training and licences.	HR Advisor

The HR Advisor will arrange a facilitator and appropriate resources to conduct inductions as follows:

- Site Induction for all stakeholders
- BRS specific induction delivered by BRS Training Advisor.

All employees and subcontractors are required to attend induction training. Upon completion participants complete a HSE Induction Questionnaire to demonstrate their understanding of the material covered.

The Facilitator will record attendance by ensuring all participants sign a Training Attendance Record. The Training Advisor will enter attendance into the Learning Management System (LMS). These records will be scanned and saved to the training shared drive, then maintained in the contract filing system.

Security personnel will grant Site Access only after the successful completion of the Immigration and site specific inductions.

11.1 New Starter – Young Starter

HR Advisor shall identify a New Starter – Young Starter and communicate this to the Service Line Manager prior to commencement.

The relevant Service Line Manager is to assign an appropriate mentor for the identified New/Young starter.

Service Line Managers and Principal HSE Advisors are responsible for completing the New Starter – Young Starter Critical Process Confirmation monthly for at least the first 6 months.

Reference:

[TMF-0000-SA-3012](#)

[TMP-0000-SA-0050](#)

[TMF-0000-LD-0004](#)

[TMF-0000-SA-2079](#)

Critical Process Confirmation: New Starter – Young Starter

New Starter – Young Starter Procedure

Training Attendance Record

Training Needs Analysis

Released by Department of Home Affairs
under the *Freedom of Information Act 1982*

12 Assessment & Surveillance

12.1 Health Assessment & Surveillance

The Service Line Manager in consultation with HR Advisor, is to ensure medical assessments are conducted prior to any significant change in duties. This includes:

- ▶ where required by legislation, or
- ▶ where there is the likelihood of exposure to regulated hazards, and/or
- ▶ hazards that may have a cumulative effect, such as noise, toxic exposures, etc.

The Service Line Manager in consultation with HR Advisor, may also arrange a medical assessment following an incident, injury or illness.

The HSE Manager in consultation in HR Advisor arrange for periodic health assessments to be carried out for personnel performing tasks which are potentially detrimental to their health or where the health and fitness of the person is considered of particular importance to perform a role.

This may include, but is not limited to:

- ▶ Personnel who may be exposed to chemicals (Lead, Asbestos, Mercury etc.)
- ▶ Emergency Services/Response Team Members
- ▶ Any other personnel performing a task, or required to be present in a working environment which may be detrimental to their health.
- ▶ Any other personnel that need to perform tasks where a specified level of fitness or absence of designated medical conditions (e.g. vision, colour blindness, etc.) is required.

12.2 Workplace Amenities and Facilities

The Site Manager must review and approve compliance with the site establishment requirements, using the Site Establishment checklist, in accordance with the Workplace Amenities and Facilities Procedure.

The Site Manager should revise the assessment when significant changes to the worksite or provisions occur, or when an incident prompts that site provisions may be a contributing factor.

12.3 Drug and Alcohol

The Principal HSE Advisor will, in line with the developed Testing Regime, facilitate the random testing of employees and subcontract employees in accordance with the Drug and Alcohol Testing Procedure.

12.4 Workplace Inspection

The HSE Manager is responsible for developing a yearly schedule for Workplace Inspections.

The Principal HSE Advisor is responsible for conducting Workplace Inspections for all areas using the applicable Workplace Inspection Checklist as outlined on the Workplace Inspection Schedule, to ensure each area is inspected at least once a month. All inspections are to be recorded in IMS.

The Maintenance Planner shall maintain an Inspection and Testing Schedule for all plant & equipment.

12.5 External Audit and Review

The HSE Manager will develop a yearly audit and assessment schedule that is targeted and risk based. At a minimum:

- ▶ Critical Process Confirmations (CPC's)
- ▶ Operational Process Confirmation (OPC's)
- ▶ HSEC Management System audits.

This schedule must compliment the Global Audit Schedule for Operational Systems and other audits.

12.6 Process Confirmations

Critical Process Confirmations (CPC's) and Operational Process Confirmations (OPC's) are simple tools designed to check that the key requirements of processes and procedures are understood and implemented.

Reference:

TMP-0000-QA-0017	Global Audit Framework
TMF-3050-SA-0003	Catering OHS Inspection
TMF-3050-SA-0004	Cleaning OHS Inspection
TMI-0000-QA-0012	Critical Process and Operational Process Confirmations
TMP-3053-SA-1002	Drug and Alcohol Testing Procedure
TMS-0000-SA-0008	Employee Well Being – Operational Standard
TMI-3053-SA-0001	Fitness for Work Instruction
TMF-3050-SA-0005	Gym / Recreation OHS Inspection
TMP-0000-SA-2021	Health Surveillance & Assessment
TMP-0000-SA-0015	HSE inspection
TMS-0000-CI-0001	Improvement & Innovation – Operational Standard
TMS-0000-SA-0005	Measuring HSE Performance – Operational Standard
TMF-3050-SA-0006	Office OHS Inspection
TMF-0000-SA-3042	Operational Process Confirmation
TMP-2000-HR-0015	Pre-Employment Medical Procedure
TMF-0000-SA-2023	Site Establishment Checklist
TMF-3050-SA-0007	Stores OHS Inspection
TMF-3050-SA-0008	Trades OHS Inspection
TMF-3050-SA-0009	Transport OHS Inspection
TMP-0000-SA-2005	Workplace Amenities and Facilities
TMF-0000-SA-0008	Workplace Inspection Checklist
TMF-3050-SA-0010	Workshop OHS Inspection

13 Incident Management

13.1 Incident Management

Employees must report all incidents to their supervisor immediately upon becoming aware of them, as outlined in the Incident Management Procedure including injuries, illnesses, environmental and near miss events.

13.2 Reporting, Investigation and Recording

The Service Line Manager responsible for the plant, people or environment associated with the incident, in consultation with Principal HSE Advisor, is responsible for recording all incidents using IMS. This includes, the incident reporting, investigation and corrective actions.

The Service Line Manager must report all high and extreme incidents, including all motor vehicle collisions and high potential incidents, within 1 hour by phone to the Operations Manager and the Principal HSE Advisor. This is also applicable after hours.

