

## Emergency Management Policy

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**Contact Officer | Āpiha Whakapā**

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Council  
Emergency Management and Business  
Continuity Manager, People Culture and Campus

### Introduction | Kupu Whakataki

This Policy outlines the University's response to a critical incident and how it will delegate power and assign responsibility to manage such an event. It details the University's ongoing commitment to reduce risk, and ensure readiness and effective response (including supporting the recovery efforts) following a critical incident or an emergency.

### Purpose

This Policy provides a mandate to make strategic operational decisions to respond most appropriately to an expected event (e.g. predicted severe weather) or an unforeseen critical incident/emergency.

It facilitates timely decision-making that protects life, limits damage to property and minimises disruption to the business and the delivery of services. It ensures that authority is in place for Council and the Vice-Chancellor to act urgently in a critical incident or emergency.

### Policy Statement | Kaupapa Here

1. The University is committed to supporting the safety and welfare of the University Community and will make every reasonable effort to respond to emergencies based on the situation, information and resources available.
2. The University will seek to assure the continuity of operations and restoration of normal activities as quickly as possible following an emergency or a critical incident.
3. The University adopts the Coordinated Incident Management System (CIMS) and will follow the CIMS structure when managing emergencies or critical incidents

4. The University will maintain an Emergency Management Plan and review the effectiveness of that plan on an annual basis.
5. The University will cooperate with other agencies that have responsibilities related to emergency management.
6. The University will maintain the [Business Continuity Management Framework](#) and Business Continuity Plans as part of the framework to support the organisation's operations. The Business Continuity Plans will be reviewed and updated regularly as stipulated by the Business Continuity Framework.

## Responsibilities

### Executive Committee of Council:

Where an emergency occurs, the Executive Committee of the Council, acting on the advice of the Vice-Chancellor may, for such period and on such terms as it thinks fit to accommodate the emergency, grant waivers to any student or group of students, or suspend the application, of all or any part of, any University Regulation or Statute, or close the University.

The Executive Committee of the Council, acting on the advice of the Vice-Chancellor, who is the Chair of the Strategic Emergency Management (SEM) Group, can "declare a localised emergency" where it is necessary to make a formal declaration to the University Community. Such a declaration will allow for:

- Closure of part or all of the campus;
- Evacuation of non-essential personnel;
- Suspension of business activity; and/or
- Business continuity response arrangements.

[Appendix Four](#) contains further guidance on campus closure.

If the Executive Committee of the Council cannot meet in a timely manner (virtually or in person), the Vice-Chancellor is authorised to act independently and report their actions back to the Executive Committee of the Council. Any decision(s) made by the Vice Chancellor shall be of immediate and continuing effect with the termination date of delegated authority reviewed by the Council.

### Vice-Chancellor:

In an emergency, the Vice-Chancellor is responsible for:

- Making decisions which require the highest level of authority in the University.
- Providing advice and reports to Council and ensuring the effective operational response to and recovery from an emergency.

- Ensuring that communications with the wider University Community and the public are managed effectively.
- Ensuring the short-term and long-term financial implications are handled and overseeing the implementation of the University's Business Continuity Plans.
- When CIMS is implemented during a planned event or critical incident and/or an emergency at the University, the Vice-Chancellor can approve the suspension of core responsibilities and/or duties during the response and recovery phases for any staff or students who are part of the CIMS structure at the University.
- The Vice-Chancellor may also sub-delegate specific authority to particular roles in the University in addition to the above and below. This is limited to existing delegations which are delegated to the Vice-Chancellor by Council.
- Providing strategic direction for the Incident Controller (IC).
- In the event the Vice-Chancellor is unavailable (e.g. circumstances mean it is not practicable to contact the Vice-Chancellor) or in the event that an immediate operational decision needs to be made to preserve the safety of people and/or the security of the University, the Vice-Chancellor can sub-delegate the following powers:
  - Depending on the nature of the incident (e.g. armed offender), the First Responders, which are likely to be the University Security Manager, have the authority to make any immediate operational decision necessary to preserve the safety of people and the security of the University. Such decisions may, in extreme events, include the full evacuation and/or the immediate lockdown of some, or all, of the University campus.
  - The IC has the authority 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, resources, and/or expertise to expedite the response from both within and outside the University.
  - In extreme events, the IC can make the "IMT activation level" decision for the University's emergency response levels and advise the SEM Group accordingly. See [Appendix Three](#) for University emergency response activation levels and notifications.

