

Ara Incident Management Plan

Anybody identifying an Ara emergency or crisis situation is responsible for performing each of the following actions:

1.	<p>Assess the situation and determine if there are any danger or health & safety issues.</p> <p>In the event of danger or serious health & safety issues on the City or Woolston campuses</p> <p style="text-align: center;">Dial 9999 during work hours.</p> <p>[After hours this will go directly to National Police Fire Ambulance Emergency Services]</p> <p>After hours Dial Security on 8076 (03 940 8076 on any phone)</p> <p>If the incident is on another campus or Off-site Dial Health and Safety Manager on 027 540 8370 plus the relevant Manager</p> <p>Follow the instructions of the appropriate emergency personnel.</p>
2.	<p>Verify the credibility of the information/event as best as possible. Then immediately notify the next most relevant individuals e.g. Security, Line Manager, etc.</p> <p>If practical and safe, prevent the situation getting worse.</p>
3.	<p>Undertake a rapid impact assessment to provide others with a high-level overview of the situation, including:</p> <ul style="list-style-type: none"> a What has happened? b Are there any people injured? (plus initial estimates on how many, how badly and where they are) c Is there further risk of this event escalating or for more people to be put in danger? d Is there significant damage, if so, where?
4.	<p>The Contact Centre will notify the Health and Safety Manager when there is an incident and the Health and Safety Manager will notify the CE (or delegate) if necessary.. The CE (or delegate) then decides if the Incident Management Team should be activated. Remember: it is better to be conservative and have people ready to respond should the event escalate, than to underestimate a situation.</p>
5.	<p>Record all actions taken along with names and times.</p>

Incident Management Log

DATE:

INCIDENT:

Task	Who	When	Resources Allocated	Progress/Comment

	Date	Time
INCIDENT MANAGEMENT TEAM'S WORK COMPLETED	/ /	
ACTION PLAN / EVENT LOG PASSED TO BUSINESS RESUMPTION TEAM	/ /	

Activation Levels

Activation Level	Event Type	Examples
Level 1: Full activation of the Incident Management Team	High impact event Life and/or property at risk Large area affected (City/Province) Business interruption Longer term (longer than one day)	Severe weather event Major earthquake Violent event / Active shooter on campus Major fire Pandemic
Level 2: Partial activation of the Incident Management Team	Medium impact event Life and/or property at risk Campus only affected Some outside services involved Some disruption to normal operations Medium term (typically within one day)	Marginal weather event predicted Minor/medium earthquake Off campus incident Off campus accident involving staff or students Hazardous substance alert Significant Fire Flooding Bomb threat Planned protest event of large scale Pandemic pre-notification Technology Incident
Level 3: Normal Day-to-Day operations (on-going monitoring)	Small impact incidents Part of campus only affected Short term (less than five hours)	Minor accidents on campus Individual medical emergency/suicide Traffic disruptions Infrastructure failure

Dial 9999 on Campus during work hours.

[After hours this will go directly to National Police Fire Ambulance Emergency Services]

After hours Dial Security on 8076 (03 940 8076 on any phone)

If the incident is Off-site Dial Health and Safety Manager on 027 540 8370 plus the relevant Manager

Follow the instructions of the appropriate emergency personnel. AraIncident Management Plan

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1 Incident Management Principles

1.1 Adoption of Coordinated Incident Management System

Ara endorses and adopts the Coordinated Incident Management System (CIMS) for the management of significant critical incidents that should arise.

Further information on CIMS can be found at:

<https://www.civildefence.govt.nz/assets/Uploads/publications/CIMS-2nd-edition.pdf>

1.2 Individual Responsibility

- a In the event of a major emergency Ara acknowledges the need for non-critical staff to attend to the safety and well-being of their own families.
- b Critical staff should consider contingency plans in advance for both themselves and for their families.
- c Always ensure your own safety in the first instance.

1.3 In the event of a critical incident at Ara the Incident Management and Business resumption Policy confirms:

- a The first responders on the scene have delegated authority from the Chief Executive (CE) to take any necessary steps to safeguard life and secure property. The first responders will control the situation until responsibility is assumed by Ara Security, Incident Management Team member or external agencies (Fire, Police, and Ambulance).
- b The Incident Controller (in the first instance, the Facilities Manager, until appointment made by the Incident Management Team) (IMT) has delegated authority from the CE to make immediate operational decisions necessary to preserve the safety and security of Ara staff and students. This may include the secondment of facilities, equipment, other resources, and expertise to expedite the response from both within and outside Ara. The Incident Controller has authority to assign tasks and delegate responsibilities within both the Incident Management Team (IMT) and the wider Ara community.
- c The IMT will make an “activation level” decision and if necessary establish an Ara Incident Operations Centre (Ara IOC). See section 3.3 for activation levels and notifications.
- d The CE approves the suspension of core responsibilities and/or duties during the response and recovery phases for any employees or students who are part of Ara’s Incident Management Team structure.
- e Where it is considered necessary to “declare a localised emergency” at Ara, the **Incident Management Team will**, as soon as it is feasible to do so, **make a formal declaration to the Ara community**.

