

# Emergency Management Plan

November 2023

Version: 1.1

## University Operations

### Risk, Assurance and Compliance

Campus and Collegiate Life Services | Campus Development | Chief Operating Officer  
Health and Safety Compliance | Information Technology Services | Project Management  
Property Services | Shared Services | Sustainability



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Enable | Engage | Experience

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**All emergencies on campus should be immediately reported to the authorities on 111 and/or Campus Watch on (03) 479 5000 or 0800 479 5000.**

**IF THIS PLAN HAS BEEN ACTIVATED, PROCEED TO THE  
RESPONSE SECTION 4.0 PAGE 14**

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## Executive Summary

The University of Otago Emergency Management Plan is an all hazards approach to Emergency Management with the intention to provide guidance to both internal and external stakeholders as to the process by which the University will employ the four R's of Emergency Management (Reduction, Readiness, Response and Recovery) to navigate disruptive events to the normal operation of the University.

The development of the Emergency Management Plan is based on references such as legislation and best practice principles. Examples of these are: Civil Defence Emergency Management Plan Order 2015, Civil Defence Emergency Management Act 2002, Health Act 1956, The Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021

## 1. Context

### 1.1 Definition of an Emergency

An event, or series of events, that can cause death or significant injuries to staff, students, or the public; or that can suspend business, disrupt operations, create significant physical or environmental damage, or threaten the University's financial standing or reputation.

### 1.2 Purpose of the Plan

The overarching goal of the Emergency Management Plan and its supporting subplans is to provide a framework that facilitates an expected, sustainable and appropriate service to the University of Otago across all campuses. This plan is developed to allow for a consistent approach to coordination, control and communication across the University and with partner agencies and organisations.

The Emergency Management Plan provides guidance for activity across all four phases of emergency management or the four 'R's; Reduction, Readiness, Response and Recovery (Officials' Committee for Domestic and External Security Coordination 2019, 8).

These phases are defined as:

<i>Reduction</i>	Identifying and analysing long-term risks to human life and property from natural or man-made hazards. Taking steps to eliminate these risks where practicable and where not, reducing the likelihood and the magnitude of their impact.
<i>Readiness</i>	Developing operational systems and capabilities before an emergency happens. These include self-help and response programmes for the general public, as well as specific programmes for emergency services, utilities and other agencies.
<i>Response</i>	Actions taken immediately before, during or directly after an emergency, to save lives and property, reduce suffering and prevent the spread of disease as well as help communities to recover.
<i>Recovery</i>	Activities beginning after initial impact has been stabilised in the Response phase. Recovery is defined as "the coordination efforts and processes to effect the immediate, medium and long term holistic regeneration of a community following a disaster"

### 1.3 Plan objectives

This plan has the following objectives:

- Reduction
  - To take an all hazards approach which aligns with the hazardscape identified by the Civil Defence and Emergency Management Group regions where the University has campuses.

- To identify and describe the proactive measures which will reduce the impact on the University of the consequences of such events.
- Readiness
  - To ensure a state of readiness for emergencies is developed and maintained by the University.
  - Identify the roles and resources of relevant government and non-government, volunteer, iwi/Māori and Pacific organisations, and describe the linkages with, assumptions about, and critical dependencies on, these organisations' emergency response plans.
  - To identify and describe how University services will be prioritised, structured and delivered during the response phase of the emergency.
- Response
  - To enable a consistent, effective and sustainable response to immediate, short duration and extended emergency events at the local, regional, and national level.
  - Provide for University co-ordination, direction and support of health-related community responses to a very large scale or extended emergency such as pandemic disease.
- Recovery
  - To maintain or restore the functions and services of the University, following an emergency event.

#### **1.4 Guiding principles**

The University is committed to supporting the safety and welfare of its students, staff, and visitors on all University campuses and will make every reasonable effort to respond to emergencies based on the situation, information and resources available.

The University is committed to its partnership with Kāi Tahu, recognising them as the principal treaty partner through the established Memorandum of Understanding with Te Rūnanga o Ngāi Tahu. Additionally, the University values partnerships with other iwi, as reflected in the relevant Memoranda it holds. The University is committed to upholding the principles of Te Tiriti o Waitangi and the objectives outlined in the Māori Strategic Framework. Specifically, the University strives to demonstrate manaakitaka through its actions during emergency situations.

The principles of Equity, Inclusivity and Responsiveness described in the Pacific Strategic Framework 2022-2030 will be incorporated into emergency management practice to ensure the safety and support of our diverse staff and student communities.

By invoking the values set in the Equity and Diversity Strategic Framework, the University will focus its readiness, response and recovery efforts to also be cognisant of its disability and Culturally and Linguistically Diverse (CALD) communities.

The University endorses and adopts the Coordinated Incident Management System (CIMS) and will follow this system when managing campus emergencies.

The University's response to an emergency will be managed by two key groups:

- the Strategic Emergency Management Group – responsible for the University's strategic response to an emergency
- the Incident Management Teams – responsible for the University's operational response to an emergency on the University campuses of Auckland, Christchurch, Dunedin, Invercargill and Wellington.

The University will be an active participant with lead and other support agencies that have emergency management responsibilities; and will take necessary and prudent steps to assure continuity of operations and restoration of normal activities as quickly as possible following an emergency.

The University will maintain an Emergency Management Plan which will detail Reduction, Readiness, Response and Recovery processes and management structures, which will be reviewed every three years or after an event to ensure effectiveness and efficiency of the plan.

The University will test the Emergency Management Plan, including the capability of the Incident Management Teams and the Strategic Emergency Management Group, with at least one simulation exercise per year.

### **1.5 Overview of the University of Otago**

The University of Otago was founded in 1869 and was the first university in New Zealand. The main campus is located in Dunedin with other campuses in Invercargill, Christchurch, Wellington and Auckland. The university has 21,039 students of which 2353 are international students from 100 countries (University of Otago 2023). Across all campuses there are 4,097 full time-equivalent staff. A breakdown of staff and student numbers by campus can be found in Appendix 6.

### **1.6 University Council**

The University Council is the governing body of the University of Otago and is constituted and empowered according to legislation. Council is chaired by the Chancellor, and comprises elected, appointed and co-opted members representing key stakeholders including alumni, students and staff.

The Council appoints the Vice-Chancellor, who is the Chief Executive and employer of all other staff.

The Education and Training Act 2020 provides statutory recognition of, and protection for, the institutional autonomy of the University and the academic freedom of its staff and students. In accordance with the Act, the Council and the Vice-Chancellor have a duty to act to preserve and enhance university autonomy and academic freedom (Education and Training Act 2020, sec.267, 1-4).

The University Council will support the University Senior Leadership Team for the future direction of the university as the institution moves from response into recovery. By setting the future strategy the Council ensures that the main principles and goals of the University are maintained as the transition into a new business as usual occurs.

### **1.7 Memoranda of Understanding**

Where there is no funding agreement in place or it is otherwise appropriate, the University of Otago will negotiate Memoranda of Understanding or Mutual Support Agreements with key providers or agencies.

Currently there is an MoU with Civil Defence Emergency Management – Dunedin City Council for the sharing of resources, both infrastructure and staff in an event. There is another MoU between the University's Social Impact Studio and the external agencies of Volunteer South and CDEM Otago for assistance with volunteer coordination in a CDEM led emergency.

## **2. Reduction**

Reduction is the identification of hazards that may have a significant impact on life, property or an organisation's ability to continue functioning. If the risk of a hazard is unable to be removed, then activity is undertaken to minimise or mitigate the impact and the likelihood of their occurring.



## **2.1 Hazardscape**

The hazardscape considers the hazards and degree of risk facing the different University campuses; it will identify key issues to be addressed and will establish objectives, targets and actions to address these issues, then defines the principles and concepts to guide operational level planning.

As the University of Otago is spread over several campuses across the motu, the hazardscape is diverse and must be taken into account when looking at risks. Whilst there are hazards common to all campuses there are some where the risk is greater in certain areas than others and so planning must factor in these increased risks.

Each Civil Defence Emergency Management (CDEM) Group must include their specific hazardscape in their planning (National Civil Defence Emergency Management Plan Order 2015, cl.29, 3, a-c). From the CDEM Group Emergency Management Plans the university is able to use the individual hazardscapes identified in its own planning. The hazards and risks for each CDEM Group where the University has campuses have been included in Appendix 1 - Hazards.

## **2.2 Hazard prioritisation**

Some of the common hazards across the different regions where campuses are, which pose a risk to the University and its normal operations:

- Earthquake (Alpine Fault and local faults)
- Tsunami (near and far field)
- Human disease pandemic
- Flooding
- Lifeline Utility failure (three waters, fuel, road network, power, telecommunications)
- Adverse weather event
- Land stability

## **2.3 Risk Reduction Activities**

The University of Otago utilises a Risk Management Policy and Framework to develop and maintain a coordinated set of activities to respond to risks that may affect the ability of the University to achieve strategic objectives. This framework is based on the Australia/New Zealand Risk Management Standard AS/NZS ISO 31000:2018.

When a risk is identified, the inherent risk is determined by calculating the likelihood and impact from the risk. The inherent risk is rated on a scale of Low to Very High. The effectiveness of any existing controls for this risk are then determined which may eliminate, mitigate or reduce the risk. After the assessment of the effectiveness of these controls, what remains is the residual risk. If no controls exist or the residual risk is still unacceptable to the University, further controls are proposed for consideration and implementation.

The above process is recorded in the University's risk management systems 'Logic Manager' where it can be managed and reported as required.

Examples of risk reduction activities conducted by the University include both passive and active controls, e.g. policies; procedures and staff training as well as staff vaccination programmes for seasonal Influenza / COVID, cyber security systems such as multifactor authentication; installation of generators for sample storage refrigerators, un-interrupted power supply for critical electrical equipment etc.

## **3. Readiness**

Readiness focuses on preparing for potential emergencies before they occur. Its primary function is to ensure that the necessary resources, plans, and capabilities are in place to effectively respond to and recover from emergencies. Key functions of readiness include:

- **Planning:** Developing emergency plans, procedures, and strategies for different types of emergencies.
- **Resource Allocation:** Ensuring that essential resources such as personnel, equipment, and supplies are available and properly maintained for emergency response. This may include stockpiling emergency supplies, training personnel, and establishing mutual aid agreements with partner agencies and suppliers.
- **Training and Exercises:** Conducting training programmes and exercises to ensure that response staff are familiar with their roles and responsibilities during emergencies. This helps improve coordination and response effectiveness.
- **Awareness and Education:** Educating staff and students about potential hazards based on the location of the Campus, how to prepare for emergencies, and what to do during an emergency. This includes communication campaigns to raise awareness and promote preparedness.
- **Infrastructure and Systems:** Ensuring that critical infrastructure and systems, such as communication networks, are resilient and capable of withstanding or quickly recovering from emergency events.
- **Coordination and Collaboration:** Establishing partnerships and coordination mechanisms with other government agencies, non-profit organizations, and private sector entities to enhance collective preparedness efforts.

