EMERGENCY MANAGEMENT POLICY

Section	Risk Management
Contact	Risk Management Office
Last Review	September 2016
Next Review	September 2021
Approval	C17/12
Effective Date	March 2017

Purpose:

The purpose of this policy is to provide a mandate for emergency management activities within the University, and to facilitate appropriate decision-making that protects life, limits damage and minimises business disruption for the benefit of the University, its communities, and its operations.

Policy:

General

Massey University will prepare for emergency events by having an effective emergency management system that leads to a reduction in risk and an increase in organisational resilience.

As such the University is committed to the ongoing support for emergency management arrangements at Massey University.

Massey University aims to become a leader in the institutional emergency management sector by developing good practices based on empirical evidence and contemporary research.

Massey University endorses and adopts the principles of emergency management as published by the International Association of Emergency Managers, which, contextualised to the Massey's situation, are:

That emergency management must be:

1. *Comprehensive* – all hazards, all phases [risk reduction, readiness, response and recovery], all stakeholders and all impacts relevant to emergencies are considered.

2. *Progressive* – future emergency events are anticipated and preventive and preparatory measures are taken to build disaster-resistant and disaster-resilient communities.

3. *Risk-driven* – sound hazard identification and risk management principles are used in assigning priorities and resources.

4. *Integrated* – unity of effort is ensured among all levels of the University and all elements of a community.

5. *Collaborative* – broad and sincere consultative relationships with individuals and organisations are created and sustained to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

6. *Coordinated* – activities of all relevant stakeholders are synchronised to achieve a common purpose.

7. *Flexible* – creative and innovative approaches are used to solve emergency challenges.

8. *Professional* – a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship and continuous improvement is valued.

Massey University shall develop and maintain an emergency management framework which sets out the University's vision, mission, goals and objectives for emergency management and sets up structures for the enduring coordination of effective emergency management arrangements at the University.

Massey University will provide information regarding what to do in an emergency to staff, students and visitors.

Risk Reduction

Risks identified though emergency management activities shall be entered into the University's Risk Register and managed in accordance with the University's Risk Management Policy and Risk Management Framework.

Readiness

Massey University will develop and maintain, through periodic review and testing, emergency response plans, including, but not limited to:

1. Massey University Crisis Management Plan
2. Emergency Communications Plan
3. Campus Emergency Response Plans

Massey University may develop sub-plans and/or Standard Operating Procedures (SOPs) where a need is identified. Any sub-plans or SOPs must be consistent with higher-level plans, the framework and this policy.

Massey University will provide equipment and training required to ensure an effective response to identified emergency events.

External organisations that provide contracted services to Massey University and organisations who are tenants of Massey University must develop emergency plans that are consistent with those of the University. These organisations are responsible for their own equipment and training; however, Massey University will provide access to relevant documentation which supports their emergency planning.

Response

The University endorses and adopts the Co-ordinated Incident Management System (CIMS) as the basis for the Massey University Emergency Management System (MUEMS).

The Massey University Emergency Management System (MUEMS) is used for the management of all emergency events, including Incidents (Level 1), Local Emergencies (Level 2) and University Emergencies (Level 3).

Any directions given by the National CDEM Controller or a CDEM Group or Local CDEM Controller during a declared state of emergency, takes precedence over those of the University Crisis Management Team Leader and/or the Vice-Chancellor, or delegate.

Delegations of Authority

The University Council delegates authority to the Vice-Chancellor to take all steps necessary to protect life, prevent or limit further injury, prevent or limit harm to the environment and University infrastructure and assets, and to protect the University's core business of teaching and research in the lead up to, during and directly after an emergency event.

During an emergency event, the Vice-Chancellor may sub-delegate this authority to the University Crisis Management Team Leader.

The Vice-Chancellor delegates authority to members of the MUEMS as follows:

> The University acknowledges that, during an event, first responders must make decisions and take action to protect life, prevent or limit further injury, prevent or limit harm to the environment and University infrastructure and assets, noting it is likely that first responders may be Massey security and trained staff.

> Accordingly, the Vice-Chancellor delegates authority to first responding staff to make decisions and take actions believed to assist with the successful resolution of the situation, or until such time as the MUEMS is operating effectively, whichever occurs first.

> When the MUEMS is operating, the Vice-Chancellor approves the release of staff from their regular duties for the duration of the staff member's involvement in the MUEMS.

In the event of an Incident (Level 1) the Vice-Chancellor delegates authority to the Incident Controller/ Departmental Management to make decisions and respond appropriately, noting the requirement to advise the Vice-Chancellor (or delegate) and Campus Registrar of the decisions made as soon as practical.

