Coordinated Incident Response Plan

17 March 2017

Version 1.0

Contents

1   Administration

1.1   Vision Statement (mission, goals, objectives, milestones)

The Waikato Institute of Technology (Wintec) is a complex organisation with a large body of people potentially on campus at any one time. In addition, it has responsibility for significant property and its regional facilities across New Zealand. Furthermore, Wintec's staff and students are mobile within New Zealand and internationally.

This Plan details the management process of an incident on any WINTEC property or involving any WINTEC staff or student. However, in many cases, the Plan refers specifically to the City and Rotokauri sites.

The Wintec community is akin to a small town or community and as such, has its share of critical issues and incidents to deal with.

Wintec's priorities in any emergency situation are as follows:

1. To save life and avoid any further injury;

2. To preserve the Wintec's assets and operations;

3. To minimise impact on the local community and environment;

4. To support, where possible, citywide emergency response;

5. To return to business as usual as soon as practical.

Wintec has given consideration to various options for responding to a range of incidents, from the lowest level through to a major catastrophe. The decision was taken to align our control system to the nationally and internationally recognised "Coordinated Incident Management System" (CIMS). This system of control is currently in use by all emergency organisations across New Zealand.

While most minor emergency incidents would routinely be handled by Security or Health & Safety staff as part of their daily business, there will be occasions where the escalation of an incident or even a long term incident necessitates the activation of the Incident Management Team (IMT). Depending on the size of the event, an Incident Operations Centre (IOC) may also be established on campus. Temporary premises may be used if damage to buildings or the location of the incident necessitates this.

1.2   Method of Implementation

Wintec's emergency preparedness goals and objectives will be achieved through a combination of targeted training, table top exercises, full participation exercises, and on-going community educational activities.

Infrastructure & Assets will lead the development and implementation of training and exercise delivery for Wintec.

1.3   Plan Overview

There are six phases of Coordinated Incident Management:

1.   Risk Identification

2.   Reduction

3.   Readiness

4.   Response

5.   Recovery

6.   Review

Although this Plan focuses predominantly on the Response phase during which the impact of an incident is managed with the objectives of protecting life, limiting damage and minimising business interruption, we note that the risk identification, reduction and readiness programmes remain ongoing components of our business as normal activities. Recovery activity starts almost simultaneously with the Response and the intention is to transition smoothly from Response to Recovery as rapidly as possible. The Review phase focuses on lessons learnt, documents response and recovery activities and provides information to assist in improving Wintec's resilience.

There are sections relating to specific situations in Chapter Four (Hazard Mitigation and Response) of this Plan. These are brief aide-memoirs to prompt the actions, decisions and thinking required for a specific incident. Decisions on specific response actions will be made by the Incident Management Team (IMT) based on their training and experience together with the specifics of the incident. For most emergency events it is anticipated that Wintec Security will be "first responders" and specific procedures have been developed and training is provided to that team. Initial actions by those first on the scene will be coordinated and reported to the IMT by Wintec Security. Sections of this Plan contain specific information about particular actions and resources that may be applicable across a wide range of incidents. However an Incident Action Plan is developed for each specific incident.

Authority for the creation and operation of this Plan is provided for within the Coordinated Incident Management Policy, established June 2016. These documents can be found in the Wintec Policy Web.

A glossary of terms used throughout this document can be found attached as Appendix 8.

1.4   Activation and Notification Levels for a Wintec Critical Incident

Response Level			Harm to People	Harm to Environment	Asset Damage	Loss of Business Continuity	Damage to Reputation	Political Interest
			Impacts					
Level 3	Level 2	Level 1	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 agency 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
			Single or multiple injuries requiring immediate hospitalisation affecting daily operations	Moderate environmental harm able to be dealt with by Wintec personnel Minor hazardous spill	Accident or damage to facilities or equipment which could affect 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 Wintec personnel
			Illness or injuries of a minor nature Significant near miss	Minor environmental impact able to be dealt with by Wintec personnel Environmental nuisance (noises etc)	Minor damage to facilities or equipment able to be dealt with by Wintec personnel	Minor disruption to departmental operations	Campus community awareness of issue, little media interest	Peaceful demonstration / gathering on campus able to be managed by Wintec personnel

Level 1

Full activation of the Wintec Emergency Response

Activate

1. Incident Management Team
2. Strategic Emergency Management Group
3. Incident Control Point

Notify

- Incident Controller
- Incident Management Team
- Chief Executive
- Director, Communications
- Other Senior Management Team members
- Affected Staff
- Civil Defence (as appropriate)
- Insurance Broker

Examples

- Severe weather event
- Major earthquake
- Violent event, e.g. active shooter on campus
- Major fire

Level 2

Partial activation of the Wintec Emergency Response

Activate

1. Incident Management Team
2. Strategic Emergency Management Group
3. Incident Control Point

Notify

- Incident Controller
- Chief Executive
- Director, Communications
- Other Senior Management Team members
- Safety and Wellbeing Manager as relevant
- Contracts and IP Co-ordinator as relevant
- Any affected staff

Examples

- Marginal weather event predicted
- Minor/medium earthquake
- Off campus incident

Activate

<div style="background-color:green; color:white; font-weight:bold">Level 3</div>

Normal Day-to-Day operations (on-going monitoring)

1. Wintec Security
2. Wintec staff involved only

Notify

- Communications Manager as relevant
- Student Capability Manager as relevant
- Safety and Wellbeing Manager as relevant
- Contracts and IP Co-ordinator as relevant
- Any affected staff

Examples

- Minor accidents/incidents on campus
- Traffic disruptions
- Infrastructure Failure

> *Notes:*
>
> a) *Activation Level decisions are made by the Incident Controller (IC) based on knowledge of the situation.*
>
> b) *If the IC decides a significant threat" to the safety of the Wintec Community exists, the IC will take any necessary response actions, including evacuation of the campus if required. The IC will immediately advise the Chief Executive of actions taken and if a formal declared emergency is recommended.*
>
> c) *The Chief Executive will then determine if closure is required and for what period. This will be communicated to the campus community as soon as practicable.*
>
> *Declaration allows for:*
> - *Formal activation of Wintec's Coordinated Incident Response Plan*
> - *Closure of part/all of campus*
> - *Suspension of business activity*
> - *Activation of the Business Continuity Plan (BCP)*

1.5 Campus Closure

The authority to close campus is outlined in the Coordinated Incident Management Policy

Types of closure, including conditions for closure and examples, are also articulated in the Policy and encompass:

- full Wintec 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 Wintec closure or campus closure is deemed necessary, the assistance of WINTEC Security and the People & Culture team, for example, will be required to manage access issues and restrict movement on campus under the direction of the Incident Management Team.

Give consideration to:

- Closure signage placement
- Social Media notices
- Cardax or other Mass Notification Systems
- Building Lock Down(s)
- Manned points of campus entry

1.6 Response Timeline

The diagram below is indicative of the relationship between the various response options available to the Wintec.

Security will be called to the scene for the majority of emergency incidents and have pre-planned responses designed primarily to cover the first 5–15 minutes of any incident. The duty Security officer will ensure that the emergency services are alerted to any incident requiring their attendance and will then immediately advise the Team Leader – Security.

Incidents which occur which are judged to be above normal day to day Security Services activity will be reported to the on call Incident Controller.

If the incident is of a critical nature, the Incident Controller will advise the Chief Executive and will activate the Incident Management Team if/as necessary. If the incident is of a Health and Safety nature then the Safety and Wellbeing Manager will be notified.

Activation of the Strategic Emergency Management Group will be at the discretion of the Chief Executive (or Acting Chief Executive) depending on the nature of the incident.
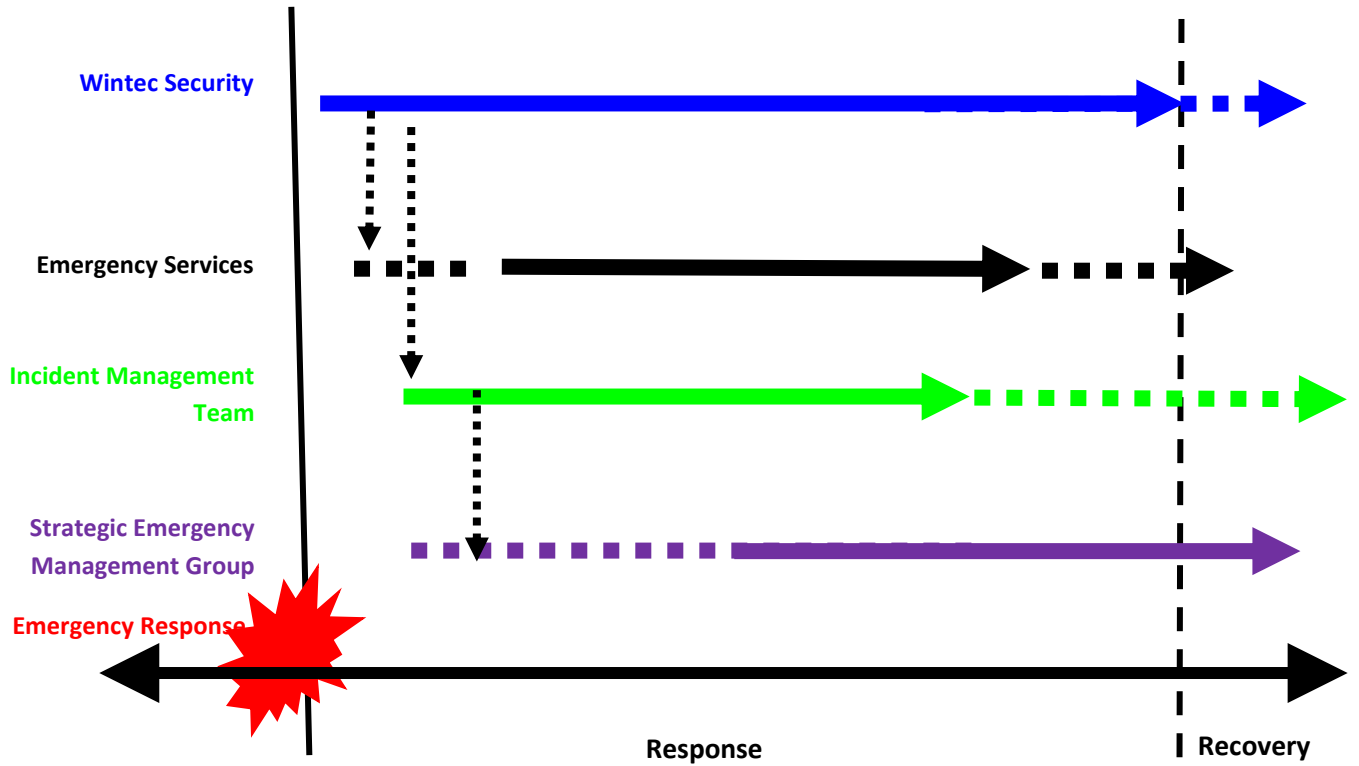
*Note: Although not specifically shown in the response timeline graphic above, recovery considerations and priorities are included within the response process within the very early stages of the response process.

1.7 Indicative Timeline for Assistance during a Major Incident
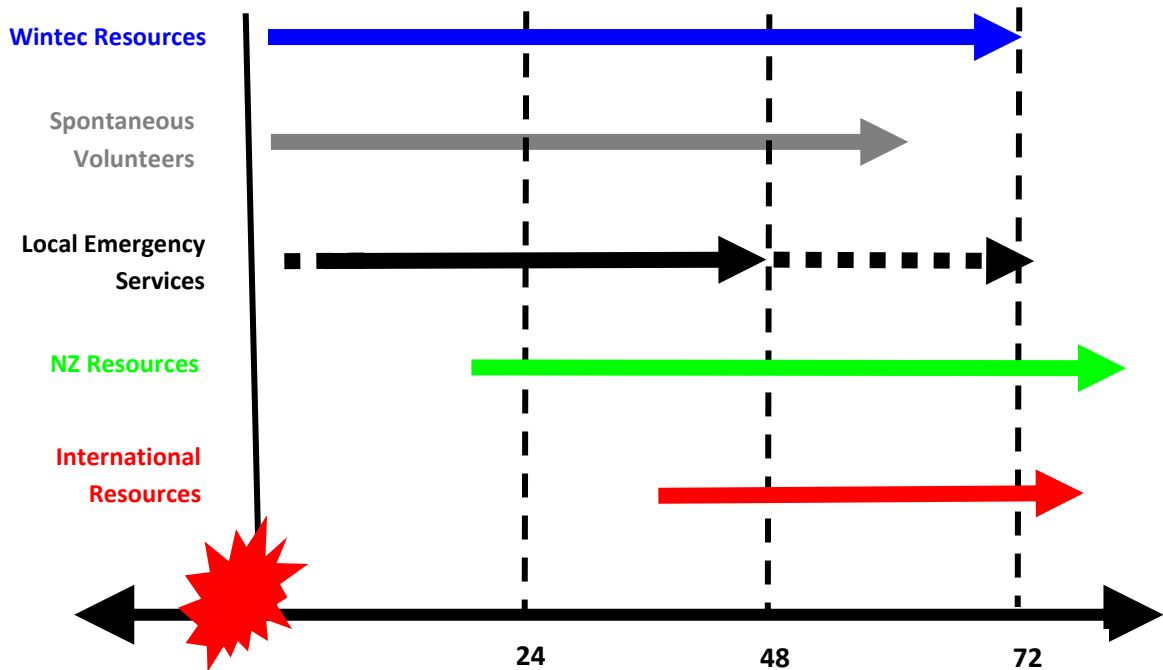
On some occasions, the resources of the local emergency services in the region can be stretched by events such as multiple fires, storms and hazardous substances incidents. The timeline above is predicted for an event such as a major earthquake, although not necessarily the maximum credible event. This 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.

Experience has shown (February 2011) that NZ can expect support from International Search & Rescue and Disaster Response teams within 48 hours.

A budget is confirmed annually and administered by Facilities Management. This budget is utilised to support all emergency preparedness activities within the Wintec.

1.8 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 will have to be kept documenting the details and support for any decisions made. In addition, the time in which to make decisions is 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 as follows:

Wintec Council – all Council authorities including full financial authority vests in the Chair of Council.

Chief Executive – usual delegation increases to acknowledge the need for rapid decisions and resourcing. All decisions ratified as soon as practicable by the Council at their next meeting. This delegation is transferable to an Acting Chief Executive at any time during the event.

Chief Financial Officer – usual delegation also increases as does the authority to negotiate with financial institutions for financing in association with approval from MOE/TEC.

These authorities remain in place until the Council decide the significant emergency event and its flow on impact has ended when delegations revert back to the pre-emergency event levels.

For each significant event a new financial system code (or codes) will be created to track event expenditures in enough detail to ensure the expenditure is adequately classified to meet any possible insurance claim requirements.

1.9 Financial Administrative Procedures during a Critical Incident

After any significant event the systems will be assessed to ensure they are operational. If they are not, manual processes will be designed to handle the critical payments until the systems become operational. This will most likely involve consulting with our banker to determine whether they are able to assist with processing payments on our behalf. Given the personal circumstances many of our staff may find themselves in post event the first priority will be to payroll expenditure. In this case the bank could be instructed to make payments in line with the last payroll they have on file.

If systems are operational, then again priority will be given to making payroll expenditures and key suppliers necessary for the Wintec to operate. Given the situation it may be appropriate to prioritise payments to local suppliers who need the cash flow to supply emergency supplies to the Wintec in the short term e.g. tents, food supplies, portable toilets, etc.

