University of Otago
Emergency Management Plan

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.

Contents

Introduction

The Emergency Management Plan sets out the arrangements for coordinated action by the University in response to an emergency on campus. In addition, it provides information on activities the University shall engage in to ensure preparedness in case of an emergency. The mandate for this plan is provided by the University's Emergency Management Policy. The plan is approved by the Vice-Chancellor.

In the context of this plan, an emergency is 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 public image.

The University's main objectives in its initial response to all emergencies are:

- to protect human life and alleviate suffering, and, as far as possible, protect property and reputation, and
- to support the continuity of everyday activity and the restoration of disrupted services at the earliest possible time.

The Emergency Management Plan supports these objectives by providing a clear and organised response strategy supported by pre-defined response procedures. Procedures and roles in this plan align with the Coordinated Incident Management System currently in use by all emergency organisations across New Zealand and many other countries internationally.

The Emergency Management Plan forms part of a framework that provides for appropriate risk management of serious incidents that may disrupt the operations of the University. The Emergency Management Plan is supported by the University Emergency Procedures (Flip Charts) issued to staff and departments.

After the initial response phase of an Emergency, if required, the University's Business Continuity Policy, Plans and related procedures will ensure that essential functions continue during and after a State of Emergency.

Key University Emergency Planning and Response Groups

The following groups have key roles to play in preparing for, and/or responding to, a University emergency:

Infectious Diseases Emergency Planning Group	A broad cross-functional group of University staff and representatives from external agencies responsible for planning and advising on the University's response to epidemics, pandemics and infectious disease outbreaks. The group is convened by the **Pro-Vice-Chancellor (Health Sciences)** or his/her delegate.
Strategic Emergency Management Group	The group of senior staff responsible for focusing on strategic issues and making high-level decisions during, and in the aftermath of, a State of Campus Emergency. The group is convened by the **Vice-Chancellor**.
Incident Management Team	The designated group of appropriately trained, skilled and experienced staff that are responsible for the operational management of emergencies in accordance with the Emergency Management Plan. This group is led by the **Incident Controller** (the Emergency and Business Continuity Coordinator in Dunedin (or delegate); the Senior Managers Client Services in Christchurch and Wellington (or other nominees of the Dean of campus); the Operations Coordinator in Invercargill).
ITS Disaster Recovery Planning Group	The designated group of ITS staff responsible for preparedness and response planning for ITS disasters.
ITS Disaster Recovery Team	The designated group of appropriately trained, skilled and experienced staff that are responsible for assisting the Incident Management Team with the response to the IT disaster.

1. Preparing for an Emergency

To ensure the University is prepared for an emergency, pre-emergency planning is essential. Certain groups, as specified below, have a key role in this. However, other areas of the University are also required to plan for potential emergency disruptions, and should be aware of the Emergency Management Policy and the Emergency Management Plan.

1.1 Oversight of preparedness activities

(a) The **Director of Risk, Assurance and Compliance** is responsible for undertaking appropriate operational planning at the functional level to ensure the successful implementation and maintenance of the Emergency Management Plan and related plans. This shall include ensuring that detailed and integrated operational planning is done by relevant areas of the University so that the University is well positioned to respond to an emergency and to quickly recover after such an event.

(b) The Director of Risk, Assurance and Compliance will:
   i. review the current status of emergency planning and build upon existing work completed
   ii. identify resources and expertise necessary to support the policy and plan
   iii. identify and plan for the continuity of essential services both during and after an emergency (including a pandemic/epidemic), and ensure that continuity planning activities across Service Divisions are integrated, practical and reflect the needs of Academic Divisions, and
   iv. provide ongoing briefings and progress reports to the Audit and Risk Management Committee, Health and Safety and Ethical Compliance Committee as necessary.

1.2 Review of the Emergency Management Plan

(a) The Emergency Management Plan shall be reviewed annually by the Director of Risk Assurance and Compliance. Review will include consultation with the Director of ITS, Emergency and Business Continuity Coordinator, the Proctor's Office, the Head of Health and Safety Compliance, and other parties as deemed appropriate. Outcomes from testing exercises (see 1.6 below) shall also be taken into account as part of the review.

(b) The Director of Risk Assurance and Compliance shall report the outcome of the annual review of the Emergency Management Plan to the Chief Operating Officer.

(c) Substantive changes to the Emergency Management Plan as a result of annual review require the approval of the Vice-Chancellor.

1.3 Pandemic/epidemic preparedness

(a) The Infectious Diseases Emergency Planning Group, convened by the Pro-Vice-Chancellor (Health Sciences) (or delegate), will meet twice a year to review and update the University's pandemic and epidemic planning arrangements.

(b) The Pro-Vice-Chancellor (Health Sciences) (or delegate) will act as the focus for all information with regard to the threat of pandemic/epidemic. Regular assessments of the international and local situation in respect of disease threat will be provided to the Infectious Diseases Emergency Planning Group using information from international, national and local health organisations as necessary.

(c) Health and Safety Compliance, in consultation with Student Health, will provide public health education to staff and students. They will communicate clear, consistent and appropriate information to the University community about how to reduce the risk of individual exposure

(cough etiquette, hand washing, staying away from crowds), the role and importance of quarantine, vaccinations available, the symptoms of illness and what to do if they occur (including how and when to seek care).

(d)   Campus and Collegiate Life Services shall assist with the dissemination of public health information (see 1.3(c) above) to residents of University-owned and affiliated accommodation.

(e)   Service Division pandemic response plans will be developed and maintained. These response plans will cover continuity of essential services and identification of new services/activities that will be needed to address pandemic/epidemic specific issues.

(f)   All University departments should be aware of pandemic/epidemic issues relating to specific University areas and functions, as detailed in Appendix C of this plan.

1.4   ITS Disaster Preparedness

(a)   The ITS Disaster Recovery Team, convened by the Senior Manager IT Infrastructure, will meet twice a year to review and update the University's ITS disaster recovery planning arrangements.

(b)   The Senior Manager IT Infrastructure will act as the focus for all information with regard to any potential threats to IT infrastructure. Regular assessments of the international and local situation in respect of IT threats will be provided to the ITS Disaster Recovery Team using information from international, national and local IT and Government organisations as necessary.

1.5   Emergency communications preparedness

(a)   Where practicable, communications should be prepared in advance of an emergency event. The Communications Team, under the Direction of the Head of Communications, may prepare generic scripts, web messages, and other communications in preparation for a potential emergency.

(b)   Current contact lists of key staff (including after-hours contact details) will be available via either the Emergency and Business Continuity Coordinator or the Proctor. Such contact information will be reviewed and updated at least every six months by the Emergency and Business Continuity Coordinator.

(c)   All University departments should have 'communication trees' and staff contact details to allow direct communication in case of emergencies.

1.6   Training

(a)   Training is a key component to the effectiveness of the Emergency Management Plan and will be provided to all members of the Strategic Emergency Management Group and the Incident Management Team along with other key staff likely to be involved in the response to an Emergency.

(b)   The Office of Risk, Assurance and Compliance will run training at least once a year. Training will cover:
        i.   the contents of the Emergency Management Plan
        ii.   the role of people managing the response to an emergency
        iii.   the key skills and knowledge required to manage an emergency response.
        iv.   simulation exercises.

(c)   New staff with roles identified in the Emergency Management Plan will be individually trained during their induction into the University.

1.7   Testing the Emergency Management Plan

(a)   The Emergency Management Plan will be tested at least once a year to ensure:

   i.   that procedures work effectively
   ii.   that staff are aware of their duties and are prepared for an Emergency, and
   iii.   that systems are resilient and function correctly.

(b)   The Office of Risk, Assurance and Compliance is responsible for:

   i.   ensuring the Emergency Management Plan is tested
   ii.   agreeing the exercise objectives and selecting an appropriate exercise format
   iii.   recording attendance, and
   iv.   overseeing the post-exercise improvement plan.

(c)   When testing the Emergency Management Plan the exercise scenarios will be based on, though not limited to, the risks included in the University Emergency Procedures (Flip Charts). The exercises will aim to simulate emergencies occurring at different times of the day, on different days of the week, and during various months of the year.

(d)   The following crucial elements will be tested:

   i.   the contact list
   ii.   the activation process
   iii.   communications equipment
   iv.   setting up procedures, and
   v.   information and communications management.

2. Alert Status

While some emergencies, such as a major earthquake, will strike without warning, other emergencies may be foreseeable and give some time for preparation, for example pandemic events or some types of flooding. In such cases, the University may enter an Alert Status, for the purposes of monitoring, immediate planning, and communications to the University community.

Alter Status activation shall be the responsibility of the Emergency and Business Continuity Coordinator (or his/her delegate), in consultation with the Vice Chancellor.

2.1 Alert Status activities

(a) During an Alert Status, the Incident Controller will assemble the Incident Management Team for planning discussions and to keep the Vice-Chancellor updated on the development of events.

(b) During an Alert Status, Incident Controller, with the support of the Incident Management Team's Communications Team, shall be responsible for communications to the University community and the general public (see section 5).

(c) In the event of an Alert Status relating to a pandemic or epidemic, the Pro-Vice-Chancellor (Health Sciences) (or delegate), with the support of the Infectious Diseases Emergency Planning Group as appropriate, will assist the Incident Controller in making decisions about appropriate actions (see below).

(d) In the event of an Alert Status relating to a potential ITS disaster, the Senior Manager IT Infrastructure, with the assistance of the ITS Disaster Recovery Team as appropriate, will assist the Incident Controller in making decisions about appropriate actions (see below).