In the event that the Vice-Chancellor is not available, the Vice-Chancellor sub-delegates authority to make strategic decisions necessary to preserve the safety and security of the University, upon the following roles in the order in which they are listed:

- The Deputy Vice-Chancellor (Research) or the Deputy Vice-Chancellor (Academic), according to availability;
- The Executive Director of People, Culture and Campus;
- The Executive Director of Planning, Finance and Digital Services.

In the unlikely event that none of these persons is available, the Incident Controller (IC) will contact another member of the Senior Leadership Team (SLT) who will then assume delegated authority.

## Definitions | Tautuhinga

**Coordinated Incident Management System (CIMS)** – New Zealand's Coordinated Incident Management System (CIMS) establishes a framework of consistent principles, structures, functions, processes and terminology for a response and the transition to recovery. It is the emergency management protocol that provides a model for command, control, and coordination of an emergency response amongst emergency services.

**Critical Incident** – Any unplanned or unforeseen natural or human-related event that disrupts normal business and may be a threat to life or property.

**Emergency** – often interchangeably referred to as a critical incident. It relates to any unplanned or unforeseen event that disrupts normal business and may be a threat to life or property e.g. severe weather, bomb threat, armed offender, fire, flood, earthquake, or tsunami. The main difference between a critical incident and an emergency is that an emergency is a significant event and requires a higher degree of coordinated response compared to a single critical incident.

**Emergency Operations Centre (EOC)** – The University location where the Incident Management Team gathers to manage the response to a critical incident or planned event.

**First Responders** – The first responders are likely to be the members of UC Security who will control the situation up until the Incident Management Team (IMT) is activated.

UC Security is active on campus 24 hours a day, 7 days a week, this personnel will be the immediate first responders to any event and may use the Wide Area Broadcast & Alerting Wide Area Broadcast & Alerting System (WEBS).

Once IMT has been activated, UC Security will operate under the direction of IMT.

This does not preclude any emergency services who may also be the first responders for a critical incident or an emergency at the university.

The UC Rescue is a dedicated team of trained volunteer staff and students on campus to provide initial and ongoing rescue assistance in the event of an unplanned or unforeseen event at the University under the direction of the UC Security Manager.

**Incident Controller (IC)** – The IC is the person who leads a coordinated response leading up to, and during, an emergency event and operates in conjunction with, and under the authority of, the Chair of the SEM Group. The Vice-Chancellor appoints a panel of ICs who are trained to assume the role, on a rotation basis, during an IMT activation. The IC panel are UC staff members with substantive UC roles.

The primary function of the IC is coordinating an effective and timely response to a planned event or critical incident as part of the Incident Management Team (IMT).

The IC's delegated powers are set out in the University's General Delegations Schedule [*Link to be inserted*].

**Incident Management Team (IMT)** – The group of staff tasked with coordinating and managing the critical incident/emergency by applying the Coordinated Incident Management (CIMS) functions of incident control, operations, security, planning and intelligence, logistics and welfare, under the direction of the Incident Controller.

**Lead Agency** – In the event of a critical incident on the University campus which requires the response of a statutory agency of the New Zealand Government (such as the New Zealand Police or Fire and Emergency New Zealand), the lead agency establishes control to coordinate the overall response to the incident.

However, the lead agency does not limit, is not a substitution for and does not affect the functions, duties or powers that other agencies may have in support of the management of an incident. The University will act in support and by the direction of the relevant statutory agency.

**Planned Event** – Any planned event that has the potential to disrupt normal business, e.g., official visits, protest action, celebrations or concerts.

**Strategic Communications Group (SCG)** – This group provides front-line communications for the University Community during critical incidents.

**Strategic Emergency Management Group (SEM Group)** – The group of executive and support staff responsible for implementing strategic decisions of the Vice-Chancellor or delegate (in the role of Chair SEM Group), and communication with the University Community, stakeholders, members of the public, and the media under the direction of the Vice-Chancellor or delegate.

**University or UC** – Means Te Whare Wānanga o Waitaha | University of Canterbury and includes group entities and subsidiaries that are managed by the University.

**University Community** – for the purposes of this Policy, this means University Council members, staff, students, alumni, associates, volunteers, research participants, business partners, official visitors or guests of the aforementioned.