In a significant event it is likely not all staff will available for financial payment raising, approving and processing. In these circumstances it may be necessary to drop some element of internal control to make the emergency payments. This may mean senior staff may need to be authorised to both generate and authorise payments. However, wherever possible the one level up authorisation should occur even if this means cross college or cross department authorisations occur i.e. a payment required by Faculty will be authorised by Planning. The degree of controls dropped will depend on the impact of the event on Wintec staff available for work.

A system of filtering the important finance related mail from general Wintec mail is an issue that's needs to be considered.

The ability to receive revenue is also crucial during a significant event and again this depends on the systems that are still available to use and staff availability. This risk will be mitigated by relying on our banking partner to process on our behalf at its bank branch networks possibly utilising systems in other parts of the country depending on the extent of the event.

1.10 Secondment of Facilities and Resources

Under the Coordinated Incident Management Policy, the Incident Controller has delegated authority from the Chief Executive to assign tasks and delegate responsibilities within both the Incident Management Team (IMT) and the wider Wintec community. This may include the secondment of facilities, equipment, other resources, and expertise to expedite the response from both within and outside the Wintec.

2   Laws and Authorities

Wintec's Coordinated Incident Management activities are authorised and guided by the Coordinated Incident Management Policy.

2.1   Relevant Acts

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

Biosecurity Act 1993

Building Act 2004

Civil Defence Emergency Management Act 2002

Education Act 1989 No 80 (as at 30 August 2011)

Fire Service Act 1975, no. 42 (01 July 2011)

Forest and Rural Fires Act 1977

HSNO 1996

Health Act 1956

Health and Safety at Work Act 2015

Resource Management Act 1991

Local Government Act 1974

Local Government Act 2002

2.2   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)]

2.3 National Civil Defence and Emergency Management Structure

Domestic and External Security Committee (Prime Minister, Cabinet & Advisors)	• Makes national decisions • Requests international assistance

National Crisis Management Centre (Ministry of Civil Defence and Emergency Management, Government Departments, Defence Forces, Emergency Services)	• Coordinates response nationally • Manages international support • Manages Government deep. response

Waikato Region Civil Defence **Emergency Management Group** **Emergency Operations Centre**	**Other Regions CDEM Group Emergency Operations Centre**	• Coordinates response in region • Manages resources across Local Authorities • Welfare

Local Govt. Emergency Operations Centre	• Coordinates response in local authority boundaries • Coordinates welfare activity

Police Comms	**Fire Comms**	**Ambulance Comms**	• Dispatch and task own resource

2.4 Wintec Council

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

This chain of authority underpins the Coordinated Incident Management Policy and Response Plan. In an emergency, governance responsibility is delegated to Chair of Council and if they are not available, to the Chief Executive who is authorised to act independently. Any actions must be reported back to the Chair and the full Council as soon as practicable, and Council retains the responsibility to review all actions taken.

2.5 Wintec Coordinated Incident Management Policy

This document is accessible in the Wintec Policy Web.

2.6 Strategic Emergency Management Group (SEM Group)

The SEM Group consists of members of the Executive Management Team chaired by the Chief Executive, or designate, with support from additional staff from key areas within the Wintec as required.

The role of the Strategic Emergency Management Group is to:

- make and act on decisions requiring the highest authority within the Wintec;
- support the immediate actions of the Incident Management Team;
- manage the public relations issues surrounding an incident;
- focus on the major strategic issues including business recovery and continuity; and
- assemble the Business Recovery Team if required.

2.7 Incident Management Team (IMT)

The IMT consists of a group of people, led by an Incident Controller, who have been assembled from throughout the Wintec and who have the training, skills and knowledge required to react effectively during an incident on or off campus.

The role of the Incident Management Team is to:

- coordinate and manage the response to an incident on campus with the immediate focus on saving life and property;
- prevent any further injury;
- 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.

2.8 Director Communications

The Director Communications, or designate, is responsible for defining and operating the campus emergency communications plans and protocols.

The role of the Director Communications is to:

- provide reliable, timely and relevant communications to the Wintec community, all stakeholders and the general public.

3   Regional Hazardscape

The Waikato region's geography, geology, and industry make for a hazardous environment.

Natural hazards are defined as "any atmospheric, or earth, or water related occurrence…that can adversely affect or may adversely affect human life, property or other aspects of the environment." [Resource Management Act 1991]

Natural hazards include meteorological events and flooding, coastal, slope, or seismic hazards.

3.1   Hazard Summaries

3.1.1   Earthquake

Description

Earthquakes are characterised by ground shaking. Other effects that may occur include liquefaction, surface fault ruptures, landslides and, sometimes, tsunami.

Likelihood

There are three large active faults considered 'risky' in the Waikato region:

- The Kerepehi Fault - extending along the Thames Estuary and the Hauraki Plains.
- The Rangipo Fault - on the eastern side of Mount Ruapehu.
- The Wairoa North Fault - running along the Bombay Hills north-east of Mercer.

There have been long gaps between earthquakes in the Waikato region. The area between Taupo and Rotorua is the most vulnerable part of our region for earthquakes. It contains many active fault lines running in a north-east direction.

Source: Waikato Region Civil Defence

Consequences

The possible number of injuries would depend greatly on the time at which an earthquake occurred; the risks during a teaching weekday being obviously greater than those during the night or over a holiday break.

It should be noted that even with the knowledge Wintec has about the consequences of a seismic event, prediction of future shocks and their consequences is an inexact science.   Every effort is being made to ensure Wintec is as safe as possible. However, the consequences of any future major earthquake can only be estimated and planned for using the best information and modelling currently available.

3.1.2   Tsunami

Description

A tsunami is a natural phenomenon consisting of a series of waves generated when a large volume of water in the sea, or in a lake, is rapidly displaced. Tsunamis are known for their capacity to

violently inundate coastlines, causing devastating property damage, injuries, and loss of life. The principal sources of tsunami are:

- large submarine or coastal earthquakes (in which significant uplift or subsidence of the seafloor or coast occurs);
- underwater landslides (which may be triggered by an earthquake, or volcanic activity);
- large landslides from coastal or lakeside cliffs;
- volcanic eruptions (e.g., under-water explosions or caldera collapse, pyroclastic flows and atmospheric pressure waves);
- a meteor (bolide) splashdown, or an atmospheric air-burst over the ocean.

Likelihood

Wintec main campuses are sufficiently far enough from the coast that it would be unlikely a tsunami would directly impact the campuses. For Hamilton itself, the main risk comes from a distant source tsunami (where there would be plenty of warning) or regional tsunami.

Wintec's regional business would (Thames and staff and students away from campus), conversely, be more vulnerable should a regional tsunami hit.

Consequences

The most significant consequences for Wintec would not be for the physical campus itself but rather the effects on its staff and students. It may be that significant numbers of people could not easily travel to and from campus and evacuees may need to be accommodated on campus for a few days.

3.1.3 Volcanic Hazards

Description

Volcanic Hazards include ashfall, lava flows, lahars and pyroclastic flows; which potentially threaten life and property but could also damage our regions lifeline facilities such as electricity supplies, rail networks and road access, our economy and air carrier network.

Likelihood

Although we have many volcanic centres in the Waikato region (most in Taupo and Tongariro) they vary in activity and risk in which Wintec's main campuses would be less vulnerable due to the distance from these.

Consequences

As our campuses are more than 5km away from volcanic vents this is generally considered safe and thus consequential hazards should be minor; ashfall and volcanic gas. Breathing in small amounts of ash particles infrequently may only cause discomfort rather than pose a health hazard. Civil Defence and Police should be able to provide advice and information as necessary. Air travel could be affected due to ash in the atmosphere.

3.1.4 Severe Weather

<u>Description</u>

Storms are characterised by heavy rain, severe gales, hail, lightning, extreme cold, snow, high waves or storm surge. Major impacts include flooding, landslides and coastal erosion. They can cause damage to property and infrastructure, affect crops and livestock, and disrupt essential services.

<u>Likelihood</u>

In the Waikato, the two major storm events generally expected are severe winds, which can be expected to occur more frequently with the changing climate, and heavy rainfall.

<u>Consequences</u>

Most of the Wintec's buildings resist storm conditions well. However, roofing damage, windows being blown in and trees blown down are the typical storm incidents to be expected. The delaying or restricting/cutting of transport links in and out of the city during the working day could prevent people from returning home. Staff and students may see Wintec as a place to shelter in the meantime and decisions on evacuating the campus would need to consider the benefits of providing shelter. However the location of those sheltering would need to be in areas which are not at risk. Electricity supply interruptions are also a possibility. Moving around outdoors may be hazardous and restrictions may need to be put in place.

3.1.5 Flooding

<u>Description</u>

Flooding can occur both from direct rainfall events in the local area or from higher up in the catchments of the Waikato and Waipa rivers.

<u>Likelihood</u>

Due to the Waikato having numerous lakes, rivers, coastline and heavy rainfall; minor flooding can be a regular event. Local flooding may occur during a high rainfall event and some inundation of basement areas is possible. Flooding can also occur to campus buildings from overflowing roof drainages systems and/or damaged roofs.

<u>Consequences</u>

After a major flood normal campus activity may take time to resume which will all depend on the extent of damage to land, buildings, and lifeline facilities.

3.1.6 Fire (Urban)

<u>Description</u>

Urban fires can be caused deliberately or accidentally. Fire following an earthquake is also a risk. The greatest urban fire risk to Wintec is on campus.

Wintec fire risks are likely to come from areas where highly flammable materials are stored (e.g. oil or chemical stores), or where there are industrial processes involving heat energy.

Likelihood

The likelihood of fire on campus is hard to determine but definitely possible. Regular trial evacuations are in place in order to minimise the effects of such.

Consequences

Urban fires can cause death and injury as they often progress very quickly. Economic consequences of large events are significant. Property and infrastructure can be damaged and business activities interrupted. Consequences are exacerbated if fires are in an industrial area or involve hazardous substances.

The spread of fire between buildings is possible.

Even a relatively small fire can produce smoke and water damage throughout a much larger portion of a building. Electronic and scientific equipment is especially vulnerable to smoke damage.

3.1.7 Fire (Rural)

Likelihood

WINTEC is under little direct threat from rural fires. However, disruption could be caused to transport by large fires close to State Highways or other major routes that could cause disruption for the Wintec community.

3.1.8 Hazardous Substances

Description

By their nature, various Centres may present a risk of hazardous substances exposure. However, the minimisation of the variety and quantities of substances stored and the way in which they are used, does minimise this risk. A number of people in a building could be affected by an accidental release in a laboratory, but the greatest risk to the Wintec community comes from a transportation or storage accident involving commercial quantities of a hazardous substance.

Note: In most instances, Centres using hazardous substances have fully qualified technical staff that have key knowledge and ability and must be consulted over any incident.

Consequences

Major hazardous substance incidents can cause deaths, injuries and disruption.

Even a relatively small release in a laboratory could affect enough people to stretch the capacity of the St John's Ambulance service.

Locations

Hazard substances are stored within Hazardous Goods Stores/Cabinets, but may be used across any campus for teaching or other purposes. Hazardous substances are only to be handled by "Approved Handlers", whose details are maintained in Vault.

3.1.9   Transportation Accident (land, marine, air)

Description

Transport accidents may be caused by human error, mechanical failure, system/procedural failure, or by a natural hazard event (e.g., earthquake or storm event). An accident on a passenger bus service may involve up to 40 people with regular scheduled bus services passing through the campus, and domestic/trans-Tasman flights of up to 240 people flying over campus during the northwest weather pattern.

Consequences

There are often very high human consequences associated with transportation accidents, such as deaths and injuries. From Wintec's point of view, the consequences are likely to involve the distress of a large number of the Wintec community if an aircraft accident occurred on, or near campus, or if a number of people associated with Wintec were affected away from campus.

3.1.10   Biological and Public Health Hazards

Description

Communicable diseases, food and waterborne illnesses and damage to the physical environment (e.g., biological hazards or biosecurity incursions) are the primary causes of public health emergencies. Examples of public health hazards include:
- new and emerging diseases affecting humans (e.g. pandemic influenza strains);
- bioterrorism using biological agents (e.g. anthrax, smallpox);
- biosecurity incursion leading to lockdown of areas of the city
- water supply incidents leading to communicable disease outbreaks (e.g. cryptosporidium, salmonella, giardia, or E-coli contamination);
- mosquito-borne illnesses (e.g. Dengue Fever, Malaria);
- outbreaks of a severe communicable disease (e.g. meningitis, VTEC, measles, TB, legionnaires); and
- a severe and prolonged heat wave or cold spell.

Likelihood

Outbreaks of disease from a water supply incident or prolonged weather event are a possibility and would be treated as a critical incident.

Pandemic outbreaks have occurred in the recent past and Wintec acknowledges the need to be suitably prepared to respond when required.

New and emerging diseases, mosquito-borne illness and bioterrorism are unlikely scenarios but we have an awareness of them and would follow instruction from the lead agency at the time.

Consequences

Biological hazards have the potential to cause widespread social and economic disruption. Apart from the impact on human health, such hazards are likely to affect international relations i.e. international student numbers.

Wintec has plans in place for a pandemic and other public health scenarios and any incident would be treated as critical and managed by the incident management process.

3.1.11 Disruption of Infrastructure Systems

Description

Infrastructure failure could affect lifeline utilities, such as water supply, wastewater systems, electrical supply, gas supply, telecommunications (including radio) systems, transportation centres or routes (port, airport, highways, rail systems), fuel supply, information technology, and financial systems. Failure may be due to internal system failure or due to the effects of other hazards (e.g. earthquake). The biggest impacts are likely when there is a failure in a single system that directly impacts on other utilities, possibly leading to cascading failure. Multiple simultaneous failures are also possible. Failures of systems can lead to overload and disruption of service.

Likelihood

There is no information available to determine how often these failures can be expected to occur. Small service interruptions are experienced regularly in many of the systems and most systems have backups or redundancy built into them. Electrical supply failure is the most probable and the most disruptive to everyday activities.

Consequences

Consequences are generally felt within the facility affected and also by those sectors relying on that service. Social and human effects can occur if disruption is longer term.

Maintaining suitable conditions for normal activity in Wintec relies on a constant level of all services. Disruptions lasting more than a few minutes may result in the cancellation of classes or the disruption of IT systems. Disruptions of more than a few hours will have effects including the shutdown of buildings and major processes. Within 30–60 minutes, the loss of any major service will change from an inconvenience to a safety issue.

3.1.12 Terrorism, Violence, Criminal Activity and Unrest

Description

Terrorism targets include political and economic interests, critical infrastructure, mass gatherings of people, and events that capture high media attention. Violent acts, protest and civil unrest can all impact severely on normal life and operations. The methods of committing terrorist and criminal acts change and evolve over time. Most acts of terrorism are designed for maximum effect, especially economic destruction.

Consequences

A terrorist, violent or protest act targeted at Wintec would be almost as hard to manage as it would be in any truly public space. Even when there is warning of an event, the measures necessary to secure a campus are extremely disruptive in themselves.

The social and human effects of violence on campus can be more extensive than the initial impact of the event. Public relations issues as well as counselling and reconciliation issues will need to be addressed as soon as the direct threat has passed.

Disruption and unrest can take many forms and an appropriately proportional response to any given event is important, as improper handling of an event can lead to unnecessary escalation.

3.1.13 Planned Events/Protest Action

Description

Planned events such as protest action can create both difficult situations in their own right and provide a platform for the use of others. Someone wishing to make a "statement" could use the gathering of a large number of students or visitors in one place to create a disturbance out of proportion with the reason for the gathering.

