# UC Emergency Management Plan

April 2023

Version 4.1

## CONTENTS

## INTRODUCTION – OUR JOURNEY

In 2006 the University of Canterbury (UC) began a journey towards developing greater institutional resilience to any adverse event which might affect its mission.

UC's Emergency Management structure was designed to facilitate an efficient and adaptable response to a wide variety of human-caused, natural, and technological hazards and disasters which might potentially impact the Institution both directly on campus and through effects on the wider community of which UC is an integral part.

UC's core focus is to minimise the impact of emergencies and crisis events on our community through coordinated planning, training, and through pro-active relationship building across our institution, with the City of Christchurch's Emergency Services and partner agencies, and to engage actively across the higher education sector in a mutually supportive role.

UC is a large and complex organisation with significant numbers of people potentially on campus at any one time, and we are one of the largest "villages" within the City of Christchurch. In addition, UC has responsibility for numerous properties within the South Island, and for its outreach facilities across New Zealand.

Furthermore, like all other tertiary institutions, UC's staff and students are highly mobile both domestically and internationally, and as a good corporate citizen we know that we can contribute to the wider community through our academic expertise across many subjects, but also as an institution with extensive facilities by being independently capable and resilient we can ensure that we do not place an undue drain on resources during an emergency response. We can also, in appropriate circumstances, continue to support a City-wide response, as we have done in the past.

In 2008 UC established a dedicated Emergency Operations Centre (EOC) as the heart of the UC Emergency Management Programme with intending to support event academic programmes both existing and future Future-focussed regularly for training and support purposes and is kept in a state of perpetual readiness.

During the decade 2010 – 2020, UC faced and overcame numerous major crisis which individually could have drastically affected the future of our university. Collectively, these events tested UC as few institutions have experienced and have been the most challenging of the Institution's 150-year history.

UC has been successful in responding to these events due to the commitment and effort put into institutional preparedness and capability development, and by the way, the UC Community collectively steps up to challenges and repeatedly overcomes them.



**Figure 1: University of Canterbury Emergency Operation Centre.**

Reflecting on the past 15 years has taught us that major challenges often arrive without warning, and we understand the challenges of living in a country which is still seismically "under construction." As such, we rely heavily on sound science and close relationships to inform our risk reduction and preparedness activities across all hazards, manmade and natural.

The development of this Plan has been informed by extensive internal and external consultation with various stakeholders both within New Zealand, and internationally. It is aligned with international best practices and incorporates lessons learned from critical incidents in many institutions who have faced adversity and has been refined by events which have shaped UC in recent years.

In particular, we have been privileged to the support from California State University Northridge (CSUN), Louisiana State University (LSU), and Virginia Tech (VT) for their generosity and openness in allowing us to learn from their past challenges.
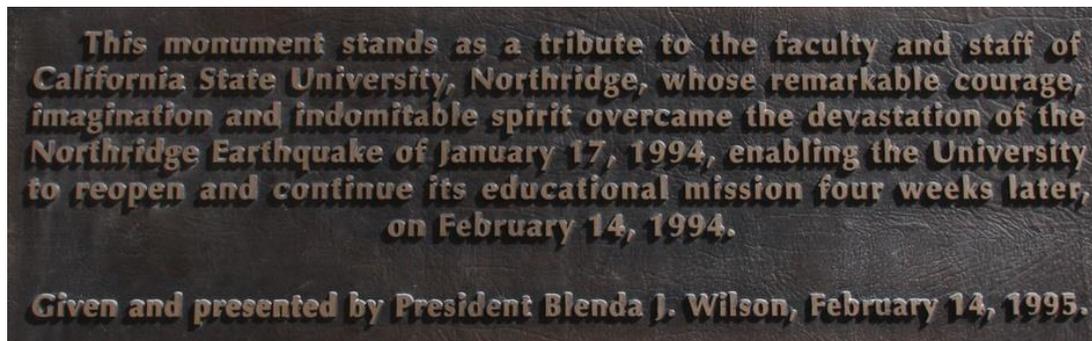


**Figure 2: Commemorative Plaque at CSU Northridge whose valuable lessons made a significant difference to us in February 2011.**

The UC Emergency Management Plan recognises the UC's strategic intent and vision of People Prepared to Make a Difference – Tangata Tū, Tangata Ora. This plan has the following whakataukī (proverb) which underpins our preparedness philosophy. The proverb represents UC's commitment to supporting students, staff, and the local community during times of crisis.

*He aha te mea nui o te ao*
*What is the most important thing in the world?*

*He tangata, he tangata, he tangata*
*It is the people, it is the people, it is the people.*

## EVOLUTION OF EMERGENCY MANAGEMENT

Through all facets of our emergency management and business continuity programmes our priorities in any emergency:

1. To save life and avoid any further injury;
2. To preserve the University of Canterbury's assets and operations;
3. To minimise the impact on the local community and environment;
4. To support, where possible, citywide emergency response; and
5. To return to business as usual, as soon as practical.

We work closely with the Civil Defence Emergency Management and with local Emergency Services for the Canterbury region in line with other related policies and procedures.

In line with this link, the UC defines a Critical Incident as *"any unplanned or unforeseen natural or human-caused event that disrupts normal business and may be a threat to life or property."*

The University has considered various options for responding to a range of incidents, from the lowest level through to a major catastrophe. To ensure that our planning and operational structure was consistent with other agencies, the decision was taken in 2006 to align our emergency management response structure to the nationally and internationally recognised "Coordinated Incident Management System" (CIMS).

This system of command and control is currently used by emergency organisations across New Zealand. The UC's Incident Management Team is trained in CIMS and uses the framework for operational control, and for recording and reporting actions and activities.

While most minor critical incidents would routinely be handled by UC Security, the Student Development Team, the Health Centre, or Health & Safety staff as part of their daily business, there will be occasions where the escalation of a 'high impact-low likelihood' incident, or even a long-term incident, necessitates the partial or full activation of the Incident Management Team (IMT) to responds to the critical incident or emergency.

If an escalation is required for an event, UC's dedicated Emergency Operations Centre (EOC) may be activated to the level deemed necessary. If for any reason the EOC is not suitable, an alternative location will be designated which may include creation of a "virtual EOC" as occurred during the response to the Covid-19 Pandemic. In addition, individual departmental or campus wide Business Continuity Plans may also be activated.

The New Zealand national and regional framework adopted a risk-based emergency management approach[1] which is characterised by four focus areas known as the 4Rs. These are: *Risk Reduction, Readiness, Response, and Recovery*. UC's emergency management plans, policies, systems, and training are built on and align with the National Framework to ensure that all activities are interconnected.



- Actions taken after an emergency to restore, regenerate, and return to business as usual as soon as possible

- Mitigation efforts to reduce the impacts of risks associated with hazards.

Recovery    Reduction

Response    Readiness

- Actions taken during a critical incident to save lives, assets, and the environment

- Actions taken prior to an emergency to facilitiate response and promote readiness

**Figure 3: The New Zealand approach to emergency management in four areas of activity, otherwise known as the "4Rs" of reduction, readiness, response, and recovery.**

---

[1] New Zealand Government. (2015). Guide to the National Civil Defence Emergency Management Plan 2015 *and* Emergency Management Canterbury Group Plan (2018).

This document represents the latest articulation of the University of Canterbury's commitment to understanding institutional risks and to increasing our capacity and capability to respond to and recover from, any adverse event.

Authority for the creation and operation of this Plan is provided for within UC's Emergency Management Policy duly authorised by the Vice Chancellor and ratified by University Council. These documents can be found in the UC Policy Library.

A glossary of terms used throughout this document can be found attached in Appendix two. Terms used are also align with to the definitions specified in the Emergency Management Policy.

## THE STRUCTUE OF THIS DOCUMENT

This document is structured into four parts under the Emergency Management System in New Zealand. The final section is an addition of business continuity provisions at UC. All sections are designed to be cyclically interdependent with business continuity approaches spanning across the 4Rs of emergency management.

- PART 1: Risk Reduction – identifying risks to UC as an organisation including to its staff, students, and visitors including UC assets, systems, and processes.

- PART 2: Readiness - Identifies preparedness initiatives including business continuity programmes and plans that are in place with regular testing.

- PART 3 – Response – Identifies the response priorities and resources available to timely respond to an event including response activation process.

- PART 4 – Recovery – identifies the importance of the Business Recovery Manager to return to business as usual in a timely fashion and to continue any recovery efforts following an emergency.

- PART 5 – Business Continuity – highlights the importance of business continuity provision as part of emergency management.

## PART 1: RISK REDUCTION

Objective: *To ensure that UC's Emergency Management and Business Continuity activities take all practical steps to reduce or mitigate any consequences for the Institution from any adverse event.*

- This section of the UC Emergency Plan identifies and assesses the risks to UC staff, students, and visitors as well as to UC assets, systems, and processes and UC has identified 10 priority hazards that form its hazard scape, (see Table 1 below).

- Hazards reflect both natural and man-made risks and have been chosen because of the specific risks which could negatively impact the University's people, its assets, and its ability to return to business as usual following a critical incident.  In addition, UC has a well-developed Risk Management and Compliance Framework which includes a Strategic Risk Register overseen by the Risk Advisory Committee.

- **Note:**  The following hazard scape is not exhaustive but is informed by lessons learned by numerous institutions, both within NZ and internationally, through UC's own experiences, through review of both the Canterbury CDEM Group Plan, the report Risk & Realities: A Multi-disciplinary Approach to the Vulnerability of Lifelines to Natural Hazards, and by multi-disciplinary & multi-agency work undertaken to better understand the risks and challenges from the South Island's greatest seismic risk, the Alpine Fault through the AF8 Initiative.

**Table 1: Summary of UC pre-identified hardscape.**

| Hazard | Description of impact/mitigations |
|---|---|
| f | • An act of violence which could take any number of forms which affect the University community - directly or indirectly.<br>• Impact on any individual will be dependent on their proximity physically or socially to the incident/s, but the human and emotional impact is likely to be significant.<br>• An event may also have significant and long-lasting effects on the University's and the wider communities which may require a longer-term recovery.<br>• Possible acts include bombings; chemical release; violent act, e.g., shootings; hostage taking; and overt threats of violence. |
| Biological Containment Breach | • The University has several Ministry of Primary Industries (MPI) approved containment and transitional facilities that meet the physical and operational requirements outlined in the Code of Practice for CRI and University Exempt Laboratories and MPI/EPA New Zealand Standards.<br>• The University has extensive contingency plans for all approved facilities that include spillage and unapproved movement of materials and systems of notification to MPI in the event of any non-compliance.<br>• The University is audited on its compliance to these standards twice annually by MPI.<br>• The health, safety, and environmental risk factors associated with any bio-security breach are minimal as the University typically holds low-risk items.<br>• The University has very stringent, regularly reviewed, procedures, training, and auditing processes to support mitigation against any potential of an accidental or deliberate breach of bio-security containment. |
| Cyber Attack | • There is a significant risk that the University will be subject to a cyber-attack.<br>• Attacks can include the introduction of malware, ransomware, loss of control of System Administration accounts, etc.<br>• An attack and its level of impact to the University's operations can vary, but could disrupt both the external, and internal, operations and depending on the activities in progress, (e.g., enrolment, exams, etc.) could warrant an activation of the University's Emergency Operations Centre (EOC). |
| Earthquakes | • Given the geological and geographical context of New Zealand situated on the southwest corner of the Circum-Pacific Belt, (also known as the "Ring of Fire"), sitting astride both the Pacific and Australian tectonic plates, there is a very high risk of seismic activity in many areas of the country as evidenced by the past decade.<br>• The South Island's Alpine Fault remains the biggest risk, while Canterbury Plains and coastal localised seismic activity, (such as the 2010/2011 earthquake series and 2016 Kaikoura earthquakes) have led to the |

| | |
|---|---|
| | University refining its ability to effectively respond to a major event and to rapidly define priorities when one occurs.<br>• Likely consequences of a major Alpine Fault earthquake include; an extended loss of power across the Island, failures across the City's 3 waters supply systems, and communications systems outages, all of which may extend beyond UC's ability to resolve institutionally. |
| **Fire** | • The University has no ability to fight a fire beyond automatic sprinkler systems or first response measures such as hose reels and portable fire extinguishers.<br>• Firefighting can only be carried out by Fire and Emergency NZ (FENZ). |
| **Hazardous Substance** | • A large-scale accidental release of a hazardous substance is something the University has limited capacity to deal with.<br>• FENZ will be called in to deal with any sizable spill and will be supported by relevant UC staff with the provision of things such as sand mop-up operations.<br>• Small spills of relatively innocuous substances can be dealt with on a regular basis by relevant staff. Spill kits, eye wash stations and deluge showers are only the equivalent of a fire extinguisher; a 'first aid' measure.<br>• Initial evacuation initiated by those in the immediate area is the only effective first response. After that, issues arise in dealing with displaced people, those suffering from the effects of brief exposure and the disruption caused by a significant emergency services response.<br><br>**Note:** In most instances, departments using hazardous substances have fully qualified technical/specialised staff who have key knowledge and ability and must be consulted over any incident. The High-Risk Response Group may be activated to support the Incident Management Team. |
| **Infrastructure Disruption / Failure** | • A substantial infrastructure failure could result in significant disruption and secondary health and safety issues.<br>• Examples include water supply contamination, resulting in la ack of potable water; electricity supply failure; telecommunications failure; gas supply issues; boiler heating system failure or distribution infrastructure break or lack of coal; and loss of IT systems.<br>• The University has some capacity to provide backup power for critical systems such as the UC Data centres but ongoing operation will be subject to fuel availability. |
| **Public Health Risks, e.g., influenza/COVID-19** | • The 2020 Covid-19 Pandemic has confirmed the World Health Organisation (WHO) past warnings about the serious threat of a worldwide viral pandemic. In places of mass gathering, a seasonal epidemic or pandemic is of serious concern but with its international connections, UC is potentially at even higher risk than other sectors. Reasonable steps are taken in preparation,[2] and UC has undertaken pandemic planning in the past. It is |

---

| | |
|---|---|
| | now well accepted internationally that Covid-19 will not be eradicated for a long time, if ever, and that other viruses may develop in the future. Consequently, UC's planning for the arrival or resurgence of a community transmissible virus must be maintained at a high standard.<br><br>**Note:** Influenza pandemics are not one-off events but regularly occur a few times per century (e.g., 1918: Spanish Flu, 1957: Asian Flu, 1968: Hong Kong Flu). |
| **Severe Weather Event** | • The most regular hazard the University is likely to face is severe weather and with the changing climate expectations are that more frequent extreme weather events are anticipated[3].[4]<br>• In most cases there will be some advance warning. These may come from the Met Service, Christchurch City Council Civil Defence Emergency Management (CCC CDEM), or Canterbury Civil Defence Emergency Management (Canterbury CDEM).<br>• UC has access to localised weather reports as an early warning system for adverse weather.<br>• The University of Canterbury Weather Plan sets out the response guidelines for such events. |
| **Tsunami** | • Tsunami risk to the east coast of NZ is significant, however, there is no direct risk to the University of Canterbury campus from a tsunami event.<br><br>• The greatest local source tsunami risk has been identified as being the Hikurangi Subduction Zone[5] which, in the event of a major event, will have an impact on the coast of the Canterbury Region.<br>• Large regional and distant source tsunami events may also significantly impact the Canterbury coast, but arrival times are likely to be anywhere between 3 to 10 hours, depending on event location.<br><br>• Staff and students living near the coast may be impacted in their ability to get to and from campus,[6] and the effect on the wider community from a major event will have a significant impact on the University. |

Identifying and understanding risks must also include an assessment of the likelihood of the risk and the following table provides detail on how likelihood is calculated.