**Wide Area Broadcast & Alerting System (WEBS)** – an integrated multilayer system consisting of interlinked emergency towers, supported by upgraded building alarm systems and with SMS and visual alerting capabilities. WEBS is operated by UC Security under the direction of the Incident Controller or if unavailable, the UC Security Manager.

## Related Documents and Information | He kōrero anō

### UC Policy Library | Te Pātaka Kaupapa Here

- [Delegations of Authority Policy \(PDF, 990KB\)](#)
- [Business Continuity Management Framework \(PDF, 606KB\)](#)

### UC Website and Intranet | Te Pae Tukutuku me te Ipurangiroto o UC

- [Student Incident Response Plan \(SIRP\) \(PDF, 560KB, University Emergency Management website\)](#)
- [UC Emergency Management Plan \(PDF, 1.73MB, University Emergency Management website\)](#)

### External | Mōwaho

- [New Zealand Coordinated Incident Management System \(CIMS\), 3<sup>rd</sup> Edition \(Ministry of Civil Defence & Emergency Management website\)](#)

## Appendix | Tāpiritanga

[Appendix One: Supplementary information on incident management](#)

[Appendix Two: UC Emergency Management Structure](#)

[Appendix Three: Activation and Notification Levels for a UC Critical Incident](#)

[Appendix Four: Campus Lockdown & Closure](#)

Document History and Version Control Table			
Version	Action	Approval Authority	Action Date
1.00	Creation of original document and posting to UCPL.	Vice-Chancellor	10 Apr 2007
2.00	Full review of policy.	Vice-Chancellor	10 Apr 2008
3.00	Full review of policy.	Vice-Chancellor	28 Apr 2009
4.00	Full review of policy.	Vice-Chancellor	21 Dec 2010
5.00	Full review of policy.	Vice-Chancellor	05 Mar 2013
6.00	Full review and amendment of policy.	Vice-Chancellor	16 Oct 2013
7.00	Full review and amendment of policy.	Vice-Chancellor	May 2017
8.00	Full review and amendment of policy	Vice-Chancellor	Jan 2019
9.00	Full review and amendment of policy.	Vice-Chancellor	March 2021
10.00	Full review and amendment of policy. Rescinded Emergency Statute.	Council	March 2023



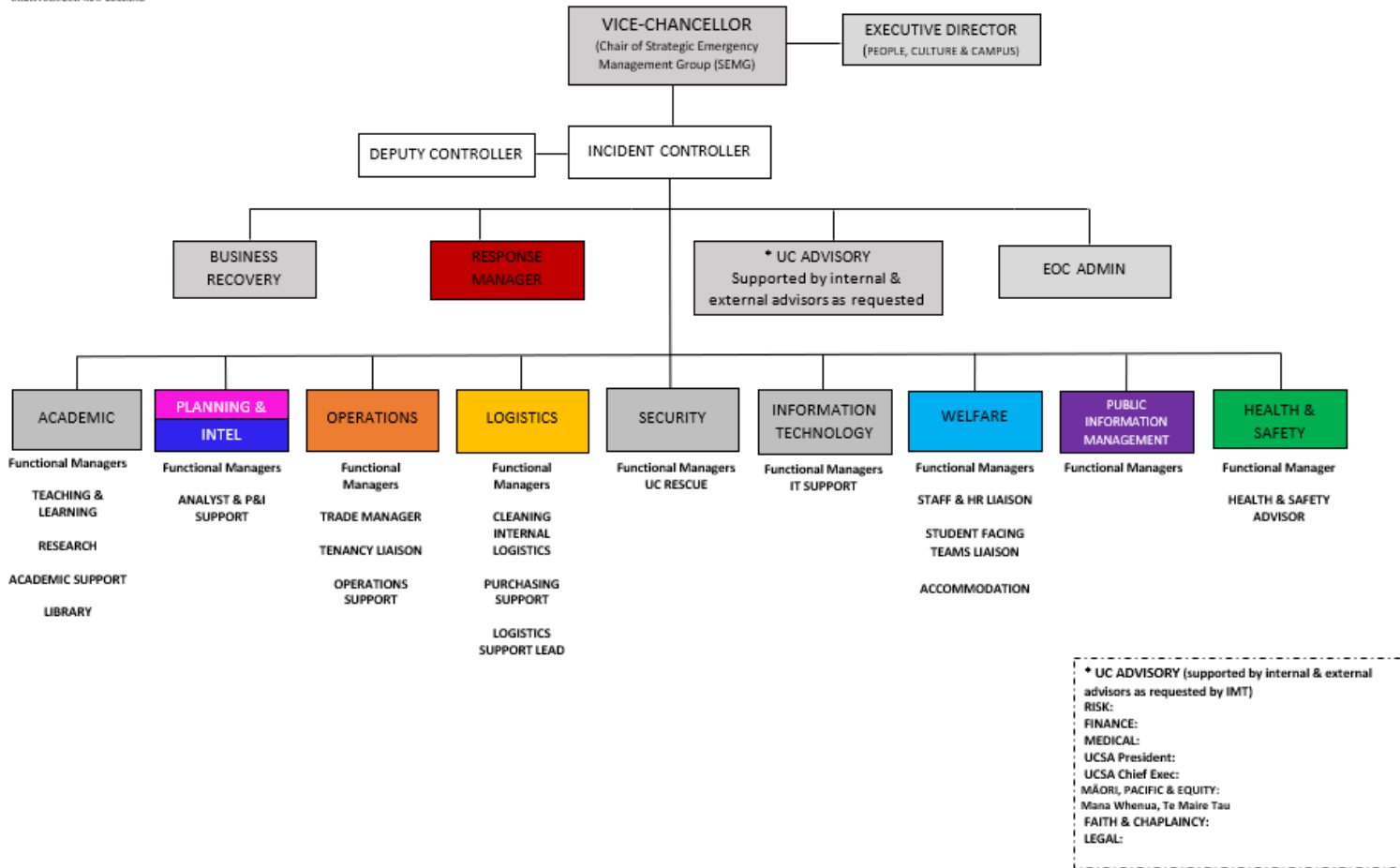
## Appendix One: Supplementary information on critical incident management