Consequences

If a serious incident did occur during an event where there were large numbers of people present, it would be extremely difficult for Wintec to deal with during the early stages. Primary response would come from Wintec Security who would be tasked with attempting to contain the situation and to assist any person either injured or in distress. Within a short time frame, we could expect substantial support from all the required emergency services and Wintec's role would then simply be to provide any support or information required by the lead agency involved.

3.1.14 Drought

Description

A drought is generally defined as a shortage of rainfall over an extended period of time, which restricts or prevents a human activity. This can lead to a reduced volume of water in water bodies such as rivers, dry ground and a lack of plant growth. These impacts affect activities such as agriculture and power generation, and can have flow on effects to other sectors of the community. The Ministry for Primary Industries will declare when a dry period is classed as a drought.

Consequences

Potential consequences of a significant drought could be water shortages and power production problems which would result in Wintec needing to be more conservative with both water and power use.

3.1.15 Geothermal

Description

A geothermal system is an area of heated rock fed by a single upflow from deep within the earth. In Hamilton there is only one small geothermal system and thus very minimal potential risk for Wintec campuses.

3.1.16 Tornado

Description

A tornado is a narrow, violently rotating column of air extending downwards to the ground from the base of a thunderstorm. Warning signs include a long, continuous roar or rumble or a fast

approaching cloud of debris which can sometimes be funnel shaped. These can occur during thunderstorms.

Consequences

If a tornado were to occur the extent of damage would determine whether it be treated as a critical incident and then appropriate actions with relevant agencies would result.

3.1.17 Landslides

Description

Landslides occur when unstable rock and soil on steep slopes are disturbed by earthquakes, heavy rain, floods or activities such as mining, road construction or tree removal. The diverse nature of the Waikato region's landscapes produces different types of landslides in different areas. Most landslides occur without warning.

Consequences

If a landslide was to occur on a Hamilton campus the affected area would need to inspected and action taken to remedy the site before normal activity could resume.

4 Hazard Mitigation & Response

4.1 High Risk Response Group

The High Risk Response Group provides specific risk and hazard information during a critical incident and has a plan in place to respond promptly and efficiently.

Members of this team are Approved Handlers, Lab Managers, Technicians, Safety & Wellbeing Manager, and Facilities Operations Team Leader, supported by Management.

The objective of the group is to identify risk and hazards prior to a critical incident. The record of risk/hazards is kept centrally by the Safety & Wellbeing Manager. During a critical incident this group reports to the Safety & Wellbeing Manager and Facilities Operations Team Leader to report real time hazard and risks issues to put a plan in place to respond, control or reduce the risk of injury, illness, property or environmental damage, community risk.

4.2 Wintec Medical Emergency Response

Wintec Security will provide initial response to any medical emergency on campus with support from Wintec Health Services (during business hours) and emergency services personnel as required.

In any major incident, an initial lack of organised emergency services response could mean that the majority of 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 Wintec Security staff.

4.3   Campus Community Support Group

Wintec has recognized that during response to some critical events it is beneficial to have identifiable staff volunteers placed in specific key positions. This team of staff is sourced from the Building and Floor Wardens. Their role holds the responsibility of assisting the Security and Incident Management team during a mass evacuation of the campus in the result of a critical incident.

This group is a point of contact for Wintec staff, students, contractors and visitors, members of the public in need. Their role is to provide reassurance, instruction, and guidance to people that require information and support. They are provided with Radios to receive information and direction from the Wintec Security team via the IMT. If required they can report back to Security events of significance or request support for an urgent issue, e.g. medical, risk or new hazards.

Once the mass evacuation is complete the team reports to Security for further instruction. This may include providing support for the establishment of a welfare centre.

4.4   Fire Fighting

This section deals with the limited capacity of Wintec to control a fire in the absence of adequate response from the Fire Service.

The likely worst case scenario regarding fire concerns the aftermath of an earthquake which will likely see multiple ignitions in the affected areas and greatly reduce the capacity of the Fire Service to control the fires that develop.

4.4.1   Sprinkler Systems

Not all Wintec buildings have automatic sprinkler systems and of those that do, the systems differ in their capacity to operate in extraordinary circumstances.

The City Campus buildings serviced by a sprinklers are:

- Hub. The sprinkler main is located in the valve house between the Hub and Marae.
- Marae (K Block).
- D Block. The sprinkler main is located at the lower ground level facing E Block.
- A Block.

If the pumps fail or the sprinkler main is damaged, then the building systems will be inoperative.

The Rotokauri buildings serviced by a sprinklers are:

- G Block. The sprinkler main is located on the north side of the building, Avalon Drive end.

4.4.2   Fire Watches

If the fire service cannot provide an adequate response during a disaster (or other circumstances), it may be necessary to establish fire watches to:
- reduce the chances of ignition by policing housekeeping and activity;
- monitor escape routes and fire separation;

- detect fires as soon as possible;
- coordinate building evacuations;
- fight small fires with portable extinguishers and other resources;
- maintain alarm systems in the event of power failure.

Fire watches would involve regular patrols of at least two people, preferably equipped with a handheld radio and portable extinguishers.

4.5   Power Failure

The consequences of a major power outage have been well demonstrated by relatively minor outages in the past which had had significant but short term impacts on our operations.

Within the Rotokauri and City Campus boundaries, Wintec owns both the high and low voltage network infrastructure.   The highly specialised nature of these system requires the engagement of specialist high voltage contractors, e.g. NorthPower, WEL Networks, or similar.

System failures tend to be that of equipment failure, or cable deterioration/damage.

The City Campus has two substations available to supply power to the site, meaning that in the event of an outage, a redundant supply is possible.

Power outage causes outside the boundaries can only be remedied by the local transmission company, WEL Networks.

The City Campus B Block has a small essential services only generator, which will operate in the event of a power failure.   The generator supplies power to servers, and other critical information technology equipment. Most UPS equipment have limited battery lives of up to 2 hours.

Many doors and fire control panels rely on battery power, supported by main power supply charging. Without a constant electrical supply, most access controlled doors and fire panel batteries will only last up to 12 hours.   Additional batteries can be temporarily installed to extend the life of this equipment.

4.6   Animal Welfare

Animals are held in facilities on the Rotokauri campus. Consideration has been given to potential risks posed both to and by animals following a major incident on campus. These include but are not limited to;

Risk 1:

Escape of animals. This should not normally be an issue for Wintec.

During a major event such as an earthquake, there is a possibility that containment will be breached and animals may escape and any such incident will be dealt with by the Wintec Incident Management Team in close co-operation with relevant departmental staff.

Risk 2:

Following a major event such as an earthquake, especially when power is lost to buildings, our ability to provide for the welfare of any animals may be compromised. If they are initially prevented from re-entering buildings, the Incident Controller in consultation with the IMT Operations Manager will activate assessments of buildings which will be completed to determine if they are safe to re-enter. If access is possible and relocation of animals required, the department must have these risk and control mechanisms documented in its business continuity planning documentation.

Contingency Plans are currently in place for spillage of contaminated waste inclusive of decontamination and disposal of Biological Waste.

In a situation where Wintec is likely to be closed for an extended period, animal welfare will be provided subject to approval of safe access to buildings. Hazard identification and control processes are in place to manage risk to staff and animals.

1. Where animals can be released into the wild (e.g. fish), this should be done.
2. Other animals need to be provided with food and water on a daily basis which requires access to buildings, or removal of the animals to alternative (approved) facilities.
3. As a last resort, animals should be euthanized and not be simply left to die. A plan for safe access and euthanisation will be compiled to identify and manage any risk/hazards.

4.7 Sanitation

In the close environment of emergency accommodation, common gastro-intestinal infections can sweep through a community if hygiene is not maintained.

Wintec will initiate hygiene protocols based on guidelines issued at the time by the Medical Officer of Health.

4.7.1 Hand Washing

Hand washing is the single most important aspect of hygiene in most environments.

Lack of water will be the greatest impediment to hand washing arrangements. Stocks of normal liquid and bar soap can be used if water is available. To conserve limited supplies of water:

- have one container of water used to wet hands before washing;
- use another container of water to rinse off excess soap (add standard bleach to this water 5 drops per litre (0.25 ml per litre));
- use clean water sparingly to rinse hands.

Alternatives

Alcohol-based bactericidal and virucidal hand washing solutions and wipes are a good option for sterilising hands, but do not remove heavy soiling. Ordinary soap and reused water can be used to remove heavy soiling first and the sterilising products used on the resulting 'clean' hands.

4.7.2 Improvised Toilets

If sewers have been broken or the water supply interrupted, any persons remaining on campus will have to be instructed to not use the toilets in buildings to prevent further contamination of areas around broken sewer lines.

There a number of methods for improvising toilet facilities.

Option 1 - Procurement of Portaloos

There are a number of companies in the local area who supply and maintain portable toilet facilities.

Option 2 -Bucket and bag

Line buckets or toilet pans with heavy duty plastic bags to contain waste. Tie used bags firmly and store in water proof containers e.g., large rubbish bins, wheelie bins. Personal protection procedures for the collection and removal of waste must be followed.

Bucket and bag systems can be improved by pouring a small amount of undiluted bleach into used bags to sterilise the waste and reduce odour and gas build up. "Kitty Litter" or other absorbents can be placed in bags before use to soak up free liquid and reduce odour.

Option 3 -Outdoor Latrines

Where there is open ground, pit latrines could be constructed.

Options 2 & 3 would only be considered under dire circumstances which would likely be affecting the wider community and Wintec's response would be directed more to supporting the surrounding residential population and not just its own community members.

4.7.3   Medical Waste

Disposal

Biohazard bags and sharps containers can be utilized from the Wintec Health Services first. If no official biohazard containers are available, double plastic bags are to be used and stored in clearly labelled bins. Medical waste must be stored separately from other waste.

Body fluid clean up

Any equipment, clothing or bedding contaminated with body fluids must be dealt with appropriately. Use bleach (diluted to 1:10), or bactericide from first aid kits, as per the instructions on the packaging. Disposal of contaminated equipment may be required.

Personal

Wash with soap and COLD water first; use bactericidal and virucidal products if available.

4.8   Pest Control

Depending on weather conditions after a regional disaster, insects, and later, rodents could become a nuisance as they seek out decomposing food, material leaking from sewers or even the bodies of disaster victims. Fortunately, there are few diseases dangerous to humans endemic in the pest animal populations in New Zealand. However, the spread of infection arising from decomposing rubbish or human waste could become a problem.

Housekeeping and hygiene are the most effective ways to prevent pest problems:

- keep waste bagged and in secure bins;
- eliminate pools of stagnant water; and
- provide bins around eating areas.

Possible countermeasures include:
- rodent poison baits;
- rodent traps;
- insect sprays as supplied by departments;
- keep food covered; and
- double bag human and medical waste and store in covered bins away from evacuees.

4.9 Chemical Hazard Mapping

Hazard maps capture detail of hazards identified in and outside departments and service areas that relate to Hazardous Substances, New Organisms and some equipment. These maps identify hazards in specific buildings by floor and room locations, and are regularly updated with the oversight of the Facilties Operations Team Leader.

Hazards and locations detail the following specific examples but are not limited to:

- Hazardous Substance Stores
- Asbestos
- PC1/PC2Containment Laboratories
- Radiation
- Cosmogenic
- Hydrofluoric
- MWR
- Helium
- Toxic Gases/Compressed Gases
- Nitrogen
- Magnetic
- Corrosives

Copies of the Hazard Maps are held within Facilities Management.

4.10 Wintec Risk Management and Compliance Framework

The Risk Management Policy, Procedure and Principles documents a strategy to actively identify and manage strategic, operational and project risks in an on-going and consistent manner.

4.11 Risk Register

The Risk Register is a dynamic document that while formally reviewed and updated quarterly, can be amended at any time to reflect new/emerging risks, changes to controls and/or amended/new mitigating strategies.

5 Event Planning

5.1 Fire (Building)

Wintec has no ability to fight a fire beyond automatic sprinkler systems or first response measures such as hose reels and portable fire extinguishers. Firefighting can only be carried out by the Fire Service; whether they are available, delayed or unable to attend, the priorities for the Wintec are as follows.

Primary Action

1. Evacuate Affected Buildings

This is initiated by Floor Wardens and occupants supported by Security and/or Facilities staff as per first response plans. ***No one may re-enter buildings when alarms are sounding.***

Method

- Automated fire alarm systems
- Activation via manual call point

2. Evacuation of Buildings

This is initiated by the activation of Building Manual Call Points (MCP's), located at each exit, or by the activation of an automatic fire detection / prevention system.

Method

- Activation of building alarm system
- Verbal notification from Security/Incident response personnel

3. Control Spread Of Fire

This is primarily a Fire Service function. However, there are limited actions that can be taken in the absence of an adequate Fire Service response.

Method

- Remove loose combustible material between buildings.
- Close windows in adjacent buildings.
- Extinguish or remove embers and debris when they fall.
- Apply water to surrounding area.

4. Cordon

Cordon off area surrounding fire affected building.
- Security will undertake this with assistance from available staff.

Secondary Action

1. Account for all Building Occupants

It is not feasible to use roll calls in the Wintec environment. Floor and Building Wardens are the primary vehicle for ensuring everyone is out of danger.

Method

- Check contractor sign in system (Facilities Management, Wintec Security).
- Check security card access records (after hours).
- Check security camera footage.
- Interview evacuees.

2. Manage Evacuees

People displaced by the fire may be without wallets, purses, keys, cell phones or clothing and may require assistance with access to phones and getting home. The Incident Management Team Welfare Section is responsible for overseeing these tasks.

Method

- Find temporary alternative accommodation in a safe location.
- Monitor evacuees for signs of shock, stress and smoke inhalation.
- Provide blankets and towels for wet or smoke affected evacuees.
- Arrange access to phones.
- Arrange a contact point for information if the building shut-down will be long-term.
- Compile a list of persons evacuated to the temporary site, and ensure they sign off when leaving the site.

3. Salvage

The Fire Service may undertake salvage operations to limit the damage from water and smoke. However, they are not obliged to do anything that the building owner cannot do for themselves. Engaging with the Fire Service early to arrange staff or commercial operators to clean up and salvage equipment and resources can improve the outcome.

Method

- Use tarpaulins etc. to cover important equipment where water is still present.
- Use aquavacs and pumps to remove excess water.
- Contact commercial cleaners early (via Facilities Management).
- Arrange supervised access, when safe to do so, to allow staff to recover personal effects e.g. cell phones, car keys. In extreme circumstances retrieval of items from affected buildings will be undertaken by trained rescue staff as and when possible.

5.2 Severe Weather Event Planning

The most regular hazard Wintec is likely to face is severe weather. In most cases there will be some advance warning however, the details of a forecast regarding times and severity may be inaccurate.

The following guide assumes some warning will be provided and these may come from the MetService, Waikato Regional Council, Hamilton City Council, or Civil Defence Emergency Management Group (CDEMG) Emergency Management Officer (EMO). This guide deals with the actions specific to the effects of the weather. Issues such as flooding and loss of services should be dealt with according to the guides for those events.

Primary Action

1. Assess Likely Impact

Use all available information, including records of past events, to assess the risk to Wintec and the likely disruption to the Waikato area and remote sites. Consider:

- risk to life and limb;
- damage to buildings;
- disruption to transport (people unable to leave the campus); and
- staff that might need to leave early e.g., for childcare responsibilities.

Decide thresholds for action:

- when to issue a warning;
- when to restrict movement around the campus;
- when to advise staff to go home; and
- when to advise staff to stay at home.