### 3.1 Plan development

The function of this plan is to provide an overview of how the University will reduce risk, ready for, respond and recover from a range of different emergency events or disruptions to the normal operations of the different departments, faculties, centres, schools, colleges and services that make up the University.

For an emergency plan to be utilised in response that is expected, sustainable and appropriate, there needs to be active engagement with other partner agencies, recipient sectors of the University and other tertiary institutions during its writing.

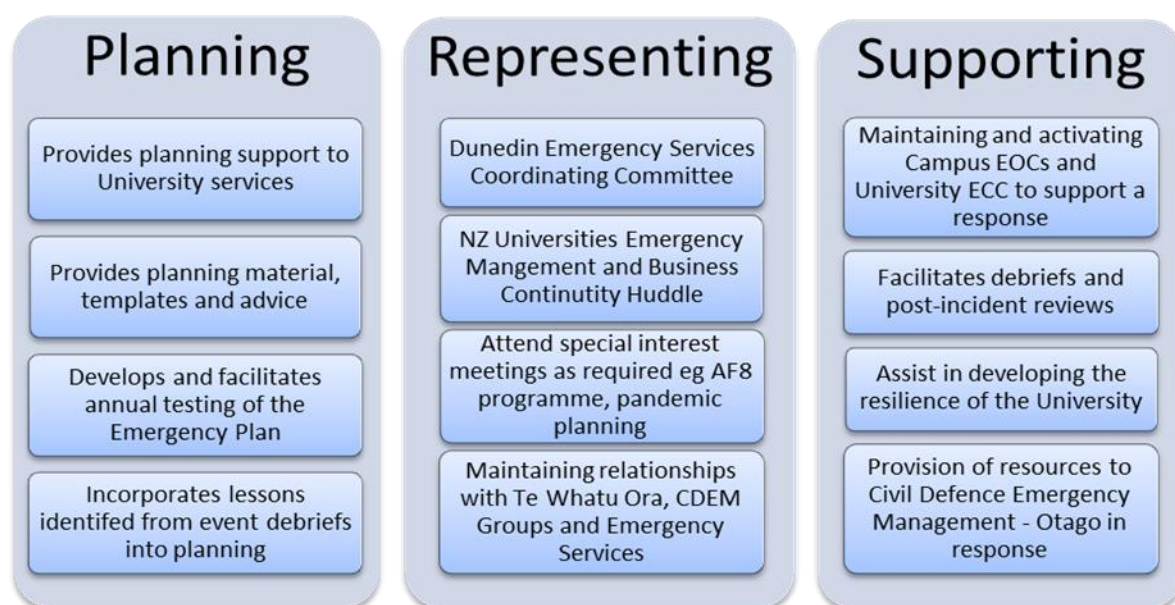


Figure 1 Emergency management plan outputs

There is an expectation by the university that in the same way that the university itself will create and maintain strategic plans, each Division, Department, School, Faculty, Centre, College and Service will also develop and maintain operational response plans.

The University Emergency Plan will set out how the different plans e.g., the ITS Disaster Recovery Plan are coordinated and implemented during response and recovery phases of an event. As additional response plans are developed, they will be stored in the Business Continuity Management software platform Quali Ready under the responsible area's Business Continuity Plans document library. Back-up copies of these plans will also be stored on the Microsoft Teams based Emergency Management Information System event sites and in the offline folders located on IMT control function managers laptops.

An example of the hierarchy of University plans is shown in Figure 2.

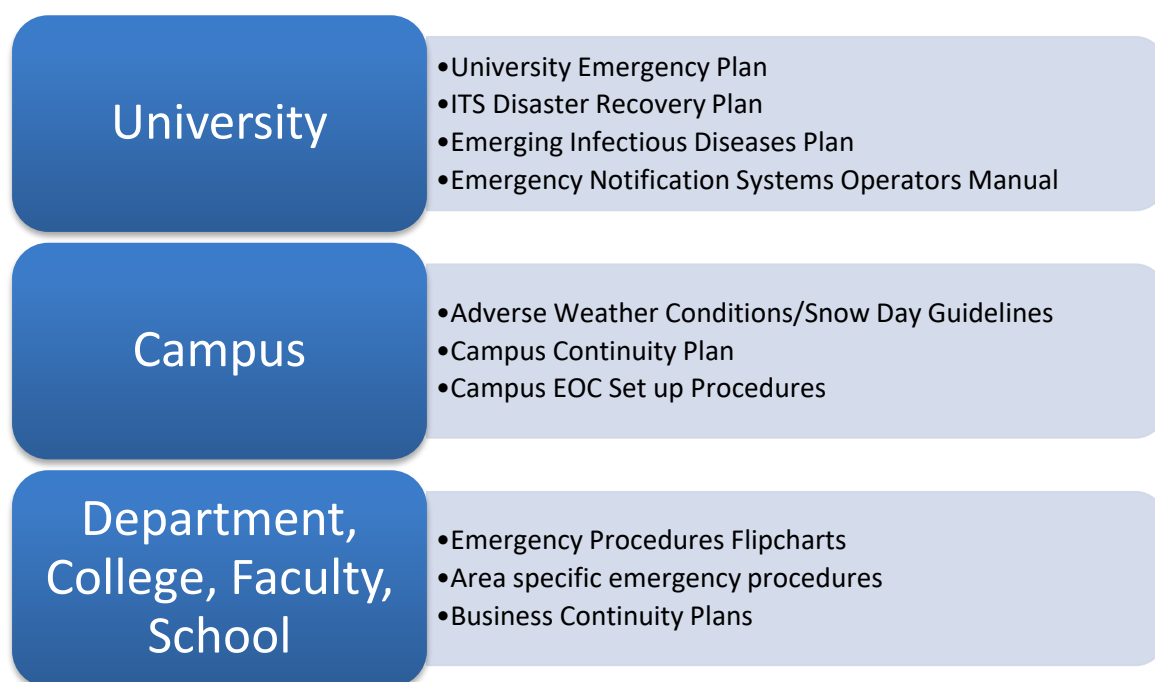


Figure 2 Hierarchy of plans

### 3.2 Plan duration, amendments, and review

The Emergency Management Plan will remain current for three years from date of acceptance by the Vice-Chancellor.

There will be a mechanism for amendments to the plan based on lessons identified through debriefing of major adverse events or exercises where areas for improvement have been recognised.

### 3.3 Training

To ensure that there is appropriately trained staff to be able to respond to an adverse event, the delivery of a Coordinate Incident Management System (CIMS) level 3 equivalency to all members of the Incident Management Teams is taught internally through a scheduled programme of courses.

For Controllers, best practice recommends attendance on a CIMS level 4 course. These courses are sourced from external providers and where possible university staff are placed on courses with multi-agency attendance to foster networking opportunities with other lead and support agencies.

Staff who will fulfil the role of University Liaison to partner agencies will have the capacity of working within a non-university led Emergency Operations Centre / Emergency Coordination Centre environment through CIMS training and participation in multi-agency exercises.

### **3.4 Exercising of the Plan**

The Emergency Management plan will be exercised annually, unless there has been a significant adverse event in the preceding year that has required a Campus or University level response and a subsequent debrief with lessons identified undertaken.

Exercising of the plan can range from a tabletop “walk through, talk through” to a full simulation. Participants on the exercise can be University only, through to a multi-agency attendance. Following the completion of each exercise an evaluation will be undertaken and areas identified requiring improvements will be acted on. Any amendments to the plan, other than those for supporting documents, will be notified to all interested parties.

### **3.5 Awareness and education**

To facilitate with personal planning preparedness, the University will seek opportunities to raise awareness of the local hazardscape for staff and students and provide resources to increase their resilience should an adverse event occur. Examples of such opportunities are participation in the annual New Zealand ShakeOut national earthquake drill and tsunami Hīkoi or the provision of Civil Defence Emergency Management household planning resources to the occupants of Uniflats.

### **3.6 Alternative communications**

The University has installed Starlink internet access into Campus EOCs and the Campus Watch control room on Dunedin Campus. By providing an alternative access to the internet, Microsoft Teams Calling will be able to be utilised.

Satellite phones are located on campuses in Dunedin, Christchurch, Wellington, Invercargill and portable radios are available for local communications in Dunedin, Christchurch and Wellington.

### **3.7 Coordination and collaboration**

The unofficial fifth ‘R’ of Emergency Management is Relationships. The importance of having established networks with partner agencies both government and non-government is essential across all aspects of Emergency Management but more so during response and recovery.

An informal network of NZ university Emergency Management staff has been created which meets monthly to share their current activity and any resources. Through sharing issues, solutions and resources, the intention is to increase efficiency and effectiveness through collaboration.

The University has a seat on the Dunedin Emergency Services Coordination Committee due to the University’s large representation of the Dunedin community from both its student and staff population. The purpose of this committee is to share information concerning resources available in an event and improve communication and coordination with the lead agencies of Civil Defence Emergency Management, Police, FENZ and Health.

Ongoing collaboration with Te Whatu Ora and Civil Defence Emergency Management across the different University campuses of Auckland, Christchurch, Dunedin, Invercargill and Wellington.

### **3.8 Business Continuity Management**

Boundary spanning across reduction, readiness and response, the University of Otago undertakes a Business Continuity Management programme that has all areas of the University (divisions, departments, schools, centres, services and colleges) developing a Business Impact Analysis of the functions that they provide, the criticality of those functions, any controls in place to mitigate an impact on the delivery those functions and other important information such as upstream and downstream dependencies and information required to operate their area.

The information developed in the Business Impact Analysis of business impact, time frames and dependencies are the foundation of the resultant Business Continuity Plan (BCP) which details how a

loss of business may be avoided, and the requirements both pre-event and post-event for continuity of operations.

From the information contained in the BCPs, Emergency Response Plans are created to prioritise actions needed to be undertaken to restore functions to an area and the steps to protect life, safety, assets and the environment.

### **3.9 Key considerations in planning**

Key considerations in planning cover areas that require special consideration when it comes to planning and the response and recovery phases to an emergency event.

#### **3.9.1 Vulnerable communities within the University**

Vulnerability can be the characteristics of a person or group in terms of their capacity to anticipate, cope with, resist and recover from the impact of hazards (Ministry of Health 2015, 7). Identifying such communities that may be particularly vulnerable in an emergency is of importance during the planning process.

The University has a large student body who reside in a mixture of Colleges, University owned and independent accommodation. This group of young people, many away from home for the first time, can have very little in the way of support networks in comparison to an established resident of the city who may have employment, recreational, school, faith based and social networks built up over time to provide support.

The students lack of support networks puts them at risk during a disruptive event and requires the University to ensure that its planning addresses this welfare hazard during the response and recovery phases.