2.2 Pandemic/Epidemic Alert Status adoption

(a) A Pandemic Alert Status will normally be adopted where:
  i. there is very high suspicion of human-to-human transmission of the relevant illness overseas, or
  ii. there is human-to-human transmission of the relevant illness overseas, or
  iii. Australia and/or Singapore and/or China close their borders, as they have been identified as the main transit ports to New Zealand from countries likely to be affected.

(b) An Epidemic Alert Status may be adopted as required, taking into account advice from the Ministry of Health, the relevant DHB, and other health and/or government organisations.

(c) Actions relating to a Pandemic or Epidemic Alert Status are detailed in Section 6 of this Plan (see particularly 6.1(e)).

2.3 ITS Disaster Alert Status adoption

(a) An ITS Alert Status will normally be adopted where:
  i. there is very high suspicion of significant threats to IT overseas.

3. Declaration of a State of Campus Emergency

When an event reaches a critical point, or threatens to reach a critical point, the Vice-Chancellor may declare a State of Campus Emergency.

3.1 Determining that an emergency justifies the declaration of a State of Campus Emergency

(a) A State of Campus Emergency shall be declared by the Vice-Chancellor whenever an emergency occurs which cannot be handled by day-to-day operations and management. This will be upon receipt of information from the Emergency and Business Continuity Coordinator (or delegate) in Dunedin, the Dean (or Delegate) from Christchurch or Wellington Campuses, or the Managers of Auckland or Southland Campuses

Amongst the key factors for the Vice-Chancellor to consider in making the declaration are:
   i. whether it is a high impact event
   ii. whether life and/or property are at risk
   iii. whether a large area is affected (entire campus/city/region)
   iv. whether outside emergency services are involved
   v. whether the emergency is longer term (normally longer than one day), and/or
   vi. whether the emergency is a serious health incident which could cause major disruption to University teaching and services.

(b) In a pandemic event, a State of Campus Emergency will usually be declared at the point when human pandemic strain cases are identified within New Zealand, and/or on the advice of Ministry of Health.

(c) In an epidemic event, the decision to declare a State of Campus Emergency will take into account advice from the Ministry of Health, the relevant DHB, and other health and/or government organisations.

(d) The principle of 'prudent over-reaction and rapid de-escalation' applies when making the decision to declare a State of Campus Emergency. It is easier and usually more effective to scale down an over-reaction than it is to escalate an under-reaction.

3.2 Process for declaring a State of Campus Emergency and activating emergency management processes

(a) The Incident Controller recommends to the Vice-Chancellor that a State of Campus Emergency be declared.

(b) The Vice-Chancellor formally declares a State of Campus Emergency.

(c) The Incident Controller advises the Communications Team, via the Head of Communications, that the Vice-Chancellor has declared a State of Campus Emergency.

(d) Staff in the Strategic Emergency Management Group and the Incident Management Team are released from their normal duties to take up their prescribed roles.

(e) The Communications Team takes all necessary steps to notify staff, students, the campus community and the general public that a State of Campus Emergency exists (further information is available in the Communications section of this Plan).

(f) The Incident Controller assembles the Incident Management Team and activates the Emergency Operations Centre at the respective Campus. The EOC location will be determined at the time by the Incident Controller, based on the emergency type and location.

(g)   The Vice-Chancellor assembles the Strategic Emergency Management Group in the Council Chamber in the Registry Building, or an alternative location if this is not available.

4. Response during a State of Campus Emergency

During an emergency the University shall use the New Zealand Coordinated Incident Management System (CIMS), with minor modifications to suit the University, as its incident management model. This section provides information on the groups that shall coordinate the University's response, using the following structure:

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                  ┌─────────────────────────────────┐
                  │ Strategic Emergency Management  │
                  │            Group                │
                  │     [Strategic response]        │
                  └─────────────────────────────────┘
   ┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
   │ Emergency Operations Centre                           │
   │             ┌─────────────────────────────────┐       │
   │             │  Incident Management Team        │       │
   │             │                                  │       │
   │             │     (Operational Response)       │       │
   │             └─────────────────────────────────┘       │
   └ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
┌─────────────────────┐  ┌─────────────────────┐  ┌─────────────────────┐
│ Staff/Students/     │  │ External Support    │  │ External Emergency  │
│ Public/Media        │  │ Services            │  │ Agencies            │
└─────────────────────┘  └─────────────────────┘  └─────────────────────┘
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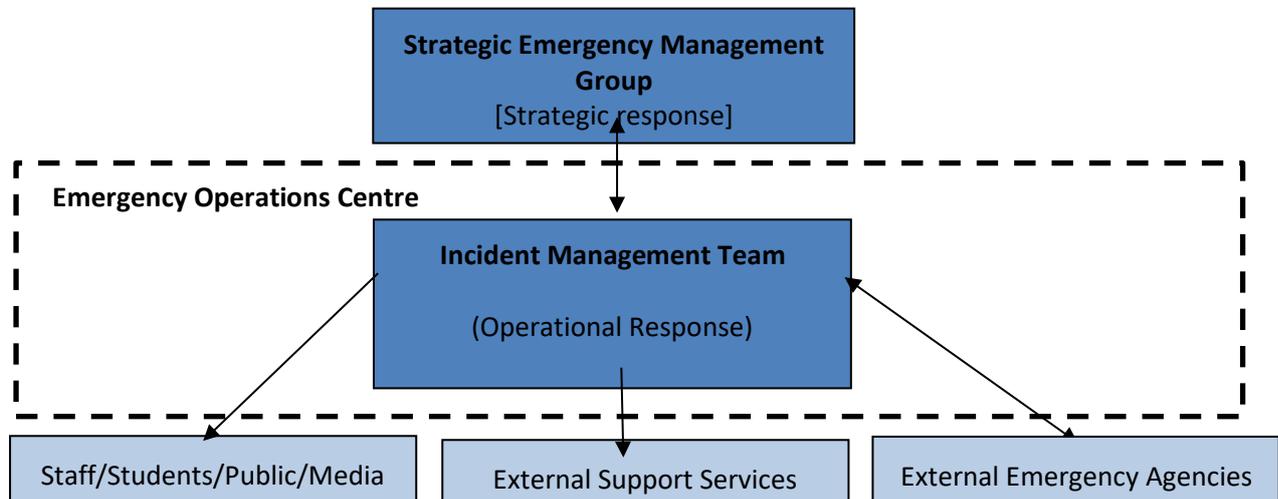
4.1   The Emergency Operations Centre

(a)   The Emergency Operations Centre (EOC) serves as the centralised facility in which the Incident Management Team will gather, check in, and assume their emergency response roles. The core of the Communications Team shall also be situated in the Emergency Operations Centre during a State of Campus Emergency.

(b)   Tactical and short-term response activities and work assignments in support of the on-scene field command will be planned, coordinated, and delegated from the Emergency Operations Centre.

(c)   The Incident Management Team is comprised of a broad cross section of staff, selected for their expertise and the needs of the Emergency Operations Centre. The Incident Controller determines the appropriate level of activation and calls out the designated Incident Management Team members.

(d)   When requested, designated EOC staff should report directly to the Emergency Operations Centre. If an EOC member is unsure whether to report, he or she should first contact the Campus Watch on (03)479 5000 or 0800 479 5000 to determine when and where to report.

(e)   The Office of Risk, Assurance and Compliance shall maintain a plan for the operation of the Emergency Operations Centre during an emergency.

4.2   The Incident Management Team

(a)   The Incident Management Team is led by the Incident Controller and is responsible for the operational management of emergencies.

(b)   The Incident Controller shall be:

    i.   the Emergency and Business Continuity Coordinator or other delegated authority in Dunedin
    ii.   the Senior Managers Client Services in Christchurch and Wellington, or other nominee selected by the Dean of the relevant campus, and/or
    iii.   the Operations Coordinator in Invercargill.

(c)   The Incident Management Teams will be comprised of selected staff within the university and will utilise the following structure:

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                    ┌─────────────┐   ┌─────────────┐
                    │  Incident   │───│ EOC Manager │
                    │ Controller  │   │             │
                    └─────────────┘   └─────────────┘
     ┌──────────┬──────────────┬──────────┬──────────────┬──────────┐
 ┌────────┐ ┌──────────────┐ ┌────────┐ ┌──────────────┐ ┌────────────┐
 │Logistics│ │Communications│ │Welfare │ │Planning/Intel│ │ Operations │
 └────────┘ └──────────────┘ └────────┘ └──────────────┘ └────────────┘
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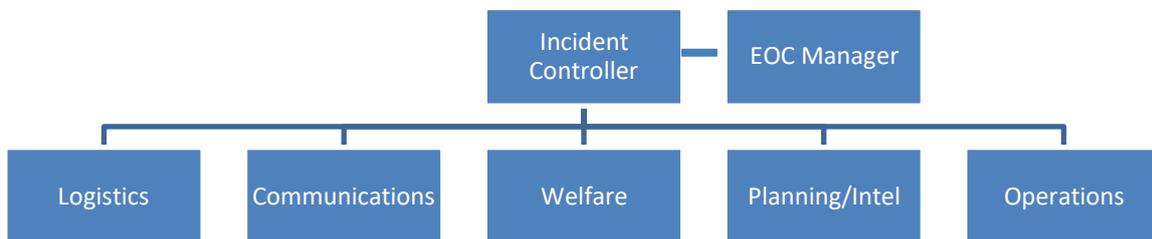
(d)   The Incident Management Team shall be responsible for:

    i.   coordinating and managing the response to an emergency with the immediate focus on saving life and property
    ii.   taking immediate steps to prevent any further injury
    iii.   taking immediate steps to prevent further damage to property
    iv.   providing accurate and timely information to the Strategic Emergency Management Group.
    v.   providing support for any emergency service agency on campus, including provision of information or resources
    vi.   setting up, staffing and operating a welfare centre for staff and students as necessary, to be a source of information, personal services, counselling and support both during and after an emergency, and
    vii.   providing accurate information to the staff, students, the media and the public about the emergency situation, via the Communications Team.