2. Communicate the Warning

When a warning is received and a decision has been made about advice or instructions, these must be communicated early and widely (including Accommodation and commercial partners).

Method:

See Section 11 Mass Communication and Warning

3. Precautionary actions - Securing Buildings and Material

Areas vulnerable to wind, rain and other forecast events may be able to be secured or closed down to prevent damage.

- Contractors working on site should be contacted to ensure they are aware of a warning and of Wintec's plans.
- Any loose material on construction or maintenance sites should be secured against wind.
- External penetrations as part of maintenance or construction should be blocked with tarpaulins.
- Known trouble spots (leaks, wind funnels, paths, weak trees etc.) can be blocked off or warnings can be put in place.
- Patrols of the identified areas have been set up.

Secondary Action

These secondary actions are concerned with managing staff, students and their activities on campus during a severe weather event. If an event causes disruption to transport, communications or services, people may be unable to leave or get to Wintec. The Incident Management Team should plan to ensure the Wintec population understands the situation, encourages them to make plans for disruption and ensures the welfare of people who cannot leave the campus.

1. Set up a Welfare/Contact Point for People Affected by the Situation

Set up and advertise a contact point for Wintec community unable to get home.

Method

- Designate a safe welfare/contact point location and advertise this on web, social media and through Student Enrolment & Information Centre 0800 294 6832 or +64 7 838 6399.
- Wintec Communications will provide a script containing all relevant information and instructions for use by those answering calls or for automated messaging.

2. Prepare for Transport Disruptions

Consider the following actions depending on the severity of the event.

- Change heating and ventilation settings in buildings.
- Designate areas for people unable to leave to congregate so that they can easily be communicated with.
- Provide access to telephones.
- Prompt Centres/Schools and departments to make plans for their staff who are unable to get to work.

5.3 Tsunami

There is very little risk to Wintec campuses from a locally generated tsunami.

For useful background information, see the GNS report: Review of Tsunami Hazard and Risk in New Zealand at www.civildefence.govt.nz

Because Wintec is not located close to the coast, our Response Plan does not focus on evacuation and reconnaissance as it would need to if the campus was sited close to the coast. Instead, it concentrates on communication and management to staff, students and visitors who are unable to return home because of the tsunami impact on other parts of the region or country.

Primary Action

1. Verify Warning

- Confirm tsunami warning with official source (Waikato CDEMO, or CDEM Group EMO).
- Listen to radio, television, and emergency services broadcasts.

2. Communicate

Method

- Advise all campus sites and field stations of the warnings ASAP. The main goal is to ensure all staff, students and visitors on campus receive timely warnings and official advice.
- Strongly advise staff and students not to head in the direction of the coast.
- Provide regular updates – web, email, text messages, and noticeboards.

3. Provide Support and Accommodation

Method

- Set up and advise people of an emergency registration centre for collecting information on staff, students and visitors on campus who cannot return home.
- Arrange temporary accommodation – billeting with other staff and students, halls of residence, campus housing, and shelter in large spaces.

5.4 Earthquake

The geographical location of New Zealand, sitting astride the plate boundaries of the Pacific and Australian Plates, and the consequential geological makeup of the country, seismic activity in many areas of the Country is commonplace.

This plan assumes an earthquake of maximum probable magnitude has occurred leading to strong and prolonged ground shaking at Wintec. Significant failure of utilities, services, communications and some building damage may have occurred.

Primary Action

Campus Wide Notification

An earthquake of a significant intensity (function of magnitude, proximity and duration) will be sufficient to ensure every person on campus is aware of it. From experience, some people will choose to automatically evacuate the building they are in; others may not wish to do so. In all cases it is important to highlight the immediate actions which should be taken when an earthquake occurs. These are:

- **DROP**, **COVER**, **HOLD**
- Do **NOT** exit any building until the shaking has stopped – **Unless there is an imminent threat to life**
- If you are outside and near a building, move **QUICKLY** to a clear area
- When you are outside, be aware of your surroundings and **STAY ALERT**
- Assist anyone around you if they need help
- Follow the posted evacuation plan located prominently in every building
- Follow the instructions given by any Wintec Emergency Broadcast System (E.g. Cardax Mass Broadcast system, or others)

If an evacuation order is given by Wintec's Incident Controller/s, leave the building immediately, taking only your keys, phone, identification and emergency pack (if available) but do not delay and do not return to a building to collect items. Encourage others to leave with you if there is any confusion or indecision occurring around you.

Follow the evacuation plan and proceed to the nearest holding area. Please assist others around you if they require it and follow any instructions given by emergency response staff.

Note:

Once the initial shaking has stopped, there are a number of actions that can be immediately undertaken that may save lives or further significant property loss e.g. extinguishing small fires, applying first aid, isolating utilities. We accept that in many instances these actions may be taken by spontaneous volunteers; however support will be provided as quickly as possible by staff from Wintec Security, and subsequently from the City's emergency services, if required/available.

Expect Aftershocks. Sometimes these can be as damaging as the initial earthquake as structural damage may already have occurred and be exacerbated by further shaking.

Wintec Incident Management Team

Wintec's Incident Management Team will report to the Incident Control Point as soon as possible once the initial shaking has ceased**.** On arrival the first team members will decide whether it is safe to operate from the facility or to relocate to an alternative location.

- If the decision has been made to relocate the ICP, clear signage must be provided to indicate the new ICP location. IMT members will be notified by the established communications process

- If there is a shortage of people to operate the ICP, members should concentrate on one task at a time and take the time to establish a functioning facility as directed by the Incident Controller.

When team operations begin, the priorities are:

1. Assess the severity of the event

2. Assess communications capability

3. Contract any IMT members not already at the ICP

4. Establish Contact with the Hamilton City Civil Defence Emergency Management (CDEM)

- Communicating with CDEM is the best way to get information and requests for assistance out to the Civil Defence structure. Supplying accurate and thorough situation reports will be the most effective way of obtaining assistance, should that be required; good information will allow the best decisions to be made regarding distribution of resources.

5. Evacuate and Secure the Campus

- It is assumed that at this time the evacuation order has been given by the Incident Controller and actioned by Wintec Security Team leader or Designate.

- Campus will then be cleared of all non-essential people who will be directed to the published assembly areas prominently displayed across campus or directed to leave campus if they are able to do so.

- Campus closed notification signs will be installed at each entrance to the campus as soon as possible.

Note:

Car parks are dangerous. Every person walking, cycling or driving in a car parking area following a major earthquake **must take extreme care** to avoid injuring other people. It is accepted that stress levels will be heightened however injuring another person because of lack of caution is not acceptable under any circumstances.

6. Assessment of Buildings and Campus Environment

- Wintec Incident Management Team members will commence a planned assessment of buildings and the wider campus environment. During this period no person is permitted to enter the campus unless requested by the Incident Management Team.

- Rapid Assessment of damage to buildings and surrounds to identify immediate threats to safety will be undertaken as quickly as possible. Initial visual checks will be conducted by Wintec Security, but as soon as possible, qualified structural engineering advice will be engaged.

Building Recertification Process

All earthquakes have different characteristics and the impact on the campus and the measurement of that impact is related to a number of factors. These include:

- the strength of the earthquake (as reported by www.geonet.org.nz);
- the epicentre (location) and depth of the earthquake;
- the duration of the shaking;
- the type of ground motion;
- interruption to on campus services (power, lift operation, water);
- obvious damage to buildings;
- the status of our "indicator" buildings; and
- the context of the quake effects on the surrounding neighbourhood and wider city.

Wintec's emergency five phase building checks, inclusive of Health and Safety, will be invoked on the judgement of the Incident Controller in consultation with structural engineers.

All buildings have been documented, so structural engineers know exactly what to check in their visual inspections. A number of key measurable indicator buildings have been identified that demonstrate what to look for.

Five Stage Building Assessment Process

Phase 1: Safe Access

A first-pass structural and hazard identification check to ensure the building is safe for access by our structural assessment teams.

Phase 2: Structural Assessment

Structural Engineers undertake a detailed assessment of any damage sustained in the earthquake. The process is thorough and may include invasive checking with removal of wall linings, floor covering and ceilings.

Phase 2b: Maximum credible event assessment

If deemed required by the structural engineers, a maximum credible event assessment will be undertaken on any building considered to be at heightened risk of not withstanding a future shock.

Under these circumstances, the building will be fully modelled to confirm its strength and safety factor for any future seismic event.

Phase 3: Life Systems

A check of building systems including fire protection systems, emergency lighting and alarms, ventilation systems, lifts data and security systems to identify work required. Fume cupboards and gas reticulation are checked where installed.

Phase 4: Repair and Re-Commission

Undertake remedial work as identified in Phases 1, 2, and 3.

Phase 5: Compliance (Building Warrant of Fitness)

A formal documented process of checking that all building systems are operational and in compliance with their current Building Warrant of Fitness. This is governed by a process of inspection and sign-off by independent qualified Engineers.

7. Medical Care

- A major earthquake could produce many and varied injuries, potentially enough to completely overwhelm the region's capacity to deal with them. In the initial stages, there may be limited, if any, access to standard medical care. A triage area will be established in a safe location as soon as practicable supported by the Incident Management team Welfare Manager and the Wintec Health Services staff.
- The primary location for this area is the Wintec Health Services. However, notification of an alternative location will be given is necessary once it has been established.

Equipping/Supporting

- Wintec's Health Centre is a priority for all equipment and service requests.

Staffing

- Additional personnel may need to be provided to the Wintec Health Services staff to assist with set up, portering, administrative and control duties; these people may be spontaneous volunteers. The Health Centre will likely face an influx of injured, most of whom will have non-urgent injuries; access control will be an important and continual need.
- Additional staff with first aid experience may be available from the general Wintec community.

8. National Civil Defence Earthquake Guidelines

New Zealand Civil Defence and International Best Practice advises that during an earthquake, people should DROP, COVER & HOLD.

Drop, Cover and Hold still the best advice

When the shaking starts, the best advice is still to Drop, Cover and Hold.

The advice from civil defence and The NZ Society for Earthquake Engineering comes in response to a widely circulated email by a self-professed rescue expert. Information in the email contradicts current advice on what to do in an earthquake.

Although the email source has been discredited in the US, where it originated, the emails have been virulent enough to create some public concern both in the US and in New Zealand.

Standard advice in New Zealand for what to do in an earthquake is to drop, take cover under a sturdy piece of furniture, and hold on, or shelter against an interior wall away from windows, bookcases etc. That advice still holds true and has not changed says John Norton, the Director of Civil Defence Emergency Management.

Mark Stirling, President of the NZ Society for Earthquake Engineering and a scientist with Geological and Nuclear Sciences says that each year about 70 damaging earthquakes occur throughout the world.

New Zealand experiences hundreds of earthquakes every year but most of these are either very deep in the earth's crust or centred well offshore, and cause little damage or injury. But over 100 quakes a year are big enough to be felt, and a severe one can occur at any time.

"The 1931 magnitude 7.8 Hawke's Bay earthquake caused significant damage and resulted in the introduction of the first New Zealand earthquake-resistant design standards."

"In New Zealand we are fortunate to have sound building codes and earthquake resilient structures and can have some level of confidence in our buildings.

DROP   COVER   HOLD
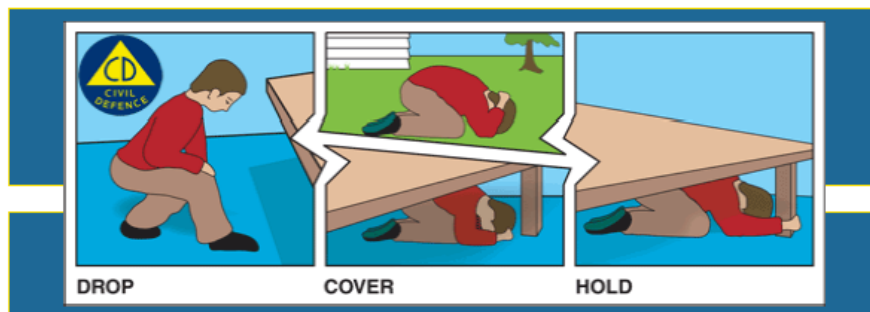
"This practice will protect people in most earthquake scenarios. This is the drill practiced by schoolchildren, and what civil defence agencies have consistently promoted around the country.

"In a severe earthquake it is absolutely vital that people respond immediately. Confusion about what to do can result in people getting seriously injured or killed."

"Our advice is to identify safe places in your home, office or school before an earthquake so that when the shaking starts you can respond quickly.

"An immediate response to move to the safe place can save lives. And that safe place should be within a few steps or two metres to avoid injury from flying debris," says Mr Norton.

"But we know from recent international tragedies such as the ones in Kobe, Japan in 1995, and in Taiwan in 1998, that the best building codes in the world do nothing for buildings built before modern codes were enacted. Fixing problems in older buildings—retrofitting—is in most cases the responsibility of the building's owner. However, small improvements can make big differences."

"Ground vibrations during an earthquake are seldom the direct cause of death or injury. Most earthquake-related injuries and deaths result from collapsing walls, flying glass, and falling objects caused by the ground shaking, " says Mr Stirling.

Do not attempt to immediately evacuate the building unless there is an imminent threat to life.

KNOW WHAT TO DO - BEFORE YOU HAVE TO DO IT!

We can take some simple steps to reduce the danger to ourselves, our families, and property when earthquakes occur.

Before an earthquake

• Identify safe places very close to you at home, school or workplace, such as under a sturdy table, or next to an interior wall.
• Develop a Household Emergency Plan and have emergency survival items so that you can cope on your own for at least three days
• Protect property - secure objects and your homes and keep insurance up to date

During an earthquake

• Move no more than a few steps to a safe place, drop, cover, and hold on.
• Do not attempt to run outside
• If outside, move no more than a few steps to a safe place, drop, cover, and hold
• If in a lift, stop at the nearest floor and get out
• If you are driving, pull over to the side of the road. Stay in the vehicle until the shaking stops

After an earthquake

• Expect aftershocks and help those around you if you can
• Report injuries or fires to the emergency services (dial 111).
• Put out small fires. Evacuate the building if the fires cannot be controlled.
• Listen to the radio for advice and information.
• If your property is damaged, take notes or photos for the loss adjustor.
• Do not go sightseeing and stay out of damaged buildings

Detailed information on what to do is available at **www.civildefence.govt.nz.**

www.gns.cri.nz & **www.nzsee.org.nz** also offer information on earthquakes.

5.5   Hazardous Substances Emergency

As with several other possible incidents, the unintentional release of a hazardous substance is something Wintec has a very limited capacity to deal with. Small spills of relatively innocuous substances can be dealt with on a regular basis by the staff in the Centre of Science and Primary Industries. Spill kits, eye wash stations and deluge showers are only the equivalent of a fire extinguisher; a 'first aid' measure. The Fire Service must be called in to deal with any sizable spill.

Within departments, bulk chemicals are stored in secure hazardous substance stores and distributed in smaller quantities to laboratories.   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.

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.   Additionally the High Risk Response Group may be activated to support the Incident Management Team.

Primary Action

1. Evacuate Areas Affected by Release/Protect in Place

Caution – anyone sent to assist with evacuation must not enter an area where they can be affected by the release.

Move people

- Upwind.
- Move people only as far as necessary for safety – they may transfer contamination.
- Accommodate those held where medical help can reach them quickly and ambulance (stretcher) access is easy.
- Control and hold all those exposed or potentially exposed (they will need to be briefed and their details recorded in case of delayed effects).

Protect in Place

'Protecting in Place' is an option under certain circumstances. The advantages of protecting in place include not having to organise large evacuations.