The University Council delegates authority to the Vice-Chancellor (or the Vice-Chancellor's delegate) to, on the advice of the Campus Response Coordinator, declare:

1. A Local Emergency (Level 2), or
2. A University Emergency (Level 3).

In a situation where the Vice-Chancellor (or delegate) cannot be contacted for initial advice, the University Council delegates authority to each Campus Registrar (or the Campus Registrar's delegate) to, on the advice of one or more Incident Controller/s, declare a Local Emergency (Level 2) for their Campus.

During a Local Emergency or University Emergency, the University Crisis Management Team Leader may direct:

- The closure of part or all of one or more campuses (including the securing of Campus sites).
- The evacuation of any University building or open space.
- The suspension of University operations.
- The activation of the Business Continuity Plan(s).

Communications

When a Local Emergency or University Emergency is declared, the University Crisis Management Team Leader shall, as soon as practicable, and within 24 hours, advise the University Council of the emergency. If communication systems are affected and the University Council cannot be contacted, the University Crisis Management Team Leader will advise them of the Emergency as soon as possible.

Communication with the wider University Community will be undertaken in accordance with the timelines and systems described in the Emergency Communications Plan

Only the following people are authorised by University Council to speak to the media in relation to an Incident or Emergency:

- The Vice-Chancellor, or Vice –Chancellors nominee, or
- A member of staff nominated by the University Crisis Management Team Leader (usually the University Public Information Manager).

Recovery

Massey University's emergency management recovery arrangements shall be effectively integrated with business continuity and IT disaster recovery arrangements.

In addition to business continuity and IT disaster recovery arrangements, Massey University will develop effective plans and procedures that promote holistic recovery of the University and its communities.

Roles and Responsibilities

Council of the University – Approves the Massey University Emergency Management Policy. Seeks periodic assurance from management that the Strategic Emergency Management Framework has been implemented and is operative.

Senior Management – Responsible for the implementation of the Massey University Strategic Emergency Management Framework, including resourcing, planning, training, testing, monitoring and review of the emergency management preparedness at Massey University.

Definitions:

Levels of Emergency Event

Level 1: Incident refers to any event that: affects a person or people in one location (such as a building or campus) and requires an immediate, formal emergency response, but can be managed effectively by local management and response personnel; has little or no impact on the operations of a campus or the University and there is no need for emergency communications.

NOTES: 1. Incidents are often managed in accordance with Sub-Plans/Departmental Emergency Response Plans and using business as usual structures.

NOTES: 2. Refer to definitions of "location".

Level 2: Local Emergency refers to an event that: directly affects people in one location (such as a campus); has significant impact on the operations of one campus; places a high level of demand on local management and response personnel, or requires significant coordination of internal and external resources, and may result in the activation of the Emergency Communications Plan and/or the University Crisis Management Team.

NOTES: 1. Refer to definitions of "location".

Level 3: University Emergency refers to an event that: directly affects people in more than one location; and/or has a significant impact on the operations of the University; cannot be effectively managed by local management and response personnel, or requires significant coordination of internal and external resources and results in the activation of the Emergency Communications Plan and the University Crisis Management Team.

NOTES: 1. Refer to definition of "location".

Alphabetical Listing of Terms

Business Continuity is "the uninterrupted availability of all key resources supporting essential business functions" (Australian National Audit Office, 2000).

CDEM means Civil Defence Emergency Management.

NOTES: 1. The terms, "Civil Defence", "Emergency Management" and "Civil Defence Emergency Management (CDEM)" are, in the New Zealand context, interchangeable.
2. Refer to "emergency management" for a definition of CDEM.

Coordinated Incident Management System (CIMS) is a structure to systematically manage emergency incidents (New Zealand Fire Service Commission, 1998).

NOTE: 1. Massey University has adopted the CIMS structure for use primarily during Local Emergencies (Level 2) and University Emergencies (Level 3).

Emergency event refers to any occurrence, whether natural, social or technological that impacts on one or more staff members, students or stakeholders of Massey University, but does not include occurrences that affect only information communications technology systems (as these are managed in accordance with the IT Disaster Recovery Plan).

NOTES: 1. The term "emergency event" covers Incidents (Level 1), Local Emergencies (Level 2) and University Emergencies (Level 3).

2. The terms "emergency event" and "event" are used interchangeably, and their usage depends on the audience of the document – "emergency event" should be used where there is a possibility that "event" may be confused with a scheduled, planned activity or function such as a graduation ceremony.

Emergency management means the application of knowledge, measures, and practices that: are necessary or desirable for the safety of the public or property; and are designed to guard against, prevent, reduce, or overcome any hazard or harm or loss that may be associated with any emergency; and includes, without limitation, the planning, organisation, co-ordination, and implementation of those measures, knowledge, and practices.