---

3 National Climate Change Risk Assessment for New Zealand 2020

4 NZ Ministry for the Environment – Likely climate change impacts in New Zealand

5 GNS Science – Multiple scenario tsunami modelling for Canterbury (Nov 2019)

6 For further background information, see GNS report: Review of Tsunami Hazard and Risk in New Zealand

**Table 2: Likelihood criteria for UC.**

| Rating | Likelihood Criteria % | Likelihood (Within 1 – 5 years) |
|---|---|---|
| 1 | 0 - 10 | Highly Unlikely |
| 2 | 10 - 25 | Possibility |
| 3 | 25 - 75 | Good Possibility |
| 4 | 75 - 90 | Likely |
| 5 | 90 - 100 | Almost Certain |

**Table 3: Impact Criteria for UC**

| Rating | | Impact Criteria | | | |
|---|---|---|---|---|---|
| | | Operational | Health and Safety | Reputational | Financial |
| | | Impact on normal operations | Degree of harm | Level of interest | $ Value |
| 1 | **Minor** | Minimal impact on normal operations – able to be resolved with existing resources | A minor incident, no medical attention required | Minimal public or local interest | Less than $100k in any 12-month period |
| 2 | **Moderate** | Some disruption to activities / able to be resolved with existing resources. IC advised. | An incident requiring moderate medical attention | Moderate public or local interest | $100k to $5m in any 12 months |
| 3 | **Significant** | Disruption requiring proportional activation of emergency and/or business continuity structure. IC overseeing response | An incident requiring significant medical attention | Significant public or local interest | $5m to $10m in any 12 months |
| 4 | **Major** | Major disruption to activities / full activation of UC emergency response structure / Emergency Services possibly on site | Serious harm event or near miss | Major public or media attention | $10m to $20m in any 12-month period |

| 5 | **Catastrophic** | Potentially Campus closed / teaching and research suspended / full activation of UC EM structure | Student/staff fatalities (on-campus or off campus UC related activity) | Serious or sustained public and media attention | Greater than $20m in any 12 months |
|---|---|---|---|---|---|

**Table 4: Likelihood and Impact Table**

| Likelihood (1 – 5 Years) | Impact | | | | |
|---|---|---|---|---|---|
| | 1. | 2. | 3. | 4. | 5. |
| | Minor | Moderate | Significant | Major | Catastrophic |
| Unlikely 0-10% | Protest Action | | | | |
| 1. Possible 10-25% | | | Fire<br>Hazardous Substances<br>Biological Containment Breach<br>Campus Infrastructure failure | Major Fire<br>Armed / Violent Incident leading to injuries | Armed / Violent Incidents leading to serious injuries and/or deaths. |
| 2. Probable 25-75% | | | Epidemic or another Public Health Alert<br>Tsunami<br>*(disruption to the community rather than direct impact on campus)* | Pandemic<br>Disruption to Infrastructure<br>Significant IT Failure | |
| 3. Likely 75-90% | | | Severe Weather Event | Cyber Attack<br>Large Local / Regional Earthquake | Large Earthquake i.e., Alpine Fault |

| | | | | |
|---|---|---|---|---|
| 4. **Expected** **90-100%** | | | | |

# PART 2: READINESS

Objective: *To ensure that UC's Emergency Management and Business Continuity programmes are well communicated, Incident Management Team members trained, and plans, procedures, key facilities, and resources, are in place and regularly tested*

## 1.1. PREPAREDNESS

- To facilitate an effective response and expedite the recovery process, its attention must be to readiness or preparedness. Benjamin Franklin is famously quoted as saying; "*By failing to prepare, you are preparing to fail*". Accepting this truth and continuing to learn from our own experiences and from the experience of others, the University of Canterbury has implemented several initiatives over the years not only to reduce the impacts of the various hazards it faces, but to also step-up emergency preparedness effort to support better responses to critical incidents when they occur.

- Identified preparedness activities support effective strategic planning, the development of flexible and adaptable thinking, and contributes significantly to overall institutional resilience.

## 1.2. EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY MANAGER

- To ensure UC's emergency management and business continuity initiatives are maintained and continuously developed, in August 2021 a new permanent role was established to lead the development and delivery of UC's EM and BCP programmes.

## 1.3. BUSINESS CONTINUITY

- Having current and effective business continuity plans in place for key areas of the University helps to ensure that then when adverse events occur, large or small, the affected department or service unit can continue to operate to an acceptable standard, despite the disruption.

- The Business Continuity Management framework outlines the approach adopted by UC to prepare for and maintain an acceptable level of business continuity in the face of disruption and threats to business activities. The Business Continuity Plans (BCPs) links to and are an integral part of the University's Strategy, Risk Management Framework, and Emergency Management Plan and aims to ensure the best use of resources to minimise losses and improve recovery time.

- Regularly updated and operationally practiced ensuring BCPs are more than just a supported response to an event, they also assist significantly by supporting a rapid recovery. The BCP SharePoint site enables all UC staff to access their business continuity plan(s).

## 1.4.  STRATEGIC READINESS (ORGANISATIONAL READINESS (GOVERNANCE)

- An Emergency Management (EM) Structure is in place, based on best practices internationally.  It includes both strategic and operational components. (See Section 2.0).

- Emergency Management planning is underpinned by the UC Risk Management & Compliance Framework which documents a strategy for the University to actively identify and manage its strategic, operational and project risks in an on-going and consistent manner.

- The Emergency Management Plan (this document) and associated policy and statute are reviewed and updated on a programmed basis to ensure they remain relevant and effective. The Emergency Response Plan provides the framework for an operational response in the event of a critical incident on campus.

- UC operates under the national Coordinated Incident Management System to ensure coordination with emergency services is seamless and transparent.

- UC Has adopted the national 'Escape Hide Tell' programme which forms the basis of the preparedness for any violent incident affecting the University Campus.  Detailed plans are held in both the Security office and the EOC. The University of Canterbury has a comprehensive insurance programme in place to mitigate its' insurable material damage, business interruption, and liability risks.

## 1.5.  OPERATIONAL READINESS

- **Crisis or Emergency Response Team:** As part of a crisis response model, an Incident Management Team (IMT) is in place with the capacity to run two shifts during a response, if required. The IMT are provided with regular training and exercise opportunities to help develop core skills. A fully functional emergency exercise is undertaken annually, and results reported back to the Vice Chancellor.

- **Emergency Operation Centre Facility:** The UC Emergency Operation Centre (EOC) facility and equipment are maintained in a fully functional "warm ready state" and able to be activated without notice.

- **Emergency Response Common Operation Picture (CoP):** UC has adopted the D4H crisis response software to effectively manage a response. The use of this software is a key tool to coordinate a response.

- **Education Programme**: Business A comprehensive annual education programme is undertaken to inform/remind the campus community of the purpose of the UC Emergency Management and Business Continuity Plans and activities.

- **Emergency Management Website:** A web presence is maintained through a dedicated Emergency Management website. News, resources, policy, information, relevant links, and contact details for key EM personnel are all available through these pages (Figure 4).



**Figure 4: An example of the UC website contact details for emergency management. Web link: http://www.canterbury.ac.nz/emergency/**

- **Emergency Procedures or Emergency Flip Charts:** The emergency procedures flip charts are provided in every department and service unit as a ready reference for response to several different critical incident scenarios. These charts help people on campus what to do in various types of emergencies (see Section 11 for further detail). A PDF file version of each page can be found here.
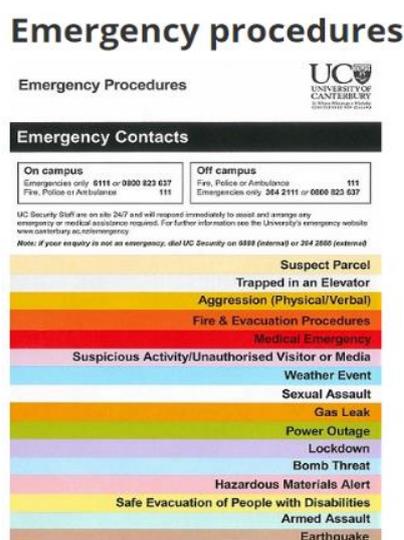


**Figure 5: Emergency Procedures Flipchart, which are stationed in public and reception spaces at UC.**

- **Help Point Towers:** An emergency help-point and wide area broadcast system is installed across the University to facilitate more effective emergency and/or evacuation information when required.

- There are 13 help towers located across campus to provide information any time, and immediate assistance in an emergency. The locations of all Help Points can be found at [Campus Maps](#).



**Figure 6: University of Canterbury Help Point Tower.**

- **0800 UC emergency contact number:** An 0800 UC emergency contact number **(0800 823 637)** is in place and staff and students are encouraged to add the number to their contact details on their mobile phones;

- **UCGO App:** The UCGO app brings essential UC communication tools to your phone. One of these tools is emergency push notifications. These are only used when there is a campus wide emergency, we need you to know about, and could include campus evacuations and lock-down situations.

- **Business Continuity Management Framework:** A comprehensive business continuity framework is in place to support an effective business unit response and to assist with a rapid return to business as normal as possible.

- **Field Activity Process:** A comprehensive Field Activity Process is in place to record activity, and to identify and mitigate risks.  See also Specific Plans and Processes below.  In addition, to support this process a SharePoint site has been established to record all UC field trips/activities.

## 1.6.  SPECIFIC PLANS AND PROCESSES

At College and departmental level, there are several examples of initiatives that demonstrate preparedness across the organisation.  Examples include:

➔ Risk registers in place are up to date.  Hazards are eliminated where possible, otherwise minimised through the hierarchy of control;

➔ Local emergency response plans are in place where required, e.g., biological containment.

➔ Departmental staff are engaged in the Field Activity process;

➔ Emergency location devices are available;

The following list details the plans and processes prepared for specific response components:

- Student Incident Response Plan (SIRP)

  The Student Incident Response Plan (SIRP) is a companion document to the University of Canterbury Emergency Response Plan, providing a detailed protocol to be followed when responding to an individual student emergency.

  The SIRP is supported by Standard Operating Procedures (SOPs) that comprise separate flow charts for domestic and international students and include detailed checklists for each type of emergency.

- Field Station Companion Plans

  Emergency Procedures are in place for each field station with copies on display in the field stations themselves and held by the Field Station Manager.

- Field Activity Protocols

  A comprehensive field activity process and tools are available in the Health & Safety Toolkit on the UC intranet (under the Risk Management tab) with hard copies held at the EOC.

- Strategic Communications Group Operations Manual

  Hard copies held by Incident Controller and within the Communications Room at the EOC.

- Priority Risks Standard Operating Procedures (SOP),

  Plans have been prepared for responding to high consequence events and these are held within the secure emergency management system and by hard copy in the both the UC Security Centre and the Emergency Operations Centre.

  These plans include but not limited to;

  - Alpine Fault or major local Earthquake
  - Act of Violence on Campus
  - Pandemic

   o Missing or Deceased Staff or Student

- Campus Utility Plans

  The UC Campus utility plans are available in full in specific files contained in both the Learning Resources drawing office, and in a copy set located in the EOC.  An electronic copy will also be available upon approved request.

  1. Main Utility Valves / Switches
  2. Gas Reticulation
  3. Water Reticulation

- Campus Maps

  A full set of campus maps is held in Engineering Services and the Emergency Operations Centre.  In addition, Engineering Services also have maps of the location of HSNO cabinets and explosion zones.

## 1.7.  COORDINATED INCIDENT MANAGEMENT SYSTEM (CIMS)

- In response to major incident or crisis which affects the University requires a management system significantly different to the collaborative and well considered manner which normally exists in a higher educational institution.

- Acknowledging this, UC has implemented the New Zealand Coordinated Incident Management System (CIMS) model which both supports rapid and effective decision making and aligns our operational system with all key emergency services (NZ Police, Fire and Emergency NZ, Civil defence Emergency Management, and St John) who also utilise the CIMS System.

- CIMS provides a flexible framework, which was first developed in 1998, and is based on similar systems used in North America (NIMS) and Australia (AIIMS).   UC has adapted the standard CIMS structure to reflect institutional needs and capabilities.

## 1.8.  UC EMERGENCY MANAGEMENT RESPONSE STRUCTURE

- The approach to emergency management is based on the foundation of empowering staff and students to take action to keep everyone safe. In essence, the people on the ground are the 'first responders.'

- To this end, the UC Emergency Response Structure (ERS) has been created to empower staff on the ground to be connected to the wider emergency response at the University.

- The purpose of the ERS is to provide a response coordination and escalation framework for the University.

- The ERS structure has 3 tiers of emergency response.

- The first tier of response is the response through business continuity plans and local response plans which has been set up for service units/faculties. If further coordination is required, the response is escalated to the next level call the Business Response Group. The third tier is the highest level of emergency response at the University which is the Incident Management Team with a 'command and control' approach. UC has adopted the CIMS model because it is flexible and can be easily adapted to the needs and realities of the tertiary environment.