(e)   Each shift of the Incident Management Team shall prepare an Incident Action Plan to record administrative details and instructions issued, and to provide a reference for managing the incident that can be easily picked up and acted upon by the incoming shift. For ongoing emergencies, 12 hours shifts (12 on, 12 off) are recommended.

(f)   Individual role responsibilities within the Incident Management Team are detailed in Appendix A.

4.3 The Strategic Emergency Management Group

(a) The Strategic Emergency Management Group is led by the Vice-Chancellor and is responsible for the strategic management of emergencies.

(b) The Strategic Emergency Management Group shall be comprised of the Vice-Chancellor's Advisory Group and other senior staff as required:

- Vice-Chancellor
- Deputy Vice-Chancellor (Academic)
- Deputy Vice-Chancellor (Research & Enterprise)
- Deputy Vice- Chancellor (External Engagement)
- Chief Operating Officer
- Chief Financial Officer
- Secretary to the Council and Registrar
- Pro-Vice-Chancellor (Commerce)
- Pro-Vice-Chancellor (Health Sciences)
- Pro-Vice-Chancellor (Humanities)
- Pro-Vice-Chancellor (Sciences)
- Director of Human Resources
- Director, Office of Māori Development
- Director, Planning and Funding
- Head of Communications

As required:

- Director, Student and Academic Services
- Director, Campus and Collegiate Life
- Director, Information Technology Services
- Director, Property Services
- Director, Risk, Assurance and Compliance
- Director, International Office
- Director, Shared Services

(c) In the event that the Vice-Chancellor is unavailable, the Strategic Emergency Management Group shall be chaired by one of the Deputy Vice-Chancellors. In the unlikely event that none of the named executive staff are available, the Incident Controller will locate a Pro-Vice-Chancellor who will assume the role until such time as one of the named staff are available.

(d) The Strategic Emergency Management Group shall be responsible for:

i. making and acting on decisions requiring the highest authority within the University
ii. supporting the immediate actions of the Incident Management Team.
iii. managing public relations issues and overseeing communications with staff, students, the media and the public (excluding the emergency communications managed by the Incident Controller)
iv. focusing on major strategic issues, and
v. through the Chief Operating Officer, overseeing business recovery and continuity.

(e) The Strategic Emergency Management Group will maintain key relationships with:

i. the Incident Management Team and the Communications Team
ii. the overall campus community (in the event of a major incident affecting the University, information, direction and support will be required and must be made available in a relatively short period), and
iii. relevant external parties such as the DCC, Otago Polytechnic and the wider university sector throughout the country (in the event of a major incident, support and backup services may be available through these links).

(f) Key roles and responsibilities within the Strategic Emergency Management Group are detailed in Appendix C.

4.4 External support

(a) External parties, including but not limited to the following, may provide support during an emergency:

- City or regional councils
- Polytechnics
- The University of Canterbury (our closest large University uses the same emergency response system and will fulfil a mutual aid role during a major event if support is required)
- District Health Board hospitals and services
- Police
- Fire Service
- National services in a Civil Defence emergency
- Ministry of Health in a pandemic/epidemic emergency

5. Emergency Communications

This section provides additional information on how the University will manage communications with staff, students, the public and the media during a State of Campus Emergency. It is important that there is a clear process and one definitive source of truth during an emergency to enable clear communication and prevent the spread of incorrect or confusing information.

Parts of this section are also relevant to an Alert Status (see section 2).

5.1   Information control

(a)   The Communications Team is responsible for all internal and external communications during a State of Campus Emergency, with the exception of announcements from the Vice-Chancellor (or delegate), which shall be drafted in consultation with the Head of Communications.

(b)   During a State of Campus Emergency the Communications Team may approve the use of pre-approved and pre-scripted messages in communications about the emergency (e.g. via the University Contact Centre). All other messages will be approved by the Incident Controller prior to release.

(c)   Information released through the Communications Team serves as the only information about the Emergency which University staff (including DVCs, PVCs, Deans, COO and Directors) should share with internal and external audiences. University staff who wish to share other information must first consult the Head of Communications.

(d)   Clauses 5.1(a) to (c) above apply to information pertaining to a pandemic/epidemic or other potential emergency event during an Alert Status.

(e)   During a State of Campus Emergency, the Communications Team will monitor TV and radio, internet news sites and social media sites to identify and correct substantive rumours and misinformation.

(f)   The Incident Management Team will be responsible for liaison with external agencies such as Police or Civil Defence, with the following exceptions:
   i.   The Vice-Chancellor will provide Emergency information to the Tertiary Education Commission and other government agencies as necessary.
   ii.   The Director, International Office will provide emergency information to international agencies as necessary.

(g)   In a rapidly unfolding crisis, or an event occurring during non-business hours, the Police may initiate urgent communications independently. The Police are responsible for answering queries related to police activities, including announcements of loss of life.

5.2   Emergency communication channels

(a)   During a State of Campus Emergency or Status Alert, the University website will be the primary tool for communication about the emergency, via the main homepage and mirrored information on the homepages for the Wellington, Christchurch and Southland campuses. Alternative communication channels may be used if internet access is disrupted.

(b)   Staff, students and the public will be directed to the University website for updates about the emergency.

(c)   The following channels may also be used for communications during or after a State of Campus Emergency or Status Alert (subject to the direction of the Communications Team):

System	Responsibility
All-staff email	Incident Management Team - Communications
All-staff voicemail	Incident Management Team - Communications
All-student text	Incident Management Team - Communications
All-student email	Incident Management Team - Communications
Scarfie.com	Incident Management Team - Communications
OUSA website	Incident Management Team - Communications
University 0800 number	Incident Management Team - Communications
University website	Incident Management Team - Communications
All-Council email	Registrar
University screens	Incident Management Team - Communications
Emergency telephones and/or PA system	Incident Management Team - Operations
Email media releases	Incident Management Team - Communications
Radio/television (including Radio One broadcasts)	Incident Management Team - Communications
Social media (including Facebook and Twitter)	Incident Management Team - Communications

5.3 Media liaison

(a) During a State of Campus Emergency, all media queries should be directed to the Communications Team.

(b) The Communications Team is responsible for responding to media inquiries. Subject to Vice-Chancellor approval, the Communications Team may arrange media interviews with appropriate University staff.

(c) The Head of Communications may advise the Vice-Chancellor or his or her delegate to conduct or authorise a news briefing. The Communications Team will recommend and prepare other spokespersons as necessary.

(d) The Communications Team will be responsible for organising the location, timing and general format of any news briefing, and notifying news media. The default location for Press Conferences is the Robertson Library.

(e) During a State of Campus Emergency, the Communications Team may set up staging areas where media will have access to University of Otago spokespeople, visuals and other resources.

(f) University staff who are responsible for the use of classroom or building space are asked not to permit media into such areas.

(g) Media must seek permission from the Head of Communications to gain access to a University-owned Residential College or Colleges.

5.4 Communications responsibilities outside the Communications Team

(a) Information Technology Services has overall responsibility for the communication and data systems used for emergency communications.

(b) Human Resources is responsible for ensuring that all staff have accurate personal information recorded in the payroll system, and for supporting ITS with respect to the use of any HR systems that are required for Emergency communication needs.

(c) The Communications Team is responsible for liaising with OUSA to assist in disseminating information that has been provided by the Incident Management Team, to University students using Radio One, social media, the Critic web site and other OUSA channels.

(d) Ask Otago staff within Shared Services will:
   i. field incoming calls from staff, students, parents and the public, and respond based on a script provided by the Communications Team
   ii. ensure that all media enquiries are redirected to the communications Team, and
   iii. record rumours and misinformation from the public and pass that information on to the communications Team.

(e) The Senior Administrative Support staff member to the Director of Campus and Collegiate Life Services shall act as the communications coordinator for Campus and Collegiate Life Services, and will:
   i. disseminate Communications Team issued information across Campus and Collegiate Life Services
   ii. ensure that all media enquiries received by Campus and Collegiate Life Services are redirected to the communications Team, and
   iii. ensure that each Residential College web site displays a link to the homepage of the University's web site.

(f)   Additional personnel may be required to provide a variety of services as necessary and as requested by the communications Team, including posting web updates, press conference set-up, field monitoring, handling calls from students' families, handling media calls, and fielding other incoming calls and emails.

6. Special provisions relating to pandemics/epidemics

6.1 Pandemic/epidemic planned response

(a) The Pro-Vice-Chancellor (Health Sciences) (or delegate) shall advise the Incident Controller on recommended statuses in relation to a pandemic, epidemic or other infectious disease outbreak, taking into account information from external sources (see 6.3 below) and the advice of the Infectious Diseases Emergency Planning Group. Based on the severity of the situation, the Pro-Vice-Chancellor (Health Sciences) (or delegate) may recommend an Alert Status (see 2.3 for actions during this stage) or that the Vice-Chancellor declare a State of Campus Emergency. In either instance, this will be coordinated through the Office of Risk, Assurance and Compliance.