- Where an incident involves a student or students, the protocols detailed in the [Student Incident Response Plan \(SIRP\) \(PDF, 560KB\) \(University Emergency Management website\)](#) will be activated. If the issue is critical, or it is deemed necessary, the IC will assume overall management of the incident with the support of the Student Critical Incident Group (SCIG) and, if necessary, the full [UC Emergency Management Plan \(PDF, 1.73MB\) \(University Emergency Management website\)](#) will be activated.
- Where it is considered necessary to “declare a localised emergency” at the University, the Incident Controller (IC) will make this recommendation to the Chair of the Strategic Emergency Management (SEM) Group as soon as it is feasible to do so, following the initial response.
- Any trained member of the Incident Management Team (IMT) may activate or establish an Emergency Operations Centre (EOC) for initial response operations.
- The Chair of the SEM Group, the Executive Director of People, Culture and Campus (or delegate) and the IC (when requested by the Chair SEM Group or Executive Director of People, Culture and Campus) are authorised to speak to the media on behalf of the University in a planned event or critical incident. However, an IC may be requested by the Chair of the Strategic Emergency Management Group or the Executive Director of People, Culture and Campus to speak with the media or give a public commentary if duties permit.
- The University is committed to providing adequate facilities and resources in support of these staff members to be released from their core duties to attend training and to respond in the event of a critical incident requiring activation of the teams.