- The CIMS is:
    - **Well defined roles and responsibilities** – allows for cross-training and layers of redundancy to be built in from both within UC and our tertiary partners.
    - **Terminology** – a common language minimises confusion and facilitates clear communication, particularly when communicating with other agencies such as the Civil Defence.
    - **Modular –** some or all the functions can be activated for an incident.
    - **Scalable –** can easily be scaled to manage any scenario or size of incident.  The model is flexible enough to allow a response structure to be expanded or contracted, depending on how an incident unfolds and/or the level of involvement required by UC itself.
    - **Manageable span of control –** within the model, functions can be delegated easily as required to manage the response more effectively, e.g., the Incident Controller may delegate to the Welfare Manager to operationally manage the welfare response.
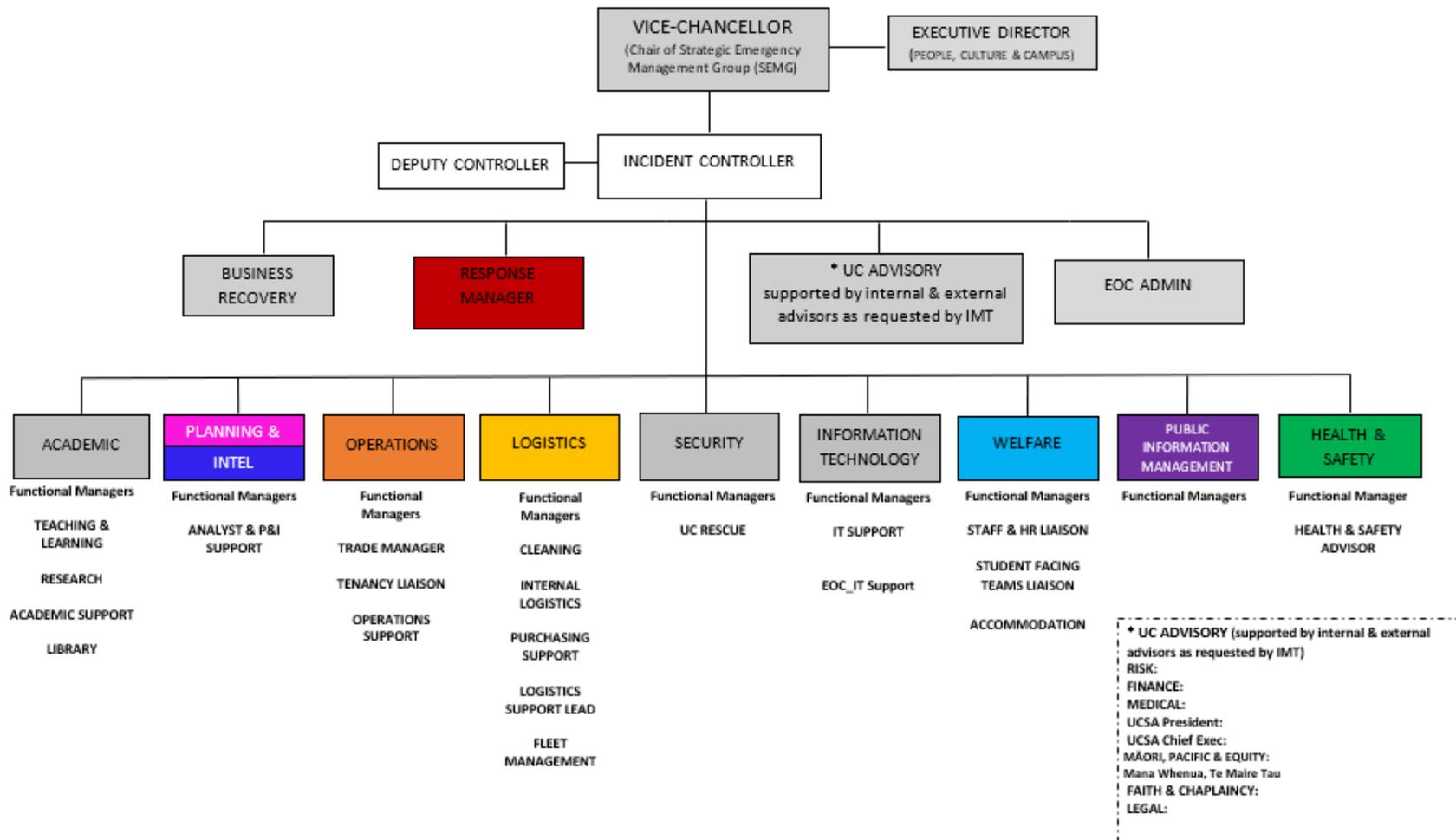
Figure 7: UC Incident Management Team Structure (2023)

## 1.9. STRATEGIC EMERGENCY MANAGEMENT GROUP (SEM GROUP)

- The Strategic Emergency Management Group (SEM Group) consists of designated members of the Senior Leadership Team (SLT), chaired by the Vice-Chancellor (or delegate), with support from additional staff from key areas within the University, as required.

- If the VC is not available, delegations are in place for a delegate to assume the responsibilities of the Chair. In the unlikely circumstances that none of the delegates are available, the Incident Controller will request an available SLT to assume the role in an acting capacity.

- The role of the SEM Group is to:
  - o Make and act on decisions requiring the highest authority within the University;
  - o Support the immediate actions of the Incident Management Team;
  - o Manage the UC Community and public relations issues surrounding an incident;
  - o Focus on the major strategic issues including business recovery and continuity; and assemble a Business Recovery Team, if required.

## 1.10. INCIDENT MANAGEMENT TEAM (IMT)

- The IMT consists of a team of UC staff members, led by an Incident Controller, who have been assembled from throughout the University and who have the training, skills, and knowledge, required to react effectively during an incident on campus.
- The role of the IMT is to:
  - o Coordinate and manage the response to an incident on campus with the immediate focus on saving life and protecting the University's property and assets;
  - o Prevent any further injury and to reduce immediate risk;
  - o Provide accurate and timely information to the Strategic Emergency Management Group; and provide support, which may include information or resources, for any emergency service agency on campus; and
  - o Act as the primary liaison with local Civil Defence Emergency Management in the event of a large-scale event affecting the City and Region.

### 1.11. PUBLIC INFORMATION MANAGEMENT (PIM) / STRATEGIC COMMUNICATIONS GROUP (SCG)

- The University's PIM Team act as both the communications support of the IMT and act as the Strategic Communications Group supporting the Vice Chancellor.  The PIM Team is led by a team leader and is responsible for developing and maintaining the campus emergency communications plan and protocols, and to lead the communications activities during an event.  In an emergency, the PIM/SCG will operate from dedicated quarters within the UC Emergency Operations Centre.  The PIM/SCG's priorities during an event are to:

  o provide reliable, timely and relevant communications to the UC community, all stakeholders, and the public.

  o maintain the integrity of all UC communications; and,

  o uphold the reputation of the University of Canterbury.

- The PIM/SCG's operations will be guided by the SCG Emergency Operations Manual, copies of which are in the EOC. The PIM/SCG, as will all components of the UC Emergency Management Structure be capable and equipped to operate off-site, if the campus is inaccessible.

### 1.12. UC SPECIFIC IMT FUNCTIONS

- In addition to the prescribed CIMS functions, UC incorporates additional components to the standard structure to acknowledge the needs of the institution.  These include:
  o an Academic Liaison Group,
  o the ICTS Group, as required, and
  o Technical Advisory Team (with both internal and external personnel) to seek technical advice.

- Additionally, the University of Canterbury Students' Association are also included as an advisory member on the IMT as the University understands the value to both UC and the UCSA from open and constructive engagement and the UCSA's contribution to both UC and the wider community through their support of the Student Volunteer Army is well documented over the past decade.

### 1.13. ACADEMIC LIAISON GROUP (ALG)

- As one of the world's top 300 Universities (QS World Universities rankings, 2022) and with a 5 Star QS Ranking for teaching and research, combined with significant experience in the effects on its teaching and research programmes from adverse events, the inclusion of an Academic Liaison Group as a key component of UC's emergency preparedness planning, and during any emergency response, is fundamental.

- The UC ALG is embedded as a key component in the UC Emergency Management Structure (refer figure: 4 above) and is led and staffed by suitably qualified and engaged academic staff with pan-university links and responsibilities.
- The priority to ensure ongoing teaching and the continuation of research activity in the most achievable and effecting manner drives many of the decisions necessary during a response and the ALG provides advice and options to the IMT for inclusion in the response plan.

## 1.14. INFORMATION COMMUNICATIONS TECHNOLOGY SERVICES (ICTS)

- The ICTS Group perform critical functions in the Emergency Management space both during BAU operations supporting and maintaining systems and equipment in the EOC, and during emergency response to ensure continuity of ICT services.   The ICTS Group sit on the IMT as a function lead.

## 1.15. UNIVERSITY OF CANTERBURY STUDENTS' ASSOCIATION (UCSA)

-   
    The UCSA's Strategic Plan details the purpose, intent, and core values of the organisation.  In the plan the Association notes that, *"Our key relationship is with UC who depend on us and we on them.  While we must always preserve our independence, it is vital that we continue to engage in a positive and constructive manner."*
- UCSA's contribution to the IMT is through the participation of the Student President and Vice President however various IMT functions also work directly with UCSA's executive as required.

## 1.16. VOLUNTEER GROUPS

- Volunteer groups also play an important role in any emergency response at UC.  They provide capacity and expertise to support the response and are tasked and supported by the relevant IMT function manager.  The following details some of the volunteer groups activated in response to a critical incident.

- In addition, UC utilises the support of spontaneous volunteers, particularly to assist in the welfare response.

- For example, during the COVID-19 response in 2022, a "COVID-19 Welfare Management Team" was created with up to 60 UC staff volunteers.

    o The team was established initially to support contact tracing of students and staff who tested positive for COVID-19, however the priority quickly shifted to supporting the welfare of students isolating with COVID-19.

- The team made an initial welfare check in call to each student who registered their positive case on our recording platform, and from there we were able to offer a holistic support service for students.

- Support was made available to students through our team included academic guidance, food provision, power bill support and onward referrals to mental health and wellbeing support services.

## 1.17. UC RESCUE

- The UC Rescue comprises a team of staff and students who are trained and equipped to assist with response to any critical incident on campus.
- UC Rescue seeks to maintain a pool of members trained in 'Light Rescue', including:

  - safety in rescue operations and training exercises
  - reconnaissance
  - improvised casualty movement
  - stretcher handling
  - first aid
  - mass casualty triage

  - radio communication
  - fire extinguishers
  - hand tools
  - rescues from height (basic level only)
  - rescue tactics

- UC Rescue's activities are managed by UC Security Services to ensure a coordinated and effective deployment of resources.

**Figure 8: UC Rescue Team training session**

## 1.18. STUDENT CRITICAL INCIDENT GROUP (SCIG)

- The University of Canterbury takes its duty of care to all staff and students seriously and understands its obligation to protect both our people and UC's reputation by being prepared to deal quickly, effectively, and sensitively with student related incidents.

- The Student Critical Incident Group (SCIG) was constituted in 2007 specifically to ensure that any student of concern was identified, supported and, if necessary, monitored. Information is shared among relevant staff to ensure no person falls through a gap in the student care system. Privacy issues are carefully maintained during this process.

- The SCIG is chaired by a member of the Senior Leadership Team, and the group comprises representatives from the following areas:
    - o Emergency Management
    - o Security & Campus Community Support
    - o Health & Safety
    - o Health Centre
    - o Student Services
    - o New Zealand Police
    - o University Proctor
    - o Residential Halls

- The SCIG oversees the operation of a dedicated Student Emergency Response Plan (SIRP) which can be viewed on the [UC Emergency Management website.](#)

## 1.19. SECURITY AND SAFETY OF OUR PEOPLE AND VISITORS

- Envisioning what possible critical incidents may occur within the University environment is a key component of being prepared.

- Institutional experience combined with knowledge gained from both national and international incidents within the education sector have provided a framework for continual training and exercising of scenarios.

- The key purpose of this training is to ensure that deficiencies identified with prevention, response or recovery processes can be addressed and rectified.

## 1.20. SECURITY & CAMPUS COMMUNITY SUPPORT SERVICE

- The UC Security & Campus Community Support Service is a key component in helping to identify issues or potential threats, share information, and act as first responders for any critical incident on campus.  To this end, UC Security staff are constantly challenged through simulation training and exercises to ensure they can respond to a wide range of events.

- The University of Canterbury operates a wide range of security systems to support and augment the safety and security of the University and its community.  These include the following:
    - CCTV: An extensive network of Closed-Circuit Television Cameras is installed across the University campus.   Monitoring and recording from these cameras is controlled by UC Security.
    - Emergency Help Point Network: This system provides a combined platform comprising an emergency wide area broadcast system, emergency call point, general assistance call point, low level CCTV platform, and provides and substantial extension to the campus wireless network. The system is linked to the internal building alarm systems, can be utilised to provide timely communication to the campus community.
    - Cardax Access Control System: The Cardax Access Control System provides the University with the ability to control and monitor access to restricted areas and after-hours access to all University buildings.   Cardax is directly linked to the campus CCTV network. Cardax is operated by UC Security.

## 1.21. FINANCIAL DELEGATIONS DURING A CRITICAL INCIDENT

- After a major event it is quite possible that no systems are available to follow normal financial delegation and payment approval processes.  In this situation, manual records may have to be kept documenting the details and support for any decisions made.  In addition, the time in which to make decisions may be severely truncated, which will mean an emergency set of financial delegations should come into force immediately a "significant emergency event" occurs.

- These emergency financial delegations are outlined in the Emergency Management Policy.

- For each significant event a new financial system project code (or codes, and analysis codes where needed) will be created to track event expenditures in enough detail to ensure the expenditure is adequately classified to meet any possible insurance claim requirements and to assist in the reporting and monitoring of capital and operational expenditure and any revenue.  This coding will be used for all transactions in all systems used.

## 1.22. EMERGENCY MANAGEMENT FACILITIES: EMERGENCY OPERATIONS CENTRE (EOC)

- Taking notice of the experiences of other universities who had experienced significant crises, most notably California State University – Northridge, Louisiana State University, and Virginia Tech, during 2008/2009 UC repurposed and existing villa on campus to become a dedicated Emergency Operations Centre (EOC) to enable a response to be implemented in a timely and effective manner.

- The EOC provides a dedicated space that contains physical and information resources, the tools to manage an effective response, and a location where training and exercises are undertaken thereby ensuring all relevant staff are familiar and comfortable with the environment.

- The EOC served as the operational centre for the University during the 2010 and 2011 Canterbury earthquakes and lessons learned from the response have been incorporated into the current systems and resources installed in the Centre.

- Understanding that in some circumstances the EOC may not be suitable as the primary location for leading a response (i.e., a pandemic), alternative spaces have been identified that can be utilised as a temporary EOC if the primary EOC access is restricted for any reason. This includes a Virtual EOC process via the ZOOM video conferencing platform which was developed and refined during the 2020/2021 Covid-19 Pandemic response.

- The UC Primary EOC is in a villa on the periphery of the campus which was renovated and strengthened to survive and continue to operate during a moderate to severe earthquake.
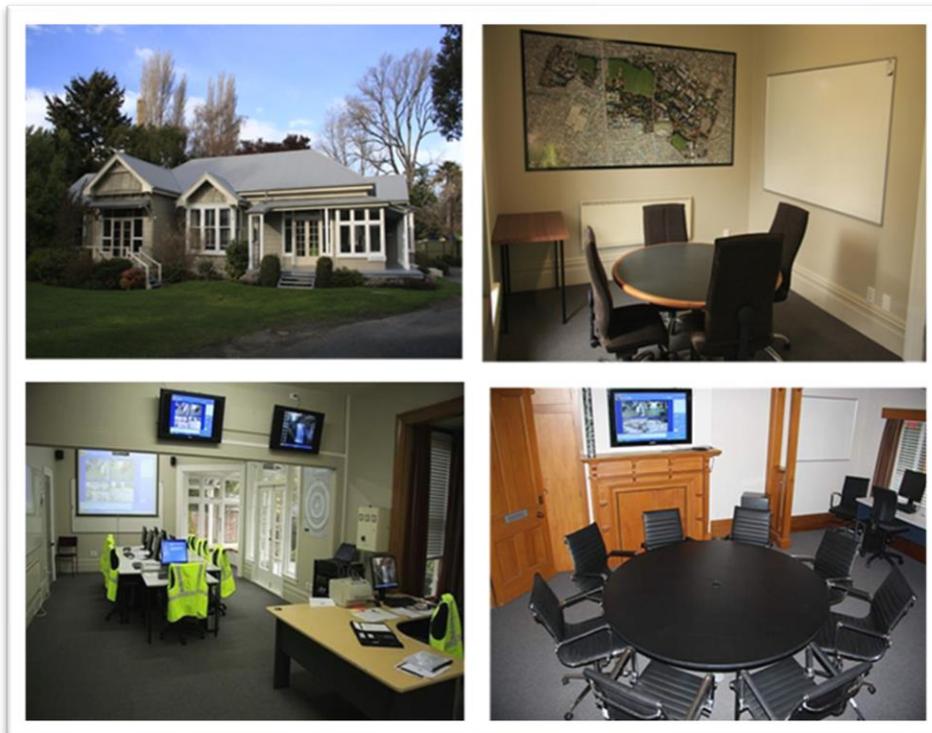


**Figure 10: University of Canterbury Emergency Operation Centre (EOC).**



**Figure 9: The UC EOC activated during the Canterbury Earthquake response in 2011.**

## 1.23. UC WELFARE RESOURCES

*"He aha te mea nui o te ao?"*

*What is the most important thing in this world?*

*"He tangata, he tangata, he tangata."*

*It is people, it is people, it is people.*

- UC takes seriously the welfare of its own community, and this principle is central to the University's Emergency Management and Business Continuity arrangements. Whanau (family) first is central to the operation of the IMT and to the decision-making processes that drive response decision across the institution.