As demonstrated during the COVID-19 Pandemic, the vulnerability of staff to infection or who were immunocompromised required specific consideration in the response planning.

Other groups that need to be considered when providing support or information are people with disabilities and CALD communities (Ministry of Civil Defence & Emergency Management 2013, 7), (Ministry of Civil Defence & Emergency Management 2015, 73).

#### **3.9.2 Psychosocial Support**

Whilst Te Whatu Ora is the responsible agency for the coordination of psychosocial support in an emergency event (National Emergency Management Agency 2015, sec.14, 15), the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021 Part 4, Section 16 - 22, sets out the legislative responsibilities of the University to provide a safe and inclusive environment for learners. The pastoral care provided by the University through the Colleges, Proctors Office, Ask Otago and Otago University Students Association forms a major part of ensuring the mental wellness and safety of students.

Psychosocial support is about meeting individuals, families/whanau and communities social, emotional and spiritual needs. At its best it is low level intervention easing distress and enhancing wellbeing. Communication of the psychosocial support services available is a vital component to response and recovery activity. Ensuring that students and staff have appropriate information of the range of psychosocial support organisations available as provided by the lead agency will form part of the communications plan developed by the University.

Services will range from telehealth providers such as 1737 and other primary health care such as Student Health Services, and as appropriate referral to other secondary and tertiary mental health care providers. It is due to the importance of primary care that the need to ensure that Student Health Services is able to continue service provision during an emergency event. Staff also have access to the Employee Assistance Programme provide by the University.

### **3.9.3 Volunteers**

The first level of response is community, with members of the public self-responding to incidents (Officials' Committee for Domestic and External Security Coordination 2019, 24). When appropriate, this group of the community should be incorporated into planning prior to an event to ensure that volunteers are utilised in a coordinated, meaningful manner. It is important to acknowledge that an effective psychosocial support intervention to reduce the impact on mental wellness of an individual after an emergency event is the focus on self-efficacy and community participation (Ministry of Health 2016, 21-22).

There are two types of volunteers, spontaneous and trained. The preference is for the trained volunteers who have been identified, screened, trained in required roles determined prior to the event and whose involvement with the coordination organisation is maintained over time (Ministry of Civil Defence & Emergency Management 2013, 7). However, the University needs to have processes in place to manage both group types.

In past events tertiary education students have spontaneously formed themselves into organised groups providing labour to response and recovery activities, coordinated by the lead agency. An example of this is the Student Volunteer Army which assisted the CDEM response for the 2011 Canterbury earthquake sequence (Ministry of Civil Defence & Emergency Management 2013, 7).

The management of volunteers in response and recovery is coordinated through the Operations function of the Incident Management Team (IMT). Depending on the number of volunteers, if there is a large group there may need to be an appointment of a Volunteer Coordinator within Operations (Officials' Committee for Domestic and External Security Coordination 2019, 51).

If there is not a capability in the IMT to manage spontaneous volunteers, an alternative may be to direct volunteers to the lead agency e.g. CDEM, for incorporation into their volunteer management processes. The University's Social Impact Studio has a memorandum of understanding with Volunteer South and the Otago Civil Defence Emergency Management Group to assist in volunteer coordination in a Civil Defence Emergency Management led emergency.

### **3.9.4 Single Point of Contact**

The Single Point of Contact (SPoC) system is to ensure that emergency notifications from partner agencies to the University are received and escalated in an expected, sustainable and appropriate manner.

Due to the nature of Campus Watch being 24 hours a day, seven day a week operation, this lends them to being a natural choice for the point of entry for notifications into the University. From there the notification will be cascaded out to the appropriate people listed in the Emergency Event Escalation Process, via the critical notification system. This process is outlined in Section 4.0 Response and the sequence of events is shown in the Emergency Event Escalation flowchart in Appendix 2 – Emergency event escalation process.

As Campus Watch staff may be busy with responding to the event in the first instance, until they are able to be supported by that Campus EOC or University ECC, it is important that the notification process is quickly handed off for further escalation by staff outside of Campus Watch.

## **4. Response**

Response involves actions that are taken immediately prior, during or directly after an emergency event to protect lives, property and to aid in a community's recovery. Response actions end when the response objectives have been met or a transition to recovery occurs (National Civil Defence Emergency Management Plan Order 2015, cl.112, 1-2).

#### **4.1 Activation of the Emergency Management Plan**

Response is normally entered into when normal business as usual methods of the University are not adequate for the activity required to meet the objectives to manage the event being faced. This could be due to the size, complexity, or duration of the event.

Depending on the need, the University may activate parts but not all of the Emergency Management Plan to help facilitate certain actions in support of other operations of the University. This could be the establishment of a Campus EOC to assist with the coordination of planned maintenance work on critical infrastructure which has an impact on university activity.

On occasions the plan may be implemented prior to an event affecting the University. An example of this could be if there was need for certain activity prior to an event occurring such as a potential impact from future weather event or a white alert from Te Whatu Ora of an emerging infectious disease occurring outside New Zealand's borders.

The University could be requested by a lead agency to activate its Emergency Management Plan to assist in the operations of the lead agency, such as the provision of buildings to be used as a Civil Defence Centre for affected members of the community.

The authority to activate the Emergency Management Plan comes from the Vice-Chancellor or delegate.

**If there is any doubt about the appropriate course of action to follow, the Emergency Management Plan must be activated.**

#### **4.2 Alert levels**

Depending on the event, the alert levels adopted by the University will align with the alert levels determined by the responsible agency (Civil Defence Emergency Management, Ministry of Health, MetService, GNS Science etc).

Depending on the alert level, the response mode of the University may be monitor, engage, assist or direct. This will be decided after an initial conversation with the Vice-Chancellor, the Chief Operations Officer and the Emergency and Business Continuity Coordinator or their delegates.

#### **4.3 Process for activation**

There are two pathways for information of an event to trigger the process for activation of the Emergency Management Plan. Notification may come from an external source such as Civil Defence Emergency Management, Te Whatu Ora, other emergency services such as Police or Fire Emergency New Zealand (FENZ), through the Single Point of Contact. Or it may originate internal to the University, from the likes of Proctor's Office, Property Services or Emergency Management.

Notifications from an external source, Campus Watch, being the Single Point of Contact will escalate to designated people with the University as per the Emergency Event Escalation flowchart (Appendix 2 – Emergency event escalation process). As there will be a delay in the establishment of a Campus Emergency Operations Centre, if the notification requires an immediate response for protection of life or property and the information has been escalated to the designated staff, the Campus Watch Team Leader will take control of the response as the Incident Controller until the Campus EOC is operating and control is transferred to the Campus Controller.

Notifications from an internal source may mean that the initiation of the Emergency Event Notification may occur at different layers of the flowchart, but the escalation process remains the same with involvement of Campus Watch to initiate responses to save life and property and control the event until the establishment of a Campus Controller. In all other situations decisions as to the mode of response will occur after discussions with the COO, VC, Emergency and Business Continuity Coordinator and On-call Proctor or their delegates.

#### 4.4 Level of response

Modified from the Coordinated Incident Management (CIMS) 3<sup>rd</sup> Edition, the levels of response for the University indicates the type of response depending on the nature or complexity of event and support or direction required. CIMS has a framework of five levels covering from community to national (Officials' Committee for Domestic and External Security Coordination 2019, 23-26).

The University uses four criteria as the official response (Table 1). It acknowledges the community level response will occur and when coordinated correctly will be of benefit to response and recovery activities. This framework is scalable, meaning that in a single incident, small incident, the use of a single Incident Control Point may be sufficient. If the event increased due to size or complexity of a response, then additional levels of response may be incorporated to better support and coordinate the response.

CIMS Response Level	Description	University Response Level	Description
National	Includes national organisations' Coordination Centres and headquarters, and national level sector coordinating entities and clusters. Coordinated from National Coordination Centres (NCC).	National	Ministry of Education, Tertiary Education Commission.
Regional	Health Boards (DHBs), inter-regional DHB coordination, police districts, fire regions and regional organisation offices. Coordinated from Emergency Coordination Centres (ECC).	University	Either due to multiple campus EOCs activating or a complex event on a single campus, strategic support and coordination is required to be provided to the Campus EOC(s). Coordinated from a University Emergency Coordination Centre (ECC).
Local	Includes local authorities, DHBs and organisation offices at the local (district/city) level. Coordinated from Emergency Operations Centres (EOC).	Campus	Affects the operations of a Campus with the result that increased resources or coordination to ensure an effective response is required. This will require the activation of the Campus Emergency Operations Centre (EOC) and Incident Management Team.
Incident	The first level of official response. It includes first responders. Coordinated from Incident Control Points (ICP).	Incident	Affects a person or people in one location (such as a building or campus) and requires an immediate emergency response locally but can be managed without involvement of the campus as a whole and not impacting on normal campus wide business as usual operations.
Community		Members of the public; individuals, families/whānau, community groups and businesses that participate in the response.	

*Table 1 Comparison of University and CIMS response level descriptions*

#### 4.5 Response modes

Contingent on the alert level, activity of the University may be based on the potential or actual impact being experienced. Not all activity occurs because an emergency event has occurred or that it



even affects the operation of the University directly. The University will align itself with the four response modes used by CDEM for clarity (National Civil Defence Emergency Management Plan Order 2015, cl. 124(3)).

- **Monitor** – Increased communication between senior university leadership, pertinent university staff and governance. Monitor and assess the threat that may lead to an emergency response being required. Examples of this may be a White Alert from Ministry of Health (MoH) informing of a potential pandemic where the University evaluates possible future activity or increasing intelligence concerning potential flooding.
- **Engage** – In addition to monitoring there may be some functions that are required to assist normal University operations. This could take the form of providing Public Information Management services on behalf of another lead or support agency or intelligence updates. Partial activation of the Campus Emergency Operations Centre (EOC)
- **Assist** – In addition to engagement activities, assistance will be provided by coordination of resources, support to University activities and provide liaison services to lead or support agencies. An example of assistance could be provision of accommodation or facilities during a flooding event. Partial to full activation of Campus EOC.
- **Direct** – Total activation of the Coordinated Incident Management System (CIMS) structure. Provide specific direction to the overall University response and recovery activities.

By aligning similar metrics such as the level of response and response modes with CIMS, this allows for easier interpretation of activity between the lead agency and the University and other support agencies during a response.

#### **4.6 State of Campus / University Emergency**

The announcement of a campus or university state of emergency is a decision point where it is acknowledged that the University is moving from state of normal business as usual activity to one of an emergency response. This indicates that there will be a requirement from managers and leaders to make available staff and other resources as requested.