(b) During a pandemic/epidemic State of Campus Emergency, the Pro-Vice-Chancellor (Health Sciences) and the Infectious Diseases Emergency Planning Group will assist the Incident Controller and the Incident Management Team in a planning and intelligence role.

(c) The University may need to consider whether to remain open, close or reopen during a pandemic/epidemic State of Campus Emergency. In doing so it may take advice from:

    i.   the Ministry of Health
    ii.   the Medical Officers of Health or their delegates, and/or
    iii. the Ministry of Education (on behalf of the Ministry of Health).

Closing the University to students does not necessarily mean that facilities would be closed in a quarantine sense. Staff may still go to work, work remotely, or carry out `alternative duties' as required. University facilities may also be used for alternative purposes such as Community Based Assessment Centres.

(d) All communications about the pandemic/epidemic, including prevention and control advice, will be released by the Communications Team on the advice of the Pro-Vice-Chancellor (Health Sciences) (or delegate).

(e) The following activities shall take place in relation to the various stages of a pandemic or epidemic emergency:

Keep it out (border management)
Pandemic: human-to-human transmission overseas, OR very high suspicion of human-to-human transmission overseas, OR Australian and/or Singapore close borders Epidemic: increased Government concern about potential epidemic
University Status: Pandemic or Epidemic Alert Status

- The Pro-Vice-Chancellor (Health Sciences) (or delegate), Incident Controller and Incident Management Team will assess the situation and plan next steps, including potentially recommending restrictions on travel.

- Student Health may consider administering immunisations, following instruction from the Pro-Vice-Chancellor (Health Sciences) (or delegate).

- All divisions will be asked to enhance disease surveillance and notification. In a pandemic situation, staff and students who have recently been travelling will be asked to report to their managers/Heads of Department by email or phone if they develop symptoms, and to immediately make a sick leave application through Web Kiosk to enable statistical data collation for dissemination.

- HR will generate a daily sick leave report and provide this to the Pro-Vice-Chancellor (Health Sciences) (or delegate) to facilitate ongoing monitoring of the local situation.

- The International Office pandemic/epidemic response plan will be implemented. International Students studying on campus that might be affected by an infectious disease outbreak in their home country will be contacted and offered support. Domestic students overseas on

exchange at one of Otago's partner universities in the country affected by a pandemic will be contacted and offered support.

- All communications about the pandemic/epidemic, including prevention and control advice, will be released by the Communications Team on the instruction of the Pro-Vice-Chancellor (Health Sciences) (or delegate).

Stamp it out (cluster control)

Human pandemic strain case(s) found in New Zealand

Recognised epidemic in parts of New Zealand

University Status: State of Campus Emergency

- The University will use one or more of the following public health interventions to lower the risk to staff and students of contracting the disease:

  - Social distancing (e.g. cancellation of classes, suspension of research, gym classes, graduation ceremonies and other social events, closure of colleges). This will be most effective when begun before the pandemic/epidemic has appeared in the community.

  - Isolation (separating sick individuals from others in the population until they are no longer contagious). Sick students will be triaged to either hospital care or self-care in their college.

  - Quarantine (i.e. the separation and restriction of movement of individuals who are not sick but were thought to be exposed to someone with the infectious disease). The period of restricted activity should reference the incubation period, which means keeping well individuals contained, fed, and occupied for up to a week. Enforcement of quarantine may become a legal issue, particularly when non-ill individuals decide they want to leave the University. The earlier University closure occurs, the less likely quarantine measures will need to be implemented.

  - Restricting the entry of outsiders (i.e. no inward International Students will be received) to the University or the re-entry of staff/students who choose to leave. Once temporary closure of the University occurs, re-entry to the University will be restricted

- The Incident Management Team will meet daily to determine the implementation of the above social distancing measures based on the presence of one or more of the following triggers:

  - Confirmation of a high rate of infectivity, morbidity and or/mortality.

  - Pandemic spreading through the world at an increased rate.

  - The Ministry of Health directing regional closure of educational organisations to children and students, closure of other places where people congregate, and/or prohibitions on mass gatherings.

  - Notification that transportation systems are closed or that national or international travel is to be limited.

  - Falling class attendance, students leaving campus.

  - Rising employee absenteeism.

Manage it (pandemic/epidemic management)

Multiple (>10) clusters at separate locations, or clusters spreading out of control.

University Status: State of Campus Emergency

- The University will be closed to all but essential services.

- The Incident Management Team will meet daily.

- Once students are evacuated, closure of administrative and academic services and leave for non-essential staff will begin. Most academic, administrative and support operations will be suspended.

- All Service Division response plans (including business continuity) will be implemented as required.

- The Proctor's Office will control entry to campus. No vehicles or individuals will be allowed on campus unless approved as essential employees for essential services.

- Property Services will put all construction projects on hold.

- All research, except research with critical facility needs (e.g. animal feeding and care) will be interrupted until the pandemic/epidemic danger has subsided and the University has reopened.

- Campus and Collegiate Life Services will care for any ill students still in residence and any students who were unable to return home.

- Essential staff will conduct themselves in a manner to minimise exposure to sick individuals and/or to minimise the risk of transmission of illness to others.

- Staff will report in by email or phone to managers/Heads of Departments if they develop symptoms; all sick leave applications must be made immediately through Web Kiosk to enable statistical data collation for dissemination.

- Staff will work remotely wherever possible.

Recover from it (recovery)

Population protected by vaccination and/or pandemic/epidemic abated in New Zealand

University Status: Recovery

- The University reopens.

- Operational responsibility transitions to the Chief Operating Officer as Recovery Manager.

(f)   Additional pandemic/epidemic issues for different areas and functions of the University are detailed in Appendix C.

6.2   Pandemic/epidemic communications

(a)   All pandemic/epidemic communications from the University will follow standard emergency communication processes as laid out in section 5 of this Plan, noting that:

   i.   materials produced by the Ministry of Health may be used, and as required, customised by the University in its response (for example, the University may take national resources, add in local details on how staff and students can obtain advice and treatment, and disseminate this material through the University's communication channels)
   ii.   all communications to staff in relation to teaching and research, and on-going business management of their own Division during a pandemic/epidemic period will be made by the relevant Pro-Vice-Chancellor.
   iii. all communications to students in relation to classes and research (e.g. changes to course content, deadlines for assignments and other assessments) during a pandemic/epidemic period will be made by the course co-ordinator or lecturer of the relevant paper, as determined by each department.

(b)   The designation of global phases of a pandemic will be advised by the Director General of the World Health Organization (WHO).

(c)   In New Zealand, the Ministry of Health leads the governments planning and response to a pandemic. In an epidemic the response will be led be the relevant DHB. Communication of the New Zealand situation will be via a variety of sources:

- Pandemic phone line
- www.health.govt.nz website
- Pandemic email alerts from the Ministry of Health

- Travel advice www.mfat.govt.nz

(d)   The Medical Officer of Health will advise the Pro-Vice-Chancellor (Health Sciences) (or delegate) of changes to a pandemic Alert Status as these affect the University.

7. Recovery

After the initial phase of an emergency, operational responsibility shifts from the Incident Controller to the Recovery Manager (the Chief Operating Officer), who will coordinate and facilitate recovery activities.

The University's Business Continuity Policy, and business continuity plans for individual areas, will then become the key documents as the University seeks to minimise disruption and restore operational activities as soon as possible following the emergency.

Glossary

Alert Status

A pre-emergency status relating to an increased risk of a potential emergency, including the risk of an epidemic, pandemic and/or infectious disease outbreak. During an Alert Status the University may communicate information and carry out precautionary measures.

Coordinated Incident Management System

A system adopted by all emergency organisations in New Zealand and internationally for implementation at times of emergencies.

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 (i.e. critical infrastructure/utilities/IT network), create significant physical or environmental damage, or threaten the University's financial standing or public image.

Emergency Management Policy

The overarching University policy which specifies how the University shall respond to significant emergency situations and related staff responsibilities. The Emergency Management Policy underpins the more detailed Emergency Management Plan.

Epidemic

A widespread occurrence of an infectious disease. In terms of this plan it is primarily used to refer to a New Zealand outbreak.

Incident Controller

The Incident Controller leads the operational response to an emergency, via oversight of the Incident Management Team.

Incident Management Team

The designated group of appropriately trained, skilled and experienced staff that are responsible for the operational management of emergencies in accordance with the Emergency Management Plan.

ITS Disaster Recovery Team

The designated group of appropriately trained, skilled and experienced staff that are responsible for planning and advising on the University's response to an ITS disaster and assisting the Incident Management Team with the response to the disaster.

Communications Team

The team responsible for internal and external communications during an emergency, comprising communications staff under the direction of the Incident Controller.

Medical Officer of Health

A designated public health official appointed for a health district under the Health Act 1956.

Pandemic

A widespread occurrence of an infectious disease occurring across multiple countries.

Infectious Diseases Emergency Planning Group

A broad cross-functional group of University staff and representatives from external agencies responsible for planning and advising on the University's response to epidemics, pandemics and infectious disease outbreaks.

	The group is convened by the Pro-Vice-Chancellor (Health Sciences) or their delegate.
Recovery Manager	The person responsible for facilitating and coordinating the medium and long term recovery activities of the University after an emergency. The Recovery Manager at the University is the Chief Operating Officer.
State of Campus Emergency	A declared status that indicates that an emergency cannot be managed via normal operations, and which activates provisions in the Emergency Management Plan.
Strategic Emergency Management Group	The group responsible for focusing on strategic issues and making high-level decisions during, and in the aftermath of, a State of Campus Emergency. The group is comprised of senior staff and is led by the Vice-Chancellor.
Vice-Chancellor	For the purposes of this plan, references to the Vice-Chancellor also cover any Acting Vice-Chancellor.