## Appendix Two: UC Incident Management Team (IMT) Structure



### UNIVERSITY OF CANTERBURY INCIDENT MANAGEMENT TEAM (IMT)





## Appendix Three: Activation and Notification Levels for a UC Critical Incident

Level 1		
Normal Day-to-Day operations (ongoing monitoring)		
<p><b>Activate</b></p> <ul style="list-style-type: none"> <li>• UC Security</li> <li>• UC Staff involved only</li> </ul>	<p><b>Notify</b></p> <ul style="list-style-type: none"> <li>• Communications and Engagement Manager as relevant</li> <li>• Director, Student Success, as relevant</li> <li>• Health and Safety Manager as relevant</li> <li>• Risk Manager as relevant</li> <li>• Any affected staff</li> </ul>	<p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Minor accidents/incidents on campus</li> <li>• Traffic disruptions</li> <li>• Infrastructure Failure</li> </ul>
Level 2		
Partial activation of the UC Emergency Response Operations		
<p><b>Activate</b></p> <ul style="list-style-type: none"> <li>• Incident Management Team</li> <li>• Strategic Emergency Management Group</li> <li>• Strategic Communications Group</li> <li>• Emergency Operations Centre</li> </ul>	<p><b>Notify</b></p> <ul style="list-style-type: none"> <li>• Incident Controller</li> <li>• Vice-Chancellor</li> <li>• Director of Student Services and Communications</li> <li>• Other Senior Management Team members</li> <li>• Health and Safety Manager as relevant</li> <li>• Risk Manager as relevant</li> <li>• Any affected staff</li> </ul>	<p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Marginal weather events predicted</li> <li>• Moderate earthquake</li> <li>• Off-campus incident (Field Stations)</li> <li>• Tsunami (disruption)</li> <li>• Biological Containment Breach</li> <li>• Hazardous Substances</li> </ul>
Level 3		
Full activation of the UC Emergency Response Operations		
<p><b>Activate</b></p> <ul style="list-style-type: none"> <li>• Incident Management Team</li> <li>• Strategic Emergency Management Group</li> <li>• Strategic Communications Group</li> <li>• UC Rescue Team</li> <li>• Emergency Operations Centre</li> </ul>	<p><b>Notify</b></p> <ul style="list-style-type: none"> <li>• Incident Controller</li> <li>• Incident Management Team</li> <li>• Vice-Chancellor</li> <li>• Chancellor</li> <li>• Executive Director – People Culture and Campus Life</li> <li>• Other Senior Management Team members</li> <li>• Affected Staff</li> <li>• Christchurch City Civil Defence (as appropriate)</li> <li>• Insurance Broker</li> </ul>	<p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Severe weather event</li> <li>• Major earthquake</li> <li>• Violent events, e.g. active shooter on campus</li> <li>• Major fire</li> <li>• Cyber attack</li> <li>• Pandemic or other Public Health Alert</li> </ul>

## Appendix Four: University Lockdown & Closure

Definitions for University closure & lockdown		
University	The term University refers to ALL campus buildings and facilities owned by UC (including the field stations).	
Campus	Campus refers to any building or facility owned and operated by UC.	
Closure	<p>Closure means the building/facility is to be fully vacated. Re-entry into the building is strictly limited.</p> <p>No personnel may enter the building, unless in exceptional circumstances (e.g. first responders).</p> <p>Essential services to the University may remain depending on the type of closure.</p>	
Lockdown	<p>Lockdown refers to a situation where people are vacated out of the building(s) (otherwise known as a 'one-way exit') with controlled re-entry into the building(s). Some personnel may enter the building (e.g. UC Security or emergency services).</p> <ul style="list-style-type: none"> <li>Depending on the nature of the critical incident/emergency, basic essential services/functions may continue to be provided (e.g. supply of electricity and internet service to the campus).</li> </ul> <p>Lockdown refers to it as a one-way exit and no entry (except for the UC Security and emergency services).</p> <p>Basic services remain (e.g. Electricity and water supply).</p>	
Type of closure	Conditions	Example
1. Full University closure	<p>University closure means the closing of all UC assets, operations, and buildings. Depending on the nature of the event, critical services may need to be maintained.</p> <p>It includes campus facilities beyond the Ilam Campus and the Dovedale Campus extending to UC-owned field stations. It may include total IT Systems offline.</p>	Crisis e.g. earthquake
2. Full campus closure	<p>Full campus closure refers to any building owned and operated by UC.</p> <p>No staff, student or visitor access; all doors are locked; essential services maintain full access.</p> <p>IT systems in operation. Retail and services outlets closed. Library closed.</p>	Snow day COVID-19
3. Holiday campus closure - All sites	<p>No undergraduate student access; staff and postgrad card access only;</p> <p>Essential services maintain full access.</p> <p>IT systems are in operation with limited support. Retail and services outlets closed. Library closed.</p> <p>Limited access to the buildings except for UC security and emergency services.</p>	Christmas holiday closure
4. Partial campus closure - site specific	<p>Building-by-building or group of buildings closure. This may include any site, including remote campuses and/or field stations.</p> <p>The IT systems are in operation. Retail, services and Library open (so long as the reason for closure does not pertain to a building containing those operations)</p>	Power outage Fire Building flood
5. IT Systems offline	<p>IT systems including telecommunications offline and/or restricted.</p> <p>All physical building sites remain open</p>	Systems outage