The Operations Manager must notify the General Manager – Immigration within 1 hour by phone and relevant ABF management representatives in line with the ABF Reporting Guidelines.

The Principal HSE Advisor must notify the HSE Manager with within 1 hour by phone.

All extreme, high and high potential incidents must be investigated using the Integrity Investigation tool within IMS. This does not include a breach of Mandatory Safety Rule 10: never consume or be under the influence of alcohol or illicit drugs while at work, when identified through random drug and alcohol testing conducted prior to commencing work.

The General Manager – Immigration, Operations Manager, Service Line Manager and HSE Manager will meet to review these investigations, the Team Leader or Supervisor may be invited as required.

13.3 Hazard and Close Call Reporting

All personnel have a responsibility to identify, control and report hazards, and close call events. Broadspectrum's Hazard and Close Call Reporting Procedure provides examples of hazards and close call events, explains how they are identified and outlines the requirements for reporting. Hazard ID's and Close Calls are to be recorded in IMS where the likely outcome has high potential consequences or corrective actions remain outstanding.

13.4 First Aid

The Principal HSE Advisor must ensure all work areas with no immediate access to IHMS facilities are provided with a First Aid Kit suitable for the location and number of staff.

The HSE Representative for the work area is responsible for inspecting the First Aid Kit at least monthly and for replenishing the kit, as required.

All personnel have access to attending the onsite medical clinic, IHMS, should additional treatment be required.

13.5 Injury Management

Broadspectrum's management strategy is to prevent injuries and illnesses as our first priority. However, in the event of an injury or illness, effective workplace based Rehabilitation Programs following injury, illness or other personal events are essential to optimise recovery and ensure early return to meaningful, productive and sustainable work.

All injuries on the contract will be managed in accordance with the requirements of BROADSPECTRUM's Fitness for Work Instruction.

The Rehabilitation and Return to Work Managers are Australian based, contact details can be provided through the Principal HSE Advisor.

13.6 Worker's Compensation

All personnel wishing to submit a claim to Workers Compensation must complete the following forms and submit to their Service Line Manager:

- ▶ Medical Release Authority
- ▶ Early Notification of Injury

The Workers Compensation Department will assess the claim to determine liability and once a decision has been reached, the injured worker will be contacted to advise the outcome.

Reference:

[TMP-0000-SA-0044](#)

[TMI-3053-SA-0001](#)

[TMP-0000-SA-2007](#)

[TMS-0000-SA-0004](#)

[TMS-0000-SA-0002](#)

[TMF-0000-SA-3032](#)

[TMF-0000-SA-3037](#)

First Aid

Fitness for Work Instruction

Hazard and Close Call Reporting

HSE Incident Management – Operational Standard

Injury & Incident Classification – Operational Standard

Operational Process Confirmation – First Aid

Operational Process Confirmation – Hazard Id and Close Call Reporting

14 Monitor, Review & Improvement

14.1 Monitor, Review & Improvement

The Operations Manager, in conjunction with HSE Manager, will lead an annual Management Review. The agenda for management reviews will typically include, but will not be limited to the following:

- ▶ WHSMP effectiveness
- ▶ Changes to legislation, standards or other requirements
- ▶ Resource adequacy for management of the WHSMP
- ▶ Achievement of objectives and targets
- ▶ Results of internal and external audits
- ▶ Non-compliance or non-conformance's and resulting corrective action
- ▶ Training and competency
- ▶ Customer and public complaints
- ▶ Improvements and/or innovations in safety management
- ▶ Review of safety impacts and aspects, and risk.

The HSE Manager will provide recommendations for change or improvement to the safety management system, which will be reflected through amendments to the relevant system element including the WHSMP, procedures or for ABF.

14.2 HSEC Performance Reporting

The HSE Manager will prepare a monthly HSE Performance Report and provide to Operations Managers and senior management.

The Executive HSE Manager, Logistics & Facilities Management will prepare a strategic quarterly report to align with Safety Council meetings.

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MANUS REGIONAL PROCESSING CENTRE

EMERGENCY EVACUATION PLAN

May 2016

MANUS REGIONAL PROCESSING CENTRE EMERGENCY MANAGEMENT PLAN

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Distribution List

Distribution	No of Copies
PNGISCA	1
DIBP	1
TSL	1
TSL Security	1
IHMS	1

Issue, Review and Amendment

An emergency plan must be simple, flexible, written, disseminated, tested, reviewed and be easy to use and amend.

Wilson Security is responsible to review these procedures on a recommended 12 monthly basis.

Reviews should be recorded on the table below and any amendment to the procedures should be noted on the Amendment Record Certificate.

Revision Control

Revision	Date	Description	Origin	Check	Approved
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Proposals for the amendment or addition to this plan should be forwarded to the Security Manager Wilson Security.

[illegible]

INTRODUCTION

What is evacuation?

Evacuation is a risk management strategy which may be used as a means of mitigating the effects of an emergency or disaster on the centre and local community. It involves the movement of people to a safe location. However, to be effective it must be correctly planned and executed. The process of evacuation is usually considered to include the return of the affected community.

Aim of this plan

The aim of this plan is to provide guidelines to develop Manus Regional Processing Centre (MRPC) evacuation plans in accordance with accepted emergency management principles and applicable Australia legislative requirements.

Scope of the plan

The plan incorporates guidelines and considerations for the formulation of evacuation plans at community level. These guidelines and considerations relate to both peacetime and hostility related emergencies (civil defence). They are presented within the main sections covering:

- Introduction;
- Evacuation planning;
- Evacuation planning considerations; and
- MRPC five stages of evacuation: decision to evacuate, warning, withdrawal, shelter and return.

Related documents

The plan should be read in conjunction with Emergency Management Plans (EMP), Incident Response Plan (IRP), Contingency Plans and Business Continuity Plans.

Legal protection

Effective emergency management planning may help protect organisations from litigation arising out of the 'duty of care' provisions in common law. The requirement for responsible organisations to develop, test and review emergency plans accords with their general obligation of fulfilling duty of care.