- In the event of a major emergency occurring during term time, there may well be a requirement to attend to the welfare of staff, students, and visitors at the University. In providing welfare support, it is important to take a *whare tapa whā* approach which considers a person's physical and mental health, their spiritual needs and their connectedness and support from whānau, friends and/or a wider social group. Welfare may extend to include food and drink, accommodation, wellbeing support, hygiene and ablutions, and communications.

- The University's capacity to provide these services may be limited depending on the nature and extent of the emergency. To promote and support individual preparedness, every staff member and PhD student on campus is provided with a UC personal emergency kit bag which includes a list of recommended items to be kept in their work space.

- As such, UC maintains close ties with the Christchurch Civil Defence Emergency Management Team. In an incident where UC's welfare needs exceed our ability to deal with them, the City's Welfare Group may provide additional support as requested.

- In addition to the University – Community organisational links and support systems, UC also actively supports the activities of the Student Volunteer Army (SVA) who have in the past and continue to provide support to the wider community during challenging times. In 2010 and 2011 the SVA contributed to the community welfare response which saw them receive both national and international acclaim.

**Figure 11: UC Student Volunteer Army responding to the 2011 earthquakes.**

## 1.24. INCIDENT WELFARE CENTRES

- Incident Welfare Centres have been anticipated and are resourced by the IMT as required for incidents and emergencies that involve UC staff and students.

- When an incident results in injuries, fatalities or uncertain outcomes to UC students or staff, a campus building can be commissioned as an Incident Welfare Centre for whānau and close friends of the students and/or staff involved in any such incident.

- The Centre(s) will activate only upon instruction from the Incident Controller or IMT Welfare Manager who will also decide which facility will be used.

## 1.25. UC HEALTH CENTRE

- Depending on the type of event, resources may be available at UC's Health Centre. Plans for the use of this facility are held with the Director of the Health Centre.

## 1.26. COUNSELLING

- The University's primary source for critical incident/trauma support, for both staff and students, is through EAP Services (Employee Assistance Programme) and UC's student and staff wellbeing teams.

- UC is also fortunate to have several staff with professional counselling skills who may be able to assist but their availability to deliver effective services to many persons may be limited.

- There is a range of support services for our Māori, Pasifika and rainbow students, and accessibility care can be found through our [UC website.](#)

## 1.27. COMMUNICATIONS

- We are mindful that our staff live and work across a wide area. Some incidents will impact differently in different areas. Earthquakes, for example, may feel severe in some places but not others. Some incidents may cause some areas to be evacuated and others not. All these issues can create doubt about whether the campus will be open following a critical incident.

- In the event of a critical incident, staff who are off campus should assume campus remains open unless they are told otherwise, or it is obvious from other sources such as the media or Civil Defence that it will not be. If the campus is open but staff are unable to get there, they should advise their manager.

- We will endeavour to contact staff as soon as possible after a critical incident, and after the outcome of any inspection is known (where relevant). Staff starting work on campus very early in the morning should contact the UC Security office for an update prior to starting work.

- Communications to staff, students, and key stakeholders will generally be by email as a first step but we will use all channels available to ensure we reach as many people as possible. This is intended to compensate for possible loss of internet access through power cuts or evacuation, by providing information searchable from a mobile device.

- Both UC's Facebook page and Twitter account are public accounts not requiring membership to view content. Searching for University of Canterbury in a search engine will locate the UC Facebook page. Likewise, searching @UCNZ will locate UC's Twitter feed.

- Depending on the nature of the incident additional communication tools will also be used such as:

  o Help Point Network: a broadcast system installed in strategic locations.
  o Display Screens: Centrally manged LCD display screens at Ilam campus.
  o **All Users Email:** Several email lists exist for contacting various groups of UC staff, students and stakeholders as required, including within departmental business continuity plans.
  o **Targeted Bulk voicemail:** The UC Call Centre also has the capability to install after-hours emergency messaging through the central phone system.

- **Broadcast Radio:** Public radio can be utilised for campus open or closed messages if required, however in a major city-wide event this medium may not be used as it will be a primary channel for Civil Defence.
- **Social Media:**
  - *Facebook:* Pre-determined emergency messages can be placed on relevant UC Facebook pages to advise of campus status following a UC-related emergency or critical incident.
  - *Twitter:* The University of Canterbury Twitter profile (@UCNZ) can be used to advise of campus status following a UC-related emergency or incident.
  - *YouTube:* The University may use YouTube to disseminate video information from key staff or sources appropriate to the situation.

- Written Information: at the request of the IMT, UC Print is responsible for the provision of:
  - Temporary signage
  - Emergency evacuation boards
  - Information flyers
  - Campus maps
  - Closure notices
  - Access signage

## 1.28. SECONDMENT OF FACILITIES AND RESOURCES

- Under UC's Emergency Management Policy, the Incident Controller has delegated authority from the Vice-Chancellor to assign tasks and delegate responsibilities within both the Incident Management Team (IMT) and the wider University community.  This may include the secondment of facilities, equipment, other resources, and expertise to expedite the response from both within and outside the University of Canterbury.

## 1.29. LEGISLATIVE COMPLIANCE

- All UC facilities meet compliance obligations.  Examples include:
    - All buildings comply with the Building Act 2004 and meet current code requirements.
    - Fire Suppression systems are in place and are tested regularly.
    - safety is designed in where possible, e.g., lips on shelving to contain spillages.
    - emergency evacuation procedures are in place and are tested regularly (fire drills)
    - campus maps are available and kept updated to include ID location of services, hazardous materials, tunnels, location of AEDs et al.
    - management plans are in place for facilities and grounds.
    - external experts are contracted as required.
    - UC vehicles are GPS tracked.

## 1.30. TRAVEL RISK MANAGEMENT

- University of Canterbury staff and students are mobile; travelling often on university business, both domestically and internationally.  There are processes in place to monitor travel destinations, keep UC travellers informed of emerging risks, and to respond immediately if there are security or safety issues.

- Most University travel is booked through our preferred travel management company, in accordance with the UC Travel Policy.  Comprehensive corporate insurance is provided through our insurance broker. The lead insurer also offers a global assistance programme to all our travellers, and this is initiated where necessary either through our broker or directly by contacting our Insurer's global assistance programme.  In addition, travellers are encouraged to register their international travel with https://www.safetravel.govt.nz/register-your-travel and to monitor the MFAT and other travel advisory websites, like Smart Traveller and Foreign and Commonwealth Office, while travelling overseas.

- Travel risk is also proactively managed by educating our student study groups about the risks of international travel.  A Field Activity protocol, process and procedure for all travel related to teaching, learning, educational tours, or research conducted outside a university

classroom, library or laboratory is available in the Health and Safety Toolkit, to assist all travellers in the identification and control of risk. A travel risk briefing is provided, on request, by the Risk Manager prior to travel and students are given travel tips and tools to assist their safe travel.

- All UC staff and students are encouraged to view the Essential Travel Information for additional important information before travelling internationally - http://www.canterbury.ac.nz/travel/ .

## 1.31. TRAINING

- The Emergency Management and Business Continuity Manager is responsible for developing/organising and delivering training programmes for the University response teams. All the key groups identified in Section 2 train regularly in both table-top and practical exercises. The scenarios chosen are aligned to the hazards identified in this Emergency Plan and are regularly updated and refreshed to reflect lessons learnt.

## 1.32. EMERGENCY MANAGEMENT PREPAREDNESS

- Knowing what to do in an emergency is extremely important and the University provides several ways in which our staff, students and visitors can become familiar with safety arrangements on campus. These include:
  - o *Emergency Evacuation Boards:* Evacuation Procedure Boards for all buildings and other areas of campus are prominently displayed around all UC facilities. Students, staff, and visitors are recommended to read and understand the emergency procedures relating to each venue they visit.

  - o *Emergency Flip Charts*: Flip charts detailing actions to be taken in a variety of emergency situations are prominently displayed across campus. These charts are regularly reviewed and updated when necessary.

  - o *Personal Emergency Kits:* The University has extensively prepared to respond in an emergency, but the reality is no matter how much effort is invested in preparedness on campus, resources will always be stretched. UC Staff and postgraduate students have been issued with personal emergency kit bags as the basis of an emergency kit at work to encourage all staff to take an interest in their personal emergency preparedness; to assist individuals in an emergency; and hold personal emergency items.

  - o *Posters & Brochures*: Posters providing the 0800-emergency number are displayed liberally across campus. A safety brochure detailing security arrangements, safe

walking routes and key messages is available online and through the UC Security and Community Support Centre at 114 Ilam Rd.

- Further information can be found on the [UC Emergency Management website.](#)



**Figure 12: Emergency preparedness education resources at UC. Far left - Emergency evacuation boards, middle top - emergency kits for staff and postgraduate students, bottom - flyers and brochures; far right – emergency flip charts for emergency procedures.**

## 1.33. EMERGENCY SERVICES COORDINATION

- When an incident occurs on campus and an emergency service arrives to assist, the primary role of the University response structure is to provide support and take direction from the statutory authority attending.

- The University's link with all emergency services in the region is therefore seen as a high priority and regular contact between the University and the Police, Fire Service and St John is strongly supported.

- Joint exercising has occurred in the past and will be supported in the future and from th ese exercises shared knowledge of operational requirements and support opportunities is developed and enhanced.

Objective: To be able to respond to any critical incident impacting UC staff, students and other stakeholders will be dependent on the nature of the event including the observed impacts, the time of day, and the season, and the period of the academic calendar during which the incident occurs.

- The Response Plans and Standard Operating Procedures (available on the EOC SharePoint Site) for the hazards identified in Part 1 detail both primary and secondary actions to be taken by response teams. In doing so, the individual response plans align with the priorities of this overarching Emergency Management Plan:
  - to save life and avoid any further injury;
  - to preserve the University of Canterbury's assets and operations;
  - to minimise impact on the local community and environment;
  - to support, where possible, city-wide emergency response; and
  - to return to business-as-usual operations as soon as practical.

## 1.34. INDICATIVE TIMELINE FOR ASSISTANCE DURING A REGIONAL OR NATIONAL CRITICAL INCIDENT
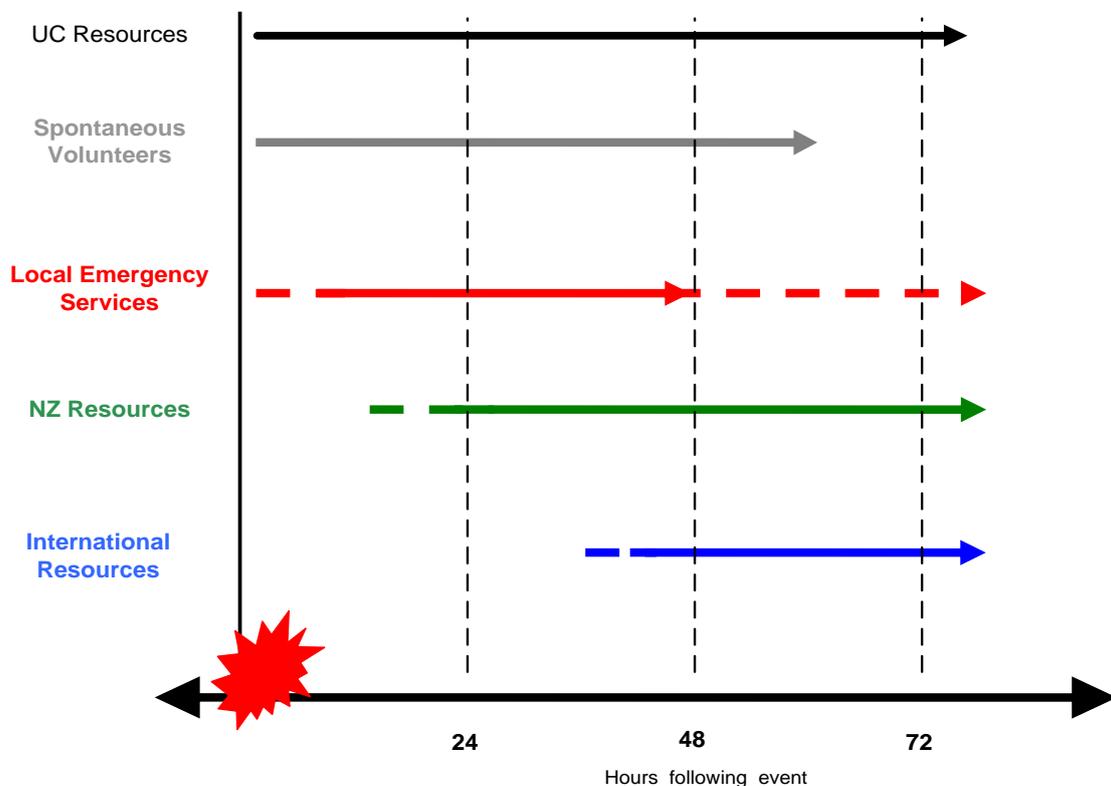
- On some occasions, the resources of the local emergency services in the Canterbury Region can be stretched by events such as multiple fires, storms, and hazardous substances incidents. The timeline above is predicted for an event such as a major earthquake, although not necessarily the maximum credible event. This may have the potential to overwhelm the local emergency services and require national and possibly international assistance.

- Initially, the local emergency services may be hampered by the severity of the event, transportation disruptions and a lack of quality information. Plans are in place to deploy resources from all over the country to any affected region, but the significant resources are unlikely to arrive until at least 12 hours after the event.

## 1.35. UC RESPONSE ACTIVATION FOR A UC CRITICAL INCIDENT

- The following activation chart (Table 3) outlines the various business and non-business-related impacts which defines UC's response level required for an event. This is followed by the levels of response in Table 4 indicating which groups are then activated or notified, with corresponding examples of types of critical incidents likely to require this level of response.