Protect in Place if…	**Evacuate if…**
▪ There is not enough time to evacuate before the hazard affects the area. ▪ The incident and hazard are likely to be of short duration (approximately one hour). ▪ There is concern for contamination.	▪ Vapours / Gas present a risk of explosion. ▪ Fumes, gas, vapours would take a long time to clear from the area. ▪ The building cannot be tightly closed. Do not activate the fire alarm if gas vapour is present (risk of explosion). ▪ Possible or continued harm to people (but may need to be isolated).

2. Supplementing Medical Response

If more than 10 people are affected and require medical help, emergency services may initially have difficulty in providing that assistance.

- Use Wintec Health Services personnel to assist with oxygen etc.
- Provide an area for medical treatment that:
  - has water and washing facilities;
  - can be cordoned off;
  - has separate entrances and exits; and
  - can easily be reached by ambulance staff with a stretcher.

3. Collect all Information about the Substance and Incident (if safe to do so)

Sources of information include:

- SDS (Safety Data Sheets);
- academic and general staff, graduate students from the laboratories affected or department;
- packaging labels;
- fume hood and laboratory notices; and
- placards.

Specific information includes:

- proper (technical) name;
- shipping or trade name;
- UN number;
- dangerous goods class (number);
- phase (solid, liquid, gas);
- quantity;
- colour;
- behaviour (e.g. fuming, reacting with water or air);
- type of container; and
- effect on people (symptoms of exposure).

Use the NZ Hazardous Substances Initial Action Guide (in ICP) for advice on:

- evacuation;

- danger areas;

- first aid;

- firefighting tactics; and

- risks/effects/symptoms of exposure.

The Hazardous Substances Initial Action Guide gives information in a clearer and easier to understand form than many SDSs.

The

Pass any information to the Fire Service who has a database and advisors to inform their tactics and the response by the other emergency services.

Secondary Action

Managing Evacuees

Evacuees need to be managed for the following reasons:

- the effects of some substances may not be obvious immediately;

- the Fire Service has a system to identify anyone contaminated so that anyone falling sick in the following 48 hours can be recognised at hospital and information about the incident made available;

- the Police may want to interview those affected if the incident is suspicious;

- people may have left their wallets, purses, keys etc in the affected area and will require assistance;

- further information may be required by the Fire Service; and

- distress may be better managed.

Do not allow anyone to leave campus unless cleared to do so by medical personnel.

Hazardous Substances Initial Action Guide (Standards NZ)

Cover

G Block (Trades) Emergency Control Plan - Sep 2016
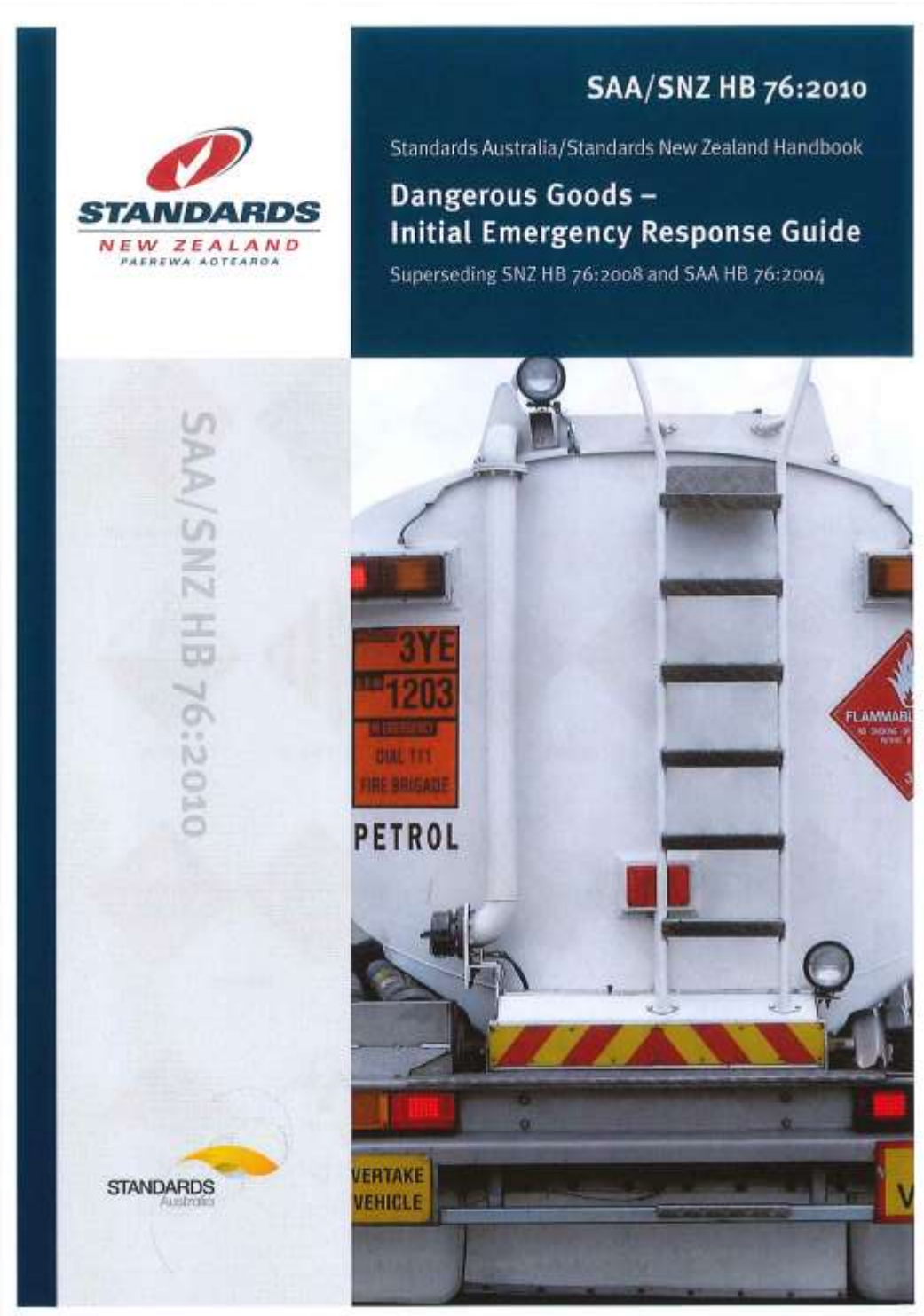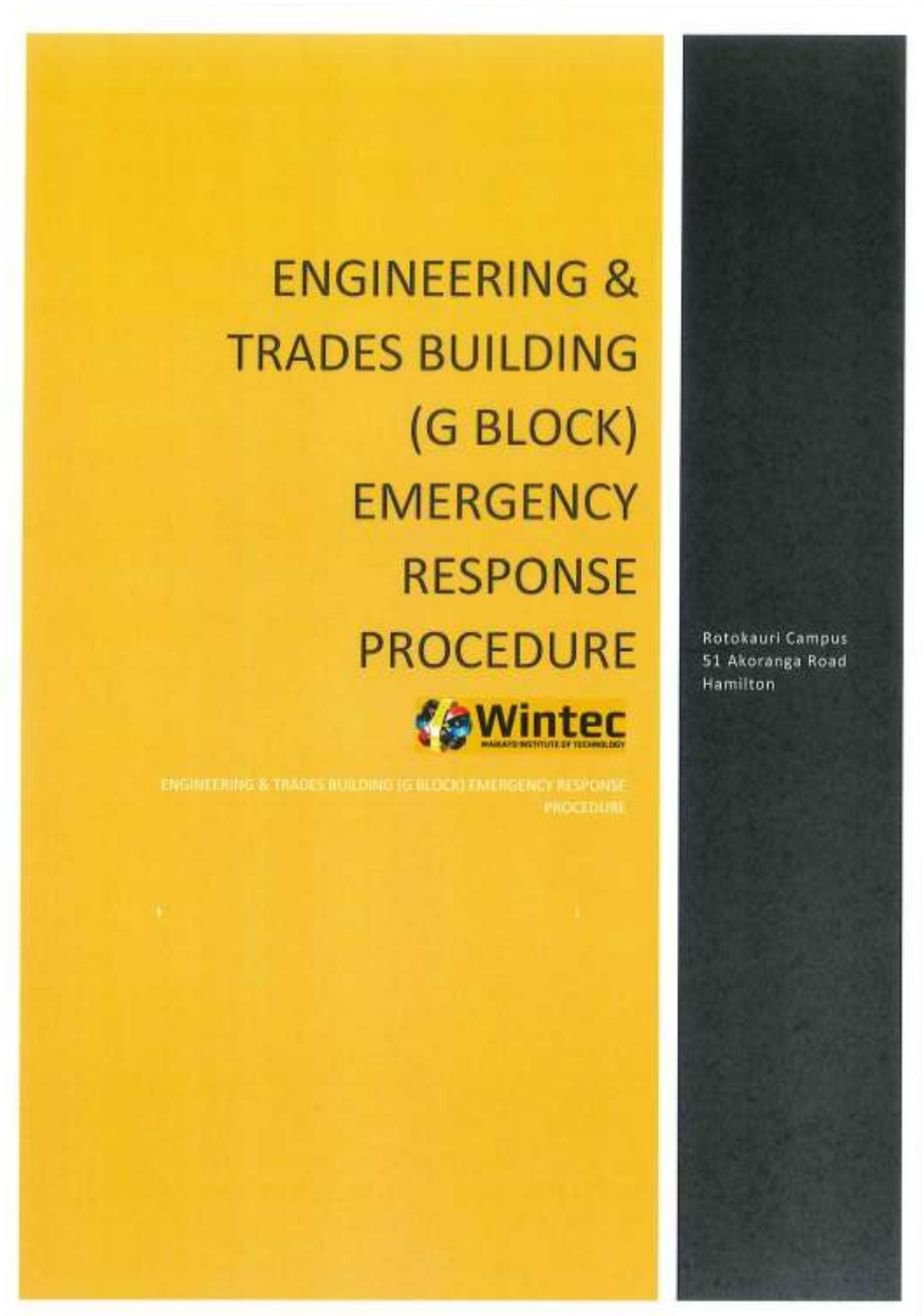
5.6 Terrorism/Violent Acts

An act of terror could take any number of forms affecting the Wintec community directly or indirectly. The human and emotional impact will almost certainly be felt by everyone. The impact on any individual depends on their proximity physically or socially to the incident/s.

Possible acts include:

- bombings;
- chemical or biological agent release;
- violent act, e.g. shootings;
- hostage taking; and
- overt threats of violence.

Note:

A violent act that does not affect the wider Wintec community will generally be dealt with by Security unless fire arms are involved.

Primary Action

1. Flexible Response

Response to an act of violence will be dictated by the circumstances and information immediately available. All methods of information gathering will be utilized, e.g. direct notification, CCTV, police liaison.

- A deliberate act of terror may not be limited to single events – a cautious approach should be taken e.g. multiple bombs, attacks on rescuers.
- The spread of contamination should be prevented as much as is possible.

> **Note: Wintec Security will be the initial and lead response team in any event such as this under the authority and direction of the Security Team Manager and/or Wintec Incident Controller, until such time as NZ Police are on site and have taken control. Once that occurs, Security and the IMT will act in a support role.**

2. Communicating Official Advice

As soon as possible the Wintec community will be advised of immediate actions required (if necessary) or informed of what the situation was and the response. Urgent instructions may be relayed to the Wintec community via the Cardax broadcast system and/or any other channel deemed appropriate.

Because of the variety of possible attacks, advice for specific response measures will have to come from the New Zealand Police once the details of an attack become clear. Ensuring this advice and support for the IMT is available, should be a priority.

3. Facilitate the Emergency Services Response

Police or military operations will require cooperation from Wintec in a number of forms. There may be a shortage of emergency services personnel, so Wintec needs to directly (under advice from the lead agency) manage secondary issues:

- evacuating and securing of site or scene;
- keeping people out of dangerous areas;
- identifying people who may have been affected; and
- managing injuries.

To facilitate the emergency services response to the direct response, the following will be required:

- provision of detailed information to the emergency services;
- maps, plans, activity reports, access cards/keys;
- CCTV footage and security services (building lock-downs, etc); and
- provision of facilities for the emergency services.

5.7 Bomb Threat/Suspicious Package

Primary Action

1. Wintec Security is the Primary Responder
Security staff will contact the NZ Police.

2. NZ Police
Upon arrival on site, the Police are the Lead Agency for any bomb threat situation.

3. Evacuation

The Wintec Security Team Leader (or designate) will make the decision whether or not to evacuate, and to what extent, based on their best knowledge of the incident at the time.

Decisions will be based on:

- the specifics of a threat – a specific threat giving a deadline in the near future is good reason for an evacuation;
- size and location of a package/threat – while small devices can be powerful, consider the evacuation of a limited area around the package with the intention of:
  - limiting injury;
  - putting a solid barrier, i.e. a building, between evacuees and the device.

Evacuations will be planned to avoid sending people into the danger area:

1. All required staff will be assembled and briefed

2. Evacuation route and holding areas will be agreed

3. Evacuation will generally be handled in stages to avoid bottlenecks

If a large number of people have to be evacuated in a short period of time, the wide area broadcast/fire alarm systems will be utilised.

Secondary Action

1. Wintec Security assistance to the Police

Wintec Security will provide assistance to the Police to:

- provide cordons;
- assist in searches (trying to spot out of place items); and
- answer questions about unusual activities preceding the threat;

5.8 Death/Serious Injury/Suicide

When a death, serious injury or suicide occurs, it is beholden on Wintec to respond in an appropriate, sensitive and empathetic manner. Guidelines have been established to provide a systematic, effective, and caring response. Detailed responses and checklists and Standard Operating Procedures for Death of a Staff Member or Student are held at the ICP and with key staff around Wintec

An abridged summary of immediate action follows:

5.8.1 Threatened Suicide (If in immediate danger)

1. Wintec Security will have secured the immediate area and advised the emergency response agencies.

2. The Security Team Leader will be the immediate Lead Responder until replaced by the Incident Controller or trained emergency services personnel arrive.

3. The Incident Controller will contact the Chief Executive, Director, Communications, and other Wintec personnel as appropriate.

4. After the incident is concluded, appropriate support for staff and students will be arranged.

5. At every stage of the response, Wintec will be mindful of its' Privacy Act obligations to protect and respect personal information.

6. A formal debrief will be held as soon as appropriate.

5.8.2 Death or Serious Injury on Campus

1. Wintec Security will have already secured (and screened if necessary) the area to ensure as little disturbance as possible and to limit access until the police arrive.

2. Security will have advised emergency services and sought the assistance of the Health Centre as appropriate.

3. Incident Controller will contact the Chief Executive, Director Communications, and other Wintec personnel as appropriate.

4. After the incident is concluded, appropriate support for staff and students will be arranged.

5. At every stage of the response, Wintec will be mindful of its' Privacy Act obligations to protect and respect personal information.

6. A formal debrief will be held as soon as appropriate.

Follow up actions

Wintec has management protocols for dealing with incidents for both international and domestic students.

5.9 Infrastructure Failure

A substantial infrastructure failure could result in significant disruption and secondary health and safety issues.

- Water supply contamination, deliberate or accidental, resulting in a lack of potable water:
    - inability to maintain safe working conditions; and
    - high incidence of illness.

- Electricity supply failure, e.g. substation fire cable break:
    - people trapped in elevators;
    - unsafe working conditions;
    - lack of lighting;
    - failure of security systems; and
    - failure of IT systems.

- Telecommunications failure:
    - lack of access to 111 system; and
    - failure of automatic fire alarm systems.