EVACUATION PLANNING—AN OVERVIEW

Introduction

A risk assessment examining the source of risks, implications of their impact and possible mitigation action is the basis for formulation of the main emergency management plan. The start point for consideration of an evacuation plan is where the risk assessment has identified evacuation as a potentially appropriate risk management strategy.

Evacuation planning principles

The following principles should be observed in evacuation planning:

- Determination of legal or other authority to evacuate;
- Establishment of a management structure;
- Clear definition of roles and responsibilities;
- Development of appropriate and flexible plans;
- Effective warning and information system;
- Assurance of movement capability;
- Establishment and maintenance of confidence and cooperation of all stakeholders and Residents;
- Appropriate welfare provision throughout all stages; and
- Exercise of developed plans.

Types of evacuation

For the purpose of planning, all evacuations may be considered to be one of two generic types:

Immediate Evacuation — an evacuation resulting from a hazard impact, that forces immediate action, thereby allowing little or no warning and limited preparation time. Hazardous materials accidents/incidents, air crash, wildfire or earthquake are examples of events that may require immediate action.

Pre-warned Evacuation (Deliberate) — an evacuation resulting from an event that provides adequate warning and does not unduly limit preparation time. Examples of this type of event may include flood, cyclone and storm surge.

In both cases planning using the principles above is essential

Alternative to evacuation

Although evacuation is considered an important element of emergency response which may be effective in many situations, there will be occasions when it may be assessed that people would be safer to stay and shelter in place. Depending on the nature of the hazard, measures such as closing windows, isolation of air conditioning systems and monitoring communications to receive information can be taken to reduce vulnerability.

Stages of the evacuation process

The evacuation process comprises the five stages of:

- Decision to evacuate;
- Warning;
- Withdrawal;
- Shelter; and
- Return.

EVACUATION PLANNING CONSIDERATIONS

Introduction

As a result of a hazard impact or threat, evacuation of affected people may need to be considered. This may involve a complex operation that has the potential to place evacuees at some risk during its execution. Careful planning can minimise the risks associated with the process of evacuation and planning committees must take account of the following:

The decision to evacuate

Making the decision as to whether to evacuate or not will be assisted by the availability of timely and relevant information. If the decision is made too early and the hazard recedes, the evacuated community may have been exposed to unnecessary risk, inconvenience and cost. If the decision is made too late, the affected community may be forced to either evacuate under high-risk conditions or to shelter in place and accept the effects of the hazard impact.

While the nature of the hazard impact will be a primary consideration, an effective evacuation plan supported by an education program will facilitate decision making. Due to the complex nature of an evacuation operation it must not be regarded as a secondary reaction to other risk management strategies. The evacuation should be treated as a discrete response operation.

The authority to evacuate

Evacuation planning must establish the legal basis for evacuation and any conditions which apply. For example, in some countries there is no authority to force evacuation of people from properties. Factors such as this must be taken into account during the planning process as they may have a significant effect on how an evacuation is implemented. Authority to evacuate Manus Regional Processing Centre will be by Papua New Guinea Immigration and Citizenship Services (PNGICSA).

The importance of community awareness and education

Community awareness and education are critical to the successful implementation of an evacuation plan. A program should be instituted which covers hazard information, the need to evacuate under certain prescribed circumstances and specific action to be taken. The evacuation plan should allocate responsibility for community awareness and education programs. Raising awareness and educating the community should be done well before hazard impact. For example, before the start of the hazard season in the case of flood, cyclone, wildfire etc.

An effective community education program should be designed to establish:

- Community awareness of the hazards which may lead to a requirement to evacuate;
- Individual awareness of conditions, both pre-existing and hazard-related, which would support a decision to either evacuate or shelter in place; and
- Community awareness of the need to heed warning and public information messages.

Effective public information should:

- be complemented by the community education program;
- employ a variety of media (print, electronic, community announcement, word-of-mouth,

- etc) to disseminate information;
- carry authoritative, credible, simple, direct and unambiguous information, instructions and directions; and
- provide timely and constant reinforcement.

Community awareness and education aspects are applicable to all stages and should be continually reviewed to ensure appropriateness and effectiveness.

Need for security of evacuated premises

Perception of security may have considerable influence on the decision by individuals to evacuate or not. Hence, adequate security arrangements need to be made for residents being vacated and possessions left behind. This will involve security securing premises as well as an active program of security checking.

Potential risks in moving people in hazardous situations

Dislocation and the potential hazard-related dangers people may be facing are likely to place them under considerable stress. Under these circumstances people may not act as rationally as might normally be anticipated and they will need to be treated with a greater deal of compassion and understanding. The implications of this will need to be considered in the planning of all stages of evacuation but particularly in the withdrawal.

Need for control/coordination

Each stage of an evacuation may be the responsibility of a different agency. The activities of each involved agency must be coordinated to ensure that the overall process works efficiently. Control/coordination of evacuation responsibilities is specified, it is important for the evacuation plan to clearly reflect roles and responsibilities of all agencies involved. Control/Coordination cannot be effectively achieved without good communication between agencies.

Media

Communication with media will require skilled liaison and a system for the authorised release of current information. Planning should include identification of any agency media responsibilities in accordance with Department of Immigration and Border Protection (DIBP) arrangements. A media strategy should be developed and be in place prior to activation of evacuation plans.

Special-needs groups in the community

The plan must take the social implications of special-needs groups into account. For example, people with disabilities, people from non-English-speaking background may react differently during an evacuation. They may also have a range of differing needs. Critical aspects include problems of communication, mobility and culture.

Time management in large scale evacuation

Where large population (complete centre) need to be evacuated, it will be desirable to have calculated the time taken for certain functions to be performed. These timings (detailed below) can be incorporated into the plan:

Transport resources

Community analysis should define the level of transport resources required in different areas. Planning should be based on information such as the number of residents and the number of buses and vehicles required for the evacuation. The time required to marshal these resources will be an important planning factor.

Time required clearing the evacuation area

After evacuees have been advised of the need to leave, there will be a finite time before movement actually occurs. In addition, there will be time taken to move from accommodation to a point of safety, for example, assembly area/muster point to evacuation points. Calculation of these times is important and may require security command post (SCP) to identify locations of possible bottle-necks and assess potential vehicle flow-rates along required routes.