- (a) A State of either Campus (level 2) or University (level 3) Emergency shall be announced by the Vice-Chancellor or delegate whenever an emergency occurs which cannot be handled by day-to-day operations and management. This announcement of a State of Campus or University Emergency is formalised with the Vice-Chancellor or delegate signing the authorisation for Activation of the University Emergency Management Plan (Appendix 6).
- (b) Depending on the relevant alert level, the University may initiate a particular mode of response. The decision for escalation will occur in consultation, when possible, with the Emergency Management and Business Continuity Coordinator, Chief Operating Officer and the Vice-Chancellor or delegates.
- (c) Relevant provisions in the Emergency Management Plan shall be activated whenever the University enters an increased mode of response or a State of Campus or University Emergency is announced.
- (d) Different communications channels as set out in the Critical Notification procedure will be used to announce a state of emergency and any updates as the event progresses.
- (e) When at the ending of a State of Emergency, the indication of a return to a new business as usual will be indicated by the Vice-Chancellor or delegate signing the authorisation for Deactivation of the University Emergency Management Plan (Appendix 7).

## **4.7 Coordinated Incident Management System (CIMS)**

The CIMS structure is the agreed model in New Zealand for responding agencies and organisations to utilise during an emergency event. By having a common approach, this allows for better control, command and coordination resulting in a systematic approach which enables multiple agencies and organisations to work together in their response to an emergency event across all operational levels. CIMS is scalable depending on the size and complexity of the event and if it is a single or multiagency response required (Officials' Committee for Domestic and External Security Coordination 2019, 5).

The University will use the CIMS structure any time that a response to an event, where business as usual methods are not optimal, is required. The Incident Management Team will be replicated across all levels of response within the University with trained staff in the key functions of CIMS.

### **4.7.1 Principles of CIMS**

The fundamental basis of any response uses the three CIMS principles of response to community needs, flexibility and unity of effort (Officials' Committee for Domestic and External Security Coordination 2019, 8).

- **Response to community needs**

It is important for any response to ensure the impacts on the community are mitigated and manage the consequences of the event on affected individuals, whānau and the community as a whole, including animals. The Incident Management Teams need to ensure that effective communications with University staff and students is employed so that people feel informed and therefore incorporated into the response activity.

- **Flexibility**

CIMS is a modular and scalable system which allows flexibility to various events that differ on scale, hazard or situational characteristics. In monitoring mode, the size of the Incident Management Team might be small as the need for activity is minimal, as the situation changes and the response mode shifts to engage, assist or direct the IMT is scaled up to respond to the increased activity. Once response and recovery objectives have been met, the IMT may decrease back down in size as the response mode monitoring is re-entered into. Until finally the IMT is disbanded at the end of the event.

- **Unity of effort**

The purpose of unity of effort is to organise the different agencies participating in the response and the different response levels of activations into one cohesive and coordinated activity.

This coordination takes place by the Lead Agency (see section 4.7.3):

- Frequent communication between Controllers up and down all the response levels within a single agency and / or across multiple agencies (Figure 3).
- Ensuring close and ongoing interagency Liaison
- Including support agency personnel in the lead agency Coordination Centre and in the response planning process
- Include support agencies in the development and implementation of Action Plans
- Ensuring coordinated communications and information sharing

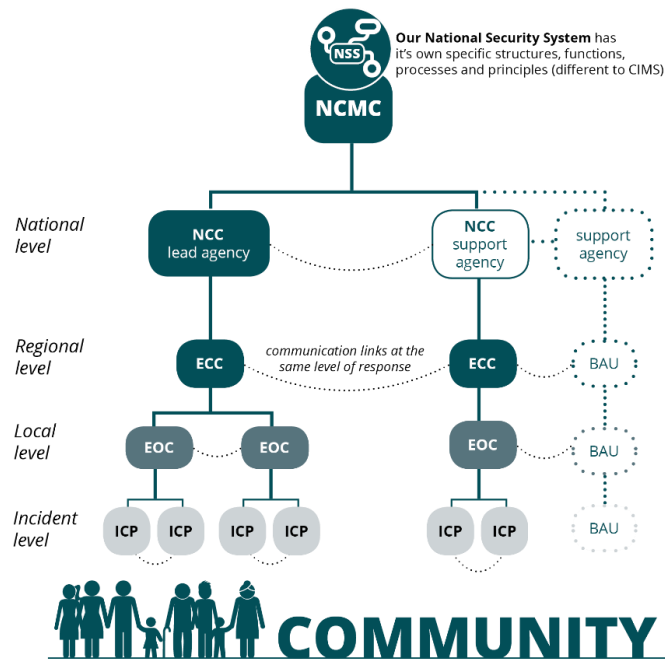


Figure 3 Inter-agency relationships at different response levels

#### 4.7.2 CIMS characteristics

There are nine characteristics to CIMS that define the system (Officials' Committee for Domestic and External Security Coordination 2019, 9-11):

- Common structures, roles and responsibilities**  
 By having the same structures, roles and responsibilities across different agencies and organisations, this increases efficiency as they work alongside each other. By mirroring positions and processes, information flows between different organisations are streamlined.
- Common terminology**  
 To prevent confusion through different organisational culture and use of jargon, CIMS improves communications between organisations by using a common terminology. This leads to efficient and effective communications.
- Interoperability**  
 By establishing a common approach using CIMS, process, staff, equipment and systems can operate effectively together in a single or multi-agency response. Part of the MoU with CDEM Dunedin City Council and the University is for the possibility of sharing response staff. By having staff in both organisations trained in CIMS, operating in each other's EOCs will be smoother.
- Management by objectives**  
 The Controller, supported by the IMT, sets objectives for the response which are based on the desired outcomes established by governance. These objectives are then communicated to everyone involved so there is a common purpose of activity. The objectives are reviewed regularly as the event progresses.
- Consolidated planning**  
 Consolidated planning in response and transition through to recovery is developed through input from all the functions and in the case of a multi-agency response, organisations involved. Early development of the Incident Action Plan (IAP) which can be shared with other organisations allows for the creation of the consolidated IAP with the sharing of priority actions, helping prevent duplication of effort and wasted resources.

By combining the University IAP with the lead agency's plan facilitates a common operating picture and situational awareness across organisations allowing for a cohesive and efficient response.

- **Integrated information management and communications**

Ensuring that there are integrated information management and communications between functions and organisations helps with situational awareness through the development of a common operating picture which is essential for effective planning and coordination. Inter-agency emergency management information systems (EMIS) that access can be shared with other organisations or agencies is the most effective and efficient way to allow the generation of a common operating picture.

The University has been granted access to CDEM – Otago's EMIS platform called D4H to facilitate with information flows and situational awareness during an emergency event. The University utilises a specifically designed Microsoft Teams page as its EMIS for coordination between the function members of its IMT or with liaisons from other organisations.

To aid in communication, it is important to have redundant layers to the types of communication systems. The University has mobile, MS Teams Calling, satellite phones / BGAN (satellite data transfer), Starlink terminals and the three main campuses of Dunedin, Christchurch and Wellington have local UHF portable radios. Just as important is the sharing of phone / satellite phone numbers with partner agencies and organisations to enable them to make contact in an emergency event.

- **Coordination of resources**

As resources are finite it is important for the consolidation and control of resources as it maximises resource use across sometimes competing response requests. This centralised coordination promotes accountability and improves situational awareness. The Controller directs resource coordination with the support of the IMT.

- **Designated response facilities and locations**

Essential to establishing a response structure is having designated facilities with augmented infrastructure (power, communications etc) aids in development of a hierarchy and the relationships between response levels. With identified locations it aids in bringing an IMT together and for other organisations to send liaison staff when required.

- **Manageable span of control**

Span of Control is the number of direct reports to one manager for effective management (Robbins and Barnwell 1998, 162). The optimum span of control is between three to seven individuals, any more than this number reduces the ability of the manager to coordinate activity. This number can be increased based in the experience of the manager, the administrative or technical support available, the control function managers' competence or experience, the familiarity, stability and complexity of the event or the availability of plans, processes and procedures already in place (Officials' Committee for Domestic and External Security Coordination 2019, 11).

#### **4.7.3 Lead agency**

The lead agency is the agency that is mandated through either legislation or by agreement, normally based on expertise, to manage a particular hazard that is the cause of the emergency event. The role of the lead agency is to monitor and assess the situation, plan and coordinate the response and coordinate the public information management (Officials' Committee for Domestic and External Security Coordination 2019, 11-12).

The role of lead agency can change as the event progresses and the either the hazards or the legislative responsibilities change. An example of this could be a structure fire with fatalities. During

the fire fighting and making safe activities are occurring FENZ would be the lead agency. Once the scene is safe for recovery operations, lead agency would transition to Police.

#### **4.7.4 Support agency**

Organisations who support the lead agency in response are known as support agencies. There may be specific legislative responsibilities or specific objectives required to be completed by the support agency, alongside the lead agency's objectives. It is the responsibility of the lead agency Controller to take such support agency obligations into account when tasking and coordinating a support agency's resources and actions (Officials' Committee for Domestic and External Security Coordination 2019, 12).

#### **4.8 University Emergency Coordination Centre**

The role of the University Emergency Coordination Centre (ECC) is to coordinate the activities of either multiple Campus EOCs or to support a single Campus EOC dealing with a complex or long duration event. It also acts as a communications bridge to the University Council, appropriate national bodies and other tertiary institutions. It also provides strategic communications through the PIM function, based on information gathered from PIM in the Campus EOCs.

The IMT at the University ECC is made up of members from the Strategic Emergency Management Group. This group is comprised of senior leaders and is led by the Vice-Chancellor or delegate.

#### **4.9 Campus Emergency Operation Centres**

Christchurch, Dunedin and Wellington have Campus Emergency Operations Centres (EOC) with IMTs trained in CIMS for the management of an emergency event affecting their campus. On those campuses which shares facilities with Te Whatu Ora, the intention is for Campus Controller to Health Controller communication to occur at an early stage and continue throughout the response and recovery.

#### **4.10 Campus Incident Control Points**

Areas on campus where the response to an internal event is taking place is coordinated at the Campus Incident Control Point (ICP) and example of this could be a significant water leak in a building etc. It may be in response to an external event impacting on the delivery of services on campus such as a cyber-attack or evacuation of a college due to flooding.

Depending on the type of event and staff resources available, a full or modified IMT might be established at the ICP and may follow the normal management structure for that area.

#### **4.11 Generic structure for University coordination**

One of the principles of CIMS is flexibility, which allows for an alteration of the overall University coordination structure to ensure that effective and efficient coordination occurs depending on the type of event.

For instance, in the event of a maximum credible threat such as a rupture of the Alpine Fault that disrupts the ability to communicate and coordinate across the University campuses, each campus will need to have the means and an understanding of the critical activity that needs to be undertaken in isolation, without the overall coordination and support of the University ECC.

An example of a generic University coordination structure is shown in Figure 4.