- Gas supply (leaks should be treated as a Hazardous Substances Emergency)
- Boiler heating system failure or distribution infrastructure break (heating and DHW):
    - inability to maintain safe working conditions; and
    - excessive amounts of 115 degree hot water.
- Loss of IT systems

Primary Action

1. Length of Failure

Wintec will contact suppliers or the Local Authority for any information regarding the length of the outage.

2. Responding to Immediate Safety Issues

Elevator failures

The two options for elevator rescues are:

1. Elevator Service companies

2. Fire Service (urgent calls)

Lighting

Building emergency lighting systems are generally battery powered and will operate for 20–30 minutes only. We currently do not have any buildings that have generators to run emergency lighting for any longer period. It should be noted, however, that the City Campus B Block emergency generator will service essential IT services, and limited lighting in B Block.

Fire Alarms and 111 system

All fire alarm systems on campus have a battery supply. The minimum requirements are:

 − standby for 24 hours; and

 − alarm operation for 30 minutes.

Fire alarms will still operate without mains power.

After 24 hours, faults with alarm activations could be expected.

Extra vigilance will be encouraged amongst staff if alarm systems are compromised. Fire watches will be considered if necessary.

If the City telephone network fails, the Wintec fire alarm notification is provided by wireless link and will automatically activate at the Fire Service Communications Centre. However, if the internal Wintec telephone network is damaged, notification may not occur and direct confirmation of a fire may be required. The evacuation procedures for each building require the Building Warden to notify the NZ Fire Service upon evacuation.

Satellite phone services may provide access to the telephone network enabling the Fire Service Communications Centres to be called.

Water

If the supply is contaminated, the Wintec community will be advised to stop drinking tap water. The use of personal emergency supplies or bottled water from cafes will be necessary.

5.10 Pandemic

The World Health Organisation (WHO) warns that there is a serious threat of a worldwide influenza pandemic and that we should take all reasonable steps to prepare for it. It is a seasonal influenza virus that is of most concern. It should be stressed that influenza pandemics are not one-off events but regularly occur a few times per century (1918: Spanish Flu, 1957: Asian Flu, 1968: Hong Kong Flu). As long as the influenza virus continues to mutate, we will continue to have influenza pandemics.

Primary Action

Education/information will be provided to the Wintec community as soon as a concern exists and affected staff or students will be encouraged to stay home. Special leave provisions and aegrotat arrangements are in place and may be implemented if deemed necessary.

Because Wintec is a public institution where a large number of people gather, the decision to close Wintec will be made by the Government during the "Stamp it Out" phase. The period of closure will be beyond Wintec's control and managers should discuss options for working from home with their staff. Individual employees should also ensure that their managers have up-to-date and comprehensive contact details for them.

Note that there may be several waves of the pandemic and the Wintec may be closed a number of times.

Secondary Action

There are a number of sensible actions that individuals and their families can take to protect themselves from influenza. They are as follows:

- inform yourself about pandemics (see resources referred to on the next page);
- have an activity plan for when you and your family have to stay at home;
- develop an emergency supply kit at home; including non-perishable food, water (that is replaced regularly) and paracetamol;
- educate yourself and your family about sound hygiene practices – hand washing and drying, coughing and sneezing etiquette; and
- Wintec Health Services recommends everyone has a seasonal influenza vaccine.

Wintec's pandemic plans are held by the Safety & Wellbeing Manager. During a pandemic event this information would be referenced on the Wintec Emergency Management intranet site.

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.

STAGE	NZ STRATEGY	MoH / DHB ALERT CODE	OBJECTIVE AND ACTION
1	**Plan for it** (Planning)	**WHITE** (Information / advisory)	- Objective: devise a plan to reduce the health, social and economic impact of a pandemic on New Zealand. - Full engagement of whole of government. - Consultation with and input from many agencies.
		YELLOW (Standby)	- Prepare to implement pandemic response action plans.

2	**Keep it out**
	
	(Border Management)
		RED
		
		(Activation)
			▪ <u>Objective</u>: keep pandemic out of New Zealand.
			▪ Wide range of border management options, up to:
			  − closure of New Zealand's border to all non-nationals;
			  − quarantine of all returning New Zealand citizens.
			▪ Enhance internal disease surveillance and notification.
			▪ Investigate and follow up any suspect cases.

3	**Stamp it out** (Cluster Control)		▪ <u>Objective</u>: control and/or eliminate any clusters that might be found in New Zealand. ▪ Isolate and treat patients and households. ▪ Contact trace and treat all contacts. ▪ Restrict movement into/out of affected area(s). ▪ MoH directs regional closure of education organisations to children and students, closes other places where people congregate, and prohibits mass gatherings. ▪ Maintain border management.
4	**Manage it** (Pandemic Management)		▪ <u>Objective</u>: to reduce the impact of pandemic influenza on New Zealand's population. ▪ Health services reconfiguration to support community response in affected areas. ▪ MoH directs national closure of education organisations to children and students, closes other places where people congregate, and prohibits mass gatherings. ▪ Social distancing measures. ▪ Support for people cared for at home, and their families.
5	**Recover from it** (Recovery)	**GREEN** (Stand down)	▪ <u>Objective</u>: expedite the recovery of population health where impacted by pandemic, pandemic management measures, or disruption to normal tertiary education organisations. ▪ Stage starts when the population is protected by vaccination, or the pandemic abates in New Zealand.

5.11 Travel Risk Management

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

Most Wintec travel is booked through our preferred travel management company, in accordance with the Wintec Travel Policy. Comprehensive corporate insurance is provided. 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 'International S.O.S.'. In addition, travellers are encouraged to

register their international travel with www.safetravel.govt.nz and to monitor the MFAT website while travelling in 'hot spot' areas.

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 Wintec classroom, library or laboratory is available in the Health and Safety Toolkit, to assist all travellers in the identification and control of risk.

6   Prevention and Security

Envisioning what possible critical incidents may occur within the Wintec 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.

6.1   Wintec Security Systems

Wintec operates a wide range of security systems to support and augment the safety and security of Wintec and its community. These include the following:

6.1.1   CCTV

A network of Closed Circuit Television Cameras is installed across the Wintec campus. Monitoring and recording from these cameras is controlled by Wintec Security.

6.1.2   Cardax Access Control System

The Gallagher Cardax Access Control System provides Wintec with the ability to control and monitor access to restricted areas and after-hours access to all Wintec buildings. Cardax is operated by Wintec Security.

6.2   Emergency Services Coordination

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

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

7   Planning Process

7.1   Preparedness

To facilitate an effective response and to expedite the recovery process, it is critical that attention be given to readiness or preparedness. Wintec has implemented a number of initiatives to step up its emergency preparedness, including as follows:

- the *Coordinated Incident Response Plan* (this document) and associated policy are reviewed and updated on a programmed basis to ensure they remain relevant and effective.

- the Coordinated Incident Response Plan provides the framework for an operational response in the event of a critical incident on campus;

- a Coordinated Incident (CI) Structure is implemented based on best practice internationally. It includes both strategic and operational components. See Wintec Coordinated Incident Structure (Section 8.4 and 8.5);

- an Emergency Management intranet web site established. It contains resources, policy, information, relevant links, and contact details for key CI personnel;

- Emergency Procedures Flip Charts were developed and introduced as a ready reference for response to a number of different critical incident scenarios, produced in colour and available from Wintec Security Offices, the Health Centres, and the Black Boxes.

- An 0800 emergency contact number was introduced to encourage staff and students to add the number to their contact details on their mobile phones;

- Each Centre and Department of Wintec is expected to prepare and maintain current and up to date contact information for all staff, which should be stored in Chris21 / HR21.

- CIMS Level 2 training has been delivered to Level 1, 2, & 3 Management.

7.2 Specific Plans and Processes

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

Field Activity Protocols

Individual Standard Operating Procedures, e.g. Security Team first response SOP's

Missing or Deceased Staff or Student

Campus Utility Plans

The Wintec Campus utility plans are available in full on-line and in a copy set located in the Black Boxes.

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

7.3 Plans Review Statement

All emergency plans and policies are reviewed on their review date, as specified in each plan.

7.4 CIMS Statement

Wintec uses the New Zealand Coordinated Incident Management System (CIMS), with minor modifications to suit Wintec, as its Incident Management model.

Depending on the size of the incident and the level of involvement of the emergency services, Wintec's Incident Management Team (IMT) will act either as the primary IMT or as a shadow where the Lead Agency is clear and on site with sufficient resources. Where the response is being adequately provided by the emergency services, Wintec's IMT will be acting to supply information and to manage Wintec functions in support of the response.

The Strategic Emergency Management Group (SEM Group) is comprised of members of the Wintec's Executive Management Team and exists to make and act on decisions requiring the highest authority within Wintec. The SEM Group also has control over external communications and issues of recovery and business continuance.

7.5 Business Continuity Framework

A critical component of emergency preparedness, response, and recovery is business continuity planning to facilitate the efficient and effective return to business as quickly as feasible following a major incident.

A framework of questions has been used to determine the key components required to return to operations. They are:

- Who are your key contacts?

- Who needs to know WHAT and WHEN?

- Who are your key stakeholders?

- What are your critical services/functions?

- What are your critical resources?

- What controls are in place to manage disruption?

- How vulnerable are the controls?

We believe that if deliberate attention is given to each of these questions at centre 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.

7.6 Communications Team & Emergency Communications Plan

Wintec's Communications department is responsible for defining and operating the campus emergency communications plans and protocols. In an emergency, Communications Leader will operate from within the Incident Control Point with the following priorities:

- provide reliable, timely and relevant communications to the Wintec community, all stakeholders and the general public;

- maintain the integrity of all Wintec communications; and

- uphold the reputation of the Wintec.

8 Incident Management

During a major event there are three key groups who may be activated. These are detailed as follows.

8.1 Strategic Emergency Management Group (SEM Group)

(refer to section 8.6 for greater detail)

The Strategic Emergency Management Group consists of members of the Executive Management Team chaired by the Chief Executive with support from additional staff from key areas within the Wintec as required.

The role of the Strategic Emergency Management Group is to:
- make and act on decisions requiring the highest authority within Wintec;
- support the immediate actions of the Incident Management Team;
- focus on the major strategic issues including business recovery and continuity; and
- assemble a Business Recovery Team if required.

8.2 Incident Management Team (IMT)

(refer to section 8.7 for greater detail)

The IMT consists of a group of people, led by an Incident Controller, who have been assembled from throughout Wintec and who have the training, skills and knowledge required to react effectively during an incident on campus.

The role of the Incident Management Team is to:
- coordinate and manage the response to an incident on campus with the immediate focus on saving life and property;
- prevent any further injury and risk;
- 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.

8.3 Communications Team

The Communications team provides front-line communication services for the Wintec community in the event of an emergency and/or when extraordinary circumstances make the campus inaccessible.

Wintec Emergency Management Structure – SEM Group
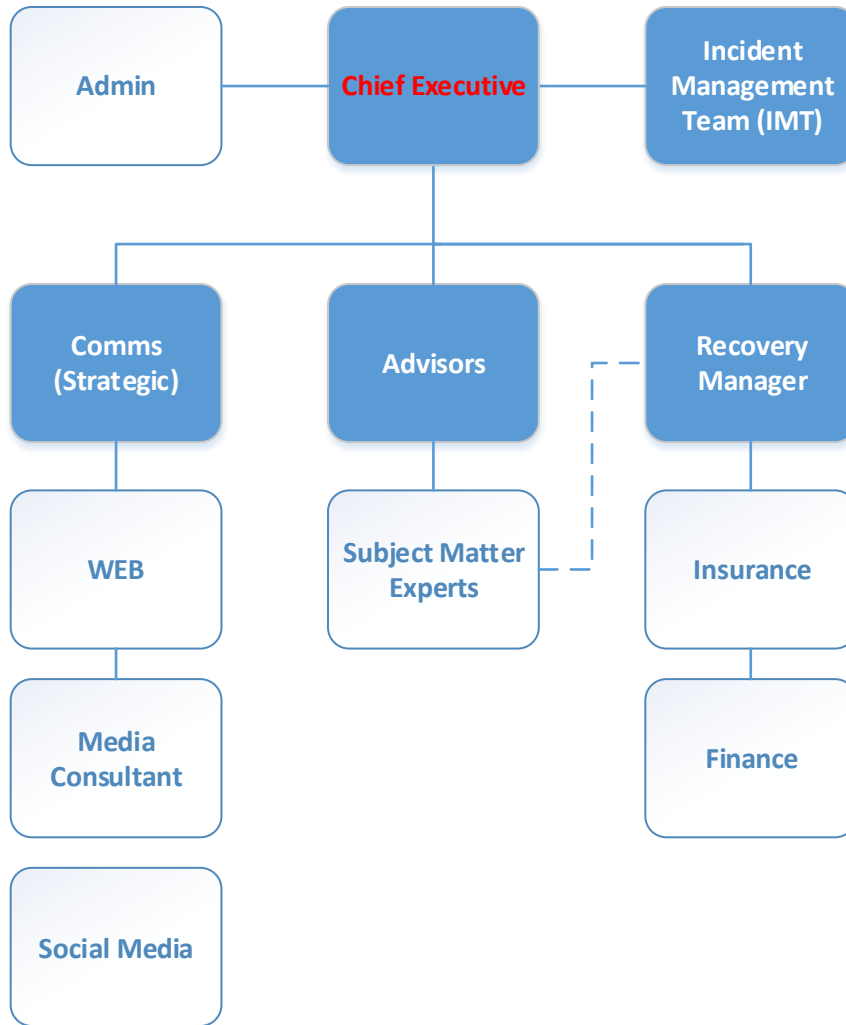
8.4 Wintec Coordinated Incident Response Organisation Structure (full activation)

Depending on the size of the incident, the Incident Management Team is scaled to suit the circumstance's.

Each key role within the IMT is serviced by two team members to ensure adequate cover during a protracted event and for times when team members are away from the campus.

```
                         ┌──────────────┐    ┌──────────────┐
                         │   Incident   │    │   Incident   │
                         │  Controller  │────│  Controller  │
                         │              │    │   Advisor    │
                         └──────────────┘    └──────────────┘
```

Operations	Logistics	Welfare	Planning & Intelligence	Health & Safety	Security	Comms
Facilities Management	Finance	Catering	Strategies	Health Centres	Facilities Management	Civil Defence Liaison
ITS	Resources	Accom	Advanced Planning	First Aid	Security (incl Contractors)	WEB Sites
	Transport	Medical	Timetabling	Technical SME's	Emergency Services Liaison	Social Media
	Facilities	Counselling				
	Printing & Signage					

8.4.1   Chair – Strategic Emergency Management Group (SEM Group)

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

1.   The immediate operational response issues (the Incident Controller/IMT deals with these, see 8.7.1).

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.

Role

The Chief Executive is responsible for:

▪   making decisions, in consultation with WINTEC Council, which require the highest level authority in Wintec;

▪   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 Wintec'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 general 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).

8.4.2   SEM Group Team Makeup

The SEM Group is chaired by the Chief Executive (CE) of Wintec. In the event that the CE is not available, delegations are in place to provide for the Senior Advisor or Chief Financial Officer, and the Director Product & Planning (in that order) to assume the responsibility of Chief Executive. In the unlikely event that none of the named executive staff are available, the Incident Controller will nominate a member of the Executive 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.

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 function at all times.

8.4.3   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 on 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 Wintec's response.   The primary liaison channel between these two groups is between the Chief Executive and the Incident Controller.

Note: During any activation of the Coordinated Incident 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 Wintec, information, direction and support will be required and made available in a relatively short period.