Such a declaration will include as relevant:

- i communication as to the nature of the incident
 - ii closure of part or all of the campuses
 - iii evacuation of non-essential personnel
 - iv suspension of business activity
 - v activation of the Business Resumption Plan
- f The only person (or persons) authorised to speak to the media on behalf of Ara in a planned event or critical incident are the CE and the Communications Manager (or designate). While the Incident Controller must not be distracted from their main duties, they are also permitted to speak publicly if it is deemed necessary by the CE or the Communications Manager.

2 Assessing Damage and Impact

2.1 Determining the Status and Level of an Incident

One of the primary tasks in an emergency is to determine whether an actual or pending incident is likely to become sufficiently serious to warrant mobilising an Incident Management Team.

A critical incident situation can be defined as any extraordinary event that challenges the ordinary activities and/or responses of the institute's students and/or staff. This can include situations that cause or have the potential to cause:

- i Harm to students
- ii Harm to staff
- iii Disruption to the delivery of learning
- iv Litigation
- v Loss of key staff member(s)
- vi Loss of facilities
- vii Significant financial/economic loss

These all may have medium to long-term effects and / or result in adverse publicity.

The needs of each critical incident will be different and the response to each may need to be tailored to each situation.

The first task is the assessment of the extent of the damage and impact on the organisation's key business processes.

The effect of the disaster should be reviewed by examining each area of the business that has been affected and assessing the impact on the various business activities. It is vital at this point not to overlook cross dependencies of affected processes to other processes. For each affected business process there should be a preliminary estimate of the recovery time involved with restoring normal operations.

2.2 Emergency Services

It is likely that there will be an involvement of the public emergency services in any incident recovery situation where there is danger to human life or serious damage to property and assets. The emergency services will initially deal with the actual emergency event such as a fire, flood, accidental spillage of toxic material, etc. They will concentrate their efforts on the protection of human life and also in minimising the impact of the emergency event on premises and assets wherever possible. The emergency services will need to liaise with responsible individuals from the organisation who can provide information that they may require.

The emergency services have specialists who can provide advice on how to prepare for the outcome of such situations. Once the emergency situation is brought under control, the emergency services will hand over the situation to the responsible officials representing the organisation. This will normally be the Incident Management Team.

2.3 Anybody identifying an emergency or crisis situation is responsible for performing each of the following actions:

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4.	<p>The Contact Centre will notify the Health & Safety Manager when there is an incident and the Health & Safety Manager will notify the CE (or delegate) if necessary. The CE (or delegate) then decides if the Incident Management Team should be activated.</p> <p>Remember: it is better to be conservative and have people ready to respond should the event escalate, than to underestimate a situation.</p>
5.	<p>Record all actions taken along with names and times.</p>

2.4 Incident Management Log

Incident management team members can open the CQCommand Incident Management digital system. This has the facility to record actions and a timeline for later review.

<https://connect.cqcommand.com/>

The paper based log at the front of this plan can be used in the interim.

3 Activating an Incident Management Team (IMT)

3.1 Activation of the Incident Management Team

The activation of the IMT will be at the discretion of the Chief Executive (*or designate) depending on the nature of the incident.

The IMT can be activated using the CQCommand emergency management system (TXT or email). Refer to Lockdown and communications initiation process, H&S Manager.

Note: * In accordance with the Incident Management Policy, the Incident Controller will typically be the Facilities Manager or either one of the following:

- i DCE Chief Operating Officer
DCE People, Performance and Adaptability

In the event that none of the three designated senior staff are available, a Senior Management Team (TKM) member will assume the role of Incident Controller until the IMT appoint the Incident Controller.