**Table 5: Emergency Response Impact Activation Chart**

| RESPONSE LEVEL | HARM TO PEOPLE | HARM TO ENVIRONMENT | ASSET DAMAGE | LOSS OF BUSINESS CONTINUITY | DAMAGE TO REPUTATION | POLITICAL INTEREST |
|---|---|---|---|---|---|---|
| **Level 3** | Life and/or property at risk. Large area affected (City/Province). Single or multiple serious injuries or fatalities. Mass illness requiring external resources. | Serious environmental harm requiring external agencies support. Hazardous chemical spill / gas release. Environmental impact affecting neighbouring area. | Significant damage to structures, facilities or equipment which seriously affects daily operations. | Loss of whole campus operations for multiple days. | Significant national or international media interest / activity. | Demonstrations or unrest involving political interest groups which requires external agencies support. |
| **Level 2** | Single or multiple injuries requiring immediate hospitalisation affecting daily operations. | Moderate environmental harm able to be dealt with by UC personnel. Minor hazardous spill. | Accident or damage to facilities or equipment which could affects daily operations. | Disruption affecting significant amount of campus operations for more than 1 day. | Local or regional concerns which have the potential to escalate. | Demonstrations or unrest involving political interest groups which can be managed by UC personnel. |
| **Level 1** | Illness or injuries of a minor nature. Significant near miss. | Minor environmental impact able to be dealt with by UC personnel. Environmental nuisance (noise etc). | Minor damage to facilities or equipment able to be dealt with by UC personnel. | Minor disruption to departmental operations. | Campus community awareness of issue, little media interest. | Peaceful demonstration / gathering on campus able to be managed by UC personnel. |

**Table 6: The UC Incident Management Team (IMT) levels of response and activation**

| Level 1 | | |
| --- | --- | --- |
| **Normal Day-to-Day operations (on-going monitoring)** | | |
| **Activate**<br>UC Security<br>• UC Staff involved only | **Notify**<br>• -Communications and Engagement Manager as relevant<br>• -Director, Student Success, as relevant<br>• Health and Safety Manager as relevant<br>• Risk Manager as relevant<br>• Any affected staff | **Examples**<br>• Minor accidents/incidents on campus<br>• Traffic disruptions<br>• Infrastructure Failure |
| **Level 2** | | |
| **Partial activation of the UC Emergency Response Operations** | | |
| **Activate**<br>• Incident Management Team<br>• Strategic Emergency Management Group<br>• Strategic Communications Group<br>• Emergency Operations Centre | **Notify**<br>• Incident Controller<br>• Vice-Chancellor<br>• Director of Student Services and Communications<br>• Other Senior Management Team members<br>• Health and Safety Manager as relevant<br>• Risk Manager as relevant<br>• Any affected staff | **Examples**<br>• Marginal weather event predicted.<br>• Moderate earthquake<br>• Off campus incident (Field Stations)<br>• Tsunami (disruption)<br>• Biological Containment Breach<br>• Hazardous Substances |
| **Level 3** | | |
| **Full activation of the UC Emergency Response Operations** | | |
| **Activate**<br>• Incident Management Team<br>• Strategic Emergency Management Group<br>• Strategic Communications Group<br>• UC Rescue Team<br>• Emergency Operations Centre | **Notify**<br>• Incident Controller<br>• Incident Management Team<br>• Vice-Chancellor<br>• Director of Student Services and Communications<br>• Other Senior Management Team members<br>• Affected Staff<br>• Christchurch City Civil Defence (as appropriate)<br>• Insurance Broker | **Examples**<br>• Severe weather event<br>• Major earthquake<br>• Violent event, e.g., active shooter on campus<br>• Major fire<br>• Cyber attack |

| | | • Pandemic or another Public Health Alert |
|---|---|---|
| | | |
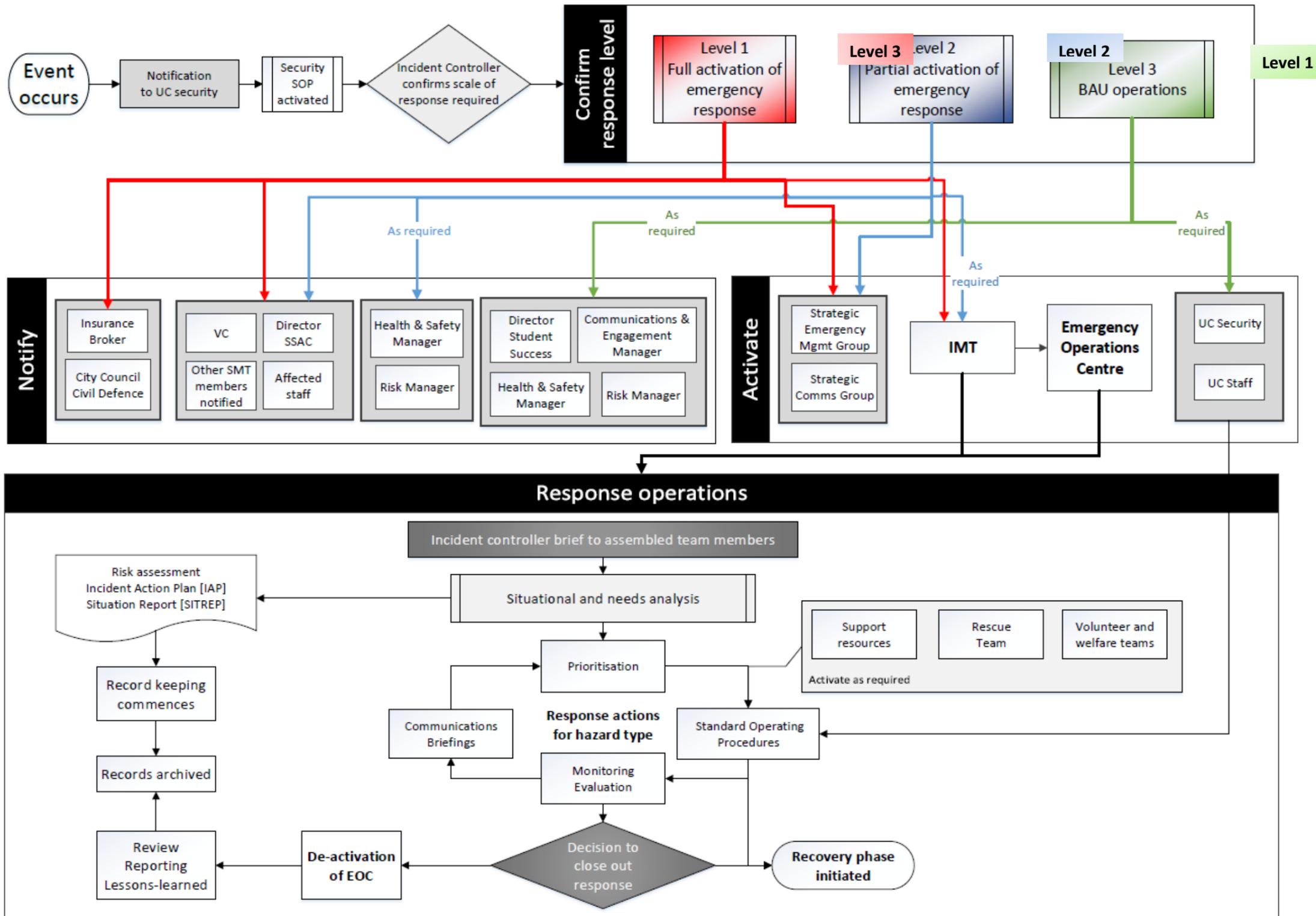
**Figure 13: The UC Incident Management Team (IMT) response operations flowchart. It outlines the steps required in undertaking response actions according to the level of response required, individuals or teams involved, the activation and deactivation of the EOC.**

## 1.37. GENERAL NOTES ON UC'S RESPONSE ACTIVATION

- Activation Level decisions are made by the Incident Controller (IC) based on knowledge of the situation, and the impact assessment in Table 3.


- A critical incident with an impact requiring a Level 1 or Level 2 response necessitates the activation of the Incident Management Team and the Emergency Operations Centre (or alternative control location if a Level 2 response).

- If the IC decides a significant threat to the safety of the University Community exists, they will take any necessary response actions, including evacuation of the campus if required. The IC will immediately advise the Chair of the SEM Group of actions taken and if a formal declaration relating to the critical incident is recommended.

- Declaration allows for:

    ➢ Formal activation of UC's Emergency Response Plan;
    ➢ Closure of part/all of campus;
    ➢ Suspension of business activity;
    ➢ Activation of the Business Continuity Plan (BCP).


- The Chair of the SEM Group will then determine if closure of the University campus is required and for what period. This will be communicated to the campus community as soon as practicable.


- For **Level 3 and 2 responses,** operations include: the initial assessments, subsequent prioritisation, execution of SOPs according to the hazard type, ongoing monitoring and evaluation and document archiving, as well as continuous communications to all those affected.

- Based on the monitoring and evaluation of response operations throughout the incident, the Incident Controller, in consultation with the Chair of the Strategic Emergency Management (SEM) Group, will decide to close out the response, and de-activate the EOC.

- A **Level 1 response** based on a lower impact as indicated in Table 3 requires only UC Security and staff to be activated, followed by monitoring and evaluation of the situation, until the decision is made to close out the event, and any subsequent review, reporting or lessons-learned.

- If required, a review of any response to a critical incident will be undertaken, along with reporting to various audiences as appropriate in order to outline lessons learned from the implementation of the response operations to enable better response to future critical events.

## 1.38. AS PART OF THE ACTIVATION OF UC RESPONSE OPERATIONS: UNIVERSITY CLOSURE

- CAMPUS CLOSURE:  The authority to close campus is outlined in the [Emergency Management Policy.](#)
    - o Types of closure, including conditions for closure and examples, are also articulated in the Policy and encompass:
        - Full University closure
        - Temporary campus closure (all sites or site specific)
        - Holiday campus closure (all sites)
        - Partial campus closure (site specific)
        - Virtual closure

- In situations where a full University closure or campus closure is deemed necessary, the assistance of UC Security, UC Rescue, and the Human Resources department, for example, will be required to manage access issues and restrict movement on campus under the direction of the Incident Management Team.

## 1.39. WELFARE FACILITY (SEE ALSO SECTION 5)

- Once it is determined that a welfare response is required, the Welfare team within the Emergency Operations Centre will determine the most suitable facility for welfare support.  A list of suitable facilities is held in the Emergency Operations Centre.

## 1.40. MEDICAL EMERGENCY

- UC Security Services will provide initial response to any medical emergency on campus with support from UC Health Centre (during business hours), emergency services, and UC Rescue trained personnel as required.
- In any major incident, an initial lack of organised emergency services response could mean that most injured and trapped people would be cared for and rescued by 'spontaneous volunteers' from those around them at the time.  As quickly as possible, volunteer efforts will be coordinated by UC Security staff and supported by UC Rescue personnel, until such time as the Emergency Operations Centre is open and the Welfare team takes over coordination of the Welfare response.

## 1.41. DEATH/SERIOUS INJURY/SUICIDE

- In instances of multiple deaths and/or injury because of a large-scale emergency incident and/or when the death, serious injury or suicide of an individual student or staff member occurs, the University will respond in a culturally appropriate, sensitive, and empathetic manner.  Guidelines have been established to provide a systematic, effective, and caring response such as the [Student Emergency Response Plan (SERP)](#) and *Standard Operating Procedure for Death of a Student*. The guidelines apply whether the incident occurs on campus or off campus.

## 1.42. INCIDENT ACTION PLANNING

- An Incident Action Plan (IAP) is critical during an extended incident. These are available on the EOC SharePoint site.

- Each shift of an Incident Management Team prepares an Incident Action Plan for the following reasons:
    - to record important administration details in a form that can be transferred to the next duty officer;
    - to provide a written record of instructions issued;
    - to reduce confusion;
    - to provide a quick reference for managing the incident;
    - to prompt the incoming Incident Management Team members; and
    - to promote smooth rotation from shift to shift.

- The Incident Action Plan that is handed over to a shift from the previous shift is a starting point. Workers in the field will be working under the instructions of that plan so activity can continue, regardless of the Incident Management Team shift change.

- The Planning and Intelligence Manager is responsible for the production of the Incident Action Plan as directed by the Incident Controller. Each IMT position contributes to the IAP, but the Planning and Intelligence Manager is responsible for scheduling and running planning meetings and for physically collating and producing sufficient copies of the Plan.

*Objective:*       *To minimise the consequences of an emergency, restore essential community services and functions, reduce future exposure to hazards and their risks, and regenerate and enhance community well-being*

- The fourth 'R' in the risk-based emergency management model adopted by UC is the one phase that can so easily be overlooked or at very least, underestimated.  Ideally, recovery initiatives should begin as soon as practicable after the critical incident occurs through the Business Recovery Manager. It is difficult to do this during the response phase but focused attention by an appointed recovery team, and led by a Recovery Manager, will help to start the recovery process during the response period.

- The Business Recovery Manager will lead the actions throughout the University's service areas and colleges to ensure the full recovery of the University back to business as usual (BAU).

- Recovery from a critical incident is dependent on the event which has occurred. Often the focus of recovery is on the built environment, as tangibly impacted by an event.  Attention equally needs to be given to recovery of the social, economic, and natural environments.  In the UC context, this means that a recovery plan is implemented that considers UC's strategic objectives, student recruitment and retention, teaching and learning, research, stakeholder engagement, financial stability, infrastructure, and the re-establishment of core business functions; all within the context of prioritising the well-being of UC staff and students.

- Recovery, under the guise of 'build back better' provides opportunities to look at new and transformative ways of operating rather than simply the reinstatement to existing structures and processes prior to the critical incident occurring.

- For large scale critical incidents, the recovery phase will take months, or years.  As UC's experience since the seismic events of 2010 and 2011 have demonstrated, recovery efforts need to be strategic, thorough, and continuously reviewed and improved where required, for change to be sustainable.

## PART 5: BUSINESS CONTINUITY

*Objective:*    *To implement and develop the capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident.'*

- A critical component of emergency management, business continuity ensures critical business functions and activities continue to run uninterrupted when an event occurs.

- Business continuity, as defined under the International Organisation of Standards (ISO), is the 'capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident.'[7] A disruptive incident, according to ISO practices, can vary in size to encompass 'a situation that might be a disruption, crisis, loss, or emergency, or a situation that could lead to a disruption, crisis, loss, or emergency.'[8] What will vary is the degree to which the business continuity management system will respond to these types of events.

- Broadly speaking, business continuity can often be applied in operational practice as 'disaster recovery'[9]. However, in a disaster management context, such practices take place at different parts of the disaster cycle. Business continuity represents a part of effective disaster risk management, as mitigation measures prior to an event to ensure that core business processes are resumed. Often business continuity is confused with disaster recovery where measures taken following an event, for all business functions to return to, or improve on, pre-event circumstances.

- Business continuity plans are often pre-developed plans indicating at a minimum the recovery point objective (minimum point of restoration) of core business activities within a maximum tolerable period of disruption (MTPD), while disaster recovery plans are considered as the full restoration of a business's operations following a disaster.