Testing and evaluation plan

The Emergency Evacuation Plan should be part of the annual exercising of EMP in conjunction with other plans and arrangements. All agencies involved in the execution of this plan must be familiar with their roles and responsibilities.

MANUS REGIONAL PROCESSING CENTRE

Manus Island

Manus Island is part of Manus Province in northern Papua New Guinea and is the largest island of the Admiralty Islands. It is the fifth largest island in Papua New Guinea with an area of 2,100 km², measuring around 100 km × 30 km. According to the 2000 census, the whole Manus Province had a population of 43,387, rising to 50,321 as of 2011 Census. Lorengau, the capital of Manus Province, is located on the island. Momote Airport, the terminal for Manus Province, is located on nearby Los Negros Island. A bridge connects Los Negros to Manus Island and the province capital of Lorengau. In addition to its resident population, asylum seekers have been relocated here from Australia between 2001-2004 and since 2012.

Manus Island is covered in rugged jungles, which can be broadly described as lowland tropical rain forest. The highest point on Manus Island is Mt. Dremsel 718 metres (2,356 feet) above sea level at the centre of the south coast. Manus is volcanic in origin and probably broke through the ocean's surface in the late Miocene, 8–10 million years ago. The substrate of the island is either directly volcanic or from uplifted coral limestone.

Manus Island Regional Processing Centre is an immigration detention and offshore asylum processing centre located on Manus Island in Papua New Guinea, operated by Broadspectrum on behalf of the Australian government. The centre is located on the PNG Navy Base Lombrum (previously a Royal Australian Navy base called HMAS Tarangau).

Approved Evacuation Points

The Commanding Officer, PNG Navy Base Lombrum approves the evacuation areas throughout his base. There is a regular requirement to re-confirm locations due to construction works and changeover of Commanding Officers. Evacuation points are located at Annex A.

Emergency Area of Operations

Area of Operations (AO) is an operational area defined by the base commander for the conduct of emergency evacuation activities such as a natural disaster. Within the AO there is a Main Supply Route (MSR) along which vehicles, personnel and supplies will be transported.

Area of Operations (AO) AO identified is the eastern area of the base. Also identified is an area appropriate for placement of adequate emergency logistics and stores (prepositioned) to accommodate 1300+ residents and staff at Annex B.

Use of Safe Zones

Safe zones are located within the confines of the centre and may be utilised prior to an evacuation or under any civil disturbance incident;

Safe Zones are designated locations within the Regional Processing Centre (RPC) where those residents that indicate their intention to not participate in the disturbance of the peace will be escorted to. This will allow for a reduction of residents involved in an incident and reduce the complexity of the situation. Command and control will ensure one of the designated save zones is nominated depending on circumstances and location of disturbance.

Safe Zones Locations are shown at Annex C.

Gates Numbering Systems

External and internal gates to the Manus Regional Processing Centre have been numbered for ease of recognitions and extraction of individual during an evacuation at Annex D.

Evaluation Sheets

Evaluation is the process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses ensuring the continuous improvement cycle. See Annex G for evacuation evaluation sheet.

Contact Details

Refer to Annex H for the local emergency contact details.

FIVE STAGES OF EVACUATING MRPC

STAGE ONE: DECISION TO EVACUATE

Authority to evacuate Manus Regional Processing Centre

There are often many complex issues to be taken into account in making this decision and it may need to be made in the absence of the desired information. Once the decision to evacuate is decided the authority to evacuate must be obtained from Papua New Guinea

Immigration and Citizenship Services (PNGICSA). This normally requested through the Emergency Control Organisation (ECO).

Roles and responsibilities

Given the gravity of the decision in terms of saving lives and preventing injury, it is imperative that roles and responsibilities be clearly identified and comprehended.

- Request approval to evacuate – security
- Approving authority to evacuate – PNGICA
- Responsible for evacuating – security

Considerations

The following planning considerations relate to decision-making to evacuate:

- Vulnerability may indicate that, for certain hazards and under certain conditions, sheltering in place could well be the best protective strategy. Typically, this could be the case for some toxic chemical release incidents or in a wildfire situation. The success of this strategy will depend, to a large extent, on the degree to which premises have been prepared to withstand the impact and also the level of community awareness about the nature of the hazard and appropriate protective actions to be taken to reduce vulnerability.
- Because of the **potential for risk to evacuees during movement**, special attention should be paid to planning of this aspect. All appropriate risk control measures should be considered.
- **Available lead time** may influence the decision to evacuate. If there is sufficient time to warn and evacuate before the impact of the emergency (eg floods, fire) the risk during the movement may be greatly reduced. If time is not available or the hazard has already impacted it may be a case of rescuing those affected rather than evacuation.
- Evacuation can be a **time-consuming and resource-intensive process**. As the number to be evacuated rises, so does the time and resources it will take to carry out the evacuation. Movement of evacuees may cause congestion on roads in large-scale evacuations and unless the movement of people is properly planned and managed, congested conditions could defeat the purpose of the evacuation. This could be reduced by implementing a phases approach to evacuation (staggering departure times).
- **Egress routes** must be capable of handling the requirements of the evacuation. Roads usually available or safe may not be available during evacuation. Access routes will also be required by responding emergency vehicles. For instance, consider the potential for problems caused by flooding, driving rains and debris; or fire, smoke and fallen trees.
- Identification of **available resources** (including transport and personnel) to move the evacuees will influence the decision to evacuate.
- Depending on the type of hazard impact experienced, the requirement to provide **temporary accommodation** will need to be assessed. This will become an issue in some situations when there may be a choice between either evacuating an area or to shelter in place.

STAGE TWO: WARNING

Introduction

Warning is the second of five stages of the evacuation process and comprises the activation of the emergency evacuation sirens. These are strategically placed throughout the centre and are a three tone alarm systems.

- First tone indicate 'Code Yellow' – prepare to evacuate, all non-essential staff move to their muster points and residents move to assembly areas.
- Second tones indicate 'Code Orange' – movement of personnel from either the muster points or assembly areas to evacuation points.
- Third tone indicates all clear and is identified with a voiceover 'All Clear'

The effectiveness of the evaluation will largely depend on the quality of the warning process. Factors which may influence the effectiveness of the warning include time, distance, visual evidence, threat characteristics and sense of urgency demonstrated by the emergency services. For example, the more immediate the threat, the greater the readiness of people to accept and appropriately react to the warning.