On receiving any alert during working hours through the 9999 call centre phone system, an Ara call centre operator will alert the emergency services to any incident requiring their attendance. In the case of Fire, most buildings contain fire safety systems which automatically alert Fire and Emergency

All but the most minor emergency incidents will be reported by call centre staff to the H&S Manager and relevant Health Centre, Security or Facilities Management staff. The H&S Manager will advise the CE and appropriate senior management staff where necessary.

a Membership

The IMT will include:

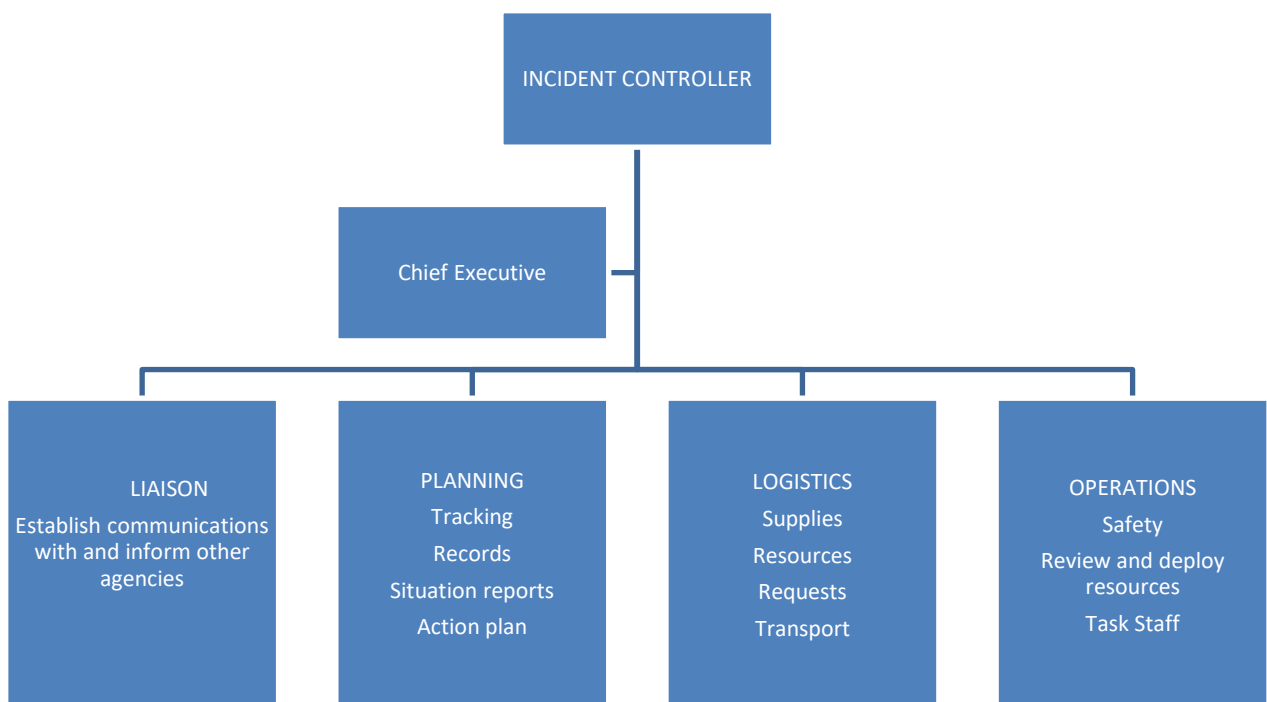
- i Facilities Manager
- ii Health and Safety Manager
- iii DCE Chief Operating Officer
DCE People, Performance and
Adaptability
Communications Manager

If any of the above is not available the most senior person available in their respective areas shall represent them.

The IMT will also co-opt as required. Co-opted members may include:

- i Health Centre representative
 - ii Counsellors
 - iii Facilities Staff
 - iv Heads of School/Managers where appropriate
 - v Kaiarahi
 - vi Manager, Information and Records
 - vii Others as appropriate
- b Incident Operation Centre
On activation of the IMT, members shall report to the Incident Operation Centre (IOC) initially located in Facilities Management, FM block, Williams Street.
- c Life of the IMT
The Incident Management Team will normally have a life of between one and 48 hours at which point it will then hand over to the Business Resumption Team.

3.2 Roles and Functions of the Incident Management Team



- a Managing the Emergency
- i Ensuring the immediate safety of students and staff.
 - ii Preparing a planned approach to manage the incident.
 - iii Putting in place the necessary support systems appropriate to the Incident.
 - iv Reviewing the situation frequently and altering the approach as required.
 - v The Incident Controller (IC) is authorised to requisition and use any resources held by Faculties and Divisions.
 - vi No physical Ara resources are to be removed from the site during the duration of an emergency unless authorised by the Incident Controller (IC).

- b Post Incident Response
 - i Organising a debriefing to review the recent incident, what went well, what didn't go well, make recommendations for improvement.
 - ii Preparation of a brief report on the activities undertaken. The report will include the Action Plan/Event Log, who was notified and when, action taken by members of the team together with comments and actions outstanding. The report should be given to the Leader of the Business Resumption Team and distributed to Senior Management, as appropriate.
 - iii Provision of a facility for staff and students to receive follow up support/ counselling etc. as required.
 - iv Allowing staff in the team and other directly involved staff to share their responses, feelings, reactions, concerns and provide follow up support if required.

c Looking after People

If the incident has resulted in a situation which would cause concern to any Ara student or employee's immediate family such as hospitalisation or injury it will be necessary to notify their immediate family members urgently and appropriately.