- Business continuity strategies outline the core infrastructure and processes required for business to continue as part of economic stability. Business continuity as pre-disaster planning is directed towards operational planning (particularly in the areas of information

---

[7] International Organisation of Standards, "Societal security - Business continuity management systems" (ISO 22301:2012).

[8] Praxiom, ISO 22301 Business Continuity definitions, http://www.praxiom.com/iso-22301-definitions.htm#3.19_Incident, Accessed: 3 December 2016.

technology systems), to outline the recovery time objective within the maximum tolerable downtime,[9] but is often limited to operational functions,[10] rather than broader business functions.

- The ISO standard 22301 broadly outline how a business continuity management system should contain a policy, defined responsibilities, management processes (towards policy, planning, implementation and operation, performance assessment, review, and improvement), and auditable documentation.[11] Broadly, the ISO states that:

  *"Business continuity contributes to a more resilient society. The wider community and the impact of the organization's environment on the organization and therefore other organizations may need to be involved in the recovery process." (ISO, 2012).*

### 1.43. UC'S BUSINESS CONTINUITY FRAMEWORK

- A lesson learned from the September 2010 earthquake was that, overall, the University lacked knowledge of critical operations; had incomplete contact information at departmental level; did not have an inventory of our vital records; and was largely unaware of our higher risk activities at any given point in time. It was clear that a more pragmatic and effective approach to roll out business continuity planning across the campus was required.

- UC is currently developing its business continuity planning framework. Embedded within that framework, UC has created some key questions identifying business impacts to inform departmental business continuity planning.

  Deliberate attention needs to be given to each of these questions at College and Departmental level – before a critical incident occurs - then return to business as usual will be assured more quickly than if no thought had been invested.  In addition, the questions

---

[9] Andrew Hiles, *Business Continuity Management: Global Best Practice.* (Brookfield: Rothstein Publishing, 2014), 8.

[10] Sahebjamnia et al, "Integrated business continuity and disaster recovery planning: Towards organizational resilience," *European Journal of Operational Research* 242 (2015), 261-273.

[11] International Organisation for Standardisation (ISO), "Societal security — Business continuity management systems – Scope", (Switzerland: International Organization for Standardization), 2012.

need to be revisited at regular intervals to ensure currency.  To that end, regular audits are conducted to review status of departmental business continuity plans.

<div style="background-color:#C00000;color:white;font-weight:bold;font-size:1.3em;padding:4px 12px;">PAYING IT FORWARD</div>

The University's experiences and lessons learned though the development of a comprehensive emergency preparedness programme which then had to be applied for real following the natural disasters of 2010 & 2011 have been captured and are available to anyone who may benefit from our journey.

***Shaken but not Stirred:*** *A University's Resilience in the Face of Adversity.  (September 2010)*

***Resilience Tested:*** *A year and a half of 10,000 aftershocks.  (February 2011)*

**Appendices**

Appendix One: UC Emergency Management Structure - Team Roles and Position Descriptions

Appendix Two: Laws and Authorities

Appendix Three:  Glossary

Version Control

## *STRATEGIC EMERGENCY MANAGEMENT GROUP (SEM GROUP) STRUCTURE*

The SEM Group is chaired by the Vice-Chancellor (VC) of the University of Canterbury. If the VC is not available, delegations are in place to provide for the Deputy Vice-Chancellors (DVC Research and DVC Academic & International), the Registrar, and Director of Learning Resources (in that order) to assume the responsibility of Chair of the SEM Group. In the unlikely event that none of the named executive staff are available, the Incident Controller will nominate a member of the Senior Management Team who will assume the role until such time as one of the named staff is available.

The SEM Group will consist of any senior staff or advisers who the Chair deems are required, given the nature of the incident.

As an example, this may include:

- Director of Student Services and Communications
- Chief Financial Officer
- Recovery Manager
- PVC of any affected College/s
- Any delegated deputy for any of the above in their absence.

Note: One issue that must be considered and addressed is the potential absence of key staff during an event. Whatever the reason for the absence or unavailability, delegations must be in place to ensure that there is a clear line of succession to ensure the organisation can always function.

In the event of a major incident involving the University of Canterbury, there are two key processes which need to be managed.

1. The immediate operational response issues (the Incident Controller/IMT deals with these).

2. The wider strategic issues of communications, business continuity and recovery and the financial impacts of the event. These are the responsibility of the Chair and SEM Group.

## 1.44. CHAIR – STRATEGIC EMERGENCY MANAGEMENT GROUP (SEM GROUP)

The Chair of the SEM Group is responsible for:

- making decisions, in consultation with UC Council, which require the highest-level authority in the University;

- providing strategic direction for the Incident Controller;

- ensuring that communications with the wider campus community and the public are managed effectively;

- ensuring the financial short term and longer-term implications are handled; and

- overseeing the implementation of the University's Business Continuity and Recovery Plan.

**Key Outcomes**

- Make timely and considered decisions as required.

- Ensure that the required information is effectively communicated to the wider campus community (including families of staff and students) and to the public.

- Resolve the immediate financial issues created by the event and ensure that necessary resources required by the Incident Management Team are made available.

- Implement the Business Continuity and Recovery Plan as required.

- Ensure that suitable delegations are in place to support the Incident Management Team.

- Ensure that delegations are in place to provide depth to the Strategic Emergency Management Group (SEM Group).

**Key Relationships**

The first key relationship is between the SEM Group and the Incident Management Team. In the event of a major incident on campus, these two groups will be opposite sides of the same coin and the information and support offered by each to the other will be integral in ensuring the success or failure of the University's response. The primary liaison channel between these two groups is between the Chair of the SEM Group and the Incident Controller.

Note: During any activation of the UC Emergency structure, liaison between the SEM Group and the IMT can also be managed by the Planning and Intelligence Manager as required by the Incident Controller.

The second key relationship is with the overall campus community. In the event of a major incident affecting the University, information, direction, and support will be required and made available in a relatively short period.

Other key relationships exist with the wider Christchurch community, and the NZ tertiary sector. In the event of a major incident, support and backup services may be available through those links. ([Refer section 10](#))

## 1.45. BUSINESS RECOVERY MANAGER

Following a major event, priorities for the longer-term recovery programme need to be set very early on and as such a Recovery Manager will be identified in the very early stages of the response. The Recovery Manager will operate under the direction of the Chair of the SEM Group and will actively support the Incident Controller and Incident Management Team until such time as the Incident Management Team is stood down.

**Role**

The Recovery Manager is responsible for:

- facilitating and coordinating the medium- and long-term recovery activities of the University (not simply recreating the past, but maximising a future that reduces vulnerability to the potential impact of subsequent major incidents);

- working closely with the SEM Group and IMT to ensure that the University is fully operational again as soon as practicable;

- keeping key stakeholders advised of impact and progress.

**Key Outcomes**

- Facilitate and coordinate the University of Canterbury's recovery activities, including the assessment of risk, controls, 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. Where appropriate, create new policies for the recovery phase.

- Where possible, continue to meet external obligations (e.g., as set by TEC).

- Establish regular dialogue with key stakeholders to ensure their buy-in and awareness of the intended recovery process.

- Provide regular progress reports to the Senior Management Team and UC Council.

**Key relationships**

- Senior Management Team / SEM Group
- Incident Management Team
- University staff and students
- University Halls of Residence
- University Campus lessees
- The wider University community (local environs, Christchurch city, outreach facilities)
- Tertiary Education Commission (TEC)
- Ministry of Education
- Other tertiary providers (particularly those with whom we have MOUs)
- Key stakeholders

**Incident Management Team (IMT) Roles, Outcomes & Responsibilities**

The following role descriptions are for each team member within the IMT.  Following each role description is a "How To" checklist to be used as an aide to how to effectively fill each role.

## 1.46. INCIDENT CONTROLLER (IC)/ DEPUTY CONTROLLER

*"I Will Coordinate It"*

**Role**

To take responsibility of an incident and lead a coordinated response leading up to, and during, an emergency event affecting the University.

**Key Outcomes**

- 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 response functions 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 CIMS management structure.
- Appoint, brief and task Incident Management Team
- Activate the Emergency Operations Centre and other facilities as required.
- Initiate Incident Action Planning cycle.
- Plan future staff requirements and changeovers.
- Maintain safe practices.
- Record decisions, actions, and other activities
- Provide regular briefings for the SEM Group and IM Teams to ensure the response is well coordinated.
- Contribute to post incident debrief.

**Note:** The University of Canterbury has no statutory authority for emergency management but has a duty of care to its staff and students.  The University's Incident Management Team

will operate in a support role whenever the emergency services are operating on our campus. While the IC has overall control of an incident, the Incident Management Team exists to carry out the IC's instructions and to inform him/her of their decisions. The IC's primary concerns are to ensure the response gets underway in a timely fashion and is well coordinated and effective.

**Key Accountabilities and Tasks**

**Leading and Managing**

- Exercise the authority of the Incident Controller as delegated by the Vice-Chancellor through the Emergency Management Policy
- Exercise control during an emergency event
- Provide strong ethical and practical leadership to the Incident Management Team, staff, volunteers, and others under authority.
- Gather situational information through consultation, reports and observation.
- Collate and analyse information to establish priorities and make informed decisions.
- Allocate tasks and coordinate emergency response services.
- Coordinate and allocate available and acquired resources.
- Coordinate action with outside agencies (Police, Fire, Ambulance etc)
- Manage the implementation of the University Emergency Response Plan
- Maintain accurate records of decisions and expenditures.

**Planning and Preparation**

- Maintain an understanding and knowledge of the University's Emergency Response Plan and the Christchurch Area Civil Defence Plan
- Participate in contingency and preparedness planning and identification/analysis of hazards.
- Support and participate in regular exercises to ensure currency of skills.
- Prepare plans and contingency reports as required.
- Liaise and work with other local emergency services and agencies as appropriate.

**Communication**

- Maintain functional communication with colleagues, emergency services, central government agencies, volunteers, and staff.
- Maintain active communication with the University's Strategic Emergency Management Group (SEM Group) and Chief Financial Officer and
- Maintain active communication with University Communications staff.
- Provide reports regularly or as required.

### Implementation

- Notify the Incident Management Team (IMT) (or phone tree process)
- Establish current situation (initial briefing by on site security staff)
- Activate Emergency Operations Centre (EOC)
- Assume control on arrival at EOC.
- Confirm IMT members as they arrive.
- Brief and task IMT members as soon as possible
- Brief Chief Financial Officer and SEM Group
- Resolve any "holes" in IMT.
- Commence record keeping process.
- Assess time scale required and plan future staffing requirements and changeovers.
- Constantly assess current situation information and make decisions accordingly.
- Maintain regular information/communications with SEM Group to enable strategic decision making.
- Carry out strategic decisions by SEM Group

### 'How To' Checklist

### Key Points

- Activate and brief IMT
- Advise location of the EOC
- Assess the incident and set priorities.
- Manage the IMT
- Conduct primary briefings to the SEM Group

### How To Do It

1. Activate the IMT advising them of the location of the EOC.  Use Administration Support to contact and locate people.

2. Present the initial briefing to the IMT.

3. Using the IMT, jointly assess the incident and set the response priorities.

4. Manage the IMT, keeping the big picture in mind and helping others to stay focused on the important issues.

5. Do not allow yourself to be lost in the details, unless you are sure it is the appropriate thing to do. Consider the problems from every angle and at every level.

6. Call for quick update meetings as needed, perhaps every 20 minutes initially and then less frequently once the initial crisis has passed.

7. Observe the state of the IMT, defuse the tension if required, call for a break etc. Manage the welfare of the team (Planning and Intel will also be keeping an eye on this).

8. Present the initial briefing to SEM Group as soon as possible, but if you are too busy, send Planning and Intel.

9. At the required intervals, present primary briefings to SEM Group. Take other staff with you if needed.

10. People become very focused in the detail of their roles. Remind them of safety issues.

11. Consider the next shift of personnel for the EOC and make necessary arrangements.

**Appointments**

CIMS is a scalable system and the role most established first by an Incident Controller is the Operations Manager. At a relatively small incident, an operations Manager can remove the distractions of 'coal-face' operational issues from the Incident Controller.

## 1.47. OPERATIONS MANAGER

**"I Will Use It"**

**Role**

Directs response operations and is normally the first position appointed to the IMT.

**Key Outcomes**

- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations

**Responsibilities**

- Get to the EOC 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*
- Deploy and manage resources in the field
- Develop and implement response tactics
- Provide regular Situation Reports to the SEM Group
- Review resource needs
- Resolve operational problems
- Ensure safety and welfare of personnel
- Participate in Incident Action Plan development meetings
- Report significant events

    *(note that Logistics 'provides' and Operations 'manages' this function).

Note: The Operations Manager ("Ops") may need to occasionally leave the EOC and observe/direct response operations and resolve operational problems without dragging the whole Incident Management Team into the detail of frontline activity.

**'How To' Checklist**

**Key Points**

- Implement the Incident Action Plan

- Maintain a rolling 24-hour timeline

- Manage operational activities at the incident

- Regularly update the IC and IMT

- Identify and resolve operational issues

- Ascertain, deploy, and continuously review resource needs

**How To Do It**

1. Maintain rolling 24 timeline – You are keeping the programme for Operations, not the overall incident. So, focus on plotting the key deadlines, shift changes, arrival, duration and departure times, and task allocation for the resources under your control. You are responsible for deploying the resources; both people and equipment. Please track all deployed resources on the timeline. Make sure others can read and understand it. Always consider that someone else may be taking over from you in a couple of hours.

2. Maintain the deployment of resources using the green T-Card system. Logistics will provide you with a card for each available resource. Take the card from the available resource board (blue T-Card) and place it in the green board when you use the resource. Start with simple geographic location but expand the concept to suit your needs. Each card has spaces for additional information about that resource…. use it if it helps, do not use it if it doesn't. Remember that multiple cards can be placed in a single pocket. So, if you send two staff to the same area, the two cards can go into one pocket.

3. Consider how the scenario is developing; discuss your ideas with the Planning and Intelligence Manager and the Health and Safety Manager. You are not working alone. What else could happen given what you know? How will this affect your area?

4. Request additional resources from Logistics, preferably in advance of needing them. It is their job to find you the resources, your job is to manage and deploy them.

5. If a Forward Control Point or other remote locations are to be established to manage the incident, this will be done by Logistics. However, Logistics may ask you to assign some resources to them for the purpose.

6. Deliver the goals of the Incident Action Plan (IAP). If the IAP is used, ensure you focus on the stated goals.

7. From time to time, you may need to leave the EOC to make an assessment. Ensure everyone knows and that you have planned for your function to either be covered by another or you continue via radio/cell phone.

### 1.48. LOGISTICS MANAGER

*"I Will Get It"*

**Role**

Supports the response by obtaining, providing, and maintaining facilities, services, and materials.