Hazard refers to a potentially damaging physical event, phenomenon or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation (Inter-Agency Secretariat of the International Strategy for Disaster Reduction, United Nations, 2004, p. 24).

NOTES: 1. Massey University interprets the term "hazard" as an occurrence or event that is an actual or potential cause of harm to people or damage to property.

IT Disaster Recovery relates to policies, procedures, plans and systems for the recovery of information technology systems immediately after an emergency event.

Location refers to any of the following: a workplace, building, campus (Manawatu, Albany, Wellington), site (such as Hokowhitu, East Precinct, Keeble's Block, the site of a field trip) or non-geographic grouping (such as extramural students).

Massey University Strategic Emergency Management Framework ("the Framework") is an overarching document that outlines the vision, mission, principles, goals and objectives of emergency management at Massey University; how emergency management arrangements at the University relate to other (internal and external) arrangements.

Massey University Emergency Management System (MUEMS) is a structure for managing emergency events which is based on the Co-ordinated Incident Management System.

Risk Management means coordinated activities to direct and control an organisation with regard to risk (Standards Australia/Standards New Zealand, 2009).

Risk Management Policy sets out Massey University's commitment to ensuring that risk management forms part of its internal control and corporate governance arrangements.

Risk Management Framework outlines the structure and organisational arrangements for designing, implementing, monitoring, reviewing and continuously improving risk management processes throughout Massey University.

University Crisis Management Team Leader is the person appointed to manage the strategic response and recovery to an emergency and provide input into crisis communications. This is usually filled by the Vice-Chancellors nominee.

Audience:

All staff, organisations who are tenants of the University and external organisations that provide contracted services to the University.

Relevant legislation:

Health and Safety at Work Act 2015
Civil Defence Emergency Management Act (2002)
Crimes Act (1961)

Legal compliance:

Health and Safety at Work (General Risk and Workplace Management) Regulations 2016:

Section 14: Duty to prepare, maintain, and implement emergency plan
(1) A PCBU must ensure that an emergency plan is prepared for the workplace.
(2) The emergency plan must—
  (a) provide emergency procedures, including—
    (i) an effective response to an emergency; and
    (ii) evacuation procedures; and
    (iii) procedures for notifying emergency service organisations at the earliest opportunity; and
    (iv) medical treatment and assistance procedures; and
    (v) procedures to ensure effective communication between the person authorised by the PCBU to co-ordinate the emergency response and all other persons at the workplace:
  (b) provide for testing of the emergency procedures, including the frequency
  of testing:
  (c) provide for information, training, and instruction to be given to relevant workers in relation to implementing the emergency procedures.
(3) The PCBU must maintain the emergency plan for the workplace so that it remains effective.
(4) In complying with sub clauses (1) to (3), the PCBU must have regard to all relevant matters, including—
  (a) the nature of the work being carried out at the workplace:
  (b) the nature of the hazards at the workplace:
  (c) the size and location of the workplace:
  (d) the number and composition of the workforce at the workplace.
(5) The PCBU must implement the emergency plan for the workplace in the event of an emergency.
(6) A PCBU who contravenes this regulation commits an offence and is liable on conviction,—
  (a) for an individual, to a fine not exceeding $10,000:
  (b) for any other person, to a fine not exceeding $50,000.

Civil Defence Emergency Management Act (2002):
- Section 8 provides for the National [Civil Defence Emergency Management] Controller to, during a state of national emergency, "direct and control for the purposes of this Act the resources available for civil defence emergency management" (Civil Defence Emergency Management Act, 2002, s.8).

- Section 9 empowers the Director of Civil Defence in the event of a declared civil defence emergency to acquire all resources necessary for the response. Such powers will override Massey University's policy in these circumstances.
- Section 28 provides for the Group or Local [Civil Defence Emergency Management] Controller, during a state of local emergency, to "direct and co-ordinate... the use of the personnel, material, information, services, and other resources" (Civil Defence Emergency Management Act, 2002, s.28).

Crimes Act (1961):

- Section 151: The University has a duty without lawful excuse to provide the necessities of life to those who depend on the University. This applies to all persons in the University who have de facto charge of other people (such as lecturers and tutors who have de facto care of their students).

Related procedures / documents:

Massey University Strategic Emergency Management Framework
Risk Management Policy
Risk Management Framework
Emergency Communications Plan
Campus Emergency Response Plan
University Crisis Management Plan
AS/NZS IS0 31000:2009: Risk Management – Principles and Guidelines

Document Management Control:

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