Appendix A - Incident Management Team Role Descriptions

Incident Controller

Role
Takes responsibility during an emergency and leads a coordinated response. The Incident Controller's primary concerns are ensuring the response gets underway in a timely fashion and continues without seriously faltering.

Supervises
The staff member in charge of Operations, Logistics, Planning and Intel, Health and Safety, and Communications.

Reports To
Strategic Emergency Management Group

Key Objectives
- Direct the Incident Management Team
- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations

Responsibilities
- Assume control of the incident and of all University's response capabilities under the delegated authority of the Vice-Chancellor
- Assess the situation
- Decide on the scale of the response and activate either partial or full incident management team involvement
- Establish Coordinated Incident Management System management structure
- Appoint, brief and task Incident Management Team
- Activate the Emergency Operations Centre and other facilities as required
- Plan future staff requirements and changeovers
- Maintain safe practices
- Record decisions, actions, and other activities
- Regularly brief the Strategic Emergency Management Group
- Contribute to post-incident debrief

Key Relationships
- Strategic Emergency Management Group (SEMG)
  - The incident Controller provides primary briefings to the SEMG.
  - The Incident Controller identifies major resource requests (including human), policy issues and matters arising from the incident that the SEMG must consider.
- Operations (Incident Management Team)
  - The Operations Manager directs the operational response to the Emergency and provides regular situation reports and updates to the Incident Controller.
- Logistics (Incident Management Team)
  - Logistics provides advice on resource availability, capability and sustainability to assist the Incident Controller in formulating his/her strategy.
- Planning and Intelligence (Incident Management Team)
  - Planning and Intelligence provides predictions of incident development to assist the Incident Controller in developing realistic goals and priorities for the incident response.
  - Planning and Intelligence provides regular (collated from all sources) situation reports to the Incident Controller.
  - Planning and Intelligence administers the production of each successive version of the Incident Action Plan and provides it to the Incident Controller for their approval.
- Health and Safety (Incident Management Team)

- Health and Safety advises the Incident Controller on the safe implementation of the Incident Action Plan.
- Health and Safety advise on the external authority notification and investigation processes.

- Communications Team
    - Communications Team develop communication strategies and key messages and provide these to the Incident Controller for their approval.

Operations Manager

Role
Directs response operations. The Operations Manager may often need to leave the Emergency Operation Centre and observe/direct response operations and resolve operational problems. This avoids whole Incident Management Team involvement in the details of frontline activity.

Supervises
The staff members within the Operations Team.

Reports To
The Incident Controller.

Key Objectives
- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations
- Direct the Operations Section

Responsibilities
- Get to the Emergency Operations Centre as soon as possible
- Obtain briefing from the Incident Controller
- Record decisions, actions and other activities
- Determine the Operations management structure
- Appoint, brief and task staff
- Manage and supervise operations at the incident
- Establish Staging Areas (Logistics provides and Operations manages this function)
- Deploy and manage resources in the field
- Develop and implement response tactics
- Review resource needs
- Resolve operational problems
- Ensure safety and welfare of personnel
- Participate in Incident Action Plan development meetings
- Report significant events

Key Relationships
- Incident Controller
    - The Incident Controller provides overall direction, priorities and tactics.
    - The Operations Manager buffers the Incident Controller from minor operational problems.
    - The Operations Manager is the 'eyes and ears' of the Incident Controller at the front line.
    - The Operations Manager develops response tactics and advises the Incident Controller.
- Logistics (Incident Management Team)
    - Operations requests resources from Logistics.
    - Logistics provides resources and tracks them until they are taken over during response operations by Operations.

- Logistics assists Operations to manage resources to sustain operations functions.
- Planning and Intelligence (Incident Management Team)
    - Planning and Intelligence provides predictions of incident development to assist the Operations Manager to develop sustainable tactics.
    - Planning and Intelligence highlights possible problems and opportunities to Operations. Operations provides regular situation reports to Planning and Intelligence to inform the Incident Action Plan.
- Health and Safety (Incident Management Team)
    - Health and Safety works with Operations to ensure that operations are as safe as possible.

Communications Manager

Role
Directs communication operations.

Supervises
The staff members within the Communications Team.

Reports To
The Incident Controller.

Key Objectives
- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations
- Direct the Communications Team

Responsibilities
- Get to the Emergency Operations Centre as soon as possible
- Obtain briefing from the Incident Controller
- Record decisions, actions and other activities
- Determine the Communications management structure
- Appoint, brief and task staff
- Manage and supervise communications at the incident
- Deploy and manage resources in the field
- Develop and implement communication strategies
- Review resource needs
- Resolve communication problems
- Ensure safety and welfare of personnel
- Participate in Incident Action Plan development meetings
- Report significant events

Key Relationships
- Incident Controller
    - The Incident Controller provides overall direction, priorities and tactics.
    - The Communications Manager buffers the Incident Controller from minor communication problems.
    - The Communication Manager develops communication strategies and advises the Incident Controller.
- Logistics (Incident Management Team)
    - Communications requests resources from Logistics.
    - Logistics provides resources and tracks them until they are taken over during response operations by Communications.
    - Logistics assists Communications to manage resources to sustain operations functions.
- Planning and Intelligence (Incident Management Team)

- – Planning and Intelligence provides predictions of incident development to assist the Communications Manager to develop sustainable tactics.
    - – Planning and Intelligence highlights possible problems and opportunities to Communications. Communications provides regular situation reports to Planning and Intelligence to inform the Incident Action Plan.
- Health and Safety (Incident Management Team)
    - – Health and Safety works with Communications to ensure that operations are as safe as possible.

Logistics Manager

Role
Supports the response by obtaining, providing and maintaining facilities, services and materials. The Logistics Section ensures that resources are available and tracks them as far as the Operational Area (the Staging Area being a logical divide). When working for the Operations Manager, any resource is tracked by the Operations Section.

Supervises
The staff members within the Logistics Team.

Reports To
The Incident Controller.

Key Objectives
- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations
- Direct the Logistics Section

Responsibilities
- Get to the Emergency Operation Centre as soon as possible
- Obtain briefing from the Incident Controller
- Record decisions, actions and other activities
- Estimate future service and support requirements
- Provide (prepare to provide) supplies, facilities, communications, medical, catering, refuelling and mechanical as required
- Plan the organisation of the Logistics Section
- Appoint, brief and task staff
- Support and supply incident facilities
- Process requests for additional resources
- Help prepare the Incident Action Plan
- Identify possible resources including details such as transport, costs etc.
- Advise Operations of resource availability
- Provide management support

Key Relationships
- Incident Controller
    - – The Incident Controller makes requests of Logistics.
    - – The Incident Controller supports Logistics by facilitating major requests for resources/release of staff for operations.
    - – Logistics attempts to anticipate resource needs based on Incident Controller's stated goals and priorities.
    - – Logistics informs the Incident Controller of shortages.
- Operations (Incident Management Team)

- Operations requests resources from Logistics.
- Operations relies on Logistics to track resources through non-operational phases (rest, meals, fuelling and maintenance).
- Logistics attempts to anticipate operational needs.
- Logistics informs the Operations Manager of necessary stand-down, maintenance and re-supply needs of resources.
- Planning and Intelligence (Incident Management Team)
  - Planning and Intelligence provides predictions of incident development to assist Logistics in anticipating needs.
  - Logistics supplies current resource availability and requirements to Planning and Intelligence to populate the Incident Action Plan.
- Health and Safety (Incident Management Team)
  - Health and Safety works with the Logistics Section to see that resources (especially human) are not injured or damaged because of a lack of rest, food, fuel maintenance and or essential supplies.

Planning and Intelligence Manager

Role
Collects information, analyses it and makes plans based on it. The Planning and Intelligence Manager must have a dual focus on both the current situation (to be able to provide regular status reports) and on the future development of the incident to inform the decisions and planning of the rest of the Incident Management Team.

Key Objectives
- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations
- Direct the Planning and Intelligence Section

Responsibilities
- Get to the Emergency Operation Centre as soon as possible
- Obtain briefing from the Incident Controller
- Record decisions, actions and other activities
- Understand the strategic direction
- Prepare the Incident Action Plan
- Communicate with the Incident Management Team
- Communicate with the Senior Emergency Management Group at the direction of the Incident Controller
- Determine information needs
- Gather, clarify, confirm and analyse information
- Observe deadlines and critical information needs
- Appoint, brief and task staff
- Manage the Planning and Intelligence Section
- Maintain maps and display boards for briefings and situation reporting
- Liaise with technical experts
- Conduct planning meetings
- Plan changeovers and demobilisation
- Provide management support

Key Relationships
- Incident Controller
- Operations (Incident Management Team)
- Logistics (Incident Management Team)
- Health and Safety (Incident Management Team)

Health and Safety Manager

Role
To collect and provide information and specialist advice regarding the safety of the emergency situation as it evolves.

Supervises
The staff members within the Health and Safety Team.

Reports To
The Incident Controller.