Only the Chief Executive or Communications Manager or delegate is authorised to release information to the media or families of students or staff affected by an emergency.

Note that the Police must handle advice of the death of any person.

Communications with families need to be handled with sensitivity and care in order not to further increase the level of distress to the persons being notified. The person notifying will have access to counselling service contact numbers in order to be able to offer this type of support and advice.

The following functions are performed by the Incident Management Team. It is important to note that, depending on the nature of the incident, multiple functions may be performed by a single manager or require the separation of one function to two managers.

d Functions of the Members of the Incident Management Team

i Incident Controller

The Incident Controller takes control at an incident and manages directly or appoints people to CIMS management positions. Responsibilities include:

- Assess the situation
- Determine Lead Agency and Support Agencies
- Appoint, brief and task staff
- Establish Incident Control Point
- Ensure coordination of media/public information
- Maintain safe practises
- Debrief following the incident

ii Liaison

The Liaison Officer works directly for the Incident Controller or Response Coordinator as the contact for other agencies assigned to an incident. Responsibilities include:

- identify counterparts from each agency
- establish communications with other agencies
- ensure agencies are well informed
- identify existing or potential interagency problems

iii Planning

The Planning/Intelligence Officer collects information, analyses it, and makes plans based on it. Responsibilities include:

- Understand the strategic direction
- Determine information needs
- Maintain maps and display boards
- Track incident/resources status
- Conduct planning meetings

iv Logistics

The Logistics Manager supports the response by providing and maintaining facilities, services and materials. Responsibilities include:

- Estimate future service and support requirements
- Prepare to provide supplies, facilities, communications, medical, catering, refuelling, mechanical and traffic support as required
- Appoint, brief and task staff
- Track costs and offer incident financial advice
- Advise Operations of resource availability

v Operations

The Operations Manager directs response operations and is normally the first position appointed. Responsibilities include:

- Determine the Operations management structure
- Appoint, brief and task staff
- Establish staging areas
- Assemble and deploy resources
- Ensure safety and welfare of personnel

3.3 Activation and Notification Levels for a Ara Incident Plan

Activation Level decisions are made by the Incident Controller (IC) based on knowledge of the situation.

If the IC declares a localised emergency at Ara, the IC will make a recommendation to the IMT who will make a formal declaration to the campus community.

Declaration allows for:

- i Communication as to the nature of the incident
- ii Closure of part/all of campuses
- iii Evacuation of non-essential people
- iv Suspension of business activity
- v Activation of the Incident Management Plan (IMP)

a Full activation

Level 1
Full activation of CPIT Incident Management Plan
High impact event Life and/or property at risk Large area affected (City/Province) Business interruption Longer term (longer than one day)

Activate

- i Incident Management Team
- ii Incident Operations Centre

Notify

- i Emergency Services
- ii Chief Executive
- iii Incident Controller
- iv Incident Management Team
- v Affected Staff
- vi Insurance Broker

Examples

- i Severe weather event
- ii Major earthquake
- iii Violent event/Active shooter on campus
- iv Major fire
- v Pandemic

b Partial Activation

Level 2
Partial activation of CPIT Incident Management Plan
Medium impact event Life and/or property at risk Campus only affected Some outside services involved Some disruption to normal CPIT operations Medium term (typically within one day)

Activate

- i Key Incident Management Team members

Notify

- i Emergency Services
- ii Chief Executive
- iii Affected Staff
- iv Insurance Broker

Examples

- i Marginal weather event predicted
- ii Minor/medium earthquake
- iii Off/on campus accident involving staff or students
- iv Hazardous substance alert
- v Significant Fire
- vi Flooding
- vii Bomb threat
- viii Planned protest event of large scale
- ix Pandemic pre-notification
- x A major technology incident such as a widespread cyber attack.

c Normal Operations

Level 3
Normal Day-to-Day operations (on-going monitoring)
Small impact incidents Part of campus only affected Short term (less than five hours)

Activate

- i Ara Staff involved only
- ii Ara Security (possibly)

Notify

- i Incident Controller
- ii Chief Executive
- iii Any affected staff

Examples

- i Minor accidents on campus
- ii Individual medical emergency/suicide
- iii Traffic disruptions
- iv Infrastructure Failure

4 Preparing the Incident Action Plan

The Incident Action Plan is designed to enable Ara staff to respond appropriately and effectively in an on-site emergency to limit casualties and material damage, to remain self-sufficient until other assistance is available and to continue or resume operations using the existing chain of command and staff, having minimised disruption.