**Key Outcomes**

- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations

**Responsibilities**

- Get to the EOC as soon as possible
- Obtain briefing from the Incident Controller
- Record logistics decisions, actions, and other activities
- Estimate future service and support requirements
- Provide (prepare to provide) supplies, facilities, communications, medical, catering, refuelling and other as required
- Track financial costs
- Plan the organisation of the Logistics Section
- Appoint, brief and task staff
- Support and supply incident facilities
- Review requests, seek sanction where necessary 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

*'Resources' refers to people, machinery, consumables, food, water, fuel, equipment, and anything else the response requires. 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.

**'How To' Checklist**

**Key Points**

- Obtain resources required by IMT

- Maintain a rolling 24 hour 'Logistics' timeline.

- Maintain resource availability board (T-Cards)

- Monitor events and try to anticipate resources required

- Plan, service and support incident response locations and facilities

**How To Do It**

1. You are required to find the resources required to respond effectively to the incident. Remember that UC Rescue and UC Security have 'first response' equipment. You will need to maintain information regarding the availability of all resources, preferably in advance of any incident occurring. Sources of information include UC Security, UC Rescue and Learning Resources Maintenance Staff.

2. Create a T-Card for each resource. One card per person for UC personnel; one card per item of significant plant or equipment. Place the resource cards into the blue T-card system. Pockets can hold multiple cards. Operations will take your cards and deploy them into the Green T-card system.

3. When a resource is not available or has gone offline, place the corresponding card into the bottom row of the T-card system. Always use the bottom row to indicate offline resource. Offline means a resource that is temporarily unavailable, not a resource that you can't obtain.

4. Maintain a rolling 24 timeline – Use the timeline for your own purposes. Focus on plotting the key deadlines such as establishment of forward points, meal provision, deliveries etc. Make sure others can read and understand it. Always consider that someone else may be taking over from you in a couple of hours.

5. Give timely reminders in advance of briefings or meetings. Other people become very focused in the detail of their roles. Remind them of impending deadlines. Chase up any information you need for report preparation.

6. Consider how the scenario is developing; discuss your ideas with Planning and Intel. You are not working alone. What else could happen given what you know? How will this affect your area?

7. Manage the Communication Plan by allocating call signs, listing contact details etc. Make sure Administration Support is advised of all communication details.

## 1.49. PLANNING AND INTELLIGENCE MANAGER

**"I Will Identify It"**

**Role**

Collects information, analyses it, and makes plans based on it.

**Key Outcomes**

- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations

**Responsibilities**

- Get to the EOC 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 with support from IMT
- Communicate with the Incident Management Team
- Communicate with the SEM Group at the direction of the IC
- Determine information needs
- Gather, clarify, confirm, and analyse information
- Observe deadlines and critical information needs (track incident/resources status)
- Appoint, brief and task staff
- Manage the Planning and Intelligence Section
- Maintain maps and display boards (for briefings and situation, not other IMT Section boards)
- Liaise with technical experts
- Conduct planning meetings
- Plan changeovers and demobilisation
- Provide management support

The Planning and Intelligence Manager must have 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.

**'How To' Checklist**

**Key Points**

- Issue, receive and analyse information
- Maintain a rolling 24 hour 'incident level' timeline
- Forecast scenario development
- Prepare and conduct SEM Group communications and briefings as required
- Prepare the Incident Action Plan
- Manage all EOC administration functions

**How To Do It**

1. Maintain the incident status on the Campus Maps using colour pens or magnetic icons. Ensure colours and text are in accordance with the standard legend.

2. Record the time you updated the map in the top right corner.

3. Receive all the incoming messages from Admin Support. Analyse all incoming messages and decide who to inform or how to action the information. Call the room to silence if everyone needs to hear it.

4. Maintain rolling 24-hour timeline – You are keeping the main programme for the over- arching response. So, focus on plotting the key deadlines, planning meetings, briefing times etc. Basically, the high-level information that everyone in the EOC will need to see. Make sure others can read and understand it. Always consider that someone else may be taking over from you in a couple of hours.

5. Give timely reminders in advance of briefings or meetings. Other people become very focused on the detail of their roles. Remind them of impending deadlines. Chase up any information you need for report preparation.

6. Consider how the scenario is developing; discuss your ideas with the IC. You are not working alone. What else could happen given what you know?

7. Prepare the Incident Action Plan. Use the template provided. Chase others for the information you need to fill in the plan. Have the IC look at it and sign it off once finished.

8. You are responsible for all Admin support. The Admin Support staff work for you. Use them fully. The rest of the IMT will look to you for all things related to the administration of the EOC (e.g., paper, pens, food, drink, sleep).

9. Prepare briefings for the SEM Group, including initial brief and Situation Reports (SITREPS). The initial brief is to be prepared immediately following the initial incident briefing and meeting chaired by the IC. If things are too busy in the EOC, you may be required to go to the SEM Group and present the first

briefing yourself.  The Incident Controller will normally present the full briefings (subject to the situation) to the SEM Group.  However, you may have to present them in person.

10.  Maintain Safety Board if Safety & Liaison is out of the EOC.  The Safety & Liaison role is required to be out of the EOC a lot of the time.  If Safety & Liaison considers there is a need to amend the safety priority list, he/she will communicate this via the Admin Support, and you will amend the board.

## 1.50. HEALTH AND SAFETY MANAGER

*"I Will Protect It"*

**Role**

Assesses hazards and develops measures for ensuring safety.

**Key Outcomes**

- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations

**Responsibilities**

- Obtain briefing from the IC
- Record decisions, actions, and other activities
- Establish communications with required personnel
- Ensure all personnel understand your role
- Develop measures to ensure safety of all personnel
- Monitor safety conditions and hazards
- Report directly to the IC
- Notify IC of potential issues
- Be prepared to shut down an operation if required to ensure safety

**'How To' Checklist**

**Key Points**

- Liaise with the Emergency Services on the ground and from the EOC
- Monitor events from a safety perspective
- Identify key safety concerns related to the incident
- Provide technical liaison between the EOC and Colleges, Schools & Service Units

- Provide information to Planning & Intel
- Oversee safety of responders

**How To Do It**

1. Following the initial briefing by the IC, list on the Safety Board the key safety priorities for the incident. This will serve as a reminder for all IMT personnel. Update those safety priorities at any time. If you are out of the EOC, contact Planning and Intel and he/she will update the board for you.

2. Liaise with Emergency Services/Council (and any other organisation or unit). This may be by attending the site of the incident and working with an agency's senior staff. Report back to Planning and Intel via radio or cell phone on the status, activities, plans and timeframes.

3. Assist the Emergency Services with any needs they may have from the University. Don't forget that the University may also have certain needs and you must represent those. For example, the Police may want to close an entire building; we might suggest closing only part and continuing operations in the balance.

4. Liaise with specialists (e.g., Laboratory Managers/ High Risk Response Group) regarding risks or responses as appropriate. Provide requested information. Communicate issues to the IMT.

5. Seek to ensure all deployed personnel are prepared and equipped for risks they could encounter.

6. Other people become very focused on the detail of their roles. Remind them of safety issues.

> **"I Will Protect It"**

## 1.51. SECURITY MANAGER

**Role**

Assesses hazards and develops measures for ensuring safety.

**Key Outcomes**

- Protect life
- Protect University property
- Relieve distress
- Provide support for the most expedient return to normal operations

**Responsibilities**

- Obtain briefing from the IC
- Record decisions, actions, and other activities
- Establish communications with required personnel
- Ensure all personnel understand your role
- Develop measures to ensure safety of all personnel

- Support the monitoring of safety conditions and hazards
- Report directly to the IC
- Notify IC of potential issues
- Be prepared to shut down an operation if required to ensure safety

**'How To' Checklist**

**Key Points**

- Liaise with the Emergency Services on the ground and from the EOC
- Monitor events from security and safety perspectives
- Identify key safety concerns related to the incident
- Provide information to Planning & Intel
- Oversee safety of responders

**How To Do It**

1. Following the initial briefing by the IC, list on the Safety Board the key security and safety priorities for the incident. This will serve as a reminder for all IMT personnel. Update those security and safety priorities at any time. If you are out of the EOC, contact Planning and Intel and he/she will update the board for you.

2. Liaise with Emergency Services/Council (and any other organisation or unit). This may be by attending the site of the incident and working with an agency's senior staff. Report back to Planning and Intel via radio or cell phone on the status, activities, plans and timeframes.

3. Assist the Emergency Services with any needs they may have from the University. Don't forget that the University may also have certain needs and you must represent those. For example, the Police may want to close an entire building; we might suggest closing only part and continuing operations in the balance.

4. Endeavour to ensure all deployed personnel are prepared and equipped for the risks they are likely to encounter.

## 1.52. WELFARE MANAGER

**Role**

Establish a campus-based welfare response centre, providing support, resources and information to staff and students following a critical incident.

**Key Outcomes**

- Protect life
- Protect University property
- Relieve distress and provide practical assistance
- Provide welfare support for staff and students until normal campus operations resume.

**Responsibilities**

- Manages the welfare response of the EOC.
- Identify appropriate location and establish welfare response centre/s, as soon as practicably possible following an incident.
- Coordinate access to welfare resources (food, clothing, accommodation, medical and other essential needs).
- Liaise with internal and external, resource or welfare service providers (e.g., halls of residence, Red Cross, St. John, John Britten tenants, NZDF, counselling and medical services) to support staff and students in need following an incident.
- Assess welfare needs of individuals and where practicable, provide access to welfare support, resources, and accurate information.
- Provide direction and support to all activated welfare centres/facilities.
- Record decisions, actions, and other activities, including people movements. This should include welfare logs detailing support provided or referrals, a visitor log, decisions documentation and financial cost records.
- Maintain communications with the Incident Controller, providing regular SITREP's and contributing where appropriate to daily briefings.
- Establish and maintain regular communications with Logistics Manager, Student Liaison Manager, Health & Safety Manager, and Communications and Stakeholder Relations Manager to ensure smooth running of welfare centre/s.
- Conduct on-going risk management assessments in conjunction with Health & Safety Manager.

- Establish a communications hub at welfare centre/s providing users with access to accurate and timely information following an incident (e.g., Civil Defence updates, access to internet, campus closure updates, etc).

- Provide appropriate and timely support and liaison services to staff and students who were directly involved in a primary incident (this may include victims or witnesses to an incident and may involve acting as a university representative on behalf of staff and students and through liaison with NZ Police or delegated authorities).

- Engage Victim Support Services at UC to provide specific support services and functions to victims, witnesses and their families following an incident and where appropriate.

- Provide support, resources, and guidance to enable individuals to transition from utilising welfare assistance following an incident, back to self-reliance and their home environments.

**'How to checklist'**

**Key Points**

1.   Liaise with the Incident Controller on the ground and from the UC EOC.

2.   Assess level of welfare services required and initiate assistance where required.

3.   Identify appropriate site/s for Welfare Centres.

4.   Establish welfare centre/s.

5.   In conjunction with Student Liaison Manager, Logistics Manager, Health & Safety Manager, and other appropriate parties identify resources required for welfare centre/s.

6.   Coordination delivery and utilisation of welfare resources stored in UC Warehouse/s and to Welfare Centre/s.

7.   Provide regular and timely communication with IMT and external agencies.

8.   Liaise with Christchurch City Council Welfare Unit in Christchurch EOC as appropriate.

9.   Provide regular SITREPs to the Incident Controller.

10.   Maintain clear documentation and welfare logs, including a visitor log, decisions documentation and financial costs records.

## 1.53. STUDENT LIAISON MANAGER

**"I will Support our Student Community"**

**Role**

Support the establishment of a student welfare response by working closely with the Welfare Manager; liaise with UC accommodation providers and the UCSA; provide support, resources and information to students following a critical incident.

**Key Outcomes**

- Protect life

- Protect University property

- Relieve distress and provide practical assistance

- Liaise with the UC student accommodation providers and the UCSA to support student welfare until normal campus operations resume.

- Provide welfare support for students until normal campus operations resume

**Responsibilities**

- Support the student welfare response of the EOC.

- Work with other Incident Management Team managers to understand the nature, duration, and likely student impacts of the critical incident.

- Work with the Welfare Manager to identify an appropriate location and establish welfare response centre/s, as soon as practicably possible following an incident.

- Liaise with UC accommodation providers and the UCSA to ensure they are kept up to date about key Incident Management Team decisions and actions that impact on student welfare.

- Support the assessment of the welfare needs of individual students and where practicable, provide access to welfare support, resources, and accurate information.

- Work with the Welfare Manager to record decisions, actions, and other activities, including people movements. This should include welfare logs detailing support provided or referrals, a visitor log, decisions documentation and financial cost records.

- Assist the Welfare Manager to coordinate the provision of appropriate and timely support and liaison services to students directly involved in a primary incident (this may include victims or witnesses to an incident and may involve acting as a university representative on behalf of staff and students and through liaison with NZ Police or delegated authorities).

- Provide support, resources, and guidance to enable students to transition from utilising welfare assistance following an incident, back to self-reliance and their home environments.

- Maintain communications with the incident Controller, providing regular SITREP's and contributing where appropriate to daily briefings.

**'How To' Checklist**

**Key Points**

- Liaise with the Incident Controller on the ground and from the UC EOC.

- Liaise with the UC accommodation providers and UCSA.

- Work with the Welfare Manager to assess level of student welfare services required and initiate assistance where required.

- In conjunction with Welfare Manager, Logistics Manager, Health & Safety Manager, and other appropriate parties, identify resources required for welfare centre/s.

- Provide regular and timely communication with IMT and external agencies.

- Provide regular SITREP's to the Incident Controller.

- Alongside the Welfare Manager, maintain clear documentation and welfare logs, including a visitor log, decisions documentation and financial costs records.

## 1.55. EOC OPERATIONAL COMMUNICATIONS MANAGER

**Role**

<div style="background:red">**"I Will Communicate It"**</div>

Provide effective communication between all UC EOC members and partner agencies involved; operate communications systems and coordinate and manage the flow of information during response operations.

**Key Outcomes**

- Protect life

- Protect University property

- Relieve distress

- Provide support for the most expedient return to normal operations

**Responsibilities**

- Get to the UC EOC as soon as possible.

- Obtain briefing from the Incident Controller or others who are in the EOC.

- Coordinate and facilitate the exchange of information, knowledge, commands, and requests for action/information.

- Implement appropriate strategies for the expedient sharing of information.

- Identify and enhance communication/information/resource processes to capture increased exchanges of information to maintain an optimal level of performance during response.

- Coordinate any response resources and support that comes via the EOC Communications Centre.

- Operate radio and communicate with emergency managers to collect/transmit incident information.

- Establish communication link with Christchurch City Council EOC and interact as required.

- Handle all inquiries from media, citizens, schools, public agencies, and others that come into the EOC Communications centre and triage as appropriate.  Understand the basic disaster situation and answer the most common questions.

- Manage the distribution of radios to EOC personnel.

- Facilitate the installation of ICT resources within the EOC for EOC visitors and ensure that a communications link is established with the Incident Controller.

- Utilise available computer systems for internal information management.

- Develop and distribute a Telecommunications Plan, which identifies all systems in use and lists frequencies allotted for the incident or disaster for members of the EOC and their families.

- Establish and maintain telephone and email lists for active roles and functions within the EOC.