Key Objectives
- Protect life
- Protect University property
- Provide for the welfare of those involved
- Relieve distress

Responsibilities
- Get to the Emergency Operations Centre as soon as possible
- Obtain briefing from the Incident Controller
- Understand the strategic direction
- Liaise with the operations manager to ensure safe point forward, specific controls, etc.
- Identify key hazards and risks relevant to the situation/event
- Provide detailed management plans for the identified risks/hazards for the Incident Action plan
- Contact specialists to provide advice based on the situation
- Prepare and disseminate specific action plans relating to the safety of the incident
- Liaise with the emergency services on advice of the hazards
- Conduct planning meetings to manage hazardous situations
- Appoint, brief and task staff
- Plan change over's and demobilisation
- Advise on the notification process to authorities as required
- Identify likely welfare requirements and initiate action plans accordingly

Key Relationships
- External emergency services
- Internal experts
- Incident Management Team members
- External compliance agencies

Administration Assistant

Role
To provide administrative support for the Incident Management Team and the Emergency Operations Centre. This is the position that the Incident Management Team will look to for all administration, as well as the welfare of the team.

Reports To
The Incident Controller.

Key Objectives
- Manage incoming and outgoing communication
- Manage reception at the Emergency Operation Centre

- Maintain a rolling 24 hour timeline
- Manage the Emergency Operation Centre stores and facility to meet the needs of the Incident Management Team
- General support to the Incident Management Team

Responsibilities
- Receive and issue all communications using the standard message pads
- Pass all incoming communication to Planning and Intelligence (communication may be via landline phone, cell phone, fax, satellite phone or radio)
- Ensure quality of message handling is high
- Make calls on behalf of members of the Incident Management Team.
- Act as receptionist for the Emergency Operation Centre (visitors should not be allowed into the Operations Room unless invited by the Incident Controller - visitors will be briefed in the open briefing area)
- Maintain a rolling 24 hour timeline focused on plotting key deadlines; call scheduling, any bring-up functions, tea breaks or meal breaks
- Give timely reminders in advance of briefings or meetings (other people may become very focused on the detail of their roles; remind them of impending deadlines and follow up on any required information for report preparation)
- Check stock levels and replenish, preferably outside of an emergency situation (maintain cabinets and location stock sheets indicating the minimum that should be present; make a note of expiry dates and replace expired items such as food and batteries as required)
- ensure document templates and stationery stores are maintained
- Type reports as required

Key Relationships
- Incident Management Team members
- Strategic Emergency Management Group

Appendix B - Strategic Emergency Management Group Key Roles

Chair

Role
Leads the University's strategic response to an emergency through the Strategic Emergency Management Group.

Key Objectives
- Make decisions which require the highest level authority in the University
- Provide strategic direction for the Incident Controller
- Ensure that communications with the wider campus community and the public are managed effectively
- Ensure the financial short term and longer term implications are handled
- Oversee the implementation of the University's business continuity plan

Responsibilities
- Make timely and considered decisions as required
- Co-opt additional members of the Strategic Emergency Management Group as required
- Make decisions about the State of Campus Emergency, Alert Statuses, and University closure
- Ensure that required information is effectively communicated to the wider campus community (including families of staff and students) and to the general public
- Resolve immediate financial issues created by the emergency event and ensure that necessary resources required by the Incident Management Team are made available
- Implement the business continuity plan as required
- Ensure that appropriate deputies or nominees have been identified in both the Incident Management Team and Strategic Emergency Management Group to cover those who are absent or not available at the time of the Emergency

Key Relationships
- Strategic Emergency Management Group
- Incident Controller and Incident Management Team
- Communications Team
- Wider campus community
- Relevant external parties

Recovery Manager

Role
Facilitates and coordinated the medium and long term recovery activities of the University following a State of Campus Emergency.

Key Objectives
- Ensure that the University is fully operational again as soon as practicable.
- Keep key stakeholders advised of impact and progress

Responsibilities

- Establish that all measures have been taken to ensure the immediate and ongoing safety, health and welfare needs of those affected have been met (including the Senior Emergency Management Group, Incident Management Team and Communications Team)
- Oversee the restoration of essential services with minimum interruption
- Facilitate and coordinate the University of Otago's recovery activities, including the assessment of tasks, setting of priorities, and allocation of resources
- Ensure that existing financial commitments are reviewed and allocations re-targeted to recovery priorities
- Identify areas where existing policies are unlikely to be sufficient or are no longer appropriate to achieve the required recovery level, and where appropriate, create new policies for the recovery phase
- Where possible, continue to meet external obligations (e.g. as set by Tertiary Education Commission)
- Establish regular dialogue with key stakeholders to ensure their buy-in and awareness of the intended recovery process
- Regularly report progress to the Vice Chancellor, senior management, and University staff and students

Key Relationships

- Service Divisions and their Directors
- Other University staff, students and parents.
- The wider University community (local environs, Dunedin City, outreach facilities)
- Tertiary Education Commission.
- Other tertiary providers (particularly those with whom the University has Memorandums of Understanding)
- Key stakeholders
- Media
- Alumni

Appendix C - Pandemic/Epidemic Issues for Specific University Functions/Areas

The following issues are campus-wide in scope and as such, require a degree of forethought for any one department/division to be able to respond appropriately during a pandemic/epidemic situation. Relevant University areas are encouraged to take these issues into account in departmental planning for a pandemic/epidemic event.

Functions and areas covered in this appendix:

- Academic
- Campus and Collegiate Life Services (University-owned Residential Colleges)
- Health Sciences staff and students
- Human Resources
- Information Technology Services (ITS)
- International Office
- Proctor's Office
- Property Services
- Research (including animal care)
- Student Health
- University Union
- Travel

Academic

It is likely in a pandemic/epidemic that the University will be required to deal with a range of academic issues, stemming from a need to cancel or postpone classes, defer enrolment, course approval and possibly assessments or graduation ceremonies.

The following will apply:

- The interest of the students is paramount in the determination of academic concerns in the event of a pandemic/epidemic.

- Students will be educated about infectious disease prevention and symptoms, and will be encouraged to make appropriate personal health decisions during a pandemic/epidemic.

- During a pandemic/epidemic, reasonable attempts will be made to continue to offer classes and laboratories and maintain library services as normally as possible, however, student health and welfare will remain the University's main concern.

- Decisions to alter the academic schedule or about teaching matters more generally will be made by the SEMG following advice from the Incident Controller. Prior to any decision to suspend some or all teaching, consideration must be given to courses subject to external provider restrictions (e.g. primary teaching programmes affected by school closures and thereby affecting student placements).

- Students will be given flexibility to complete their coursework missed during illness or will be allowed to withdraw from courses without penalty.

- Because the University year is predetermined there will be virtually no room to manoeuvre if classes are suspended. Course coordinators, in consultation with their HOD will therefore need to rearrange course content to accommodate the shortened teaching period (e.g. teach faster or not as in depth).

- Where a course is accredited by an outside agency, any alteration to course content needs to be done in consultation with that agency (e.g. The Medical Council of New Zealand).

- Where teaching has been suspended for a significant period of time (i.e. more than a week), a staff only day may be allocated prior to the first day classes are resumed. This will allow staff to adequately prepare for resumption of teaching.

Campus and Collegiate Life Services (University-owned Residential Colleges)

During a pandemic/epidemic not all students living in residential colleges will be able to return home, particularly if they are ill or from outside Dunedin. These students will need information, activities, health care, counselling, housekeeping, feeding, etc. Campus and Collegiate Life Services needs to be prepared to evacuate students in colleges and provide services to those students who remain in residence.

The following will apply:

- Colleges will continue to operate as normally as possible during a pandemic.

- In the event of University closure (classes are cancelled) residents will be expected to leave colleges quickly but colleges will be kept open for those students who are unable to return home (e.g. due to travel restrictions).

- Procedures will be established to isolate sick students and provide necessary medical care and services.

- Students will be recruited to augment areas where staff are ill and services need to be maintained e.g. cleaning, food services.

- Health and Safety will need to work with each college to monitor the health status of students.

- Each college will appoint a Pandemic Manager

Health Sciences staff and students

During a pandemic/epidemic staff and students in Health Sciences are likely to be heavily impacted due to the human resource needs of the health care system. It is possible staff and students could be seconded to work in public health, hospitals and community health services.

Human Resources

The primary effects of a pandemic are on staffing and student levels. Absenteeism may be high due to illness, caring for family members, or school closures.

During a pandemic/epidemic, Human Resources can only track and record employee absences to determine staff absenteeism rates if staff put sick leave applications through Web Kiosk. As employee absence information will form the basis for decisions by the Incident Management Team around social isolation issues (e.g. postponement or delay of public activities) it is vital sick leave applications are made immediately if staff members knows they won't be coming into work.

The following will apply:

- Initially, if the University is closed, all employees will continue to be paid. This decision will be reviewed as the duration of the closure is being assessed.

- Employees who are unable to attend work due to illness will be covered by the sick leave provisions in appropriate collective agreements.

- Employees may be required to work from home.

- Maintenance of payroll will be given priority. Where any disbursement is inaccurate, the University will take corrective steps in the recovery phase. The processing of paper-based timesheets will be either partially or fully suspended.

- Managers and Human Resources staff will work with employees and their union/association representatives to provide cross training/reassignment of employees and/or employee duties to deal with any issues around increased workloads due to temporary loss of staff.

- Employees will be educated on symptoms and will be required to stay home if showing symptoms.

- Employees who are showing symptoms, or who are caring for dependents who are showing symptoms will be required to put a sick leave application through the Web Kiosk as soon as they know they won't be coming into work.

- The Incident Management Team will ensure staff understand the Incident Management Team's need to have access to employee information concerning health issues.