It may become necessary for key personnel to locate in a central area to facilitate the gathering of information, decision making, co-ordination of actions and to establish and maintain appropriate lines of communication internally and externally.

The plan will follow the CIMS, (Coordinated Incident Management System) familiar to all NZ Emergency Services. Refer CIMS Manual held by H&S Manager.

Following on from the assessment phase of an incident, an Incident Action Plan needs to be prepared. As this will be prepared once the disruptive event has occurred, it is likely to initially be an outline plan only as the most important requirement will be to mobilise the resources towards recovery as fast as possible. Nevertheless, in order to be effective, the process must be carefully planned and structured. The immediate disaster may be over and contained – it is important that the response now although timely, is not panicked!

The Incident Action Plan will identify those areas which need to be addressed immediately and will establish a prioritised sequence for the recovery process to proceed. Activities will, wherever possible, be carried out simultaneously but the critical path must be identified to ensure that those activities directly on the critical path receive the highest priority.

The Incident Action Plan will list the activities that need to be carried out in priority sequence and which persons or teams are responsible for completing those tasks. Where suppliers and vendors are required to supply goods or services as part of the recovery process then these activities will be involved also.

To ensure the ability of the Ara to:

- i Assist casualties and maintain records
- ii Provide shelter, comfort and food to the remaining property occupants
- iii Secure buildings from further damage (fire, water, gas, theft etc.)
- iv Evaluate the safety of buildings promptly
- v Establish and maintain communication with other services
- vi Facilitate early resumption of business
- vii Establish and manage a “welfare centre” for staff and the local community.

4.1 Keeping Everyone Informed

During each phase it is extremely important that all affected persons and organisations are kept properly and fully informed.

People are much more inclined to be sympathetic, patient and understanding if they are kept regularly informed of both the situation and the efforts that the organisation is making to recover.

Parties requiring regular communication will likely include:

- i Students
- ii Ara Council
- iii Management and Staff
- iv Neighbours
- v Local Authorities or industry regulatory bodies
- vi Insurance broker/loss adjustors
- vii Suppliers and creditors
- viii Contractors
- ix Joint venture partners

The most important communications area to be considered is in notifying students about the impact on programme delivery. At an early stage in the process a list of students who may be affected by the outage or damage should be compiled by the Registry Manager. An estimate should be made of the delays and possible contingency plans and each student notified accordingly. Affected students should continue to be kept informed as the recovery progresses.

The information given to all parties must be accurate and timely. Estimates of the timing of normal operations should be announced with care.

A further area requiring special attention is the media. Depending upon the scale of the incident the level of interest from the media will vary.

Only the CE or Communications Manager or delegate is authorised to release information to the media.

The approved communication channels are:

- i Ara Website
- ii Ara Intranet
- iii Official Ara Facebook page
- iv Ara emergency text and email messaging system (CQCommand)

4.2 Financial

In the event of an emergency, Ara may need to call upon cash funds at short notice in order to order or purchase replacement equipment, facilities or services.

Ara's practice is to hold cash equivalent to at least one month's operating expenditure by way of either cash reserves or pre-arranged credit facility, at all times.

Note that the specific resumption strategies assume that equipment etc. can be replaced immediately using the proceeds from insurance.

5 Summary of Key Information and Emergency Procedures

Emergency Procedures are available in all reception areas of buildings. The different coloured pages provide immediate instructions for various emergencies.

5.1 Fire

Follow the instructions detailed in the green and yellow emergency notices posted in public areas throughout Ara. Follow the instructions of floor wardens and staff and evacuate in an orderly fashion by the nearest exit. Assemble at the points detailed in the notices. Await further instructions.

5.2 Infrastructure Failure

On discovery of a significant infrastructure failure (e.g. loss of electricity, lighting, water, sewerage, emergency warning systems), call 9999 and ask to be put through to the Facilities Manager.

5.3 Hazardous Substances Emergency

As with several other possible incidents, the unintentional release of a sizeable quantity of a hazardous substance is something Ara has limited capacity to deal with. We have deliberately limited the volumes of Hazardous substances below the thresholds requiring location certification therefore removing the risk of a major spill. Small spills can be dealt with on a regular basis by the staff. All Faculties holding Hazardous Substance maintain a folder of Material Safety Data Sheets which provide emergency advice. Spill kits, eye wash stations and deluge showers are provided as a 'first aid' measure.