Other key relationships exist with the wider Hamilton 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)

8.4.4   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 Chief Executive 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 Wintec (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 Wintec is fully operational again as soon as practicable;
- keeping key stakeholders advised of impact and progress.

Key Outcomes

- Facilitate and coordinate Wintec'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, Executive Management Team and Wintec Council.

Key relationships

- Executive Management Team / SEM Group
- Incident Management Team
- Wintec staff and students
- Wintec Accommodation
- Wintec Campus lessees
- The wider Wintec community (local environs, Hamilton city, regional facilities)
- Tertiary Education Commission (TEC)
- Ministry of Education
- Other tertiary providers (particularly those with whom we have MOUs)
- Key stakeholders

8.5 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.

8.5.1 Incident Controller (IC)

> *"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 Wintec.

Key Outcomes

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

Responsibilities

- Assume control of the incident and of all Wintec response functions under the delegated authority of the Chief Executive*
- 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 Incident Control Point 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: Wintec has no statutory authority for emergency management, but has a duty of care to its staff and students. Wintec'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 Chief Executive through the Coordinated Incident 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 Wintec Coordinated Incident Response Plan

- Maintain accurate records of decisions and expenditures

Planning and Preparation

- Maintain an understanding and knowledge of Wintec's Coordinated Incident Plan and the Hamilton 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 Wintec's Strategic Emergency Management Group (SEM Group) and Chief Financial Officer and

- Maintain active communication with Wintec 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 Incident Control Point (ICP)

- Assume control on arrival at ICP

- 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 ICP
- 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 ICP. 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 ICP and make necessary arrangements.

Appointments

CIMS is a scalable system and the role most commonly 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.

8.5.2   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 Wintec property
- Relieve distress
- Provide support for the most expedient return to normal operations

Responsibilities

- Get to the ICP 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 ICP 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 an appropriate inventory / resource management system. This could be via a spreadsheet, white board, or the T-Card system. Logistics will confirm what resources are available to you.

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 ICP to make an assessment. Ensure everyone knows and that you have made arrangements for your function to either be covered by another or you continue via radio/cell phone.

8.5.3 Logistics Manager

> **"I Will Get It"**

Role

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

Key Outcomes

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

Responsibilities

- Get to the ICP 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 Security have 'first response' equipment. You will need to maintain information regarding the availability of all resources, preferably in advance of any incident occurring.

2. Create a T-Card for each resource. One card per person for Wintec 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.

8.5.4 Planning and Intelligence Manager

> *"I Will Identify It"*

Role

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

Key Outcomes

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

Responsibilities

- Get to the ICP 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 ICP 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 ICP 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 ICP (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 ICP, 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 ICP. The Safety & Liaison role is required to be out of the ICP 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.

8.5.5   Health and Safety Manager

"I Will Protect It"

Role

Assesses hazards and develops measures for ensuring safety.

Key Outcomes

- Protect life
- Protect Wintec 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 ICP
- Monitor events from a safety perspective
- Identify key safety concerns related to the incident
- Provide technical liaison between the ICP 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 ICP, 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 current status, activities, plans and timeframes.

3. Assist the Emergency Services with any needs they may have from Wintec. Don't forget that Wintec 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. Endeavour to ensure all deployed personnel are prepared and equipped for the risks they are likely to encounter.

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

8.5.6   Security Manager

> *"I Will Protect It"*

Role

Assesses hazards and develops measures for ensuring safety.

Key Outcomes

- Protect life
- Protect Wintec 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 ICP
- 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 ICP, 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 current status, activities, plans and timeframes.

3. Assist the Emergency Services with any needs they may have from Wintec. Don't forget that Wintec 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.

8.5.7 Welfare Manager

> *"I Will Support the Community"*

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 Wintec 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 ICP.
- 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. student accommodation, Red Cross, St. John, 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, 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 Wintec representative on behalf of staff and students and through liaison with NZ Police or delegated authorities).

▪ Engage Victim Support Services 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 ICP.

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 Logistics Manager, Health & Safety Manager and other appropriate parties identify resources required for welfare centre/s.

6. Coordinate delivery and utilisation of welfare resources.

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

8. Liaise with Hamilton City Council Welfare Unit in Hamilton ICP 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.

8.5.8   ICP Operational Communications Manager

> *"I Will Communicate It"*

Role

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

Key Outcomes

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

Responsibilities

- Get to the ICP as soon as possible.
- Obtain briefing from the Incident Controller or others who are in the ICP.
- 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 ICP Communications Centre.
- Operate radio and communicate with emergency managers to collect or transmit incident information.
- Establish communication link with Hamilton City Council ICP and interact as required.
- Handle all inquiries from media, citizens, schools, public agencies and others that come into the ICP Communications centre and triage as appropriate. Have an understanding of the basic disaster situation and answer the most common questions.
- Manage the distribution of radios to ICP personnel.
- Facilitate the installation of ICT resources within the ICP for ICP 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 ICP and their families.
- Establish and maintain telephone and email lists for active roles and functions within the ICP.

'How to checklist'

Key Points

- Manage primary emergency communications (phone, fax, email, websites, radio network)
- Coordinate exchange of information within the ICP
- Monitor processes for capturing and logging information
- Manage ICP personnel contact details
- Ascertain, deploy and continuously review resource needs

How To Do It

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

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

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

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

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

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 ICP Register (ICP 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 Wintec 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 ICP. Display relevant information on white board for everyone's review and use. Update on SharePoint periodically.

14. Establish and maintain communications with Wintec Student Enrolment and Information Centre and ensure information from ICP 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 ICP Communications Centre. Maintain a permanent storage file of ICP 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 ICP.
- Complete all logs and documentation and forward to ICP Administrator for appropriate storage.
- Ensure any open actions are assigned to ICP personnel to follow up.
- Ensure that all financial claims are forwarded to the Financial Unit.
- Follow the General Stand-down Phase Checklist.

8.5.9   ICP Administration Support

| "I Will Assist With It" |

Roles

- Provide administrative support to IMT.

Key Outcomes

- Protect life
- Protect Wintec 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 ICP
- Get to ICP 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 ICP communications
- Act as receptionist for ICP
- Observe deadlines and remind team members of these
- Maintain ICP 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
- ICP IT – ensure all members of the IMT have the necessary operational IT equipment
- Ensure AV equipment is up and running
- Access control for the ICP
- Car parking for the ICP
- Responsible for catering for the IMT staff. Authority to draft in kitchen help if needed
- Rostering for ICP staff for shift working, if necessary
- Act as a liaison with SMT support staff

'How to Checklist'

Key Points

- Manage incoming and outgoing ICP communication
- Manage reception at ICP
- Maintain a rolling 24 hour timeline
- Manage ICP 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 ICP. Do not allow visitors into the ICP 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 ICP 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).

9 Resource Management and Logistics

9.1 Equipment

This section focuses on the details of those functions that are critical to emergency response actions as suggested in the specific hazard action plans.

This section is not an exhaustive list of all available resources. The Incident Management Team has established relationships with key staff in Centres, Departments, and suppliers to access additional resources.

9.2 Technical Communications

This section deals with two broad categories of communication.

- Command and Control
    - used to coordinate response and recovery operations and communicate with external response agencies.

- Communication Network
    - used to provide information to the Wintec community, including passing on official instructions from emergency services.

9.2.1 Command and Control Communications

Command and Control may utilise any form of communication but tends to require immediacy and detail. Options include:

- Cardax mass broadcast services
- Vodafone mass broadcast service
- cellular phones (including text messages - SMS)
- campus security radio system
- landline phones – Telco's
- email
- web communications
- social media
- satellite phone
- written/printed material
- gate signage
- verbal via messenger
- Civil Defence radio network

Cell Phones

While cell phones are invaluable for immediate, detailed and sensitive communications, services may be limited or non-existent during an event that affects electricity supplies, creates increased signal traffic, or when physical damage has been sustained to the cell phone network.

If electricity supplies fail, emergency response teams will be prepared for cellular services to cease functioning and will switch to other forms of communication.

> It is noted that text messages are not guaranteed to be delivered instantly; voice traffic takes priority on networks and text messages are held for available bandwidth, which can take several hours (even up to two days) before delivery; this is especially so for traffic between different providers.

Campus Security Radio Communications

Wintec's radio system allows for immediate communication to a small number of users on campus. All key emergency response staff are issued with a campus radio, when an Incident has been declared. Training will be provided as required through Security.

9.3 Welfare Resources

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 Wintec.

Welfare may include:
- food and drink
- accommodation
- support and counselling
- hygiene and ablutions
- communications

Wintec's capacity to provide these services is limited by the available resources, especially in the areas of food, water and counselling. Staff are encouraged to make their own preparations in order for them to be as self-sufficient as possible in the first 72 hours following a disaster.

During a major incident, the HCC Incident Control Point Welfare Group may provide additional support to the Wintec Welfare Team.

9.3.1 Water

In the event of normal supplies being lost, the priorities for any available potable water will be the following.

1. drinking
2. food preparation (if required)
3. essential hygiene (medical assistance, hand washing around toilets)

Alternative/emergency water sources

- Personal drink bottles
- Staff personal emergency water containers (personal emergency kit)
- Outsourced bulk water supply
- Conserved water in building systems
- Hot water cylinders (turn off outlet valve as soon as possible after incident)

- Water coolers (turn off inlet valve as soon as possible after incident)
- Distilled water holding tanks in laboratories (20 – 60 litres)
- Header tanks (the task of retrieving water from tanks on upper levels and on roofs should be left for the Logistics Section)
- Waikato River (non-potable)

Use of alternative water supplies

Use of alternative water supplies should be delayed until personal and other smaller emergency supplies are nearly exhausted; this will also free up clean containers for transport of water. Water should be boiled if there is doubt regarding quality, especially when this is from open water sources.

Water provided as emergency relief

In a major civil emergency disaster, relief water supplies may become available from the Local or Regional Councils or relief agencies after some delay. The Logistics Manager will be responsible for providing assistance to these agencies when they are attempting to distribute water to people residing on the Wintec campus. Supplies may come in a variety of forms:

- bottled water;
- the Welfare Unit - may be tasked with distributing supplies;
- water tankers;
- the rapid distribution of water in small containers from a tanker parked on or close to the campus; and
- a temporary distribution point.

Distribution stations may be set up by relief agencies or the Local Authority at existing or constructed reservoirs while the reticulated supply is being restored. For some time after a disaster, water for recovery workers may have to be collected from these points using:

- small (20 litre) containers carried by vehicle;
- 200 litre drums carried in a van or truck.

9.3.2 Shelter

Where buildings are unaffected by the incident, these could be used as shelter. Safe holding/welfare areas are identified as the Hubs, Student Accommodation, and campus early childhood centres.

9.4 Food

9.4.1 Supplies

Supplies to use in the first 24 hours
- Personal every-day supplies
- The day's stock from all outlets on campus
- Perishable ingredients from all outlets on campus

Stocks for use from 24 – 72+ hours

- Stock from campus food outlets with a longer shelf life
- Food supplies from the wider district

Emergency purchases

Refer to section 1.8 Financial administrative procedures during critical incidents.

The Logistics Manager will be responsible for purchasing and overseeing distribution of food supplies and ensuring detailed purchasing records are kept.

9.4.2 Food Preparation

If any permanent cooking facilities are still operating, they can be used if the surroundings are safe and convenient. Other alternatives are:

- gas barbeques
- portable gas rings

> All cooking, especially with portable gas appliances, will require supervision and the provision of ventilation, fire extinguishers and water.

9.5 Counselling

While Wintec is fortunate to have a number of staff with professional counselling skills, their ability to deliver effective services to a large number of affected persons may be limited.

The Welfare Unit will be responsible for coordinating counselling services, in conjunction with the Director People & Culture and Health Centre Manager.

Other staff with support skills include:

- Chaplain;
- Student advisors; and
- Health Centre clinical staff.

> Counselling in extreme circumstances must be on a volunteer basis as is the case with other potentially hazardous work.

9.6 Power

The IMT Operations Manager is responsible for generators and other power supplies around campus, and will determine priority.

10 Mutual Aid

10.1 Regional/National Civil Defence

It is Wintec's intention to the best of its ability to be in a position to provide support for local, regional and national civil defence requirements.

10.2 Tertiary Institutions

There is substantial value to all tertiary institutions if mutual aid support can be provided in a time of crisis. It is Wintec's intention to formalise mutual aid agreements with a number of institutions over time.

10.3 Security Providers

Wintec in-house security team are on call in the event of an incident.   Preferred suppliers of external security services are also available.

10.4 Suppliers

In order to deal with a local/National event, Suppliers will need to be sought to accommodate the provision of goods and services to support the response and recovery effort. It is important when considering each individual procurement, that, in-house financial audit-trail, or post-event IMT debrief are not forgotten. A brief procurement spreadsheet stating the 'what', 'why', 'how much' and 'when', along with purchase receipts will:

- enable the provision feed-back on why, how, for whom and when the goods or services were procured during the event and allow subsequent post-event consideration of the response and recovery process, its effectiveness and how it may be improved;

- provide sufficient In-house finance/accounting department spend information; and

- decrease the time taken to identify the category of spend when considering the event in the context of a possible insurance claim.

10.5 Human Resources

Dependent on the nature of the event and should additional staff be required, People & Culture will work with local/national recruitment agencies to source resource to help ensure that Wintec's core critical business continues with as little disruption as possible.

10.6 Contractors / Consultants

Key relationships are in place with structural engineering, project management and building contracting firms to ensure that Wintec is able to call on key resources immediately following a major incident.

10.7 Hamilton City Public Transportation Services

Functioning transportation services in and around the City of Hamilton are important to the function of Wintec and disruption to these services can have a serious effect on campus activity.

During severe weather or major seismic events, public transport is often disrupted and the Incident Management Team will take transportation issues into account when making any decisions around campus accessibility.

11 Mass Communication and Warning

11.1 Emergency Call Points

Two emergency call points exist on the City Campus. One at Level 1 of the Multi-storey Car Park Building, and the second to the south east corner of B Block. These devices are to assist Wintec in providing as safe and secure environment as possible.

11.2 Cardax & Vodafone Broadcast Systems

ITS can use either the Cardax or Vodafone Mass Communication tools available, to communicate with students and staff, providing Wintec holds cellular contact details for each.

11.3 All Users e-mail

A number of email lists exist for contacting various groups of Wintec staff, students and stakeholders as required. The Communications department is responsible for sending out emergency messages through these channels in the case of a Wintec related emergency or incident. There are strict protocols for using these during business as usual to protect recipients from unnecessary or unwanted communication.

11.4 Website Notification

Emergency messages will be placed on the home page of the Wintec website. This page remains the primary point ("one source of truth") for initial and on-going information for Wintec students, staff and stakeholders in the event of a Wintec related incident or emergency. The majority of messages through other channels will refer recipients to the website for further information. The Student Services and Communications Department also has responsibility for website notifications.

11.5 Broadcast Radio

11.5.1 Public and Commercial Radio Stations

The cancellation services of public and commercial radio stations would be used to broadcast the status of the campus in the event of a Wintec related incident or emergency to advise whether the campus remains open, or is closed as a result of the incident. This channel is unlikely to be used to issue emergency instructions.

11.6 Social Media

11.6.1 Facebook

Predefined emergency messages can be placed on relevant Wintec Facebook pages to advise campus closures in the case of a Wintec related incident. If deemed appropriate, an auxiliary Facebook page would be set up by the Communications department dedicated specifically to an incident. This channel is highly effective with large numbers of the student population.