- Financial Services will need to have plans in place to process a Direct Credit file to the bank.

- ITS will need to keep HR systems running and allow remote access to those systems from staff homes via the internet and RNAS.

Information Technology Services (ITS)

During a pandemic/epidemic, it is likely that ITS systems will become less reliable as they become overloaded with increased volume. If the Ministry of Health mandates social isolation – i.e. directs the closure of schools and public events and encourages the public to stay home – more staff and students will need to work remotely and this will result in increased demand on the University's network and links to the internet.

ITS will inform the campus, via the Incident Management Team about issues surrounding working remotely, and IT alternatives to holding meetings and giving presentations.
The following will apply:

- All ITS delivered training will be cancelled.

- Software for students available in labs; software for staff can be accessed on-line and managed via Remote Access.

- Student computer labs may be closed, this in turn will have an impact on students' ability to meet assessment needs.

International Office

The International Office is responsible for continuing to provide essential services during a pandemic/epidemic event, including:

- looking after international students studying on campus, including students that might be affected by an infectious disease outbreak in their home country, and

- looking after domestic students overseas on exchange at one of Otago's partner universities in a country that might be affected by a pandemic.

Proctor's Office

The Proctor's Office will be responsible for all safety and security activities such as maintaining order, controlling access to campus (with support from Property Services), restricting access to essential buildings and safeguarding those buildings that will be locked down during part of full closure of campus.

Property Services

The decision to keep a building open or closed will require input and consultation from the building's main users, Property Services, the Office of Risk, Assurance and Compliance, the Proctor's Office and Health and Safety in coordination with the Incident Management Team. There are two potential reasons for closing a building:

i. the main occupants cannot staff the building and its use is no longer required; or
ii. there are not enough support staff to ensure a clean, healthy, and safe work environment for the main users.

Thus, the decision making regarding the opening and closure of buildings must be coordinated through the Incident Management Team to assist with the most efficient allocation of staff during a pandemic/epidemic.

The following will apply:

- Services will be maintained as long as possible provided there are enough staff available. Cleaning of toilets and public areas will be a priority. New construction will be minimal.

- Major utility providers will continue to provide service.

- In the event of part or full closure of the University, only essential services will be maintained (routine maintenance work will not be done).

Research (including animal care)

Part or full closure of the University may mean that research labs are not available for use (due to social isolation measures) or that staff who look after animals are absent from work.

The following will apply:

- Freezers and/or equipment that cannot be shut down will be identified, and a schedule of people and backups will be developed to check on them. In addition, a supply of liquid helium and nitrogen, as well as a delivery mechanism, will be needed.

- During a shutdown, the Animal Welfare Office will try and transfer all endotherms to one central animal care facility, as opposed to remaining in labs, in order to facilitate care during a shut down. Ectotherms require much less care, and could be maintained for longer periods by lowering the temperature.

- Decisions on research matters will be the responsibility of the SEMG in consultation with relevant HODs and Primary Investigators.

- Every effort will be made to accommodate graduate students in the event that their project is delayed due to a pandemic/epidemic.

Student Health

During a pandemic, primary care services, including vaccinations, will be organised and coordinated by Student Health staff. The Counselling team at Student Health will provide psychological services during a pandemic/epidemic for those suffering from emotional trauma or post-traumatic stress.

University Union

The Union is responsible for the continued operations and supply of food services on campus. The priority will be to provide catering to the colleges and to any International Students who are stranded on campus and unable to return home. If food supplies allow for or are required in other areas of the University the Union will arrange for food services to be provided.

Travel

A pandemic/epidemic will limit both domestic and international travel and it is likely that travel restrictions will be advised and strongly encouraged. Each department is expected to look after students and staff travelling on University business (e.g. domestically or internationally). When there is a confirmed human outbreak overseas, the Incident Management Team will make decisions about future travel based on the situation. Decisions could include recalling staff or students from travel, restricting or limiting travel, and cancelling future travel. In all situations, assistance for international students and researchers, and visa management, will be part of the campus-wide response.

Appendix D – ITS Disaster Recovery Plan Recovery Objectives

Following a disaster, Otago University will recover services using a structured approach. A simple recovery order has been created based upon tiers and sequence numbers.

The Availability Strategy (AS) for an individual service, categorises the planned recovery behaviour of a service in a datacentre failure, and can be used to identify those systems requiring manual recovery intervention versus those that should continue to function with little or no interruption to service.

The Availability Strategies used by Otago are:

HA (Highly Available): Services designed to survive the loss of a datacentre without interruption from the client's perspective. Clustering or other technologies are deployed that mean services should automatically failover between the datacentres without intervention.

FO (Failover): Services requiring failover require specialist IT action to recover from the loss of a single data centre. Clustering or other technologies are deployed that will synchronise system state and data between both datacentres, however in the event of a disaster, IT specialist actions may need to be taken for the service to resume running from the failover site.

SIP (Single Instance (Protected)): Services that in the event of the loss of a datacentre, rely on the Corporate vSphere stretch cluster's inbuilt HA recovery functionality to resume operations. This system has points of failure that are protected by other mechanisms - typically VMs on the Corporate VMWare Farm. Services using this availability strategy may restart during the DR failover event.

SI (Single Instance): Services that run on a single physical server in one of the datacentres – if that data centre is lost, additional hardware would need to be obtained and commissioned, followed by recovery via the backup system. Service exists in only one datacentre – typically related to a physical piece of hardware due to the heavily virtualised nature of our environment.

DCO (Datacentre Only): Only affects things in the same datacentre – relevant for a partial failure of a site. Only relevant to the datacentre it is deployed in – typical example is DC ToR that is needed for equipment within the same DC.

Recovery Time Objectives (RTO) have been established and are the time within which an IT service must be recovered after a disaster. It is the amount of downtime the business is willing to accept for that service.

In some areas we have expanded on this further to cover two separate scenarios:

RTO Datacentre Failure: The estimated time for a service to be restored in the event of the loss of an entire Data Centre. This time is dependent upon successful recovery of services within all previous tiers – and so is calculated by summing the total time required to recover all preceding tiers.

RTO System Failure: The estimated time for a service to be restored in the event of the loss of just that system.

Recovery Point Objectives (RPO) have been identified and are the point in time to which an IT service and its data must be recovered following a disaster. As such this is also a measure of potential data loss in a worst case scenario.

The following tables list the RTO and RPO of each service.

Tier One Services – Network Infrastructure
The initial focus will be to restore core network services as that is a key requirement for any services.

Tier / Seq	System	AS	RTO System Failure	RTO Datacentre Failure	RPO
01 10	Network - Core (Legacy) Network - Core Network - Interconnect	HA	1 Hr	1:00	N/A
01 20	Network - DNS / DHCP (Legacy)	HA	1 Hr	2:00	Near 0
01 20	Network - DDI (DNS / DHCP / IPAM)	HA	N/A	N/A	Near 0
01 20	Network – Datacentre ToR	DCO	N/A	N/A	N/A
01 20	Network – Datacentre ToR(Legacy)	DCO	N/A	N/A	N/A

Tier / Seq	System	AS	RTO System Failure	RTO Datacentre Failure	RPO
01 30	Storage – Block (Corporate)	HA	1 Hr	3:00	Near 0
	Tier RTO for Datacentre Failure			**3:00**	

Tier Two Services – Systems Infrastructure
Restoration of several core components essential for lower layers.

Tier / Seq	System	AS	RTO System Failure	RTO Datacentre Failure	RPO
02 10	Central Backup [10] (Base system to begin individual restores)	FO	2 Hr	5:00	24 Hours
02 10	Central Backup [10] (All index data)	FO	15 Hr	*15:00* [11]	24 Hours
02 10	IAM – Active Directory (REGISTRY Domain)	HA	1 Hr	4:00	Near 0
02 10	IAM – Active Directory (STUDENT Domain)	HA	1 Hr	4:00	Near 0
02 10	Network - Load Balancing	HA	1 Hr	4:00	N/A
02 10	Network - Load Balancing (Legacy)	SI	N/A	N/A	N/A
02 20	High Capacity Storage [1] (Supporting Critical / Significant Systems)	FO	1 Hr	6:00	1 Hr
02 20	High Capacity Storage [1] (All other shares)	FO	4 Hr	*9:00* [11]	4 Hr
02 20	Cisco ISE (Identity Services Engine)	FO	N/A	N/A	
02 30	VMWare – Corporate (Dunedin) [2]	HA	1 Hr	7:00	Near 0 [2]
02 30	VMWare – DMZ (Dunedin)	SI	N/A	N/A	N/A
02 30	VMWare – Standalone	SI	N/A	N/A	N/A
	Tier RTO for Datacentre Failure			**7:00** **15:00** [11]	

Tier Three Services – UoO SLT Defined Critical Systems
This is the beginning of restoration of service to the first group of Critical Systems.

Tier / Seq	System	AS	RTO System Failure	RTO Datacentre Failure	RPO
03 10	IAM – Active Directory (NET Domain)	HA	1 Hr	8:00	Near 0
03 10	Staff Email	HA	1 Hr	8:00	Near 0
03 10	Student Email	HA	1 Hr	8:00	Near 0
03 20	Oracle Grid Control	FO	1 Hr	9:00	Near 0 [4]
03 20	RSA Two Factor Authentication	HA	N/A	N/A	Near 0
03 20	Oracle Database Services	FO	1 Hr	9:00	Near 0 [4]
03 30	Linux Server Management	SIP	1 Hr	10:00	Near 0 [4]
03 30	Microsoft System Centre Operations Manager	HA	N/A	N/A	Near 0
	Tier RTO for Datacentre Failure			**10:00**	

Tier Four Services – UoO SLT Defined Critical Systems
Continuation of restoration of Critical Systems.