Fire and Emergency must be called in to deal with any sizeable spill. Trades panel and paint hold containment booms and absorbents to prevent environmental pollution, Trades complete gas reticulation checks to limit the opportunity of a major gas leak, Health and Science hold mercury spill kits and have adopted a procedure to contain minor mercury spills.

Within departments, bulk chemicals are stored in secure dangerous goods stores and distributed in smaller quantities to laboratories. Note: In most instances, Departments using hazardous substances have fully qualified technical staff that have key knowledge and ability and must be consulted over any incident. Where these staff cannot contain or manage a significant unplanned hazardous substance release, Fire & Emergency should be called.

5.4 Severe Weather Event

The Incident Management Team will provide regularly updated information via the Ara web sites. In the event of closure, signage to that effect will also be displayed on the emergency sign sites and at the City and Woolston campus main entrances.

5.5 Earthquake

An earthquake is not a "one-hit" event. The number and severity of aftershocks, which continue for several months, are both surprising and demoralising. It is important to factor the ongoing reality of major aftershocks into your planning both for physical repairs and for the psychological effect on the community.

- a During an earthquake, **remain calm**.
 - i If inside – stay inside and take cover under desks or in doorways, cover your head with your arms or adopt the "turtle position"
 - ii Keep away from windows or objects that could fall

iii If outside – stay outside and take shelter clear of buildings, trees, power lines or anything that could fall on you.

b When the earthquake stops, remain inside and return to your previous activities unless:

- i The fire alarms are ringing,
- ii there has been a loss of electricity,
- iii electrical fittings and/or other building materials and/or furniture have fallen.

If so evacuate the building and go to one of the designated assembly points listed below.

Madras campus:

- i Madras Street Car park
- ii Barbadoes Street Car park
- iii The grassed area between U Block and St Asaph St.

Woolston Campus:

- i Outside the Student Services Building (Ensors Rd side)

Timaru

- I Main carpark at A block.

Staff are to ensure persons with mobility disabilities remain accompanied in a safe location, and Facilities Management are advised immediately so these persons can be safely removed from the building.

Staff and students occupying the Oamaru and New Brighton sites are to follow local Civil Defence advice and warnings related to Tsunami precautions. See notices displayed locally.

c Information notices will be erected at the designated earthquake assembly points to provide advice.

These will advise as to whether:

- i To resume business as usual and re-enter buildings or
- ii Ara is closing in which case all students and non-critical staff must leave both campuses immediately

The decision to close Ara will be made by the Chief Executive or delegate in conjunction with the Health and Safety Manager and will be conveyed to each assembly point (at the Madras St campus – DCE Chief Operating Officer, Health & Safety Manager, Facilities Manager, Christchurch and Timaru and the Manager at Woolston Campus.) In the event that communications with the Woolston Campus are not possible the Manager or delegate will make this decision.

- d For those building occupants who have not evacuated, an 'Ara important notice or emergency txt will be posted once a decision has been made to advise whether it is business as usual or Ara is closed. Therefore those remaining in the buildings should check their emails and txt's until an 'Ara important notice or emergency txt is posted and act according to the instruction.
- e Should an event occur outside normal office hours, which necessitates the evacuation of a building; occupants of that building should not re-enter, but consider that building closed for the remainder of that day.

5.6 Building Evaluations for Re-occupancy - Post Earthquake Events

The following 4 step process is used to assess whether buildings are safe for re-occupancy post an earthquake or significant aftershock.

- a Initial assessment
This consists of an initial structural and hazard identification check by Facilities Management staff to ensure the building is structurally undamaged and safe to re-enter. FM staff immediately checks for any new damage by sighting a number indicator points on our buildings (these indicator points are points that have been so identified as they are most vulnerable to damage). A standardised process is followed and an initial assessment form is completed.

This checking is recorded by FM staff and reported to the Incident Controller. If any matters of significance are identified the DCE Chief Operating Officer advises the Chief Executive of the finding and the need for further investigation.

If the quake event was significant enough in magnitude to give cause for concern about the structural integrity of a building then no staff, including FM staff will enter that building until professional independent engineering advice is obtained. In such circumstances the process will move straight to step b.

- b Structural Assessment
Independent structural engineers undertake a detailed assessment to determine if any structural damage was sustained during the earthquake. The process includes if necessary opening up parts of the building to inspect key elements of the structure at points where damage may be anticipated.

Ara uses Powell Fenwick Consultants as its engineers. The same engineers have inspected our buildings following all past significant quake events and have detailed knowledge of our buildings and how they have responded in each of the quakes. With this history of working with Ara the Engineers have identified a number of key measurable indicator buildings and locations that assist them in determining if there has been any structural impact on the building stock.