11.6.2   Twitter

The Wintec Twitter profile (@wintec_alerts) can be used to issue predefined emergency messages and advice of campus closures in the case of a Wintec related emergency or incident. It is unlikely to be used to issue emergency instructions, but would contain links to other electronic sources of information such as the Wintec website or Facebook page.

11.7 Written Information

Facilities Management is responsible for the provision of:

- Temporary signage
- Emergency evacuation boards
- Information flyers
- Campus maps
- Closure notices
- Access signage
- Sign in and out sheets
- Personal ID

12 Incident Action Planning

Incident Action Planning (IAP) is critical during an extended incident. 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 passed on 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.

Slightly different versions of an IAP may be produced depending on their intended audience, e.g. a copy sent to the Strategic Emergency Management Group (SEM Group) may not require the detailed task and sector instructions intended for frontline workers.

12.1 Incident Action Plan Template

An Incident Action Plan (IAP) becomes invaluable during an extended incident. Each shift of an Incident Management Team prepares an Incident Action Plan for a variety of reasons:

- to record important administration details in a form that can be passed on to anyone taking over;
- 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; and
- to promote smooth change-overs from shift to shift.

12.1.1 Incident Action Plans

Please refer to:

- Appendix 4 – Situation Report (SITREP)

- Appendix 5 – Targeted Incident Planning System (TIPS)

12.2 Levels of Activation

The ICP can operate at various levels of staffing in order to assist in managing in a variety of situations. Reference should be made to section 1.4 Activation and Notification Levels for a WINTEC Critical Incident.

Level	Situation	Staff Activation*
1	A City wide (or larger) event that creates significant disruption to Wintec e.g. a storm, large gas leak, transport accident. A catastrophic event requiring as much response activity as possible to be undertaken by Wintec e.g. earthquake, tsunami.	▪ IMT ▪ ICP ▪ SEM Group
2	A medium impact event dealt with mostly by the emergency services but creating some disruption for the Wintec e.g. a large building fire.	▪ Key IMT members
3	A Wintec specific (could be non-emergency) situation that could benefit from: ▪ ICP facilities ▪ Dedicated space ▪ Communications ▪ Planning materials Level 3 activation could be in response to an incident that is dealt with (almost) entirely by the emergency services. The ICP can be used during or after the event to monitor an incident or for debriefings and investigations afterwards. Recovery operations may be directed and planned from the ICP.	▪ Wintec Staff involved ▪ Wintec Security (possibly)

* May vary according to incident.

12.3 Health Centre

Depending on the type of situation that occurs, resources may be available at Wintec's Health Centre. Plans for the use of this facility are held with the Manager of the Health Centre.

12.4 Morgue

Where there are deceased persons it will be necessary to prioritise their care following immediate response phase of a disaster. Human dignity will always be a primary concern. Preferably a body should be left where it is and not disturbed. The Police are responsible for dealing with any death and prefer as little alteration of the scene as possible. In a disaster situation it may however be necessary to move a body to affect a rescue or where leaving it in position may cause distress or further injury.

Where a body is moved, as much detail as possible should be recorded about the circumstances and details surrounding the death and body. Use sketches of the scene, photographs and other notes. Wintec Security is required to record details of any deaths on campus.

The morgue itself should ideally:

− be easy to secure;

− have easy access by road and foot avoiding concentrations of people as much as possible;

− be as cool as possible;

− be large enough for the estimated number of bodies;

− be easy to clean; and

− be physically isolated in terms of ventilation, leakage etc.

A primary morgue location has been determined which has large chiller rooms, secure area and screened access.

Morgue personnel

Volunteer staff managing a morgue will require constant support. Personnel will be chosen carefully and will be rotated and monitored for signs of stress.

Disaster Victim Identification (DVI)

Note: DVI stands for 'Disaster Victim Identification' in this document. The New Zealand Red Cross manage the Disaster Victim Identification system designed to process information about and, reunite those separated, evacuated and injured during a disaster.

The New Zealand Police have legislative responsibility for Disaster Victim Identification. DVI is the process of identifying the dead using forensic and other investigatory methods to allow repatriation of bodies and accountability for the deceased. International assistance will be required for DVI following any significant disaster.

13 Training and Exercises

It is acknowledged that a long term view of emergency preparedness activity is required and as such a multi-year strategic training plan is being prepared.

Facilities Management is responsible for developing and delivering these training programmes for Wintec.

14 Wintec Community Education and Information

14.1 Education Programme / Support Resources

Knowing what to do in an emergency is extremely important and Wintec provides a number of ways in which our staff, students and visitors can become familiar with safety arrangements on campus. These include:

Emergency Evacuation Procedures

Evacuation Procedures are displayed at all external doors of all buildings.   These procedures include assembly point information, and are used for all building evacuations.

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.

Annual Safety Promotion

During annual orientation week, a safety and security information booth will be provided by Wintec Security staff who will ensure key information is available to all new students.

Staff & Contractor Induction Programmes

Safety and security information is provided to all new staff and contractors joining Wintec.

15 Appendices

Appendix 1 – Impact Activation Chart

Response Level			Impacts					
			Harm to People	**Harm to Environment**	**Asset Damage**	**Loss of Business Continuity**	**Damage to Reputation**	**Political Interest**
Level 3	Level 2	Level 1	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 agency 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
			Single or multiple injuries requiring immediate hospitalisation affecting daily operations	Moderate environmental harm able to be dealt with by Wintec personnel Minor hazardous spill	Accident or damage to facilities or equipment which could affect 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 Wintec personnel
			Illness or injuries of a minor nature Significant near miss	Minor environmental impact able to be dealt with by Wintec personnel Environmental nuisance (noises etc)	Minor damage to facilities or equipment able to be dealt with by Wintec personnel	Minor disruption to departmental operations	Campus community awareness of issue, little media interest	Peaceful demonstration / gathering on campus able to be managed by Wintec personnel

Appendix 2 - Briefing Guides

IC Briefing Checklist

3 types of briefing

A. Overview Briefing – to a large group of personnel / SEMG*

B. Delegation Briefing – to individuals for tasks of functions

C. Changeover Briefing – to individuals taking over your role

Topic	Briefing type		
	A	**B**	**C**
Introduce yourself	✔	✔	✔
Outline the purpose of the briefing	✔	✔	✔
Set the rules of the briefing	✔	✔	
Overview of the situation			
History	✔	✔	✔
Current	✔	✔	✔
Predicted	✔	✔	✔
Incident Control System Structure		✔	✔
Overall Objectives, Strategies, Tactics	✔	✔	✔
Part to play for those receiving the briefing	✔	✔	✔
Detail			
Task and resource allocation		✔	✔
Authority to act		✔	✔
Responsibilities		✔	✔
Reporting and communications		✔	✔
To whom		✔	✔
By whom		✔	✔
When		✔	✔
How		✔	✔

Detail required		✔	✔
Time constraints and deadlines		✔	✔
Logistical and administrative support		✔	✔
Implications of not achieving work targets	✔	✔	✔
Safety Issues	✔	✔	✔
Summary	✔	✔	✔
Invite questions	✔	✔	✔
Ask questions to confirm understanding		✔	✔
Finish	✔	✔	✔

- Ensure the briefing is in a safe area, free from distractions

- Introduce documentation at the relevant stage of the briefing

    - Maps during the situation review

    - Communications plan during reporting arrangements

    - Sector plans during tasking

Allow time for digestion of the information before finishing the briefing session.

Task Briefing Structure (SMEACQ)

Situation

Mission

Execution

Administration

Command/Communications

Questions

Specific

Tightly focussed on the required results

Measurable

Able to be reported in a way that accurately reflects performance of the task.

Achievable

Possible within the bounds of the incident

Realistic

Appropriate to the resources available

Time constrained

Gives a time for expected completion or reporting

ISPAARE™

Situation Report (SITREP) Prompt

I	Introduction	
S	Situation	
P	People & Property	
A	Actions Taken	
A	Access & Assembly	
R	Resources	
E	End	

(Source: Emergency Management Academy of NZ)

Appendix 4 - Targeted Incident Planning System (TIPS)

Appendix 5 - Building Safety Assessment Form

ATC-20 Detailed Evaluation Safety Assessment Form

Inspection

Inspector ID: _____

Affiliation: _____

Inspection date and time: _____ ☐ AM ☐ PM

Final Posting
from page 2

☐ Inspected
☐ Restricted Use
☐ Unsafe

Building Description

Building name: _____

Address: _____

_____

Building contact/phone: _____

Number of stories above ground:_____ below ground: ____

Approx. "Footprint area" (square feet): _____

Number of residential units: _____

Number of residential units not habitable: _____

Type of Construction

☐ Wood frame   ☐ Concrete shear wall
☐ Steel frame   ☐ Unreinforced masonry
☐ Tilt-up concrete   ☐ Reinforced masonry
☐ Concrete frame   ☐ Other: _____

Primary Occupancy

☐ Dwelling   ☐ Commercial   ☐ Government
☐ Other residential ☐ Offices   ☐ Historic
☐ Public assembly   ☐ Industrial   ☐ School
☐ Emergency services ☐ Other: _____

Evaluation

Investigate the building for the conditions below and check the appropriate column. There is room on the second page for a sketch.

	Minor/None	Moderate	Severe	Comments
Overall hazards:				
Collapse or partial collapse	☐	☐	☐	_____
Building or story leaning	☐	☐	☐	_____
Other_____	☐	☐	☐	_____
Structural hazards:				
Foundations	☐	☐	☐	_____
Roofs, floors (vertical loads)	☐	☐	☐	_____
Columns, pilasters, corbels	☐	☐	☐	_____
Diaphragms, horizontal bracing	☐	☐	☐	_____
Walls, vertical bracing	☐	☐	☐	_____
Precast connections	☐	☐	☐	_____
Other_____	☐	☐	☐	_____
Nonstructural hazards:				
Parapets, ornamentation	☐	☐	☐	_____
Cladding, glazing	☐	☐	☐	_____
Ceilings, light fixtures	☐	☐	☐	_____
Interior walls, partitions	☐	☐	☐	_____
Elevators	☐	☐	☐	_____
Stairs, exits	☐	☐	☐	_____
Electric, gas	☐	☐	☐	_____
Other_____	☐	☐	☐	_____
Geotechnical hazards:				
Slope failure, debris	☐	☐	☐	_____
Ground movement, fissures	☐	☐	☐	_____
Other_____	☐	☐	☐	_____

General Comments: _____

_____

Building name: _____ Inspector ID: _____

Sketch (optional)
Provide a sketch of the building or damaged portions. Indicate damage points.

Estimated Building Damage
If requested by the jurisdiction, estimate building damage (repair cost ÷ replacement cost, excluding contents).

☐ None
☐ 0–1%
☐ 1–10%
☐ 10–30%
☐ 30–60%
☐ 60–100%
☐ 100%

Posting
If there is an existing posting from a previous evaluation, check the appropriate box.

Previous posting: ☐ INSPECTED ☐ RESTRICTED USE ☐ UNSAFE Inspector ID: _____ Date: _____

If necessary, revise the posting based on the new evaluation and team judgment. *Severe* conditions endangering the overall building are grounds for an Unsafe posting. Local *Severe* and overall *Moderate* conditions may allow a Restricted Use posting. Indicate the current posting below and at the top of page one.

☐ **INSPECTED** (Green placard) ☐ **RESTRICTED USE** (Yellow placard) ☐ **UNSAFE** (Red placard)

Record any use and entry restrictions exactly as written on placard: _____
_____
_____

Further Actions Check the boxes below only if further actions are needed.
☐ Barricades needed in the following areas: _____
_____
☐ Engineering Evaluation recommended: ☐ Structural ☐ Geotechnical ☐ Other: _____
☐ Other recommendations: _____
_____
_____
Comments: _____
_____

INSPECTED

LAWFUL OCCUPANCY PERMITTED

This structure has been inspected (as indicated below) and no apparent structural hazard has been found.

☐ **Inspected Exterior Only**

☐ **Inspected Exterior and Interior**

Report any unsafe condition to local authorities; reinspection may be required.

Inspector Comments:

_____
_____
_____

Facility Name and Address:

_____
_____
_____

Date _____

Time _____

(**Caution:** Aftershocks since inspection may increase damage and risk.)

This facility was inspected under emergency conditions for:

_____
(Jurisdiction)

Inspector ID / Agency

_____
_____
_____

**Do Not Remove, Alter, or Cover this Placard
until Authorized by Governing Authority**

RESTRICTED USE

Caution: This structure has been inspected and found to be damaged as described below:

_____
_____
_____
_____

Entry, occupancy, and lawful use are restricted as indicated below:

☐ Do not enter the following areas: _____

_____

☐ Brief entry allowed for access to contents: _____

_____

☐ Other restrictions: _____

_____

Facility name and address:

_____
_____
_____

Date _____

Time _____

(**Caution:** Aftershocks since inspection may increase damage and risk.)

This facility was inspected under emergency conditions for:

_____
(Jurisdiction)

Inspector ID / Agency

_____
_____
_____

**Do Not Remove, Alter, or Cover this Placard
until Authorized by Governing Authority**

UNSAFE

DO NOT ENTER OR OCCUPY
(THIS PLACARD IS NOT A DEMOLITION ORDER)

This structure has been inspected, found to be seriously damaged and is unsafe to occupy, as described below:

_____
_____
_____
_____
_____

Do not enter, except as specifically authorized in writing by jurisdiction. Entry may result in death or injury.

Facility Name and Address:

_____
_____
_____

Date _____

Time _____

This facility was inspected under emergency conditions for:

_____
(Jurisdiction)

Inspector ID / Agency

_____
_____
_____

**Do Not Remove, Alter, or Cover this Placard
until Authorized by Governing Authority**

Appendix 6 – Building Assessment Report Template (sample)

Building Name;	
Building Code;	

Inspected by;	
Date;	

Item No;	Item Description;	Defects Notes;	No Defect	Minor Defect	Major Defect	Remedial
14	**MECHANICAL SERVICES**					
	No significant mechanical services damage i.e displacement, collapse or seperation					
	Other services such as compressed air, salt, water etc (NB: LPG by specialist contractor)					
	Ceiling diffusers undamaged and remain connected to ceiling grid.					
	Radiators / convectors, connections intact					
	Roof discharges inspected					
14	**WATER MAINS / BACKFLOW UNITS**					
	Visually check incoming water main related pumps and building backflow prevention device intact and no leaks					
15	**WATER LEAKAGE**					
	No apparent system water leakage. All fixings secure					
	Visual check of waste / stormwater systems					
16	**WATER STORAGE**					
	Visual check of any water storage tanks and associated connections.					
17	**HOT WATER SYSTEM**					
	Visual check of hot water system including calorifier, circulation pumps, HWCs and seismic restraints					
18	**CHILLED WATER SYSTEM**					
	Chiller/distribution system and controls operational	*(multiple pages; this is a sample only)*				

Appendix 7 - 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	Hamilton City Council
CCP	Casualty Collection Point – CIMS
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 Wintec, all Emergency Services in New Zealand and the majority of 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

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)
EMO	Emergency Management Officer
EMO	Emergency Management Office (usually at Group/Regional level)
ICP	Incident Control Point
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
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 Incident Control Point located under the Beehive. (operated by MCDEM)
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
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 fire fighting appliance.
Responder	Often used to refer to a qualified member of Wintec'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 for providing a brief 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) 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.
Tirfor	A hand operated winch – slow but powerful
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.
UHF	Ultra High Frequency (300MHz to 3GHz)
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

Appendix 8 - Version Control

Version	Action	Approval Authority	Action Date
Version 1.0:	New Plan developed	Graeme Ward	12 Mar 2017