Roles and responsibilities

It is essential that all agencies involved in the warning stage have a clear understanding of their roles and responsibilities. Formulation of warnings should involve the participation of some or all of:

- The community (including special-needs groups);
- The emergency services (ERT, FRT);
- The government agencies (all levels); and
- The non-government organisations.

Responsibility of initiating the warning

The sirens are initiated from the MRPC Control Centre. Located in the control centre are two remote controls (primary and backup) that activate the sirens, if for some reason these are not functioning the alternative is the use of audible handheld foghorns located in each gatehouse and at the control centre.

Relocation to Muster Points and or Assembly Areas

Signage identifying muster points and assembly areas are located throughout the Centre. There are at least two assembly area located in each Area. On activation of the first siren:

- All non-essential staff inside RPC 1 will be removed and directed to the muster point by security elements and report to the Department Muster Point Coordinator;
- All non-essential staff located in admin areas are to make their way to the muster point by the most direct route and report to the Department Muster Point Coordinator; and
- Residents are to be directed to their respective assembly areas by security elements. At the assembly area, head counts will be conducted to ensure all personnel are accounted for and if required a search party formed to locate missing personnel.

Simultaneously security elements will be clearing all buildings to ensure everyone had been evacuated. The Muster Points and Assembly Area diagram is at Annex E.

Actions at muster point by non-essential staff

All non-essential staff once accounted may be utilised as required by site manager.

Vehicles and Vehicle Keys; Vehicles are a critical enabler to the relocation and evacuation plan, and an identified risk area. It will be requested that all vehicles (less plant keys) are handed over to Wilson Security.

Where possible all vehicles within the Area are to be relocated to the vicinity of Muster Points and all keys are to be handed over to Access Control personnel at the Gate House/s.

If the vehicle is unable to be moved the keys are to be handed over to Access Control personnel at the Gate House/s, and the location and description of the vehicle.

Water Access; Water is stored in blue containers throughout the MIPRC and its surrounds. These water points are the main source for personnel water. As the situation allows water will also be located at the Assembly Area.

Fuel; All vehicles are to be maintained with full tanks on receipt of Warning Order if time allows. The fuel point will be secured by Wilson Security.

Communications; Communications will be maintained through Mobile Phone and Satellite Phone link between Operational and Strategic levels. Routine radio link at tactical level will be maintained.

STAGE THREE: WITHDRAWAL TO EVACUATION POINT

Introduction

Withdrawal is the third stage of the evacuation process and involves the removal of people from a dangerous or potentially dangerous area to a safer area.

Once the approval to evacuate the Centre has been received by ECO, Incident Command Post (ICP) will facilitate the movement coordination. Some evacuations may need to be phased to avoid congestion and/or mingling of residents. There will also be occasions when it may be assessed that residents in specific areas would be safer to stay and shelter in place or be transferred to a safe zone rather than an external location.

Roles and responsibilities

Security elements (ICP) have the responsibility for management of each of the elements of withdrawal. It is essential that all agencies involved in the 'withdrawal' stage have a clear understanding of their roles and responsibilities.

Considerations

Some of the key considerations during the planning for withdrawal are:

Control/Coordination – PNGICSA is the agency that has the authority to order an evacuation and the security element is responsible to carry out the physical evacuation.

Phasing—some evacuations will need to be phased to avoid congestion or to ensure that residents where possible are not mixed into staff head-counts. Phasing may be by Areas, where the plan specifies the sequence of evacuation of specific elements of the population (i.e. Mike Area followed by Delta etc).

Resources - (transport personnel and communications) – to pool the limited resources all agencies need to assist.

Access/egress routes – these are clearly identified gates and/or sally ports that access and egress to the north and south of the centre to facilitate an orderly evacuation and are able to provide access for incoming personnel and resources.

Assembly areas - Although assembly areas will usually only be a temporary holding point prior to moving residents to evacuation points (or alternative accommodation), it will be necessary to provide basic welfare facilities while residents are waiting.

Security of the evacuated area — initial security and setting up of the evacuation point including water etc is the responsibility of Romeo 2.

Briefings to ECO - the mechanisms are in place for the Security Command Post (SCP) to brief the ECO (Incident Controller and stakeholders) of the plan.

Briefings should include the following:

- Details of the decision and reasons for the evacuation, including:
- The hazard, impact and effects;
- Areas to be evacuated;
- Current conditions; and
- Predicted conditions.
- Allocation of tasks and priorities.
- Access/egress routes - route markings, traffic control and vehicle recovery (if required).
- Location of assembly areas and evacuation points utilised.
- Records made of persons evacuated.
- Reporting of the completion of evacuation, thus allowing for the redeployment of resources.
- How the area is to be secured following evacuation, including road closures, and security patrols.

STAGE FOUR: SHELTER

Shelter is the fourth stage of the evacuation process and involves provision of the basic needs for affected people away from the immediate or potential effects of the hazard. Shelter provides for the temporary respite of evacuees. It may be limited in facilities, but must provide protection from the elements as well as accommodate the basic personal needs which arise at an individual level in an emergency.

Roles and responsibilities

Broadspectrum have the responsibility for management of each of the elements of shelter. Coordination of the separate task areas is usually directed by Broadspectrum Site Manager who is located at the Security Command Post.

Considerations

Important planning considerations to be addressed during this stage include the following:

- **Identification of appropriate shelter areas** - this should be based on safety, availability of facilities, capacity and numbers.
- **Shelter location**—this will be dependent on the type and severity of the hazard impact, possible sites have been identified.
- **Access/egress** - Vehicular access and egress must be planned to accommodate contingencies arising from the incident.
- **Vehicle assembly areas** -These should be identified in accordance with needs. Consideration should be given to changed conditions due to the hazard itself, the volume of traffic and weather.
- **Existing facilities and utilities** -These must provide for:
 - sanitation;
 - water;
 - electricity;
 - communications (for example telephone, computers, faxes); and
 - storage.
- **Catering services** -These should be mobile and multi-functional, able to provide various forms of refreshment and/or meals to all affected people, including emergency service personnel.
- **Medical support** – medical advice and emergency evacuation (medivac) is provided by IHMS.
- **Security**—Store and equipment (include telephones, computers and office material and equipment) will require secure accommodation depending on hazard (tsunami).