If following a quake event, the initial assessment of indicators reveals any change in their status, the affected building(s) will not be reoccupied without clearance from the engineer.

- c **Building Systems and Damage Assessment**
Once clearance to re-enter buildings is given a check on all building systems including fire protection, egress, electricity, water, lifts, plant rooms, air-conditioning, security systems, and LPG are carried out by a combination of qualified Ara staff and professional contractors.
- Depending on the extent of any damage these checks may then lead to specialist services being contracted to come on site e.g. electrical/mechanical.
- Any other items needing repair are also identified at this step.
- If any repairs or remedial work impact on the safe occupancy of a building, or part thereof, the area is isolated until repairs are completed.
- d **Signoff & Re-commission**
All systems which form parts of the City Council Building Warrant Of Fitness process i.e. fire systems/gas/plant rooms/lifts are checked and re-commissioned prior to occupation.
- Any damage identified in 'steps a to c' that would result in a building be non-compliant with Council code is repaired before occupancy is permitted. All repair work is overseen by the Engineers and is signed off by them as completed.

5.7 Tsunami

There is very little risk to Ara premises from a locally generated tsunami other than the Oamaru and New Brighton Campus Connect sites. While the risk is slightly greater from a distant source tsunami, it is still highly unlikely that the CBD will be affected. For useful background information, see the GNS report: Review of Tsunami Hazard and Risk in New Zealand at www.civildefence.govt.nz. Please refer to the Incident Management Reference document for more information.

In the event of a Tsunami warning the CE (or designate) will decide on the appropriate response bearing in mind the effect on the Oamaru and New Brighton Campus Connect sites. Consideration should also be given to the effects on residential areas and transport for staff, students and their families.

5.8 Terrorism/Violent Act

If safe to do so, call 9999; identify yourself and state details of incident including exact location. Instruct all witnesses to remain until emergency services arrive. Restrict entry into the area. Lockdown of a building or campus will be considered. Refer lockdown procedures.

5.9 Bomb Threat / Suspicious Package

Do not touch a suspicious package.

Persons receiving any phone notification of a bomb should record details accurately. Details to be collected are noted on the Ara emergency procedures flip chart found in reception areas. Ring 9999 and pass on relevant information.

- a Ara Security is the Primary Responder
- b Security staff will contact the NZ Police and Ara's H&S Manager.
- c Upon arrival on site, the NZ Police are the Lead Agency for any bomb threat situation.
- d The H&S Manager, in consultation with Security, will make the decision whether or not to evacuate, and to what extent, based on their best knowledge of the incident at the time.

5.10 Pandemic

The World Health Organisation (WHO) warns when there is a serious threat of a worldwide influenza pandemic and that we should take all reasonable steps to prepare for it. The Ministry of Economic Development has developed a staged alert process for New Zealand. Note that the transition from Code White to Code Red may be relatively quick. Please refer to the Pandemic section of the Incident Management Reference document for more information.

5.11 Technology Incident

A major technology outage that significantly impacts on the institute's ability to conduct business, particularly the delivery of learning. This could be due to a significant fault or to a deliberate malicious attack (Cyber attack). Ara technology systems rely heavily on public technology services, such as internet, therefore such incidents may not be entirely within Ara control.

5.12 Emergency Services

Every year there are incidents that require the emergency services in any region to run at near maximum capacity; in extraordinary events these services risk being overwhelmed.

When resources are overwhelmed, the Emergency Services Communications Centres will start to triage their calls. Local Government Emergency Operations Centres will then begin to assist in prioritising incidents. The National Crisis Management Centre in the Beehive begins to monitor events during small incidents and will ramp up to national coordination if required.

6 Resource Management in Event of a Significant or "all of site" Incident

6.1 Madras and Timaru campuses

- a Security
Security staff will be responsible for maintaining security on the site following an Ara wide emergency.

b Building Wardens

Floor wardens, where it is safe to do so will search their area of responsibility and provide a report to the Building Warden regarding injury and or damage. The building warden will relay this information to the Incident Controller, FM block.

- c Gas Danger
Facilities Management will check and ensure that flammable gas supplies are isolated.
- d Electrical Supply
Facilities Management Energy Supervisor will check electrical supplies and isolate supply where necessary.
- e Lifts
Facilities Management staff to check lifts are operational or empty.
- f Internal Communications
Should the telephone system within Ara fail to operate, hand held radios will be distributed by Facilities Management to key staff required to maintain contact with the Incident Controller in FM Block, where the radio transmitter base set has been established. A copper wire phone line has been maintained in the City campus Incident Control Point.