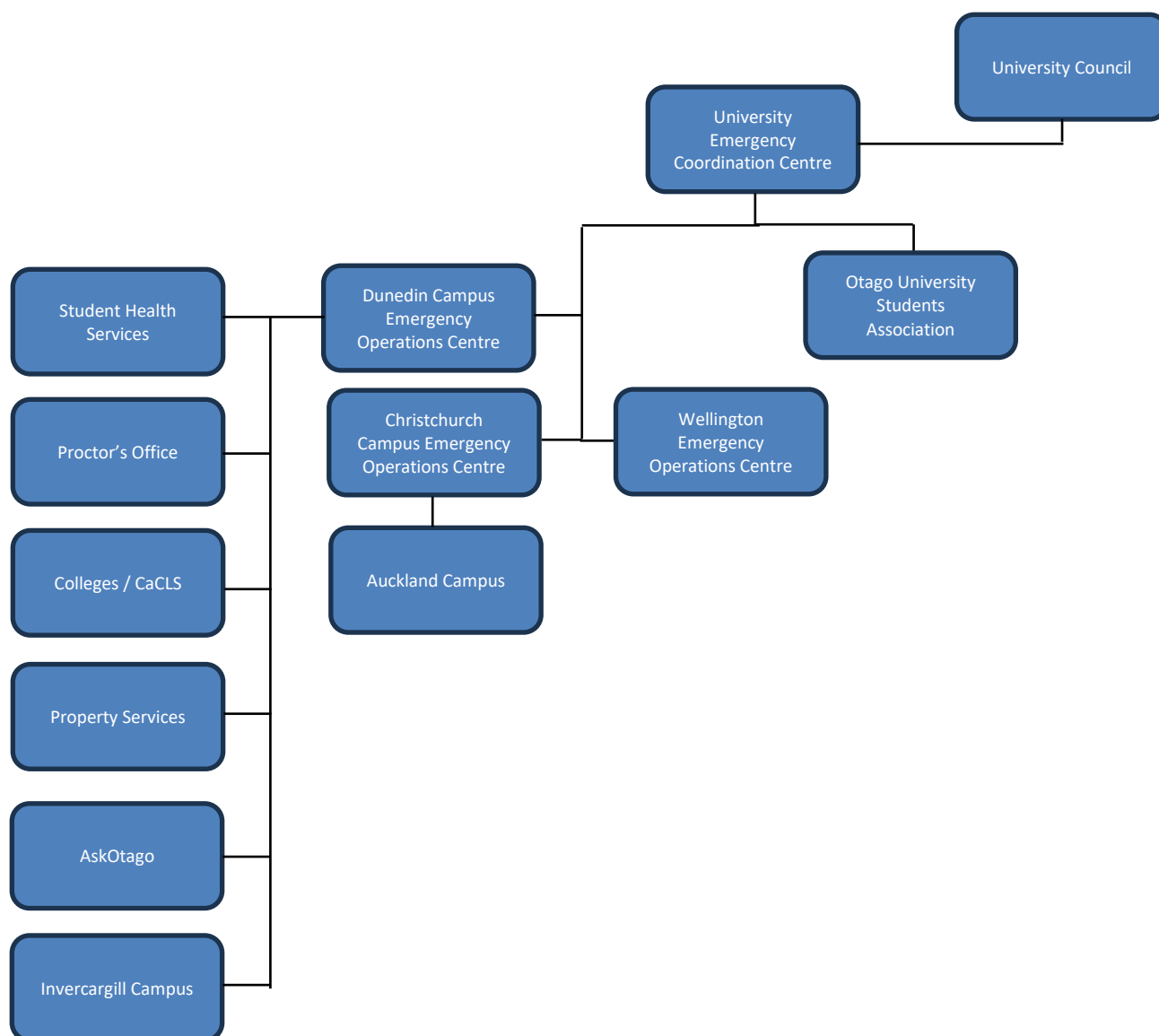


Figure 4 Generic University Coordination Structure

#### 4.12 Generic Incident Management Team structure

The IMT structure is replicated at each level of the CIMS response levels. Due to the support nature of each following level to the one before, this means that the amount of practical operational activity should diminish at each of the preceding level (Officials' Committee for Domestic and External Security Coordination 2019, 23-26). A rule of thumb is that if a person is in the University ECC and doing practical operations activity, that person is probably in the wrong centre. Coordinated activity is hampered if all response levels try to get physically involved in the event which leads to confusion, replication of effort and wasting of resources.

The full CIMS IMT structure is shown in Figure 5 (Officials' Committee for Domestic and External Security Coordination 2019, 84). This does not mean that there is an individual person for each control function in the IMT at each response level as depending on the activity level or staff resourcing at that time, one person might have multiple roles. The University has the control functions of Planning and Intelligence combined, however if the workload on that control function is high during an event, then there is the option to split it out into two separate control functions.

Due to the supportive nature of the response levels, a Campus EOC may utilise the advantages of support from another Campus EOC or the University ECC for specialist roles e.g. PIM or Intelligence.

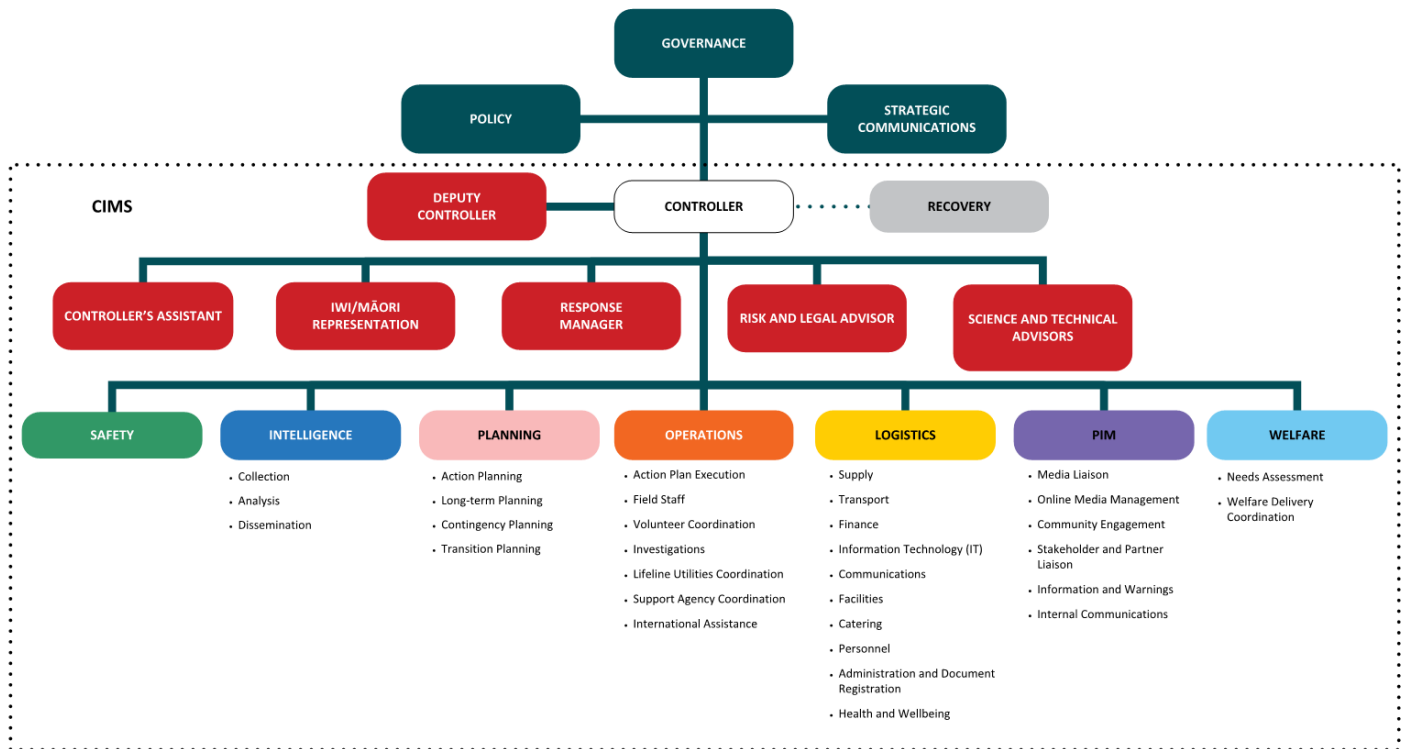


Figure 5 Full CIMS Incident Management Team

#### 4.12.1 Descriptions of Incident Management Team positions

##### Controller

Responsible for the overall direction of response activities in an emergency situation and is the person in charge at an incident. The Controller fulfils all management functions and responsibilities until the incident requires additional appointments.

Major responsibilities include:

- Establishing command and control
- Establishing the ICP Campus EOC or the University ECC
- Protecting life and property
- Controlling personnel and equipment
- Maintaining accountability for responder and public safety, as well as for task accomplishment
- Establishing and maintaining effective liaison with outside organisations, when it is activated

##### Operations Manager

Coordinates activities and has primary responsibility for receiving and implementing the incident action plan. The Operations Manager reports to the Controller and determines the required resources and organisational structure within the Operations Section.

Main responsibilities are to:

- Direct and coordinate all operations, ensuring the safety of all operations personnel
- Assist the Controller in developing response goals and objectives for the incident
- Implement the incident action plan
- Keep the Controller informed of the situation

##### Planning / Intelligence Manager

The Planning / Intelligence Manager reports to the Controller.

Main functions include:

- Gathering, evaluating and disseminating information about the incident and the status of resources
- Creation of the Incident Action Plan, which defines the response activities and the use of resources for a specified time period
- Creation of the Situation Report
- Long term and recovery planning

### **Logistics Manager**

The Logistics manager reports to the Controller.

Responsible for:

- Providing facilities, materials, services and resources – including personnel – in support of the incident.
- Supporting the incident responders.

### **Public Information Management**

Managing the media and public interest will be a significant challenge to all agencies. The objectives of public information management include:

- Providing timely and accurate information (general, advice or instruction) to staff, students and external stakeholders in times of an emergency.
- Building staff and student confidence and to inform and protect the University community.
- Promoting the effective management and coordination of public information between government agencies, emergency services, CDEM groups, the media and the University.

The Public Information Management team will coordinate significant information releases approved by the University Controller in coordination with the Lead Agency Public Information Manager.

### **Welfare**

The role of Welfare is for monitoring the wellbeing of University staff and students by identifying the impact of the event on vulnerable and newly vulnerable sections of the University community.

### **Māori and Pacific representation**

To enable timely identification of emergent issues across the diverse University community and ensure that support and communication mechanisms are in place.

### **Safety / Risk Manager**

Assesses the risks and monitors safety conditions and develops measures for ensuring the safety of staff and students.

### **Liaison**

Is the contact for other agencies assigned to the incident. They may University representatives deployed to other agencies EOCs / ECC, or representatives from other agencies deployed to the University ECC or Campus EOCs.