STAGE FIVE: RETURN

Introduction

Return is the fifth and final stage of the evacuation process. It will be necessary to assess the disaster area to determine if return is possible and identify any special conditions which may need to be imposed.

Roles and responsibilities

As the return process is complex and may be protracted, it is imperative that the ECO clearly identifies roles and responsibilities of the many agencies involved.

Considerations

Once the hazard which necessitated the evacuation no longer exists, return to MRPC can be considered. There are a number of considerations which need to be taken into account in this stage.

Affected area assessment

A detailed assessment of the affected area must be completed before a decision is made to return evacuees. The assessment should include consideration of:

- The presence of the hazardous condition;
- The possibility of the hazard impact recurring;
- The safety of the structures including;

- accommodation;
- utilities; and
- security;
- Availability of suitable facilities including:
 - accommodation—permanent or temporary;
 - utilities—permanent or temporary; and
 - Hygiene facilities—permanent or temporary.

Evacuees return criteria

Assessment of residents' mental state and physical health should be undertaken prior to their return.

Annexes

- A. Evacuation Points
- B. Emergency Area of Operations
- C. Safe Zones
- D. Gate Numbering System
- E. Assembly Area Diagrams
- F. Area Maps
- G. Evacuation Evaluation Check Sheets
- H. Contact Details

Evacuation Points



EMERGENCY EVACUATION AREA OF OPERATIONS



 Out of Bounds Area (magazines and armoury)