The CQCommand incident management system will be initiated allowing communication with and support of the Timaru campus FM manager.
- g Student Health Centre
Nursing staff will co-ordinate First Aid activities and manage first aiders and resources.

First aid will be administered on site; casualties will not be sent to the Health Centre.
- h Trained First Aiders
Trained First Aiders will provide assistance in their immediate location where it is safe to do so. Available First Aiders are to report to the Incident Control Point, FM Block, for instructions.
- i Casualty Handling
If the casualties cannot be handled in situ, a casualty handling centre will be established in Te Puna Wanaka.

The Health Centre Manager (or delegate) will take control of all aspects of casualty handling with the assistance of other available certified first-aiders until the Emergency Services arrive.
- j Student Counselling Services/Welfare
Student Counselling/Welfare Services staff will prepare to provide support to primary and secondary casualties.
- k Food
Food provision and distribution will be controlled by Faculty of Commerce, U Block.
- l Accommodation
The following areas may be designated for overnight accommodation dependant on needs and building damage.

TM Block NS Block W Block

- m Ara Vehicles
All pool vehicles will be returned without delay and keys returned to the Vehicle Bookings office to allow for re-distribution
- n Maintenance Team
Facilities Management maintenance staff will report to the Property Supervisor who will coordinate maintenance instructions.

6.2 Woolston Campus:

The following are specific to the Woolston Campus and should be used in conjunction with the procedures and information listed above.

- a Gas Danger
A Technician will check and ensure that flammable gas supplies in Painting Area, Welding and Paint and Panel are isolated.
- b Electrical Supply
Custodian will check electrical supplies and isolate where necessary.
- c Casualty Handling
If casualties cannot be handled in situ a '*Casualty Handling Centre*' will be established in Student Services Building and/or Staff Room.
- d Accommodation
The following areas will be designated for overnight accommodation dependent upon needs and building damage:
 - i VF Block
 - ii Staff Room
 - iii
- e Internal Communications

The Woolston Campus Manager has access to the CQCommand Incident management communication system

Should the telephone system within Ara fail to operate, a radio transmitter base will be established.

Hand held radios, will be distributed to staff that are required to maintain contact with the Incident Controller on site.

- f Security
Custodial staff will be responsible for maintaining security and assisting with communications on site.

7 Moving to Business Resumption Phase

The Incident Controller, in consultation with the Incident Management Team members, will advise the Chief Executive when the incident response phase is complete and the organisation can proceed into the Business Resumption phase.

7.1 Establishing a Business Resumption Team

Immediately following an emergency, which seriously affects one or more of Ara's normal business processes, a Business Resumption Team should be formed to control and manage the recovery process. If the Business Resumption Team is established during the Incident Management phase, it will receive guidance from the Incident Management Team until that phase is complete.

a Membership

The Business Resumption Team should include:

- i Chief Executive
- ii Facilities Manager
- iii DCE Chief Operating Officer
- iv Manager/Head of Department of those areas affected
- v Information Communication Technology Manager
- vi Marketing Manager or delegate
- vii Co-opted expertise as required

It may be useful at this point to employ or co-opt the services of a specific and experienced project manager to co-ordinate the recovery.

7.2 Debrief

On completion of the business recovery the Business Resumption Team leader will prepare a report on the activities undertaken. The report will contain information on the disruptive event, who was notified and when, action taken by members of the Business Resumption Team together with outcomes arising from those actions. The report will also contain an assessment of the impact to normal business operations. The report should be distributed to Senior Management, as appropriate.

8 On-going Management

8.1 Testing

The ability of the Incident Management Plan (IMP) to be effective in emergency situations can best be assessed if testing is periodically and systematically carried out. The IMP should be tested within a realistic environment, which may mean simulating conditions that would be applicable in an actual emergency, but most likely can be adequately portrayed in a simple role-play. It is important that the persons who would be responsible for those activities in an incident should carry out the tests.

The most important part of the testing will be checking the accuracy of staff, student and contractor emergency contact details and the ability of the organisation to access these details quickly.

8.2 Keeping the Plan Up to Date

Changes to most organisations occur all of the time and Ara is no exception. It is necessary for the IMP to keep pace with these changes in order for it to be of use in the event of a disruptive emergency. Therefore formal change controls are required to cover any changes required to the IMP.

Each School and Division is responsible for updating and maintaining their section(s) of the Business Resumption Plan (BRP). The DCE Chief Operating Officer, or delegate, will remain in overall control of the BRP.

Similarly, the ICT Team is responsible to ensure that all emergency contact numbers for staff and students are kept up to date.

8.3 Access and Storage

All members of the Incident Management Team will be provided with a hard copy of the Incident Management Plan.

This Incident Management Plan will be available electronically.

9 Contacts