Liaison representatives from other agencies can include, but not limited to:

- Otago University Students Association
- Civil Defence Emergency Management
- St John
- Fire Emergency NZ
- Police

### **Science and Technical Advisors**

Provides expert scientific and technical advice on specific matters that may arise during an emergency event.



## **Response Manager**

Coordinates the internal functions of the EOC / ECC for effective operational capability.

### **4.13 Welfare arrangements**

An emergency may affect the physical and emotional wellbeing of a large number of people, communities or individuals who may have suffered bereavement, severe illness or separation from families / whanau and normal support networks (Ministry of Health 2016, 20-23).

People may also experience loss of employment and income, along with social and community isolation. The ability of individuals to be self-reliant and for communities to remain resilient in the face of these challenges will be vital. Well-developed support networks will go a long way to assisting staff, their whanau, and students to respond to and recover from an emergency (Ministry of Health 2016, 6-8).

As well as tailored support programmes that can be developed depending on the event as a minimum the University has EAP for staff and access to pastoral care provision for students. The response and recovery efforts need to ensure the ability to relay and amplify psychosocial support information provided by Te Whatu Ora through University communication channels.

### **4.14 Health and safety of employees and volunteers**

Health and safety of the employees and volunteers is pivotal to a successful response, this includes consideration of:

- Physical health
- Mental health
- Social wellbeing
- Maintaining a safe environment

The Safety role in the IMT will be responsible for ensuring all practical steps are applied to the general duties that are carried out by employees and volunteers during an emergency as outlined in the Health and Safety at Work Act 2015. This includes, but is not limited to, ensuring the employees and other people where appropriate have access to;

- Information, policies and procedures relevant to implementing the Emergency Management Plan
- The required personal protective equipment (PPE)
- Relief staff
- Any other protective measure that is practical to provide.

In order to reduce the impact of the response on staff welfare, worker shifts should be no longer than 8 hours in length and staff should be rotated between high medium and low-stress areas; and sufficient relief teams should be provided.

As defined by the Health and Safety at Work Act 2015, employees have the right to refuse to perform work if they believe it is likely to lead to their suffering serious harm (Health and Safety at Work Act 2015, sec.83). Their belief must be based on reasonable grounds and they must have attempted to resolve the matter with their employer. Employees are encouraged to consult with their employee representative (union, health, safety and wellness) during the process.

### **4.15 Public Information Management notification channels**

Communications to staff, students and other stake holders will be coordinated by the Public Information Management control function. A range of communication channels will be utilised depending on the information content, the urgency of the message and the audience needing to be communicated with.

- Website (University and OUSA)
- Email (staff, students and external users; by campus or all)

- Text message (staff, students and external users; by campus or all)
- AskOtago (outreach and single point of entry)
- Digital displays on campuses
- Social media (Facebook, X - Twitter, Instagram, Tik Tok etc)
- Microsoft Teams (InformaCast)
- Computer and mobile phone apps (InformaCast, Student app)
- Broadcast radio (Radio One 91 FM, Otago Access Radio)
- IP speaker system

Information is set out in the Critical Event Notification Procedure as to the channels to be used depending on the event and some of the basic details the notification needs to contain.

It is the responsibility of staff to ensure that their personal contact details are kept up to date in the Staff Kiosk to ensure that critical notifications reach them when required.

#### **4.16 Deactivation of the Emergency Management Plan**

The deactivation of the University Emergency Management Plan occurs when the response objectives have been met and the emergency event is no longer considered a threat to the University. The authority to deactivate comes from the Vice-Chancellor or delegate. This process is formalised with the signing of the Authority to Deactivate the Emergency Management Plan (Appendix 4).

#### **4.17 Transitioning to recovery**

During the response phase, consideration should be made for the transition to recovery with the appointment of a Recovery Manager to start planning medium to long term activity to return the services and functions of the University to a new business as normal once the impact from the initial emergency event has stabilised (Officials' Committee for Domestic and External Security Coordination 2019, 68).

The Recovery Manager works alongside the Controller and communicates with the University Council concerning planning priorities. Depending on the nature or complexity of the event, the Recovery Manager may use elements of the IMT or establish a recovery team to prepare objectives.

Good communication between the recovery and response structures, the University as a whole and external stakeholders is essential as the responsibility and activity transfers from the Controller to the Recovery Manager (Officials' Committee for Domestic and External Security Coordination 2019, 67-68).

## **5. Recovery**

Recovery is defined as the “The co-ordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency” (Officials' Committee for Domestic and External Security Coordination 2019, 112).

Recovery has a long tail meaning that it can last many times longer than the response phase. It requires a far greater level of planning and coordination due to its complexity. Where possible actions undertaken during response should always have one eye on the impact that it could have on recovery.

Part of Recovery is just not on fixing the problems caused by the emergency event but should also focus on reducing future exposure to hazards and their associated risks. This is why sometimes the goal is not to return the organisation to “business as normal”, but to use the event to push forward to a “new business as normal” that incorporates a better future state than that which was prior to the event.

## **5.1 Recovery Manager**

Once the initial impact from the event has stabilised, consideration by The Vice-Chancellor or delegate will be made as to the appointment of a senior leader to be the University Recovery Manager to coordinate recovery activity.

## **5.2 Review of the emergency response**

The debrief after an event is important to allow staff to communicate their experiences of the response and recovery activity so that there is an opportunity for lessons to be identified and best practice to be incorporated into future training, plans modified or arrangements established. The results of the review should be recorded along with any action points identified and timings for completion by named staff. It is worthwhile to remember that debriefings are subject to the Official Information Act 1982, and privacy principles apply (Ministry of Civil Defence & Emergency Management 2006, 4-5).

After a major incident or identified significant learnings, this Emergency Management Plan will be reviewed regardless of how recent the last review had been completed.

It is important that the participants in a debrief understand that it is held in a safe environment and what is being critiqued (both what went well and what could be improved upon) are the process and procedures and not to attribute blame (Ministry of Civil Defence & Emergency Management 2006, 6). To allow for a holistic approach to review, consideration should be made to include appropriate external stakeholders to participate in the debrief process and for particularly contentious responses, even to facilitate the debrief process itself to provide a neutral environment.

There are three types of debrief which can be held at different times, end of shift, following the end of a response, after transitioning from response to recovery or throughout the recovery activity at regular intervals e.g. every three months (Ministry of Civil Defence & Emergency Management 2006, 6-7).

### **5.2.1 The hot debrief**

This debrief is held immediately after the incident response or at the end of shift and facilitated by the Controller or Response Manager. It allows for staff to “decompress” with the acknowledging of any issues or concerns. It enables the raising of any time sensitive information like health and safety issues. It is also an opportunity to thank staff and highlight positive feedback (Ministry of Civil Defence & Emergency Management 2006, 7).

Depending on the size of the event there may be a number of hot debriefs held in an organisation simultaneously and tailored to each area’s particular involvement. It is important to collate the information gathered during these debriefs into a central document to better share the learnings.

### **5.2.2 The cold or internal organisational debrief**

This type of debrief should be held within four weeks of the incident. If the event is of long duration then holding regular debriefs at key milestones should be considered. The debrief will be made up of staff who were involved with the response and should concentrate on the processes and procedures of the response (Ministry of Civil Defence & Emergency Management 2006, 7). Normally facilitated by the Controller or Response Manager. The delay for the cold debrief allows for people to have time to reflect on the response activity over time and can provide greater insights.

It is important to be aware that, depending on the impact of the event, and as people have been internalising their thoughts over time, their responses may be more personal in nature. It is important to acknowledge these emotions and ensure that strategies and referral pathways to assistance programmes have been considered.

### 5.2.3 The multi-agency debrief

For a multi-agency debrief, the lead agency will instigate and manage the debrief with all the support agencies involved in the response. The debrief should be held with six weeks of the incident or for longer duration events, at key milestones. The debrief should focus on the effectiveness of inter-agency coordination, address multi-agency organisational issues and look for both what went well, what didn't go well and highlight the positives. It should also be an opportunity to thank staff and partner agencies (Ministry of Civil Defence & Emergency Management 2006, 7).

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## 7. Appendices

### Appendix 1 - Hazards

#### CDEM – Auckland

Hazard	Likelihood	Consequences
<b>Natural</b>		
Coastal erosion (beach and coastal cliff)	Possible	Moderate
Coastal inundation (storm surge)	Possible	Moderate
Drought (agricultural and water supply)	Possible	Minor
Earthquake (includes liquefaction)	Unlikely	Major
Flooding (river and catchment)	Possible	Moderate
Land instability	Possible	Moderate
Severe winds	Possible	Moderate
Space hazards (including solar flares)	Unlikely	Minor
Super storm	Unlikely	Severe
Tornado	Unlikely	Major
Tsunami (distant, regional or local source)	Unlikely	Major
Urban fire	Possible	Moderate
Volcanic eruption (Auckland Volcanic Field or ashfall from distant source)	Unlikely	Major
Wildfire (rural)	Possible	Moderate
<b>Technological</b>		
Civil unrest	Rare	Major
Dam failure (stormwater and other)	Possible	Minor
Dam failure (water supply)	Rare	Moderate
Hazardous substances spill	Possible	Moderate
Information technology infrastructure risk	Likely	Minor
Lifeline utility failure: airport, port, rail, roading	Likely	Minor
Lifeline utility failure: communications	Likely	Minor
Lifeline utility failure: electricity	Likely	Minor
Lifeline utility failure: fuel supply	Possible	Minor
Lifeline utility failure: gas	Possible	Minor
Lifeline utility failure: wastewater	Possible	Minor
Lifeline utility failure: water supply	Possible	Minor
Major transport accident (aircraft, marine, rail, road)	Possible	Minor
Marine oil spill	Likely	Minor
Radiation incident	Unlikely	Minor
Terrorism	Rare	Major
<b>Biological</b>		
Animal epidemic	Unlikely	Minor
Infectious human disease pandemics	Possible	Moderate
Plant and animal pests	Possible	Minor

(Auckland Civil Defence Emergency Management Group 2016, 172)

## MEASURE OF CONSEQUENCE OF IMPACT

Level	Descriptor	Detail description
1	Insignificant	No injuries, little or no damage, low financial loss
2	Minor	First aid treatment, minor building damage, medium financial loss
3	Moderate	Medical treatment required, moderate building and infrastructure damage, high financial loss
4	Major	Extensive injuries, high level of building and infrastructure damage, major financial loss
5	Catastrophic	Deaths, most buildings extensively damaged and major infrastructure failure, huge financial loss

## MEASURE OF LIKELIHOOD

Level	Descriptor	Detail description
A	Almost certain	Is expected to occur in most circumstances
B	Likely	Will probably occur in most circumstances
C	Possible	Might occur at some time
D	Unlikely	Could occur at some time
E	Rare	May occur only in exceptional circumstances