**'How to checklist'**

**Key Points**

- Manage primary emergency communications (phone, fax, email, websites, radio network)

- Coordinate exchange of information within the EOC

- Monitor processes for capturing and logging information

- Manage EOC personnel contact details

- Ascertain, deploy, and continuously review resource needs

**How To Do It**

1. Ensure that the EOC Communications Unit position logs and other necessary files are maintained.

2. Coordinate with all EOC Sections/Units regarding the use of all communications systems.

3. Ensure that the EOC Communications Centre is activated to receive and direct all incident or disaster related communications to appropriate destinations within the EOC.

4. Ensure that adequate communications operators are available to manage the communications traffic.

5. Ensure that a communications link is established with the regional EOC.

6. Ensure that technical personnel are available for communication equipment systems maintenance and repair.

7. Mobilise and coordinate amateur radio resources to enhance primary communication systems as required.

8. Refer all contacts with the media to the Incident Controller or the Communications and Stakeholder Relations Manager.

9. Maintain the EOC Register (EOC staff sign in & Sign out Log).

10. Monitor incoming and outgoing information to ensure this is in line with information being shared at briefings. Incident Controller must sign off on information being shared to the public regarding the response.

11. Review Civil Defence website for accurate information pertaining to UC response.

12. Ensure Incident Controller views any related articles or media releases during event.

13. Gather key information about what is occurring for use in the EOC. Display relevant information on white board for everyone's review and use. Update on SharePoint periodically.

14. Establish and maintain communications with UC Contact Centre and ensure information from EOC briefings is shared appropriately.

15. Collect situation information from the field and provide to Incident Controller/Operations Manager.

16. Manage and maintain a record of all messages that have been received or sent from the EOC Communications Centre. Maintain a permanent storage file of EOC documents and messages for historical or legal review.

17. Liaise with members of the IMT and internal service providers to produce the necessary resources required for management of incident.

**Stand-down Phase:**

▪ Determine stand-down status of all communication systems and inform Regional EOC.

▪ Complete all logs/documentation and forward to EOC Administrator for appropriate storage.

▪ Ensure any open actions are assigned to EOC personnel to follow up.

▪ Ensure that all financial claims are forwarded to the Financial Unit.

▪ Follow the General Stand-down Phase Checklist.

## 1.57. EOC MANAGER AND ADMINISTRATION SUPPORT

**Roles**

> **"I Will Assist with It"**

- EOC Manager

- Administration Support Staff

- Provide administrative support to IMT.

**Key Outcomes**

- Protect life

- Protect University property

- Relieve distress

- Provide support for the most expedient return to normal operations

**Responsibilities**

- At the request of the IC, contact the IMT members and direct them to the EOC

- Get to EOC as soon as possible

- Receive briefing from IC

- Identify self to Planning and Intelligence Manager

- Provide administrative support to Planning and Intel and IC

- Receive and issue all EOC communications

- Act as receptionist for EOC

- Observe deadlines and remind team members of these

- Maintain EOC stock and resources (during and outside of incident)

- Document all administrator's activities in preparation for handover

- IMT Welfare – ensure staff take required breaks and have necessary support to function at an efficient level

- EOC IT – ensure all members of the IMT have the necessary operational IT equipment

- Ensure AV equipment is up and running

- Access control for the EOC

- Car parking for the EOC

- Responsible for catering for the IMT staff. Authority to draft in kitchen help if needed

- Rostering for EOC staff for shift working, if necessary

- Act as a liaison with SMT support staff

**'How to Checklist'**

**Key Points**

- Manage incoming and outgoing EOC communication

- Manage reception at EOC

- Maintain a rolling 24-hour timeline

- Manage EOC stores levels and facility to meet the needs of the IMT

- General support to IMT

**How To Do It**

1. Receive and issue all communications. Pass all incoming communication to Planning & Intel. Ensure quality of message handling is high. Note that communication may be via landline phone, cell phone, fax, satellite phone or radio. You may be asked to make calls on behalf of any member of the IMT.

2. Act as receptionist for the EOC. Do not allow visitors into the Operations Room unless invited by the IC. Visitors will be briefed in the open briefing area.

3. Maintain a rolling 24-hour timeline – use the timeline for your own purposes. Focus on plotting the key deadlines; call scheduling, any bring-up functions, tea breaks or meal breaks. Make sure others can read and understand it. Always consider that someone else may be taking over from you in a couple of hours.

4. Give timely reminders in advance of briefings or meetings. Other people become very focused on the detail of their roles. Remind them of impending deadlines. Chase up any info you need for report preparation.

5. Outside of an incident (preferably), check stock levels and replenish. Each cabinet or location will have a stock sheet to indicate the minimum that should be present. Ensure it is maintained. Make a note of expiry dates and replace expired items such as food and batteries.

6. Ensure document templates and stationery stores are maintained.

7. Type any reports or Situation Reports if requested.

8. During quiet moments ensure the EOC is cleared of clutter and kept clean.

9. Remember you provide all admin support – the IMT will look to you for all things administration related, as well as the welfare of the team (e.g., paper, pens, food, drink, sleep).

## APPENDIX TWO: LAWS AND AUTHORITIES

The University of Canterbury's Emergency Management activities are authorised and guided by the UC Emergency Management Statute and the UC Emergency Management Policy.

### 1.58. RELEVANT ACTS

NZ legislation which refers to emergency events and which may affect the University's emergency activities:

- Biosecurity Act 1993

- Building Act 2004

- Civil Defence Emergency Management Act 2002

- Education Act 1989 (as at 19 May 2017)

- Education (Pastoral Care of International Students) Code of Practice 2016

- Fire Service Act 1975, (as at 7 March 2017)

- Forest and Rural Fires Act 1977

- HSNO 1996

- Health Act 1956

- Health and Safety at Work Act 2015

- Official Information Act 1982

- Privacy Act 2020

- Public Records Act 2005

- Resource Management Act 1991

- Local Government Act 2002

- University of Canterbury Act 1961

### 1.59. UC EMERGENCY MANAGEMENT POLICY

This document is accessible in the UC Policy Library.

### 1.60. UC COUNCIL

- The University Council is the governing body of the University under the Education Act 1989. It appoints the Vice-Chancellor, who is the employer of all other staff. The Council has responsibility among other things for strategic planning for the institution, for determining policies and statutes in relation to the management of its affairs, and for monitoring and reviewing the performance of management. The Council delegates authority to the Vice-Chancellor and others through Delegation Schedules which are approved annually.

- This chain of authority underpins the Emergency Statute, Policy, and Response Plan. In an emergency, governance responsibility is delegated to the Executive Committee of Council (Chancellor, Pro-Chancellor, and Vice-Chancellor) or if it cannot meet, to the Vice-Chancellor who is authorised to act independently. Any actions must be reported back to the Executive Committee and the full Council as soon as practicable, and Council retains the responsibility to review all actions taken.

### 1.61. NATIONAL CIVIL DEFENCE AND EMERGENCY MANAGEMENT

"Civil Defence" in New Zealand is overseen by the Ministry of Civil Defence and Emergency Management, with regional and local government civil defence organisations managing local events. The role of Civil Defence in NZ is to:

- improve and promote the sustainable management of hazards;

- encourage and enable communities to achieve acceptable levels of risk;

- provide for planning and preparation for emergencies and for response and recovery in the event of an emergency;

- require local authorities to co-ordinate, through regional groups, planning, programmes, and activities related to civil defence emergency management across the areas of reduction, readiness, response, and recovery, and encourage co-operation and joint action within those regional groups;

- provide a basis for the integration of national and local civil defence emergency management planning and activity through the alignment of local planning with a national strategy and national plan; and

- encourage the co-ordination of emergency management, planning, and activities related to civil defence emergency management across the wide range of agencies and organisations preventing or managing emergencies under this Act and the Acts listed in section 17(3).

*[Extracted from section 3 Civil Defence Emergency Management Act (2002)]*

## APPENDIX THREE: GLOSSARY

| Acronym | Meaning |
|---|---|
| ALP | Ambulance Loading Point – CIMS |
| ALS | Advanced Life Support |
| AOS | Armed Offenders Squad (NZ Police) |
| AREC | Amateur Radio Emergency Corps – NZ Amateur Radio Transmitters Assoc |
| Assembly Area (AA) | An incident facility defined in CIMS as an area for personnel to rest, eat and perform maintenance and other tasks before being tasked.  Can be some distance from the incident. |
| BLS | Basic Life Support |
| Brigade Inlet Key | A special key to unlock fire alarm panel enclosures, sprinkler inlet enclosures, riser enclosures and other access hatches and panels. |
| CAT1A | USAR Awareness training course/certified |
| CAT1R | USAR Responder training course/certified |
| CAT2 | USAR Technician training course/certified |
| CAT3 | USAR Manager training course/certified |
| CCC | Christchurch City Council |
| CCP | Casualty Collection Point |
| CD | Civil Defence |
| CDEM | Civil Defence Emergency Management |
| CDEMG | Civil Defence Emergency Management Group |

| | |
|---|---|
| CIMS | Coordinated Incident Management System – the incident management system used by Canterbury University, all Emergency Services in New Zealand and most large organisations and government departments. |
| CIMS 2 | Coordinated Incident Management System Level 2 Training |
| CIMS 4 | Coordinated Incident Management System Level 4 Training |
| CISD | Critical Incident Stress Debriefing |
| CT | Counter Terrorism |
| DDoS | Distributed denial of service - A denial of service technique that uses numerous systems to perform the attack simultaneously |
| DHB | District Health Board |
| DOC | Department of Conservation |
| DPMC | Department of Prime Minister & Cabinet |
| DTL | Deputy Team Leader (same as 2IC) |
| DVI | Disaster Victim Identification (NZ Police) |
| ECAN | Environment Canterbury |
| EMO | Emergency Management Officer |
| EMO | Emergency Management Office (usually at Group/Regional level) |
| EOC | Emergency Operations Centre |
| ERP | Emergency Response Plan |
| FAP | Fire Alarm Panel |
| HAZMAT | Hazardous Materials |
| HB | Heli Base – CIMS |

| | |
|---|---|
| HF | High Frequency 3-30MHz |
| HP | Heli Pad – CIMS |
| HSNO | Hazardous Substances and New Organisms |
| IAP | Incident Action Plan |
| IC | Incident Controller – CIMS |
| ICP | Incident Control Point – CIMS |
| IED | Improvised Explosive Device |
| IMT | Incident Management Team |
| Incident Control Point (ICP) | An incident facility defined by CIMS as the point from which the Incident Management Team work.  Ideally an ICP has a view of the incident and is supplied with all the communications, administrative and other resources an IMT needs. |
| INSARAG | United Nations International Search & Rescue Advisory Group |
| LGITO | Local Government Industry Training Organisation |
| LOC | Level of consciousness |
| Malware | Software that compromises the operation of a system by performing an unauthorised function or process. |
| MCDEM | Ministry of Civil Defence & Emergency Management |
| MCI | Mass Casualty Incident |
| MIC | Media Information Centre |
| MOH | Ministry of Health |
| NCDEMP | National Civil Defence Emergency Management Plan |

| NCMC | National Crisis Management Centre – the national Emergency Operations Centre located under the Beehive. (Operated by National Emergency Management Agency [NEMA]) |
|------|------|
| NFPA | National Fire Protection Association (International – USA) |
| NGO | Non-Governmental Organisation |
| NZDF | New Zealand Defence Force |
| NZFS | New Zealand Fire Service |
| NZRT | New Zealand Response Team (Registered by MCDEM) |
| NZTF | New Zealand Task Force (USAR – Operated by NZ Fire Service) |
| OIC | Officer in Charge |
| OCHA | United Nations Office for the Coordination of Humanitarian Affairs |
| ODESC | Officials Committee for Domestic and External Security Coordination |
| OSOCC | On Site Operations Coordination Centre (UNDAC) |
| PHEC | Pre-Hospital Emergency Care (Advanced First Aid) |
| PIM | Public Information Manager |
| PPE | Personal Protective Equipment |
| Ransomware | A piece of malware that encrypts all files to which it has write access, including through enumerating shares on a connected network that the user of the infected computer may not even know he has access to. |
| RAPID® | Response And Preparedness in Disaster project (by MCDEM) |
| RCCNZ | Rescue Coordination Centre of NZ (National Aviation & Marine SAR ICC) |
| REDR | Register of Engineers for Disaster Relief |

| | |
|---|---|
| Rescue Tender Pump Rescue Tender | A fire appliance that carries light rescue equipment including hydraulic cutters and spreaders, high pressure air bags, chainsaws, cut-off saws and other tools.  A Pump rescue tender is also a firefighting appliance. |
| Responder | Often used to refer to a qualified member of UC's Response Team |
| SA | Staging Area – CIMS |
| Safe Forward Point (SFP) | An incident facility defined in CIMS as the closest point to the incident that is still safe.  Responders normally enter the inner cordon here and personnel tracking systems are often set up here. |
| SAM | Search Assessment Marking. An international marking system is for providing a summary of the results of a search carried out in a structure – spray painted close to the main entrance of a building in orange |
| SAR | Search & Rescue |
| SATCOM | Satellite Communications (example Iridium or INMARSAT) |
| SEM Group | Strategic Emergency Management Group |
| SITREP | Situation Report |
| SKED | Scheduled radio telephone traffic |
| SMEAC | A mnemonic to assist in structuring briefings (usually short tasking briefings)<br>Situation, Mission, Execution, Administration, Command & Communications |
| Staging Area (SA) | An incident facility defined in CIMS as an area at which responders can assemble, be briefed, gather, and prepare equipment.  A Staging Area will normally be between the inner and outer cordons and be close to the incident ground. |
| STG | Special Tactics Group (NZ Police) |
| TA | Triage Area – CIMS |

| | |
|---|---|
| Task Force | A Task Force is either a group of Fire Service vehicles sent to a region affected by a major incident to support operations, or an Urban Search and Rescue (USAR) Taskforce operated by the Fire Service and focussed on structural collapse rescue. |
| TL | Team Leader |
| TLA | Territorial Local Authority |
| Triage | The process of sorting the injured into categories to give priority of treatment to those who will benefit the most. Reverse Triage concentrates on "doing the best for the most with the least [resource]", the most badly injured may be left in order to focus resources on those who have a better chance of survival. |
| UC | University of Canterbury |
| UNDAC | United Nations Disaster Assessment Coordination |
| USAR | Urban Search and Rescue |
| VHF | Very High Frequency (30-300MHz) |
| Victim Marking | An international marking system used by reconnaissance and rescue teams to identify likely or actual survival points or victims. |
| VMA | Vehicle Marshalling Area |

## VERSION CONTROL

| Version | Action | Approval Authority | Action Date |
|---|---|---|---|
| Version 1.0: | New Plan developed | Chair, Senior Management Team | May 2008 |
| Version 2.0: | Major review and update of Plan | Chair, Senior Management Team | June 2014 |
| Version 3.0 | Major review and update of Plan | Chair, Senior Management Team | July 2017 |
| Version 4.0 | Major review and update Plan | Emergency Management and Business Continuity Manager | April 2023 |