 Laydown Area

SAFE ZONES



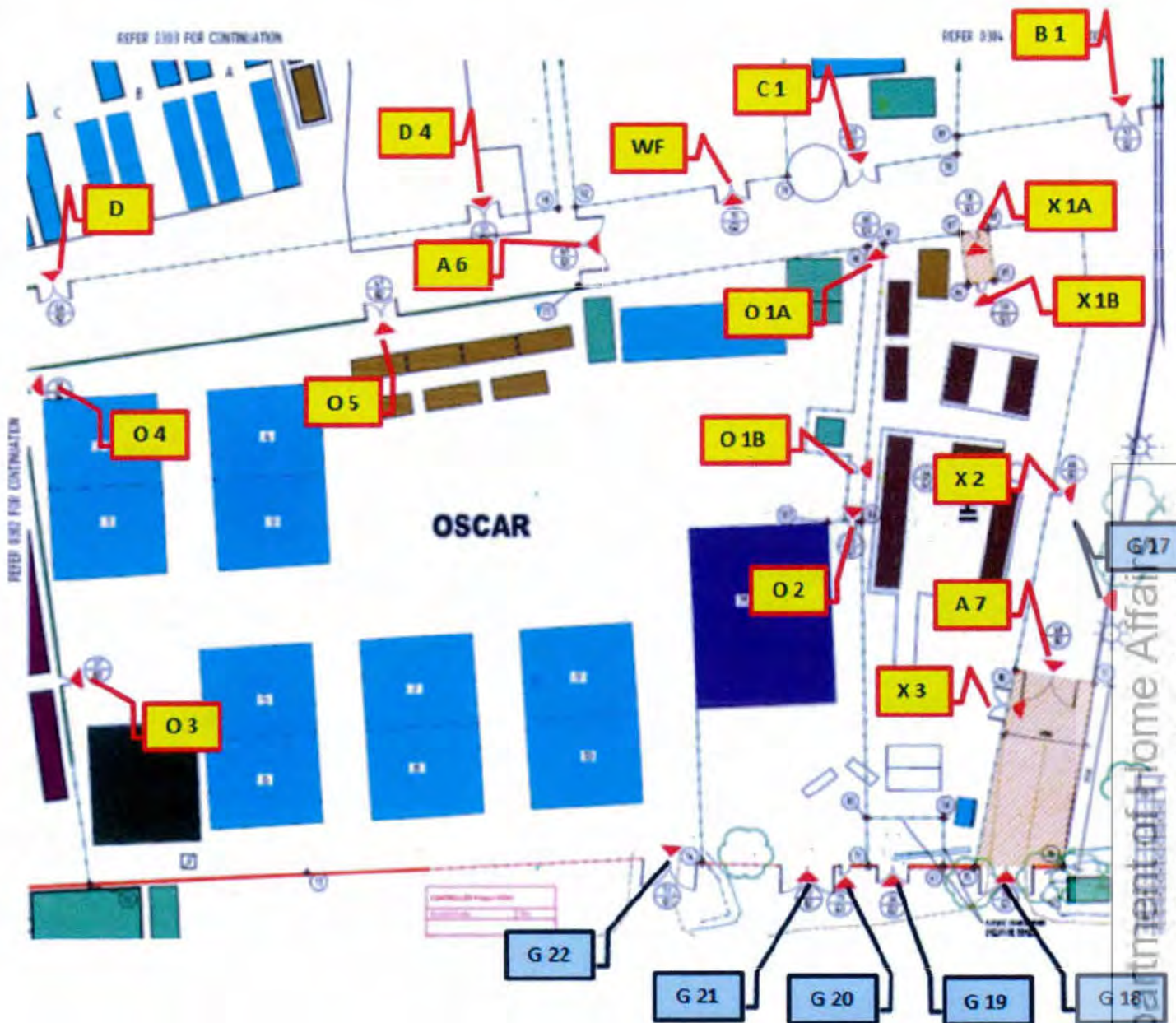
EXTERNAL GATE NUMBER SYSTEM



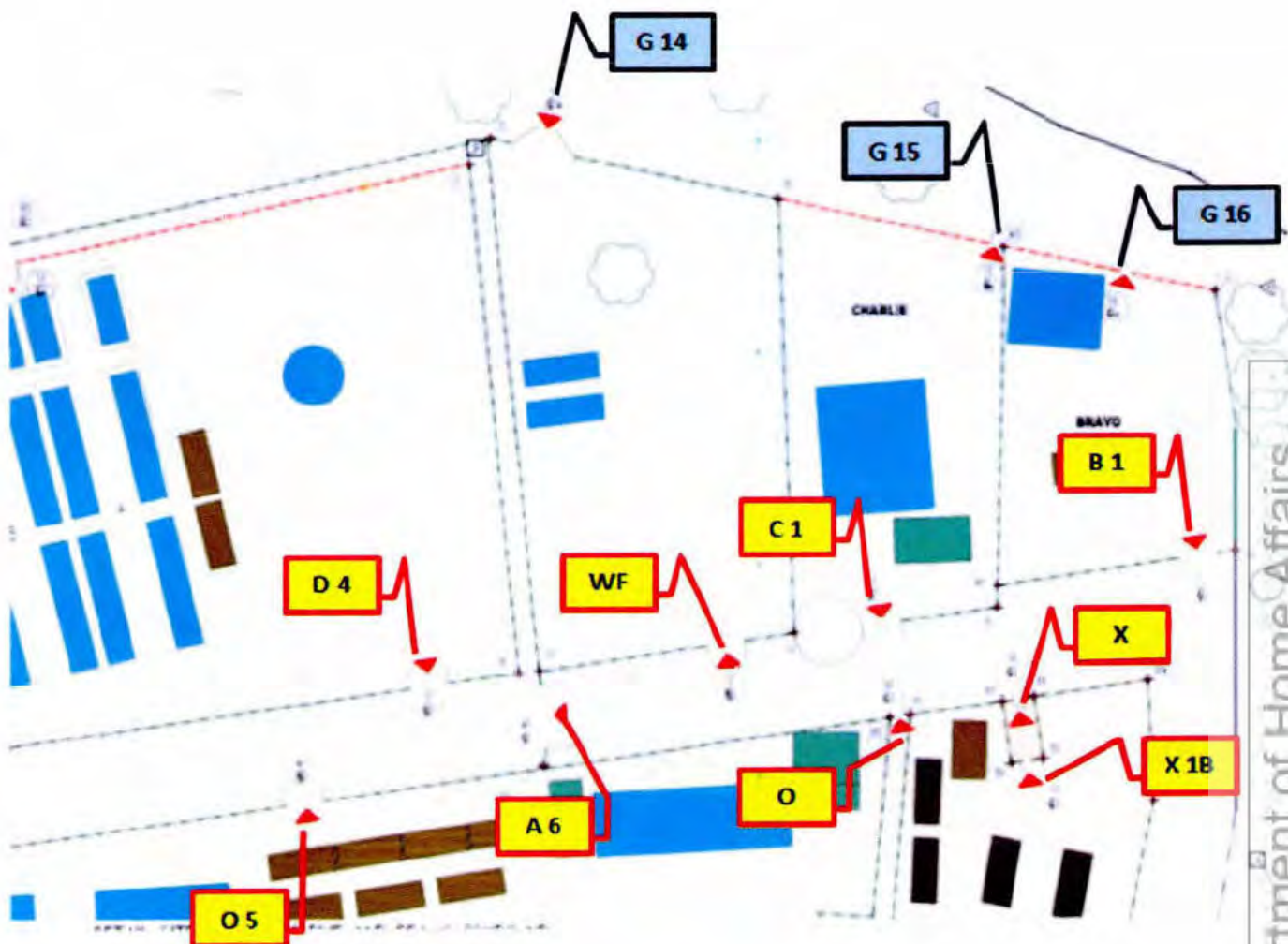
ASSEMBLY AREA



OSCAR AREA



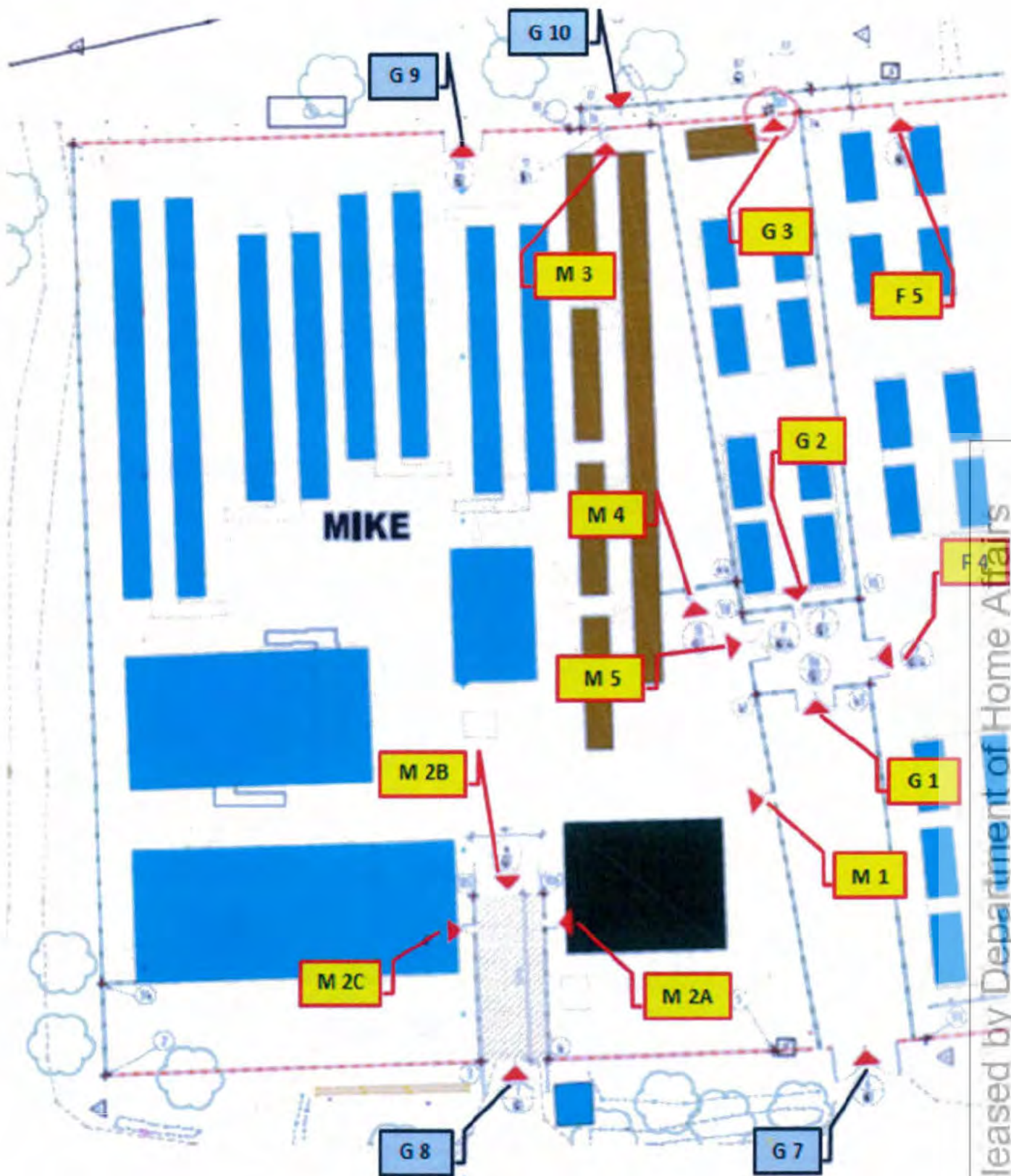
CHARLIE & BRAVO AREA



DELTA AREA



MIKE AREA



EVALUATION SHEET - AREA SIERRA

TASK:			Observation/Comment	Recommendations
No.	Scale	Prepare to Evacuate (Code Yellow)		
01	Yes/No	Did he recognize alarm to evacuate?		
02	Yes/No	Did he determine nature and location of incident, wind direction and any other relevant information?		
03	Yes/No	Did he assess incident situation and investigate relevant procedures		
04	Yes/No	Did he predict probable changes/escalation to incident?		
05	Yes/No	Did all SSA's RV at the designated location?		
06	Yes/No	Were the orders issued precise and detailed enough (situation, grouping and tasks)?		
07	Yes/No	Were all residents accounted for in the transferee's assembly area?		
08	Yes/No	Did he maintain communications channel with relevant personnel		
Evacuate (Code Orange)				
09	Yes/No	Did he identify hazards associated with evacuation?		
10	Yes/No	Did he identify and communicate any change in situation.		

11	Yes/No	Did he monitor head count, conduct sweep and/or appropriate action as required?		
12	Yes/No	Did he initiate phased evacuation when appropriate or on command (Assemble and Evacuation Points).		
13	Yes/No	Did he maintain security watch throughout?		
14	Yes/No	Did he occupy allocated area at evacuation point?		
15	Yes/No	Did he arrange and coordinate the first aid, welfare and other needs of evacuated persons.		
16	Yes/No	Did he arrange for/provide assistance to the incident controller as required		
17	Yes/No	Did he maintain communications channels with relevant personnel?		
18		Did he move evacuees to new location, or return to centre?		
Post Activity				
19	Yes/No	Did he debrief and seek possible improvements.		
20	Yes/No	Did he complete all required records and reporting.		
21	Yes/No	Arrange for suggested improvements to be incorporated into procedures as appropriate.		

Observer Details

Name:

Date:

Initial:

EVALUATION SHEET – MUSTER POINT COORDINATOR

TASK:			Observation/Comment	Recommendations
• Prepare for Response to Emergency • Respond to Emergency • Conduct Head Count, Maintain Control and Respond to Instructions				
No.	Scale	Preparation to Response to an Emergency		
01	Yes/	Did he ensure the readiness of the muster point is maintained?		
02	Yes/	Did he contribute to drills and exercise?		
Respond to Emergency				
09	Yes	Did he respond to emergency alarm?		
10	Yes	Did he make personal preparation for emergency (grab bag)?		