Tier / Seq	System	AS	RTO System Failure	RTO Datacentre Failure	RPO
04 10	Cardax	HA	1 Hr	11:00	Near 0
04 10	Oracle Identity Management (OIM +SSO) + Oracle Authentication Suite (OVD)	HA	1 Hr	11:00	Near 0 [5]
04 10	TalkAPhone Emergency Broadcast System	SIP	N/A	N/A	Near 0 [4]
04 10	Avaya Phone System	SIP	N/A	N/A	Near 0 [4, 6]
04 20	Corporate Applications	HA	1 Hr	12:00	Near 0 [5]
04 20	Identity Services - Shibboleth	SIP	1 Hr	12:00	Near 0 [4]
04 20	Storage - Block (Student Desktop)	DCO	N/A	N/A	N/A
04 20	University Website	SIP	1 Hr	12:00	Near 0 [4, 5]
04 20	Central Logging	FO	N/A	N/A	Near 0 [4]
04 30	Finance One	HA	1 Hr	13:00	1 Hr [3]
04 30	HR Payroll	SIP	1 Hr	13:00	Near 0 [4]
04 30	SMS eVision	HA	1 Hr	13:00	Near 0 [5, 7]
04 30	JAMS Job Scheduling	HA	N/A	N/A	Near 0
04 30	Sophos Antivirus	FO	1 Hr	13:00	Near 0 [4]
04 30	Zoom	FO	1 Hr	13:00	Near 0 [4]
04 40	Blackboard	HA	1 Hr	14:00	1 Hr [3, 5]
04 40	Business Objects Reporting	HA	1 Hr	14:00	1 Hr [3,5]
04 40	Citrix – Finance One	HA	1 Hr	14:00	Near 0
04 40	Student Desktop	HA	1 Hr	14:00	Near 0 [8]
04 40	Student Printing	SIP	1 Hr	14:00	Near 0 [4]
04 50	HCS High Speed Data Transfer Service	HA	N/A	N/A	
Tier RTO for Datacentre Failure				14:00	

Tier Five Services – UoO SLT Defined Significant Systems
Restoration of service to Significant Systems.

Tier / Seq	System	AS	RTO System Failure	RTO Datacentre Failure	RPO
05 10	OURDrive	HA	N/A	N/A	Near 0 [4]
05 10	Assyst	SIP	N/A	N/A	Near 0 [4]
05 20	Student Health - Medtech	SIP	N/A	N/A	Near 0 [4]
05 20	Titanium + Titanium PACS	SIP	N/A	N/A	Near 0 [4]

05 30	Wikis	SIP	N/A	N/A	Near 0 [4]
05 30	HR Recruiting	SIP	1 Hr	15:00	Near 0 [4]
05 30	WSUS	SIP	N/A	N/A	Near 0 [4]
05 40	Otago Podcasts	SIP	N/A	N/A	Near 0 [4]
05 40	Otago Blogs	SIP	N/A	N/A	Near 0 [4]
Tier RTO for Datacentre Failure				**15:00**	

Tier Six Services – All Other Production Systems

Restoration of service to all other servers within the ITS Data centres. This will include a number of internal ITS servers as well as SAAS (Hosted) platforms and IAAS (Housed) servers for departments.

Tier / Seq	System	RTO System Failure	RTO Datacentre Failure	RPO
	All Other Production Systems			Various [9]

Tier Seven Services – Development / Test / Training

The focus of restoration and verification of systems in the previous tiers is around restoring Production servers however many envrionments also have Development, Test and Training environments; some of which may be required as part of recovering services – i.e. releasing emergency code updates to mitigate a missing dependency.

Appendix E – UOO Critical Incident/Emergency Response Flowchart

UOO CRITICAL INCIDENT/EMERGENCY RESPONSE FLOWCHART
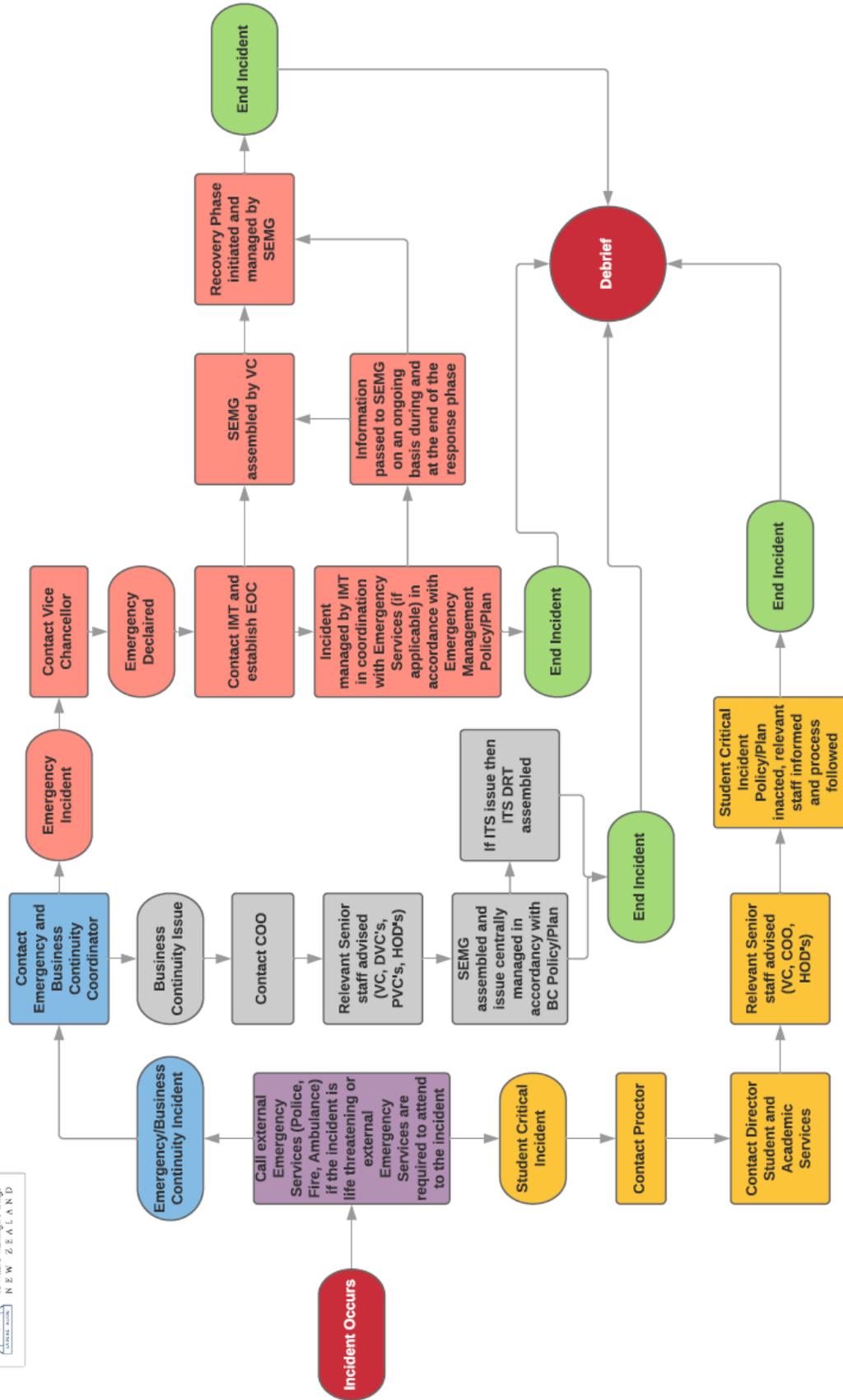
Appendix F – Areas of Responsibility Flowchart

INCIDENT/EMERGENCY RESPONSE AREAS OF RESPONSIBILITY

UNIVERSITY OF OTAGO
Te Whare Wānanga o Otāgo
NEW ZEALAND

Emergency

Incident Management Team

- Coordinating & managing the response to an emergency with the immediate focus on saving life & property
- Taking immediate steps to prevent and further injury
- Taking immediate steps to prevent further damage to property
- Providing accurate & timely information to SEMG
- Providing support for Emergency Services on Campus, including information or resources
- Setting up, staffing & operating welfare centres as required to be the source of information, personal services, counselling & support
- Providing accurate information to staff, students, media & public via the Communications Team

ITS Disaster Recovery Team

- Providing planning & intelligence support & information to the IMT & assistance in coordinating the immediate response
- Minimising loss and facilitating recovery of core IT infrastructure assets
- Preventing the disaster from threatening the University's long term stability and viability
- Using a pre-determined structured approach, recover IT services
- Assisting the IMT manage the relocation of services back to the Primary Data Centre once the disaster has been resolved

Pandemic Planning Group

- Providing planning & intelligence support & information to the IMT & assistance in coordinating the immediate response
- Ensuring the response activities align with any wider or external response
- Liaising with SDHB to ensure the University has the latest situational and response updates
- Continually reviewing available information and determining what course of action is required

Strategic Emergency Management Group

- Making and acting on decisions requiring the highest authority within the University
- Supporting the immediate actions of the IMT
- Managing public relations issues and overseeing communications with staff, students, public & media (excluding comms managed by IC)
- Focusing on major strategic issues
- Through the COO, overseeing business recovery & continuity

Business As Usual