High-Priority Hazards	Likelihood	Consequence	Level
Earthquake	Possible	Major/Catastrophic	High/Very High
Tsunami (local or regional source)	Possible	Catastrophic	Very High
Human disease pandemic	Likely	Major	Very High
Flooding (including dam failure)	Likely	Moderate	High
Electricity failure	Unlikely	Moderate	Moderate
Disruption to fuel supply	Unlikely	Moderate	Moderate
Telecommunications failure	Unlikely	Moderate	Moderate
Offshore marine/port incident	Possible	Moderate	Moderate
Drought	Possible	Moderate	Moderate
Medium-Priority Hazards	Likelihood	Consequence	Level
Animal disease epidemic	Possible	Moderate	Moderate
Biological pests and new organisms	Unlikely	Moderate	Moderate
Fire at the rural/urban interface	Likely	Minor	Moderate
Water supply failure	Possible	Minor	Moderate
Wastewater failure	Unlikely	Minor	Low
Large urban fire	Unlikely	Minor	Low
Heavy snow and ice	Likely	Minor	Moderate
High winds	Possible	Minor	Moderate
Electrical storms	Almost certain	Insignificant	Moderate
Land instability	Unlikely	Insignificant	Very Low
Hail	Possible	Insignificant	Low
Volcanic eruption ash fall or disruption to air travel	Rare	Insignificant	Very Low
Low-Priority Hazards	Likelihood	Consequence	Level
Hazardous substance	Unlikely	Minor	Low
Major road accident	Likely	Minor	Moderate
Major rail accident	Possible	Minor	Moderate

(Canterbury Civil Defence Emergency Management Group 2022, 32-35)



## CDEM – Dunedin City

The main hazards to Dunedin City are:

Hazard Type	Cause	Commentary
<b>Flood</b>	Rivers and Streams	<p>In most years there is a likelihood of some minor flooding from natural waterways such as streams, rivers and estuaries.</p> <p>Waterways that most frequently experience potentially hazardous flood levels are the Water of Leith, Lindsay Creek, Silver Stream, Waitati Stream and Waikouaiti River. All of these are fed from steep catchments that react rapidly to heavy rainfall.</p> <p>Flooding of longer duration and greater impact can occur on the Taieri Plain as a result of heavy rainfall in the large catchments of the Taieri River and its tributaries. This can be exacerbated by high flows in the Waipori River and high tides in the lower Taieri River through the Taieri Gorge.</p>
	Overland flow paths	In many areas there are normally dry land features that become flow paths in heavy rainfall events.
	Urban storm-water surcharge	<p>Annual events, where heavy rainfall overwhelms the capacity of urban storm-water systems, are expected in all parts of the City.</p> <p>Parts of South Dunedin are particularly prone to surface flooding due to high groundwater levels and being the lowest point for both natural run-off and reticulated storm-water systems.</p> <p>Parts of Mosgiel are also prone to surface flooding due to the flat terrain and overwhelming of reticulated storm-water capacity.</p> <p>Failure of storm-water pumping systems during heavy rainfall events would increase the severity of such flooding.</p>
	Dam break	There is a relatively low probability of catastrophic failure of water supply dams in the City, although the failure of Ross Creek dam, would pose a risk to the community of Leith Valley.
<b>Coastal inundation</b>	Tsunami	<p>Local source tsunami, generated from the Akatore/Takapu fault system are not expected to impact beyond beaches. Coastal effects will occur within 20 minutes of the earthquake.</p> <p>Tsunami from a major earthquake on the Puysegur Fault (south-west of Fiordland) may produce tsunami of up to 3 metres that will arrive within two hours of the event and could cause inundation in some coastal communities.</p> <p>Tsunami generated by a major earthquake on the coast of South America have a travel time of around 13 hours to the Dunedin coast, may be up to 3 metres in height and could cause inundation in some coastal communities.</p>
	Storm surge	<p>Some impact on coastal areas from storm surge can be expected on an annual basis.</p> <p>In severe events storm surge could produce up to 3m waves that could cause inundation in some coastal communities.</p>
	Projected sea level rise	While not an immediate threat, long-term sea level rise will exacerbate other coastal hazards.
<b>Land stability</b>	Landslip	<p>The geology of many parts of Dunedin makes them prone to landslip due to the potential for failure of an underlying layer. Landslips may be triggered or accelerated by prolonged periods of wet weather or seismic events.</p> <p>There are a number of known and monitored landslips within the city.</p>
	Debris flow	Heavy rainfall events frequently trigger debris flows that can block roads, impact on properties and disrupt utility services.
	Erosion	Coastal and riverbank erosion tends to be a slow process but can render coastal or riverside areas more at risk of damage during extreme events.
	Retaining structure failure	Because of its areas of steep topography, there is a high reliance of retaining walls to support properties and roadways. Heavy rainfall or earthquake events could cause rapid failure of such structures.
	Subsidence	Parts of the Brighton coast and Fairfield are known to have old coalmine workings beneath them and there are likely to be mined areas that have not been identified. Collapse of tunnels and mined cavities can cause subsidence of structures and services above them, as can the failure of piped waterways.
<b>Fire</b>	Urban	<p>Major fires are infrequent and usually well contained to the property where the fire started.</p> <p>Fires following earthquake may have more serious consequences due to the possibility of impeded access and disrupted water supplies.</p>
	Rural	The majority of rural fires pose little risk to populated areas, but can occasionally be a threat to properties and utilities at the urban/rural interface.
<b>Hazardous substances</b>	Explosive or flammable	Bulk transport and storage of liquid and gaseous fuels, while highly regulated, can pose a risk of explosion, particularly as a result of accident, fire or earthquake.

Hazard Type	Cause	Commentary
	Toxic	Toxic substance storage is widespread in the city, particularly bulk ammonia for cooling plant operation. Accidental release from bulk storage or transport accidents is the most likely scenarios.
Seismic	Background Risk	All parts of the city are exposed to the risk of damaging earthquake shaking from either a local (known or unknown) fault line or the Alpine Fault.
	Enhanced shaking	Areas of soft soils such as South Dunedin, the Taieri Plain, close to estuaries and the crests of ridgelines may experience significantly more severe shaking than other areas of the city.
	Liquefaction	South Dunedin, the Taieri Plain, areas close to estuaries and reclaimed land may all be subject to liquefaction in larger magnitude earthquakes
Meteorological	Snow	Snowfall causes disruption within the city in most winters. A significantly larger snowfall event could affect utility services and transport over much of the city.
	Wind	Severe winds regularly cause disruption to roading and overhead power and telephone cables and can cause damage to building roofs and outbuildings. Strong winds can exacerbate other events such as fires and high coastal water levels.
	Hail	Hail is a regular occurrence that generally causes short term disruption only. A more severe event could cause widespread property damage and injure people who are caught outdoors.
	Lightning	There are around 300 lightning strikes per year in Dunedin. There is no discernible concentration of strikes so, unless a strike causes a widespread failure in a utility service, this is more of an individual risk.
Health	Pandemic	There has been a regular occurrence of worldwide pandemic in the past. While early identification, containment and vaccination can reduce impacts, there is still a risk of widespread deaths and community disruption as a result of a pandemic.
	Agricultural disease	Plant or animal diseases or incursions may not present a direct threat to populations but may result in severe disruption of normal community activities and the economy.
Infrastructure failure		<p>Network failures can be expected as a regular occurrence but are generally of short duration or limited effect. A widespread or long term network failure is much less likely.</p> <p>Most utility networks have been shown to remain operational or be reinstated to a high percentage of users within relatively short timeframes after a major disruptive event.</p>

(Dunedin City Civil Defence Emergency Management Plan 2018, 12-13)

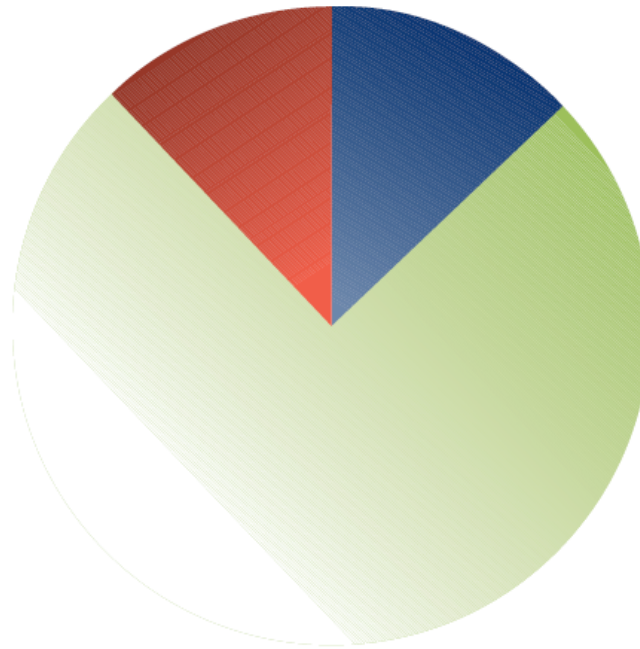


## CDEM – Southland

### OTHER

For example

- Weather Events
- Urban or Rural fires



### EXTREME:

- Tsunami  
the lack of accurate ground height data makes it difficult to define evacuation areas
- Earthquake  
a major earthquake resulting in major damage across the whole South Island

### VERY HIGH:

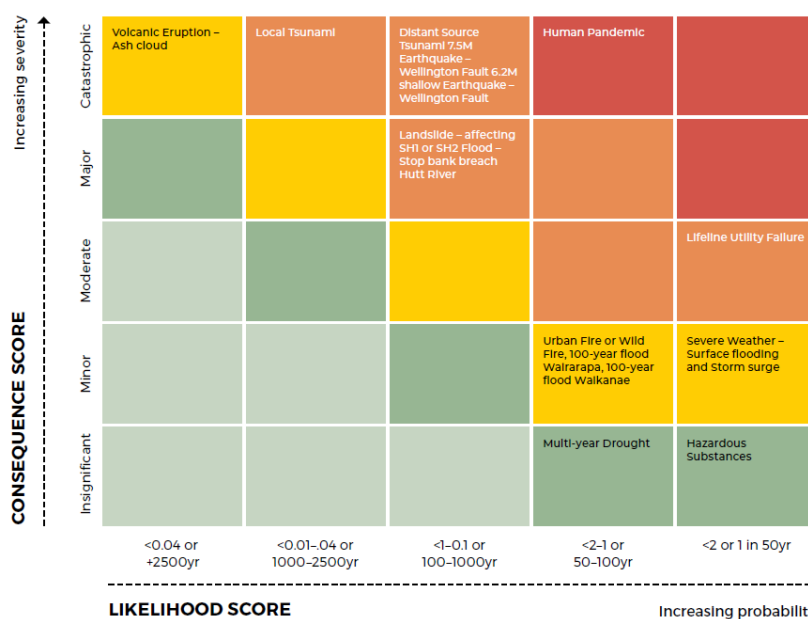
- Tsunami  
predicted tsunami at high threat level (>3 meters) causing marine warning and level three evacuation
- Tsunami  
unexpected local source tsunami requiring evacuation with limited information within a short time frame (eg Puyseger Trench, Fiordland generated tsunami)
- Earthquake  
ground shaking resulting in extensive areas of liquefaction
- Earthquake  
ground shaking resulting in major lifelines infrastructure damage
- Climate Change  
climate change causing sea level rise impacting coastal communities
- Climate Change  
climate change causing more severe and frequent weather events
- Climate Change  
climate change predictions understate the risk of extreme weather events resulting in failure to adequately plan
- Weather Events  
storm surges/coastal inundation causing flooding in coastal areas (infrastructure damage)
- Lifeline  
lifeline utility failure impacting on quality of life
- Lifeline  
lifeline utility failure causing injury or death
- Lifeline  
information communication technology failure causing major financial and social impacts
- Lifeline  
disruption to food supply causing significant shortages and social impact
- Biological  
animal epidemic/disease causing financial and psychosocial impacts
- Biological  
human pandemic causing movement restrictions, illness and death
- Biological  
invasive pest species impacting agricultural economy
- Global Financial Crisis  
global financial downturn causing cash flow issues for councils and communities