11	Yes/	Did he identify assigned muster point?		
12	Yes	Did he uplift grab bag, attire PPE?		
13	Yes/	Did he maintain communications channel with relevant personnel?		
Conduct Head Count and Maintain Control.				
18	Yes	Did he monitor active and/or passive headcount process?		
19	Yes	Did he confirm muster point status to Security Control Room?		

20	Yes/	Did he maintain Control at muster point?		
21	Yes/	Did he update mustered point personnel as required?		
Respond to Instructions.				
22	Yes/	Did he receive information to move to alternative position?		
23	Yes/	Did he communicate proposed route to SCR?		
24	Yes/	Did he inform Mustered personnel of plans and route?		
25	Yes	Did he confirm arrival at alternative location and muster status		
26	Yes	Did he respond to SCR commands?		

Observer Details

Name:

Date:

Initial:

EVALUATION SHEET – ROMEO 2

TASK:			Observation/Comment	Recommendations
- Preparation of Evacuation Area - Control the occupation of the evacuation point. - Implement control measures as directed from the Security Control Room.				
No.	Scale	Preparation of Evacuation Point (Code Yellow)		
01	Yes/No	Did he recognize alarm or other signals to prepare to evacuate?		
02	Yes/No	Did he determine nature and location of incident, wind direction and any other relevant information?		
03	Yes/No	Did he assess incident situation and investigate relevant procedures?		
04	Yes/No	Did he predict probable changes/escalation to incident?		
05	Yes/No	Did he uplift grab bag?		
06	Yes/No	Did he issue orders that were concise and workable (situation, grouping and tasks).		
07	Yes/No	Did he prepare evacuation point for reception of residents		
08	Yes/No	Did he maintain communications channel with relevant personnel.		
Control Evacuation Point (Code Orange)				

09	Yes/No	Did he identify hazards associated with evacuation?		
10	Yes/No	Did he identify and communicate any change in situation.		
11	Yes/No	Did he arrange for guides to direct residents to their respective allocated areas or have?		
12	Yes/No	Did he maintain security watch throughout?		
13	Yes/No	Did he arrange for/provide assistance to the incident controller as required		
14	Yes/No	Did he maintain communications channels with relevant personnel?		
Post Activity				
18	Yes/No	Did he refurbish area on completion		
19	Yes/No	Did he debrief and seek possible improvements.		
20	Yes/No	Did he complete all required records and reporting?		

Observer Details

Name:

Date:

Initial:

Emergency Contact Numbers and email address

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