(Southland Civil Defence Emergency Management Group 2017, 23)

## CDEM – Wellington

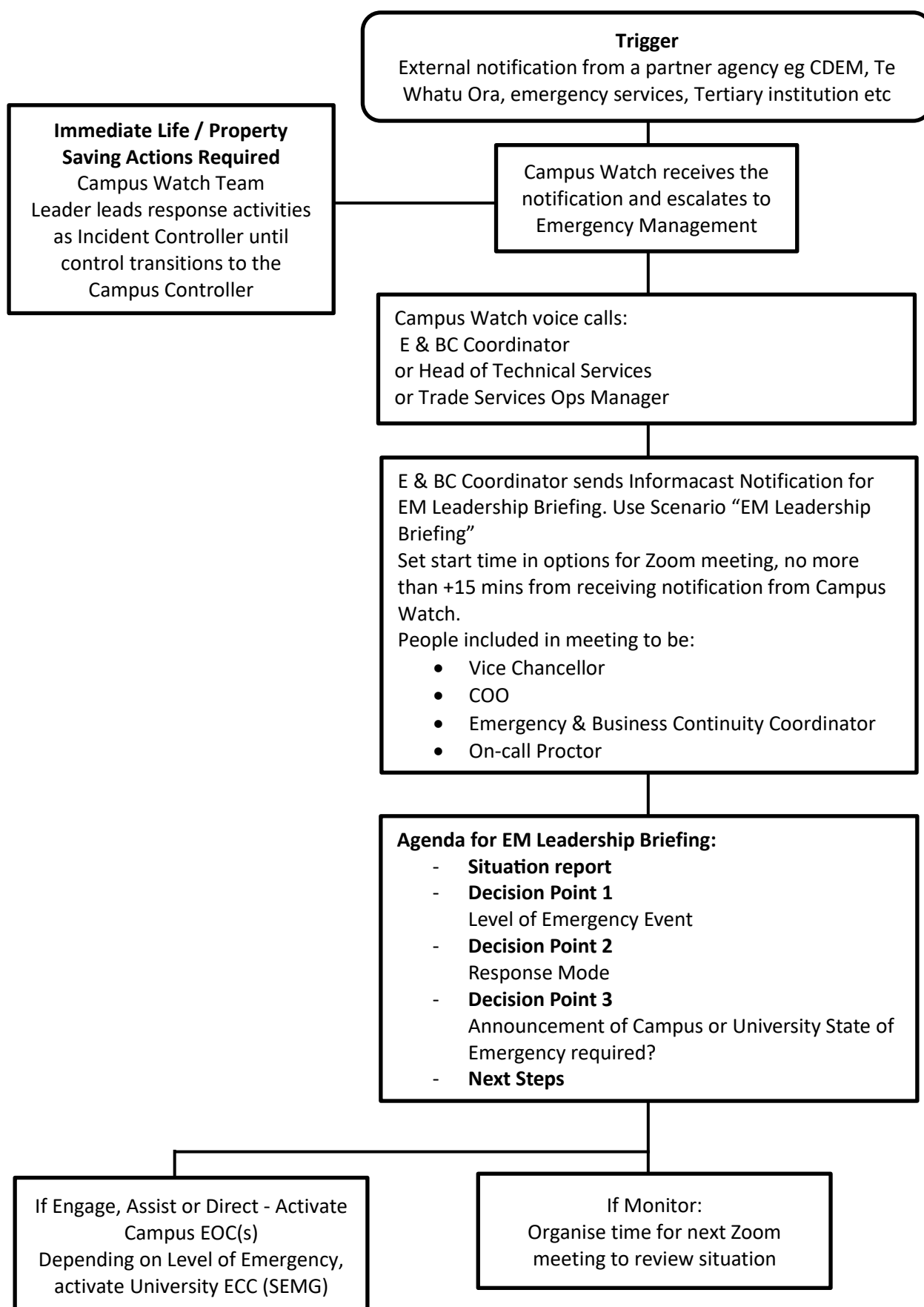
Hazard	Likelihood – based on Annual Exceedance Probability (AEP) %	Impact – largest predicted consequence across built, lifeline, health and safety environments	Resulting Risk Rating
Human pandemic	<2-1	Catastrophic	Catastrophic
6.2 magnitude shallow earthquake on the Wellington Fault	<1-.01	Catastrophic	
7.5 magnitude earthquake on the Wellington Fault	<1-.01	Catastrophic	
Distant source tsunami	<1-.01	Catastrophic	
Local tsunami – Hikurangi Subduction Zone	<0.1-0.04	Catastrophic	
Flooding – stopbank breach along the Hutt River	<1-.01	Major	
Landslide – affecting State Highway 1 or 2	<1-.01	Major	
Lifeline utility failure – power for a sustained period (e.g. a week or more)	>2	Moderate	
Severe weather – surface flooding and storm surge	>2	Minor	Moderate
Volcanic eruption – ash cloud	<0.04	Catastrophic	
Flooding – Waikanae River (100-year event)	<2-1	Minor	
Flooding – Wairarapa (Ruamahanga River – 100-year event)	<2-1	Minor	
Urban fire or wild fire	<2-1	Minor	
Multi-year drought	<2-1	Insignificant	Insignificant
Hazardous substances	>2	Insignificant	

Risk assessment – Wellington Region CDEM Group hazards



(Wellington Region Civil Defence Emergency Management Group 2019, 22-24)

## Appendix 2 – Emergency event escalation process



## Appendix 3 – Authorisation for the activation of the University Emergency Management Plan



### AUTHORISATION FOR ACTIVATION

I, .....,  
(print name)

authorise the activation of the:

#### THE UNIVERSITY OF OTAGO EMERGENCY MANAGEMENT PLAN

in response to the following incident:

.....

(print brief description of incident)

This authorisation shall be effective on the time and date of the signing of this form.

Signed:.....

Designation:.....

Time and date of authorisation:.....

**NOTIFICATION OF THIS AUTHORISATION FOR ACTIVATION MUST BE COMMUNICATED TO  
THE UNIVERSITY OF OTAGO COUNCIL MEMBERS AND ALL ACTIVATED CAMPUS AND  
UNIVERSITY CONTROLLERS.**

## Appendix 4 – Authorisation for the deactivation of the University Emergency Management Plan



### AUTHORISATION FOR DEACTIVATION

I, .....,  
(print name)

authorise the deactivation of the:

#### THE UNIVERSITY OF OTAGO EMERGENCY MANAGEMENT PLAN

in response to the following incident:

.....  
(print brief description of incident)

This authorisation shall be effective on the time and date of the signing of this form.

Signed:.....

Designation:.....

Time and date of authorisation:.....

**NOTIFICATION OF THIS AUTHORISATION FOR DEACTIVATION MUST BE COMMUNICATED TO THE UNIVERSITY OF OTAGO COUNCIL MEMBERS AND ALL ACTIVATED CAMPUS AND UNIVERSITY CONTROLLERS.**

#### Note:

*Authorising the deactivation of the University Emergency Management Plan, where the University is supporting a Lead Agency, requires agreement from the Controller of the Lead Agency.*

## Appendix 5 – Campus EOC and University ECC locations and contact details

### University Emergency Coordination Centre

Primary Location		
Secondary Location		

### Dunedin Campus Emergency Operation Centre

Primary Location		
Secondary Location		
Alternative Location		

### Christchurch Campus Emergency Operation Centre

Primary Location		
Secondary Location		
Alternative Location		

### Wellington Campus Emergency Operation Centre

Primary Location		
Secondary Location		
Alternative Location		

## Appendix 6 – Staff and student numbers by campus

Campus	Staff Headcount	FTE	Student Headcount	EFTS
Auckland	100	36.51	41	40.15
Christchurch	896	272.27	1,137	737.97
Dunedin	8359	3532.17	19,001	17,309.18
Invercargill	92	14.44	87	74.10
Wellington	934	241.60	978	640.85
<b>Total</b>	<b>10,284</b>	<b>4097.00</b>	<b>21,039</b>	<b>18,802.24</b>

Please note the following contextual information:

### Staff Headcount

Source Human Resources Annual Report Data, 2022. Includes casual and honorary staff, hence the headcount is significantly higher than FTE. Some staff may be counted across more than one campus.

### Student Headcount

Source Student Datamart, 2022. Includes distance and on-campus enrolments. Enrolments are based on paper enrolments, and each paper is allocated to specific campus, including distance papers. Some students may be counted across more than one campus.

## Appendix 7 - Abbreviations and acronyms

BGAN	Broadband Global Area Network
CaCLS	Campus and Collegiate Life Services
CALD	Culturally and linguistically diverse
CDEM	Civil Defence Emergency Management
CIMS	Coordinated Incident Management System
COO	Chief Operating Officer
DHB	District Health Board (now Te Whatu Ora)
EMIS	Emergency Management Information System
ECC	Emergency Coordination Centre
EOC	Emergency Operation Centre
FENZ	Fire Emergency New Zealand
IAP	Incident Action Plan
ICP	Incident Control Point
IMT	Incident Management Team
MCDEM	Ministry of Civil Defence and Emergency Management (now National Emergency Management Agency)
MoH	Ministry of Health
MoU	Memorandum of Understanding
MS	Microsoft
NCC	National Coordination Centre
NEMA	National Emergency Management Agency (see MCDEM)
OUSA	Otago University Students Association
PIM	Public Information Management
SPoC	Single Point of Contact
TBD	To Be Determined
VC	Vice-Chancellor